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# Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers

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## Final Activity Report

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## Acronyms

ACT	artemisinin-based combination therapy
AIDS	acquired immune deficiency syndrome
AMREF	African Medical and Research Foundation
ARV	anti retroviral
CSCMP	Council of Supply Chain Management Professionals
ESAMI	Eastern and Southern Africa Management Institute
FP	family planning
FP/RH	family planning/reproductive health
HIV	human immunodeficiency virus
HLA	Humanitarian Logistics Association
HMIS	health management information system
IAPHL	International Association of Public Health Logisticians
JSI	John Snow, Incorporated
LMIS	logistics management information system
MIS	management information system
NGO	nongovernmental organization
OI	opportunistic infection
PH	public health
PHSCM	public health sector commodity manager
PMIS	procurement management information system
RH	reproductive health
RHSC	Reproductive Health Supplies Coalition
SCMS	Supply Chain Management System
TB	tuberculosis
UK	United Kingdom
UNDP	United Nations Development Program
UNFPA	United Nations Fund for Population Activities
VoIP	Voice over Internet Protocol

## Preface

**lo·gis·ti·cian:** *noun*

a specialist in [logistics](#)

**lo·gis·tics:** *noun plural but singular or plural in construction*

**1:** the aspect of military science dealing with the procurement, maintenance, and transportation of military matériel, facilities, and personnel

**2:** the handling of the details of an operation

From Merriam-Webster Online, <http://www.merriam-webster.com>

There is no universal agreement on the use of the term *logistician*. For this study, the term *logistician* refers to any category of person who has responsibility for managing commodities or who has a role in the implementation of a commodity supply chain. In this context, the terms *logistician*, *supply chain manager*, and *commodity manager* can be used interchangeably.

Further, while the target audience of this study is the Public Sector Reproductive Health Commodity Manager, the discussion at times includes any health commodities, for reasons that are explained in this report.

# Executive Summary

## Purpose

The critical role of logistics and supply chain management in ensuring commodity availability has received increasing recognition in recent years. However, while professionals in other fields require prequalification and advanced degrees, when applied in the context of public sector commodity managers, these qualifications are more than likely based on a person's medical or pharmaceutical knowledge, and not on knowledge of logistics and commodity management.

In the developing world, logisticians (commodity or logistics system managers) charged with implementing, maintaining, or improving commodity management systems typically attain their jobs by rising through the ranks, even when they are minimally qualified or minimally trained. The time is right to professionalize the public health logistician position. One way of doing this is to promote or create professional development opportunities that, perhaps, lead to professional certification. Similar certifications exist in commercial and humanitarian relief logistics, and it is time to do the same for the public sector health logistician and, in this case particularly, for reproductive health (RH)/public health (PH) commodity and supply chain managers.

The inability to raise the profile and professional level of the commodity manager is compounded by the scarcity of professional development opportunities accessible to public health logistics personnel in developing countries. The overall result is that public health logisticians/supply chain managers in the developing world cannot attain the level of knowledge and skills they need to improve their own abilities, and the professionalization that has become recognized as a requirement in the first-world commercial/private sector is absent from the public sector. Therefore, public sector supply chains are unable to achieve the level of effectiveness and efficiency that would enable them to provide greater rates of commodity availability and cost efficiencies and savings.

The present study provides an inventory of existing professional development opportunities focused on learning objectives and skills development specific to the context of health commodity managers working in the public and NGO sectors in developing countries, where issues such as limited resources, target populations, and lack of a profit motive create an environment different from the one that exists in the private sector. The inventory examines courses or programs that focus on the development of practical skills that are directly relevant to public sector commodity management and that have the potential to result in more professional management of public sector supply chains and in improved product availability.

## Data Sources

To create an inventory of professional opportunities available to public health logisticians and conduct the gap analysis, the team collected data on two key components: (1) professional development needs among public health logisticians and (2) courses that are available to enable logisticians to address their professional development needs. Each of the courses was then examined in the context of a number of factors that relate to how relevant the courses are to the target audiences and that define potential barriers that would prevent a member of the target audience from attending the course.

## **Principal Findings**

Opportunities for professional development available to public health sector commodity managers, including those working with reproductive health commodities, are extremely limited. The study identified 94 courses that focus on logistics and commodity managers. Of these, many are university-based, and many of those are located in the United States. In addition, there are a number of factors, including cost, time required, language, and course prerequisites, that would prevent a potential participant from accessing the existing courses.

Research revealed the following:

- None of the 94 courses this study identified is dedicated to the management of reproductive health sector commodities.
- Only 10 courses this study identified mention reproductive health commodities among the focus commodities of the course.

When looking at a prototypical course candidate, as defined through composite profiles of survey respondents:

- Only six of 94 courses this study identified respond to the needs of a typical potential course participant who desires a one- to two-week course.
- Only three of 94 courses this study identified respond to the needs of a typical potential course participant who desires a course that is available online.

A concerted effort is needed to improve the number and type of professional development opportunities that are available and to find ways to increase access to existing opportunities.

## **Recommendations**

The recommendations detailed in the report are presented in the context of a wide range of potential actions that could be implemented based on the findings of the present study and in the context of the project output: *“Gap analysis and resulting recommendations for actions that can be taken to improve access to professional development opportunities for public sector supply chain managers, including those identified by public health logistics professionals themselves.”*

The recommendations are grouped into four main themes:

- increase access to existing courses;
- contribute to increased relevance and access;
- increase the availability of professional development opportunities; and
- professionalize public sector RH and health commodity management.

Implementation of these recommendations will require a concerted and coordinated effort among various partners and can and should be adopted by any interested member of the RH community, including RHSC, IAPHL, JSI and others. Suggestions for specific partners best suited to implement individual recommendations are provided in the full report.

**Recommendation: Increase access to existing courses.**

1. Develop and implement a means for disseminating the information on courses that were identified through this study.
2. Continue to research the availability of existing courses and continually update the existing database information.
3. Develop and disseminate a “one stop shop” where public sector health logisticians can access information about current/existing courses, other technical resources, and/or information exchange among colleagues.
4. Identify (or create) sponsorships, subsidies, or other means for public sector health logisticians to attend existing courses.

**Recommendation: Contribute to increased relevance and access.**

5. Conduct additional research into existing courses and the needs of potential participants to verify the relationship among course purpose/objectives, the development of practical skills, and perceived need.
6. Conduct additional research to provide a quality check of courses that respond to typical participant profiles.
7. Identify or develop additional courses to address existing gaps in technical training topics.
8. Research, identify, and disseminate information on opportunities for supply chain knowledge and capacity building *other than those based on a formal course*.

**Recommendation: Increase the availability of professional development opportunities.**

9. Actively promote and contribute to “virtual learning centers” to reinforce their role as an information exchange with an emphasis on expanding or supplementing the content to formalize a focus on building the technical knowledge and skills of public sector supply chain professionals.
10. Develop, produce, publish, and promote additional online or other distance-learning opportunities in all areas of health commodity management; in English, French, and Spanish; and with a particular emphasis on gaps identified through this study.
11. Establish and maintain a “logistics help desk” or other system for providing ongoing distance technical assistance.

**Recommendation: Professionalize public sector RH and health commodity management**

12. Develop and implement a means of formally recognizing and disseminating demonstrated achievements in the management of public sector reproductive health commodities.
13. Identify and standardize one or more sets of core logistics competencies, by job title or a combination of logistics function and level in the system, that would serve as “minimum job skills” and/or suggested job description elements required of logistics professionals. Continue to identify gaps in professional development opportunities and explore ways to provide targeted/specific knowledge and skills development to address these gaps.

14. Develop a formal/accredited certification for public sector health logistics professionals.

Note: Because the analysis is based on a fixed set of courses, a cut-off date was applied after which no new courses would be added to the list, so the analysis could be done. Nevertheless, additional courses were identified through various means even after the cut-off date. While those courses are not included in the analysis in this report, they were added later to the data-gathering tool and will be available to anyone accessing this information in the future.

## Introduction

The critical role of logistics and supply chain management in ensuring commodity availability has received increasing recognition in recent years. In the private sector, logistics has moved from the back room to the boardroom. In the public sector, and particularly in developing-country reproductive health programs, there is increasing awareness of the importance of logistics and the need to focus on logistics to achieve program goals and assure client service. However, while professionals in other fields require prequalification and advanced degrees (that is, the chief of a health services division must be a licensed physician, the storeroom manager must be a pharmacist), when applied in the context of public sector commodity managers, these qualifications are more than likely based on a person's medical or pharmaceutical knowledge, and not on a knowledge of logistics and commodity management..

In the developing world, logisticians such as commodity managers or logistics system managers charged with implementing, maintaining, or improving commodity management systems often attain their jobs by rising through the ranks or having commodity management responsibilities as part of a health program management position, even when they are minimally qualified or minimally trained in commodity management. Once in their jobs, logisticians may have the opportunity to develop their professional skills in logistics through participation in a short course or other professional development opportunity, but they more likely are left to figure things out on their own. As the environment over the last 20 years has improved and has brought increased attention to logistics and supply chain management, professional development opportunities have increased, yet logisticians may or may not be able to access these opportunities. The time is right to professionalize the position of public health logistician. One way of doing this is to promote or create professional development opportunities that lead to professional certification. Similar certifications exist in commercial and humanitarian relief logistics, and it is time to do the same for the public sector health logistician and, in this case particularly, for RH/PH commodity and supply chain managers.

The inability to raise the profile and professional level of the commodity manager is compounded by the scarcity of professional development opportunities accessible to public health logistics personnel in developing countries. Courses that are available may not focus on a person's specific area of need, or existing courses that might be appropriate may not be well known, either because people are unaware such courses exist, or because the purpose or content of the course is misunderstood. Courses may require specific degrees or other prerequisites that may disqualify some commodity managers from participating. The length of attendance or cost of the course may be prohibitive. The overall result is that public health logisticians/supply chain managers in the developing world cannot gain the level of knowledge and skills they need to improve their own abilities, and the professionalization that has become recognized as a requirement in the first-world commercial/private sector is absent from the public sector. Therefore, public sector supply chains are unable to achieve the level of effectiveness and efficiency that would enable them to provide greater rates of commodity availability and cost efficiencies and savings.

The present study provides an inventory of existing professional development opportunities focused on learning objectives and skills development specific to the context of health commodity managers working in the public and NGO sectors in developing countries, where issues such as limited resources, target populations, and lack of a profit motive create an environment different from the one that exists in the private sector. The inventory examines courses or programs that focus on the development of practical skills that are directly relevant to public sector commodity management and that have the potential to result in more professional management of public sector supply chains and in improved product availability.

# Project Goal, Objectives, and Outputs

## Project Goal

This project provides a study of the current availability of English-, French-, and Spanish-language professional development opportunities for public sector supply chain managers in developing countries, and attempts to identify those opportunities that are most appropriate for and relatively more accessible to such supply chain professionals.

The project also identifies gaps in the current range of offerings and suggests ways to overcome these gaps, thereby contributing to greater access to professional development opportunities; the desired outcome is increased recognition of the professional status of public health sector logisticians, which contributes to increased product availability in programs managed by professional logisticians.

## Project Objectives

The project accomplished the following objectives:

- Research, analyze, and report accredited and nonaccredited programs/opportunities for health commodity supply chain managers in developing countries, focused on or relevant to the public sector, and identify gaps in technical topic/skills areas covered among currently available options, including:
  - classroom based courses and workshops;
  - self-directed distance learning programs (paper-based, online);
  - degree programs and executive short courses (university and other); and
  - professional associations and groups exchange programs, study tours.
- Survey public health and NGO sector logisticians to determine areas of greatest felt need, cross-compare with current offerings, and identify concomitant gaps.
- Produce a list of recommendations for the Reproductive Health Supplies Coalition (RHSC) partners and/or the RHSC Secretariat based on the findings of the study, including possible strategies for expanding the availability of professional development opportunities and strategies for improving access to existing opportunities.

## Project Outputs

The proposal identified a number of project outputs that appear in this report and include the following:

- Inventory of existing professional development opportunities for public sector supply chain professionals that the RHSC could report on its webpage (that is, material would be presented in a format that could be uploaded easily )
- Objective ranking of programs based on an analysis of:
  - relevance to developing-country public sector supply chain management needs (specific topics versus general/survey courses; breadth and depth of courses offered)
  - cost of attendance (monetary and time commitment)
  - other barriers that would limit access to existing courses

- relevance of courses to perceived needs expressed by potential course participants/public health sector logisticians
- Gap analysis and resulting recommendations for actions that can be taken to improve access to professional development opportunities for public sector supply chain managers, including those identified by public health logistics professionals themselves

# Methodology

## 1.2 Data Sources

To create an inventory of professional opportunities available to public health logisticians and conduct the gap analysis, the team collected data on two key components: (1) professional development needs among public health logisticians and (2) available courses that enable logisticians to address their professional development needs. Each course was then examined in the context of a number of factors that relate to how relevant the courses are to the target audiences and that define potential barriers that would prevent members of the target audience from attending the course.

### Professional Logistician Training Requirements

The purpose of collecting data from professional logisticians was to identify a) logistics skills and knowledge that they are seeking to develop, and b) existing or perceived barriers to accessing existing professional development opportunities.

An online survey questionnaire consisting of 15 questions was developed and distributed in February 2009 to 244 public health logisticians in 50 countries (38 English, six French, two French/English, and five Spanish) and representing some 90 organizations. Annex 1 contains the survey questionnaire, and the list of organizations represented by survey recipients is shown in Annex 2.

The survey was distributed in English only and was transmitted to the target audiences through English-language medium avenues otherwise accessible to and used by native speakers of languages other than English. The team identified survey respondents through membership of the International Association of Public Health Logisticians (IAPHL) and available participant lists from past training activities offered by United Nations Fund for Population Activities (UNFPA), USAID | DELIVER PROJECT, and Supply Chain Management System (SCMS), three sources of logistics professional rosters to which the training team had access.

Respondents were encouraged to respond online, although electronic Microsoft® Word copies of the survey were also accepted. Courses named by respondents that had not been identified previously were added to the list of courses for potential inclusion in the master list of trainings. The survey was open from March 24 to April 20, 2009.

### Professional Development Opportunities

To identify professional development opportunities for public health logisticians, the team used an approach mimicking the process public health logisticians must go through to find a course or training opportunity in public health logistics. The team conducted an Internet search using Google and several combinations of key terms in English, French and Spanish to locate potential course offerings. Table 1 includes a sampling of those terms.

**Table 1. List of key search terms**

<b>English</b>	<b>Spanish</b>	<b>French</b>
Supply chain	Cadena de suministro	Chaîne d'approvisionnement
Logistics	Logística	Logistique
Course	Curso	Cours
Training	Entrenamiento	Formation
Class	Clase	Classe
Public health	La salud pública	Santé publique
Reproductive health	Salud reproductiva	Santé de la reproduction
Commodities	Insumos	Produits pharmaceutique
Supplies	Suministros	Fournitures
Commodity management	Gestión de insumos	Gestion des produits pharmaceutiques

Websites of organizations involved in public health logistics were also searched for references to training opportunities. In addition to Internet searches, the team compiled its knowledge of organizations offering courses based on electronic announcements circulated by colleagues and notices posted to groups such as the Council of Supply Chain Management Professionals (CSCMP) and the International Association of Public Health Logisticians (IAPHL). Once a potential training organization or source was identified, it was added to a list of all potential agencies, universities, and organizations offering training courses in public health logistics.

### **1.3 Data Collection Team**

A core team of three advisors knowledgeable in the areas of logistics, performance improvement, and organizational strengthening collected and recorded data in the data collection tool. All three of the researchers identified and catalogued English-language courses while one of the three also focused on French-language courses and another on Spanish-language courses. A senior advisor knowledgeable in the three subject areas and a monitoring and evaluation advisor who developed the data collection tool and advised on data entry also reviewed the data. All five team members participated in analyzing the data and reporting the results.

It should be noted that the team met regularly before, during, and after the data collection and analysis processes to ensure consistency in the way the data were recorded, reported, and analyzed. Nevertheless, some personal bias may have been introduced, though the team did collaborate consistently to minimize any impact this may have had on the results.

The team encountered a few challenges through its review of hundreds of websites. A plethora of more private-sector-oriented supply chain courses exists at universities, and it was decided to list only a sampling from each region of the world since they are not entirely applicable to a public health audience. In addition, to document each one of these courses would take more time than the team had available. Other challenges included not being able to gather all required details from website pages or not being able to contact an appropriate person to find that additional information. Specific challenges related to individual course criteria are noted later in this report

## Relevance and Access Criteria

When trying to determine a potential professional development opportunity, one might consider dozens of criteria that an individual before making a decision or selecting a course to study. For example, a national RH program manager may know that, based on her country's procurement cycle, her absence at a certain time during the year would not be possible. Therefore, she would look for a course that is being conducted during her country's procurement "downtime." The same would be true for every individual participant and based on any number of personal factors.

It would be impossible therefore to imagine every possible scenario and to identify every possible factor that might come into play as participants search for a course. In this context, the study focused on a more limited, fixed set of criteria that the team believes would be among the more universal factors (that is, applicable to everyone) or first-cut considerations in a person's ultimate decision and/or a person's ability to attend a course. The set of criteria examined falls into two main categories: relevance and access, each of which is defined for this study as follows.

**Relevance:** Relevance primarily deals with issues related to how well the course content corresponds to the participant's job duties and responsibilities and to what degree the course provides a skill-building environment. While the factors themselves are defined by the course, the importance of each factor depends on the individual participants when deciding whether the course is appropriate for their needs. Aspects of relevance examined through this study include:

- target sector
- target audience/population
- focus commodities
- topics covered
- specified course objectives
- estimated proportion of course spent on logistics topics
- accreditation
- degree/certificate awarded
- other incentives

**Access:** Access focuses on a set of elements related to course participation that might prevent or disqualify someone from being able to attend a course that the person otherwise may have found to be relevant. Factors affecting access include:

- location of the course
- language of instruction
- course prerequisites
- time required to attend or complete the course
- mode of attendance
- quoted course fee

### 1.4 Specific Factors Related to the Relevance Criteria

Relevance generally refers to how well the course responds to the needs of the participant, but also includes additional elements participants may take into account when deciding on a course to attend. Essentially, relevance summarizes the factors the participants will take into account when determining the

“value” they see in the course and the overall perception that participation in the course will be of benefit, both professionally and personally.

Individuals’ consideration of each of the relevance criteria is based on their perceived needs, so it is quite subjective in nature. Further, when considering a set of factors, different individuals will assign different levels of importance to each of the various factors. For example, an individual might consider an accredited course to be inherently more valuable than a nonaccredited course, even though the actual content of the course may be less technical and, ultimately, less beneficial to the learner. A different participant may deem a course that focuses only on building knowledge, and not practical skills, to be less desirable than a skills-based course, even though the knowledge-based course provides certification.

In this context, the project team has not attempted to say which courses are the best related to any of the relevance criteria. Rather, the team has only defined a set of factors that participants would need to consider, and then demonstrate how each of the factors may respond to different perceived learner needs. It will be up to individual participants to decide which of the relevance factors they judge to be more important, balance the different factors as they relate to course choices, and then select which course, if any, to attend.

## **Relevance Factor 1: Target Sector**

Target sector examines to what extent the course is geared toward and would provide benefits to the management of public sector commodities. Target sector considerations range from direct emphasis on true public health sector logistics systems (developing country, public sector, for example, directly managed by Ministry of Health) to those geared directly toward the private sector, with some degree of variation in between.

To identify those courses most relevant to professionals managing public sector health commodities, courses were classified into one of four sectors:

**Private:** commercial, for-profit

**Public:** government, not for profit

**NGO:** not for profit, issues-based

**Other:** any sector not related to the other three categories

The research team considered that courses targeting the public sector were likely to be more relevant to the target audience of this study—public health sector logisticians. Courses designed for public health sector logistics are more likely to take into account and address the needs, levels of resources, and other factors that might be different in a public sector system when compared to the needs of the other sectors, particularly the private sector.

While the specific needs of each of the sectors may be somewhat different, many logistics principles can be applied in either strict public or private sectors. Thus, a course geared toward a private sector operation might still have some relevance to public sector logistics operations. The caveat is that the course participant would have to apply or adapt such principles to the specific public sector environment. For this reason, courses geared specifically toward the public sector would be judged to be more relevant to public health sector logisticians, though content from other target sector courses would still be relevant.

## **Relevance Factor 2: Target Audience/Population**

The Target Audience/Population factor is a subset of the Target Sector factor. Therefore, once a general sector was selected (public, private, NGO, or other), a specific target audience was identified. The target audience/population is directly tied to the job responsibilities of the participant. Thus, courses are not automatically more or less relevant based strictly on the target audience, but rather taking into account the tasks and responsibilities of the participants.

The research team identified five categories of Target Audience/Population:

**Practitioner:** Someone who is directly tasked with a logistics activity or activities, including one who, for example, schedules commodity distribution, processes commodity orders, enters/analyzes logistics data, and/or conducts a quantification exercise.

**Facility Manager:** Someone who oversees the overall logistics functions at, for example, a health facility, district, or central-level warehouse. The facility manager may also supervise other staff and oversee their logistics activities at the facility, but would not actually perform day-to-day logistics functions.

**Program Manager:** Someone who is responsible for the overall logistics functions of a health program. This person may not physically perform logistics activities, but supervises the implementation of logistics activities by others and is responsible for the program's overall supply chain operations and, typically, at a level higher than that of Facility Manager.

**Technical Assistance Provider:** Someone who is providing short- or medium-term interventions related to logistics and is not involved in the activities on a long-term basis.

**Other:** If a target audience could not be identified or did not fit into one of the above categories, it is classified as "other." Other possible categories may have included business or related health field students, general interest, etc.

In the following analysis, a course geared toward program managers, for example, would be most relevant for program managers who were attending the course and perhaps less relevant for facility-level pharmacists; the topics and types of skills developed through the course would likely more readily benefit the program manager. Similarly, a course focusing on automated logistics management information system (LMIS) probably would do more to develop the job skills of an LMIS manager than those of a facility manager.

## **Relevance Factor 3: Focus Commodities**

To be included in the study, a course had to fall within one of following categories:

**Health Products, RH Commodity Specific:** The course content targets RH commodities only (contraceptives, RH supplies, etc.).

**Health Products, including RH:** The course content targets health commodities, including RH products (for example, could include HIV test kits and ARVs, malaria, TB, and RH products).

**Health Products, Non-RH-Specific:** The course content targets health commodities but does not reference RH commodities (e.g., HIV test kits and ARVs; TB medicines; malaria rapid test kits).

**Nonhealth Products, Logistics in General: Any/other:** The course content can be applied to any or all types of commodities.

**Nonhealth Products, Logistics in General: Not Indicated:** The course content is not specified in terms of which product types are targeted; the assumption is that these courses can be applied to any or all types of commodities.

Not included in the study, therefore, would be courses that focus specifically on a nonhealth product, such as beverages, automobiles, or computers. With a focus on a specific nonhealth commodity, less can be assumed to be directly applicable to the management of health commodities specifically.

As with many of the other factors related to relevance, focus commodity relevance for participants would be directly dependent on the types of commodities managed by the course participants. Someone whose job is to manage HIV test kits would benefit most directly from a course that focuses specifically on the management of those HIV-related products. A person who manages HIV test kits, however, might also gain some benefit from attending a course that covers pharmaceuticals generally, although some principles might apply only to pharmaceuticals and not specifically to HIV test kits, or some might apply to HIV test kits but might not be covered in a pharmaceuticals-oriented course. It would be up to course participants to determine which principles do and do not apply to the specific commodities they are managing.

## **Relevance Factor 4: Topics Covered**

Most logistics courses focus on one or more topic areas. The team compiled a list of key logistics technical topics for their reference in classifying courses:

- Quantification (including Forecasting)
- Procurement or Supply Planning
- Warehouse Management
- Transportation and Distribution
- Logistics Management Information Systems
- Commodity Security (a set of topics related to assuring availability of commodities, of which commodity management is an element)
- Monitoring and Evaluation of Logistics Systems
- Inventory Management (including storage, dispensing, assessing stock status, etc.)
- Inventory Control Systems

For this study, courses were classified based on the extent to which they covered technical logistics topics. Three classifications defined for the study include:

**One logistics function in great detail:** Courses in this category look at a single function (for example, procurement, warehousing, and transportation), and then examine that function in great detail. Thus, for example, one might spend three weeks looking at various elements of procurement and learn in detail how each of these elements is implemented during the procurement process. Courses focusing on one logistics topic in great detail would be most relevant for a person whose specialty or main job responsibility is that function. At the same time, someone who is responsible for various aspects of supply

chain management, including procurement, could consider the course to be very relevant, that is, the course covers a topic of interest, even though that single course does not cover all of the areas for which the person has responsibility.

**Variety or range of logistics topics that are covered in some detail:** Courses in this category focus 100 percent on logistics but, within that area, look at a broader range of topics, and very likely go into relatively less detail than would a specialty course devoted to any one of those topics. During a one-week course of this type, for instance, one might spend one day each on procurement, transportation/distribution, quality assurance, and storage, with another day looking at how all of these elements are interrelated and how they function within an overall logistics system. This type of course would be most relevant for participants who work within a broader range of logistics functions or who are interested in a logistics entry point, and who thus may need less depth or detail to carry out their responsibilities. For the course to be highly relevant to them, each topic required to meet their individual needs would need to be included in the range of topics offered by the course and covered in enough detail to meet that participant's needs.

**General or service courses in which some logistics is included:** Courses in this category would be those courses that are organized around a subject other than technical logistics, such as service provision or health systems, but that include some elements of logistics as a part of that larger overall topic. For the target audience of this study, a course of this type would be the least relevant, since the amount of time devoted to developing logistics skills would be relatively much less than in either of the other two categories defined for this relevance factor. For someone whose job responsibilities are exclusively in logistics, a general services course would be less relevant, since much of the course content will have little if anything to do with actual logistics.

## **Relevance Factor 5: Specified Course Objectives**

The specified objectives for any course should define for potential participants the specific content of the course and should indicate to some extent how the material will be taught and what participants will walk away from the course knowing and being able to do. For instance, the course objectives should make clear whether participants will be able to do something (for example, prepare an annual procurement plan) or simply know something (for example, describe an annual procurement plan). When researching a course they might attend, potential participants should first examine the course objectives to determine to what extent the course will be relevant to their learning needs, particularly in relation to skills development rather than knowledge development.

The objectives covered by a course do not automatically make it more or less relevant, except in relation to the needs of potential course participants. Knowing the specific objectives of the course will help individual participants to determine how relevant that course would be for them. An exact match between the objectives of the course and the learning needs of participants constitutes the degree of relevance of that course for particular participants. A course that addresses 100 percent of the participant's individual needs would be most relevant to that participant, compared to a course that addresses only 50 percent of that participant's needs.

## **Relevance Factor 6: Estimated Proportion of Course Spent on Logistics Topics**

Another element of concern to potential participants is the portion of the course that is focused on logistics. For the person who works in a specific area of logistics, the procurement specialist, for instance,

a course that focuses 100 percent on procurement and closely related issues would be of most relevance. One might also expect that single-topic courses would typically approach 100 percent focus on the technical topic.

Of greater concern would be general courses or courses that cover a number of topics. For these, a course whose content is 100 percent logistics would be more relevant (of more direct benefit) than would a course that covers 50 percent service provision, 25 percent policy, and 25 percent actual logistics functions. The logistician may be able to draw linkages among the service provision, policy, and logistics elements, but in terms of direct impact on one's work, the greater the proportion of logistics content, the more directly relevant the course would be. Of course, there may be some who have responsibilities in several areas including logistics. Depending on the job responsibilities of the person attending the course, one might be able to get just the right mix of service provision, policy, and logistics needed to apply in that person's context.

Based on the target audience for this study, relevance of a course is correlated with the estimated proportion of the course spent on technical logistics topics, with the estimation being determined by comparing the number of technical logistics topics with any other topics covered in the course. Four relative categories are defined as follows:

**More than 75 percent:** Courses in which more than 75 percent of the content focuses specifically on technical logistics topics would be considered most relevant.

**51 percent–75 percent:** Courses in which 51 percent to 75 percent of the course focuses specifically on technical logistics topics would be considered somewhat less relevant.

**26 percent–50 percent:** Courses in which 26 percent to 50 percent of the course focuses specifically on technical logistics topics would be considered even less relevant.

**Less than 25 percent:** Courses in which less than 25 percent of the course focuses specifically on technical logistics topics would be considered least relevant.

Determining relevance from most to least is subjective, as are the percentages designated by the study team. The use of the categories, however, does enable some objective comparison by potential course participant. The final determination of true relevance will rest with the potential participants based on how the specific course content corresponds with the specific mix of which logistics knowledge and skills they to develop to meet the job responsibilities.

## **Relevance Factor 7: Accreditation**

An accredited course or institution is one that is certified to meet a minimum set of established standards and should imply a high level of quality associated with the specific course or, generally, the offerings of that institution. While course accreditation does not make a course more or less relevant in terms of content, it could be a factor in making a course more or less attractive to attend. For example, potential participants may be more likely to attend an accredited course because of the implied quality and prestige that accreditation confers. Equally, an organization funding participation in a course may be more likely to provide funding for the same reasons, especially if the organization is required to justify spending on such activities.

## Relevance Factor 8: Degree/Certificate Awarded

As with accreditation, the fact that a degree or certificate is awarded does not necessarily make a course more or less relevant to the content of the course, to the learner, or to the potential positive impact on a person's job performance. A degree or certificate may, however, increase its desirability for participants and organizations funding participation in those courses that offer degrees or certification.

A course could be perceived as more relevant to the participant (or funding organization) if it offers a degree, diploma, certificate, or certification. A degree or diploma is likely to convey more prestige than a certificate, and the specific type of certificate would come into play as well. The participant may receive a certificate of competency, or one simply acknowledging participation in or attendance at a course. To participants who do value a degree or certificate, a course offering none of these would be less relevant.

## Relevance Factor 9: Other Incentives

Other incentives would include any other potential incentives that may be associated with a particular course but not already included among the other relevance factors. Such other factors would be limited to incentives specifically mentioned in the course information, such as professional memberships, increased ability to respond to technical challenges, and ongoing access to other professionals.

## 1.5 Specific Factors Related to the Access Criteria

Access refers to the ability to obtain, make use of, or take advantage of a particular resource, such as training in logistics management. In the context of professional development in logistics management, several factors influence a professional's ability to obtain and take advantage of existing professional development opportunities. Examples of such factors include knowledge that the course exists, availability of an appropriate course, prerequisites, the cost of attending a course, the amount of time away from the workplace that participation in a course might require, and, for online courses particularly, the presence of a reliable Internet connection.

Taken individually, some of these factors may not be significant barriers; yet, in combination with other factors, they may become larger obstacles to attending a course. For instance, being able to spend two or three weeks away from the workplace to attend a course may require negotiation with a logistician's supervisor, and in combination with raising the funds to cover course fees, accessing the course becomes more challenging. Access can be based on similar analyses, such as the cost-to-time ratio, to identify any opportunities that would still provide substantial benefits to the course participant.

## Access Factor 1: Location of the Course

Location of courses will likely be of high relevance to potential participants. The location of a course has cost, travel, language, and time implications. For example, participants traveling from lower-income developing countries may not be able to afford a year-long course in Europe or the United States, or they may not be able to obtain the necessary visa. Participants who speak Portuguese, as another example, may only want to look for courses in Portugal, Brazil, or Mozambique (to name a few). In this study, the team merely identifies the location or locations at which the course is offered (with "online" courses being considered a home-based location). It would be up to individual participants to identify which locations

would or would not be a barrier to attending the course, depending on variables such as visa requirements, travel costs, and travel policies of the home country/organization.

## **Access Factor 2: Language of Instruction**

Recognizing the fact that all potential participants from the among the target audience are not all English speakers, and that (notwithstanding Asia) English, French, and Spanish cover much of the target group's geographical area, the research attempted to go beyond English-language courses and include French- and Spanish-language course options as well.

Generally, the more languages in which a course is offered, the more accessible it would be in terms of total potential audience. In practical terms, however, accessibility is directly based on the individual participants and which language or languages they speak. Even if a course is "widely accessible" because it is offered in English, French, and Spanish (or other languages as well), participants can attend only if they speak the language of instruction. Of course, any participants would be free to use an interpreter, although course materials probably would still be unavailable in their native language, and additional costs would be involved.

## **Access Factor 3: Course Prerequisites**

Training institutions may use prerequisites to ensure that all course participants are sufficiently proficient in the basic concepts or otherwise have the knowledge and skills needed to complete a higher or more focused course of study. Prerequisites can take the form of attendance at, completion of, or graduation from a specified course, program, or type of school, which typically is demonstrated by presenting a certificate, diploma, or degree; taking an assessment examination or exercise; or providing documents and materials detailing the content of courses or programs a logistician has taken.

In practice, then, any prerequisite can be an impediment to participation in a course. Those courses that are open to any and all potential participants are thus more accessible to anyone with an interest in the course topic. Courses that have one or more prerequisites would be less accessible than would courses that have fewer or no prerequisites, and the more prerequisites a course has, the less accessible it becomes. The accessibility of the prerequisite itself would further influence how great a barrier a particular prerequisite is to attending a specific course.

## **Access Factor 4: Time Required to Attend or Complete the Course**

Attending and completing courses of study requires a certain amount of time working through the course material, usually in a classroom and with a teacher, tutor, or mentor. For working public health professionals, time spent completing course requirements means time spent away from the workplace that a supervisor must approve, and that and may or may not require the use of annual or unpaid leave. Thus, a course requiring a shorter time commitment would be more accessible than one demanding a greater time commitment. An example of a low-time-commitment course would be a single session, 40-contact-hour (one-week) course, whereas a high-time-commitment course could be a 720-contact-hour (~ six-month) course with multiple sessions held at various times during the year. Thus, researchers recorded the total number of contact hours and the number of trips required for each course.

To facilitate the eventual ordering of courses by time to attend or complete the course, the research team

grouped courses into the following categories, with some categories reflecting rounding:

- one–three days: the course requires from one to three days to complete
- one week: the course requires four to seven days to complete
- two weeks: the course requires eight to 14 days to complete
- three weeks: the course requires 15 to 21 days to complete
- one month to one year: the course requires 22 days to 1 year to complete
- more than one year: the course requires more than one year to complete

In addition to spending time in the classroom, a laboratory, or with a tutor, course participants must travel to the university or course venue. This aspect of time commitment depends on a public health logistician's location and the location of the course under consideration. Given the scattered distribution of courses and public health logisticians, travel time was not included in estimates of total time commitment.

### **Access Factor 5: Mode of Attendance**

Mode of attendance refers to what type of presence is required to attend the course. In the past, this would have been limited to physical presence, in which the participant goes to the site where the course is being conducted, or perhaps a correspondence course managed through the mail system. Nowadays, however, advances in technology and the expansion of its reach worldwide have transformed the meaning of attendance. Today, courses may be held in a classroom, self-guided from a distance (either online or via another medium), or use a combination of in-person and self-guided distance-learning sessions.

The study team recognizes that participants today have a variety of options and, as a result, courses included in this research encompass four categories of mode of attendance: in-person, online, other self-guided, and combination, each of which has its own barriers.

**In-person:** The extent to which an in-person course presents a barrier to access depends in part on the location of the participant and the location of the course. An in-person course offered in or near the participant's home country would be more accessible than would a course farther away. The greater the distance from the participant's home country, the greater the influence of other factors on course accessibility, such as time required and transportation costs.

**Online:** While an online course eliminates the need to travel to the country where the course is being offered, it does require adequate online access, a potential issue in some countries. If Internet access does not exist in the country or at the person's work site, or the person does not have access to a computer, then the course is not accessible. If computer or Internet access does exist but is slow or unreliable, then the course may not be accessible.

**Other self-guided:** Distance learning can also take place using written correspondence, CD-ROM, and/or tele- or videoconferencing. Any correspondence course would require access to a reliable mail system or would rely on services such as DHL or FedEx, in which case cost may come into play. Tele- or videoconferencing also requires a basic level of telephone service or connectivity and may introduce additional costs as well.

**Combination:** A course that combines elements of an in-person course and a distance-learning course also combines the strengths and weaknesses of each type of attendance. For instance, a course consisting of some online sessions and some in-person sessions at a venue far from the participants' home country,

and where the Internet connection is of poor quality, limited, or expensive to access, becomes less accessible. Similarly, if the Internet is easy to access and reliable, yet traveling to the venue is difficult to achieve, accessibility to the course decreases significantly. Thus, to be easily accessible, a combination course must be accessible to participants in terms of all three factors: cost, travel time, and Internet connectivity/reliability.

In addition to the access issues related to the various types of courses, each of these options has the potential to influence participants' access to a particular course in a less tangible way. Participants may view in-person courses as more valuable in terms of content mastery than are self-guided or other distance courses. Participants may also value the in-person course more highly because they prefer to learn in a group situation or through direct contact with the instructor.

### **Access Factor 6: Quoted Course Fee**

The cost of attending the course is perhaps one of the first considerations potential participants will take into account. When seeking a course to attend, the eye is most likely drawn first to what it would cost to attend the course. In some cases, participants might know the total budget available to attend a training course, in which case they would look for a course that fits within that budget, most likely starting with the least expensive option. Another option would be to find a course and then mobilize the funds needed to attend it; in this case, less expensive is probably viewed as more likely to be funded. Thus, for the purposes of this study, cost and accessibility are inversely proportional: a more expensive course is de facto less accessible.

The research identifies the base fee as given by the course provider, the base fee being the minimum up-front amount paid to the course provider. Because the fee will vary based on the course provider, a description of the specific costs covered by the quoted fee is included. The various cost elements that would have to be considered include:

- transportation costs to and from the training venue (for example, round-trip airfare)
- lodging/meals en route to the training venue
- lodging at the training venue
- meals and incidental expenses
- textbooks and other course-related materials
- general stationery supplies
- access to computer/Internet
- any other miscellaneous costs

As with the time required to take or complete the course, course fees ranges are used to facilitate general classification of courses by course fee as follows:

- no cost
- less than \$1,000
- \$1,000–\$2,500
- \$2,501–\$5,000
- more than \$5,000
- no cost stated

Additional variables would include things such as the sponsoring agency's per diem policies, the home location of the participant, and current flight schedules. Because the study could not possibly quantify

each of these variables, the base fee with description is shown as a starting point; determining and quantifying other cost elements would be left up to potential participants.

## **1.6 Data Collection and Analysis Tool**

To catalogue all of the information collected about each of the courses researched during this exercise, the research team's monitoring and evaluation advisor created an electronic Excel-based data collection tool to store all of the information in one central repository. This spreadsheet includes all of the variables the team identified as relevant for ranking and categorizing the courses to identify any gaps in the current range of offerings. As mentioned earlier, courses are categorized according to their accessibility and relevance, using a series of factors in each category.

The reasoning behind the spreadsheet was to create a single repository necessary for analyzing the information about the courses. The spreadsheet could be used for sorting the courses according to the criteria used for ranking and to create a scoring system for the ranking itself. However, as the tool was developed, it became clear that the spreadsheet itself would be an extremely valuable tool to share publicly so users could sort the courses according to their own priority criteria and filter out those that did not meet their individual needs (whether by course topic, location, cost, etc.).

This spreadsheet will be provided to the RHSC as an additional deliverable and can be made available online for individual use. The spreadsheet is distributed with the electronic version of this report as an electronic annex.

## **1.7 Ranking Scale**

The study proposed the objective ranking of programs based on an analysis of the various relevance and barriers to access elements. Numerical rankings would be assigned to each of the criteria with an overall score produced for each of the course offerings studied. This would be done to provide potential participants with a rapid means of identifying those courses that would be of more interest based on their professional needs and personal criteria.

Note: While the original intent was to produce numerical rankings of courses, this ultimately proved to be unfeasible, for reasons noted in the results section of this report.

## **1.8 Limitations of the Study**

It would be impossible to identify, catalogue, and research every existing course/program of study. For instance, there are dozens of universities in the United States alone that offer management courses/degrees and that may include logistics to a greater or lesser extent. Because of this, the study attempted to identify, with limited success, one or two courses per region as a sample representation of what was available in each region. In this context, the examples in the study are representative of typical offerings and not an exhaustive inventory. In fact, as is discussed later, the barriers to attendance for the sample courses probably would be applicable for any similar commercial or university-based course or program.

In addition, it was much easier to identify university courses based in the United States, so English-

language courses may seem to be overly favored. Nevertheless, the analyses that follow are based on each of the relevance and access factors, with each being considered as “primary”; at such times, language is treated as a secondary factor. And as also emphasized below, a participant’s final decision to attend the course will be based on a combination of factors, not on language alone.

Because the analysis is based on a fixed set of courses, a cut-off date was applied after which no new courses would be added to the list, so the analysis could be completed. Nevertheless, additional courses were identified through various means even after the cut-off date. While those courses are not included in the analysis in this report, they were added later to the data-gathering tool and will be available to anyone accessing this information.

In addition, new courses will appear, because they were not identified during this study or they did not exist before this study. Equally, a course that was identified during the study may be discontinued or may be modified in the future for new target audiences, new products, or the like. Because of these and other factors, the list of courses on which this study is based should be viewed as a snapshot of an ever-changing environment.

Because this study is based solely on a desk review of published documentation related to the courses, readers should draw no conclusions or inferences in terms of the quality or exact content of each course. Citing a course in this study is in no way an endorsement of that course.

Related to the survey of current logisticians, to allow for any desired level of anonymity, survey respondents were not required to provide a full personal profile. Thus, the analysis that follows is based solely on the information provided.

To some extent, categorization of the courses is somewhat subjective: some of the terminology is open to interpretation, and some of the information gathered leads to inferences, based on either the type of information that was provided or the way in which the information is presented. Still, it is hoped that the analyses and results of the study do represent a fair determination based on the information that was available to the research team.

# Results of the Study

## 1.9 Results of the Logistician Survey: Expressed Needs of Public Sector Logisticians

Thirty-one logisticians from 19 countries responded to the questionnaire on Professional Development Opportunities for Public Sector RH Commodity Managers; this represents a response rate of 12 percent (31 people). Of these there were:

- 22 respondents (71 percent) representing 13 different English-speaking countries
- six respondents (19 percent) representing 4 different French-speaking countries
- two respondents (6 percent) representing a Spanish-speaking country
- one respondent (3 percent) representing a trilingual country

The full listing of countries represented by the survey respondents is included in Annex 4.

While it would have been preferable to have a higher survey response rate than the 31 of 244 who received the survey (12.7 percent), the responses do provide at least some basis for analysis.

### *Respondent Profile*

The majority of respondents work at the central level in the public or NGO sector. Almost two-thirds of them are practitioners involved in integrated or vertical supply chains and managing contraceptives, RH supplies, essential drugs, or HIV/AIDS and OI commodities. The training 81 percent of respondents received covered general logistics concepts, with eight of these respondents attending more focused training courses on commodity security, quantification, procurement planning, and warehousing. Those who had received training indicated that their trainings met their professional needs well (36 percent) or very well (56 percent).

### *Logistics Competencies*

In terms of specific logistics skills in which respondents believe they need to gain competency, the three most frequently cited areas were logistics management information systems (48 percent), procurement (45 percent), and general logistics (35 percent). Other areas mentioned were consultancy skills, warehousing/storage, forecasting, project management, monitoring and evaluation, distribution, strategic sourcing, and demand management. Procurement (26 percent) and monitoring and evaluation (22 percent) were the two primary areas in which respondents saw the need for refresher training.

### *Course Preferences*

The majority of respondents strongly prefer attending a one- to two-week course in person (67 percent); a month-long course in person (63 percent); or a combined, self-guided, distance-learning program with periodic in-person sessions (62 percent). Half of the respondents indicated that a general course on logistics is more useful for them than a course focusing on one or two specific logistics topics.

English was the first choice preferred language of instruction for 77 percent of respondents, followed by 17 percent who preferred French, and 7 percent whose first choice language was Spanish. This almost exactly reflects the language groups noted above and confirms that participants prefer to take a course in

their native language.

### ***Barriers to Attendance***

Awareness of training opportunities in their preferred language did not present a problem for respondents. Forty-five percent of them agreed or strongly agreed that they knew of several courses that would provide them with training in areas specifically related to their logistics responsibilities and were offered in their language.

Distance did not appear to be a significant barrier to those who responded to the questionnaire. Three-quarters were willing to consider courses outside of their countries, and 86 percent could spend as many as two to three days traveling to attend a course. Forty percent indicated that they would be able to leave their workplace for 15 days or longer to attend training courses.

For 58 percent of survey respondents, an Internet-based course would be very possible given their easy access to a good Internet connection. It is interesting to note that while an email-based survey would create some bias toward Internet accessibility, it is curious that this number is not higher, for the same reason.

Some organizational support for continued professional development exists. While 37 percent neither agreed nor disagreed that they received encouragement from their supervisor to attend workshops or courses to improve their professional capacity, 39 percent agreed that their employer provides good opportunities and benefits to those who have demonstrated a certain level of competency in logistics.

A greater challenge for the respondents was covering the costs associated with training course participation. More than 70 percent agreed or strongly agreed that paying tuition or fees was difficult, and 67 percent agreed or strongly agreed that travel and per diem costs were prohibitive to their attending a training course. Perhaps more important, 67 percent did not know whom they could contact to sponsor their participation.

# Results of the Professional Development Opportunities Inventory

## 1.10 Overall Ranking Scale

As mentioned earlier, the research team abandoned production of an objective overall ranking scale for a variety of practical reasons related to what an overall score would reflect and how the scale might be used as originally envisioned. In theory, the scale would produce an overall ranking of the courses studied from “high” to “low” and would allow potential participants to quickly identify a short list of courses for consideration.

The presentation of scores might look as follows:

Relevance Factors (10 = high relevance; 0 = low relevance or not applicable)									
Course	Target Sector	Target Audience	Focus Commodities	Specified Objectives	No. of Topics Covered	% of Course on Logistics Topics	Accredited	Degree/Certificate	Other Incentives
Course 1	9	7	10	8	8	9	0	0	7
Course 2	10	10	2	10	2	4	10	10	0
Course 3	2	2	2	2	10	10	10	10	10

Access Factors (10 = highly accessible; 0 = not accessible)					
Course	Prerequisites	Total Time Required	Mode of Attendance	Quoted Course Fee	Language of Instruction
Course 1	3	7	6	2	8
Course 2	0	3	3	10	10
Course 3	10	2	10	1	3

Course	Relevance	Barriers	Overall Score
Course 1	58	26	84
Course 2	58	26	84
Course 3	58	26	84

In practice, however, the envisioned “overall score” was judged to be relatively meaningless: all of the total scores shown in the example above are the same, yet they are the result of wide variations in the individual criteria. From an “objective numerical score” standpoint, therefore, the total score provides little if any useful information to potential participants.

In fact, given that each individual participant will have his or her own preferences and sets of priority factors, the “overall score” for the course for any given participant would be based on that individual’s own assessment of how relevant the course is and how accessible it is *to the individual*. For instance, it may or may not be important to the participant whether the course is accredited or the topic is highly relevant and would provide significant benefit in the workplace. It may or may not be important to the participant whether the course focuses completely on one’s specialty area if the content that does focus on the specialty area is exactly what the person needs. In the end, participants would rate each of the criteria for themselves and judge to what extent the course fulfills their own needs (relevance) and which course-

related factors would prevent them from attending (barriers). Additional relevant comments are included with the discussions of the specific relevance and access criteria below.

## **Courses Identified and Included in the Analysis**

Ninety-four courses were identified through the study and were used to produce the analyses below. Abbreviated listings of the 94 courses, showing only course title, institution, location, and language, are shown in Annex 5. Complete listings for each course showing all information gathered by course are shown in Annex 20.

# **Relevance and Access Category Results**

In the sections that follow, the relevance and access category results are summarized and discussed at the macro level, looking primarily at the individual factors in isolation. More detailed analyses taking multiple factors into consideration are presented in the Gap Analysis.

## **1.11 Relevance Category Results**

### **Relevance Factor 1 Results: Target Sector**

Of the 94 courses included in this study:

- 55 courses (59 percent) target the public sector
- four courses (4 percent) focus on the NGO sector
- 32 courses (34 percent) deal primarily with the private sector
- three courses (3 percent) do not target any of these sectors specifically

While the two latter categories of courses may be very relevant and have fewer barriers to access than do public sector logistics management courses, prospective participants will need to process the information provided by these courses and apply it independently to their public sector context.

The complete list of courses by target sector is shown in Annex 6.

Of interest, the 55 courses that target public sector are presented by a total of only 18 organizations, with a range from one course per organization (11 different organizations or institutions) to 11 courses (Crown Agents) per organization. The number of courses taught by organization, organized from highest number of courses taught to lowest, follows:

- Crown Agents (11 courses)
- Institut Bioforce Développement (9 courses)
- La Asociación Benéfica PRISMA-Perú (8 courses)
- i+solutions (8 courses)
- UNDP (4 courses)
- Eastern and Southern Africa Management Institute (ESAMI) (2 courses)
- ARV Access for Africa/Fuel/i+solutions (2 courses)
- AMREF (1 course)

- Council of Supply Chain Management Professionals (1 course)
- Grupo Terra Farma (1 course)
- SEAS, Centro de Formación Abierta (1 course)
- Tecnológico de Monterrey (1 course)
- Universidad Austral, IAE Business School (1 course)
- Universidad Tecnológica de Chile (INACAP) (1 course)
- University of Lieges- Belgium (1 course)
- USAID | DELIVER PROJECT (1 course)
- USAID Bureau of Global Health/Global Health e-learning Center (1 course)
- www.directivoglobal.com Grupo Arrima (Spain) (1 course)

Additionally, of the 55 courses that target the public sector, 29 are presented in English, 14 in Spanish, and 12 in French.

## **Relevance Factor 2 Results: Target Audience/Population**

As with other professional fields, public health logistics management includes professionals with various and specific logistics management responsibilities, such as program management, facility management, or hands-on activities. Courses that provide skills and knowledge specific to one of four target audiences were identified as being appropriate for that category of participant.

Of the 55 courses targeting public sector:

- 32 courses target the practitioner
- one course targets the facility manager
- 16 courses target the program manager
- one course targets the technical assistance provider
- five courses do not specify a target audience (“open enrollment”)

The complete listing of public sector courses by target audience is shown in Annex 7.

## **Relevance Factor 3 Results: Focus Commodities**

Based on the five categories used for the study, the 94 courses examined showed that:

- none of the courses focuses on RH Commodities only
- 10 courses (11 percent) focus on health products, including RH
- 17 courses (17 percent) focus on health products that are non-RH specific
- 56 courses (60 percent) cover any or all commodities
- 11 courses (12% percent) of the courses did not indicate which commodities were or were not covered

The full list of courses by focus commodity is provided in Annex 8.

In theory, the fact that a course does not indicate the commodities covered should mean that the course covers logistics principles that could be applied to any commodity group; otherwise, the course description should have listed a specific commodity category. The challenge would be in cases where participants’ specific target commodity group is not mentioned explicitly in the course descriptions. In

such cases, it would be up to participants to recognize which commodity management practices apply directly to the products they manage, which apply indirectly, and which may not apply at all.

## **Relevance Factor 4 Results: Topics Covered**

Of the courses identified through this study:

- 36 (38 percent) cover one logistics topic in great detail.
- 52 (55 percent) cover a range of logistics topics in some detail.
- six (6 percent) are considered to be general/service courses with some logistics content.

The complete set of courses and topics covered is shown in Annex 9.

Regardless of the specific category into which each of the courses would fall, the following general observations can be made:

- Courses that cover a range of topics may cover anything from the complete supply chain to some subset of that supply chain. Complete courses would cover all topics, from product selection through delivery to the client, whereas partial supply chain coverage may focus on product selection through distribution, from procurement to delivery, or just the storage and distribution aspects.
- Some courses take a very general view of supply chain activities that would be most appropriate only for “high level” logisticians: those who have national-level responsibility (one course specifically mentions “global supply chain”); other courses are more directly applicable to managing in-country supply chains.
- Some of the “general view” courses are geared specifically to a limited category of products, HIV/AIDS products, or ACTs, for example.
- While one might assume that logistics management information systems are a part of any supply chain, few courses specifically mention that element as a part of the course content (though, of course, it could be subsumed under one or more other topics that are mentioned, yet could not be identified through the course information available).
- Courses that cover a range of topics may also supplement the technical logistics topics with other nonlogistics topics. In this sense, the course may provide more of a systems approach than look at the logistics system in isolation, or it may combine nonlogistics topics with other topics of interest to a particular target group. While this does have certain advantages, the benefits would also depend on the extent to which participants can or might influence the overall system based on what their exact job and set of responsibilities include. Nonlogistics topics that may be combined with the logistics topics include such topics as:
  - organizational management
  - drugs policy and regulations
  - rational use
  - financing
  - outsourcing

## Relevance Factor 5 Results: Specified Course Objectives

As with the topics discussion above, it would be impossible to rank the courses based on the objectives to be covered during the course. Each course not only has different specific objectives, but the way the objectives are phrased makes cross-comparison unfeasible. However, courses can be grouped based on the type of objectives they define, and the type of objectives can give potential participants at least some indication of the content of the course as well as how closely the course content may match their needs.

Based on the type of information found during the study, courses were divided into five categories:

- **Skills-focused:** At least some of the course objectives use action verbs to indicate specific logistics skills that learners will gain through participation in the course—“what the participant will be able to do at the end of the course.” This implies that participants, for example, will be able to correctly forecast product requirements, schedule transportation resources, and maximize storage utilization.
- **Skills implied:** The objectives are not written in terms of skills, but use terminology such as “skills development,” “basic skills,” or other that would demonstrate that the course goes beyond knowledge alone.
- **Knowledge-focused:** The objectives are phrased in terms of the logistics topics that participants will “know” or “understand” through participating in the course. One would hope that skills are developed, even if they are not explicitly stated in the objectives, but it is entirely possible to have a course based on knowledge. Unless the objectives gave clear indication of a focus on skills, the researchers could not be assumed this.
- **Unable to determine:** The objectives could not be classified into one of the categories above because of how they were phrased in the literature. Specific instances of this are explained below.
- **Not indicated:** No course objectives were provided.

Based on the category descriptions noted, course objectives were determined to fit as follows:

- 59 courses (63 percent) are skills-focused
- 9 courses (10 percent) are skills-implied
- 10 courses (11 percent) are knowledge-focused
- five courses (5 percent) are unable to determine
- 11 courses (12 percent) have objectives not indicated

From among the five courses classified as unable to determine, the inability to determine was based on the following factors:

- The objectives reflect what the course will do, not what the participants will be able to do (four instances).
- The objectives do not mention logistics (1 instance).

The lists of courses by type of objective are presented in Annex 10.

Qualitatively, one would expect that the courses described as using skills-focused objectives would give the participants the best indicator of what will be accomplished through the course, although any objective could be open to some interpretation. For example, one objective mentions “proper handling of cargoes.” This could mean air, sea, or land freight, not all of which may be applicable to a particular

participant. Some objectives mention “key areas,” which also would be open to some interpretation. Equally, what is learned in a course whose objective states “basic” skills may simply repeat what participants already know or may have a limited view of what “basic” implies.

Each of the other levels of classification would move further and further from giving participants a clear idea of what they will be able to do as a result of the course. In a course whose objective is to have the participant “demonstrate knowledge,” such knowledge could be demonstrated by reciting a dictionary definition or by doing an action; participants probably would value the latter more than the former. Obviously, participants would have a difficult time evaluating a course for attendance if that course does not advertise its objectives. In this case, the potential participants would have to conduct additional research before deciding to attend the course.

## **Relevance Factor 6 Results: Estimated Proportion of Course Spent on Logistics Topics**

The type of information available during the study did not permit the researchers to determine this relevance factor precisely. In theory, the team would have had a course schedule and the ability to link course sessions to specific topics. Absent this information, the team still attempted to provide an estimate, based on the number of logistics topics that were covered during the course and the total number of topics covered. While this is only a rough estimate based on the information available during the study, it does provide an additional indicator of the extent to which the course might be relevant to potential participants.

Of the 94 courses that comprise this study, the estimated amount of time spent on technical logistics topics breaks down as follows:

- 83 courses (88 percent) between 76 percent and 100 percent
- three courses (3 percent) between 51 percent and 75 percent
- two courses (2 percent) between 26 percent and 50 percent
- six courses (6 percent) less than 25 percent

The full listing of courses of courses categorized by estimated proportion of time spent on logistics is included in Annex 11.

Based on the proportion of course time spent on logistics topics, it is clear that the vast majority spend most, if not all, of the time focusing on the technical area. From among the courses that focus less than 75 percent on technical logistics, a sampling of other topics covered includes:

- organizational management
- strategic planning
- working with multicultural teams
- maintaining laboratory equipment
- sanitation
- English
- budgetary control systems
- operations management

While it would be ideal if the nonlogistics technical topics were presented in the context of logistics, such an assumption cannot be made based on the information available to the researchers. We must assume, therefore, that the topics are presented as nonlogistics topics, and in any case, they are clearly not technical logistics topics.

## **Relevance Factor 7 Results: Accreditation**

Accredited courses generally indicate to potential participants that their content meets established, minimum standards. Thus, completing an accredited course or program denotes that participants have reached a certain level of competency. As a result, prospective participants may give greater value to accredited courses that meet their identified needs than similar, nonaccredited courses.

Of the 94 courses identified through the study, 50 are accredited and 44 are not.

The lists of accredited and nonaccredited courses are shown in Annex 12.

As might be expected, accredited courses tend to be university-based and more expensive than those offered by private companies or institutions: 74 percent of all accredited courses included in the study are university-based.

## **Relevance Factor 8 Results: Degree/Certificate Awarded**

Each course examined was categorized as awarding a degree/diploma, certification, certificate, or nothing. In instances where a course did not indicate whether it provided some type of degree or certificate, these courses were categorized as “no.” If a degree, diploma, certification, or certificate is awarded, the type of degree, diploma, certification, or certificate is identified.

The complete list of courses that offer a certificate or certification is shown in Annex 13.

Of the courses included in this study:

- 65 courses (69 percent) award certificates of some kind;
- 15 courses (16 percent) confer degrees or diplomas;
- two courses (2 percent) offer professional certification upon completion of the course; and
- 12 courses (13 percent) do not offer any type of degree or certificate.

Twenty-six percent of certificate courses and 6 percent of degree or diploma courses are aimed at practitioners.

## **Relevance Factor 9 Results: Other Incentives**

Only 16 courses (17 percent) from among those identified in the study provide any incentive beyond a certificate or degree.

The majority of courses providing incentives focused on one of three kinds:

- free membership to a professional group
- academic credits
- the possibility of receiving a scholarship or internship

Several of the courses that offer incentives are provided by the same institution. For instance, the six courses in English that offer incentives are all organized by Crown Agents, Ltd., and the incentive for

these six courses is the same: a one-year membership with Chartered Institute of Purchasing and Supply.

In addition to degrees, diplomas, and certificates, or other tangible incentives, participants may view the professional development opportunity of the training itself as an incentive, or they may look to receive other benefits from completing a course.

The list of courses offering other incentives is shown in Annex 14.

## **1.12 Access Category Results**

### **Access Factors 1 and 2 Results: Location and Language**

[Note: Because the location where the course is offered and the language in which the course is taught are closely linked, the two access factors are combined here for analysis. Nevertheless, there are instances where a course is taught in a language other than the language of the country in which it is taught. Total numbers of courses may exceed 94 as some courses are offered in more than one location or more than one language.]

From among the 94 courses identified in the study:

- 31 are held in Europe;
- 23 are held in the United States and Canada;
- 22 are held in Africa;
- nine are held in South/Central America;
- five are held in the Middle East;
- five are held in Asia; and
- 16 are based on online access.

For language of instruction, of the 94 courses identified:

- 67 courses are taught in English;
- 13 courses are taught in French; and
- 15 courses are taught in Spanish.

Table 2 summarizes courses by region, disaggregated by language of instruction.

**Table 2: Number of courses by region and language**

Region/Language	Number of Courses
Africa	22
English	20
French	2
Asia	5
English	5
Latin America & Caribbean	9
Spanish	9
Middle East	5
English	5
Europe	31
English	22
French	10
United States & Canada	23
English	23
French	0
n/a (online only)	16
English	9
French	1
Spanish	6

Specific information on course location and language of instruction by course is shown in Annex 5 and Annex 20.

For the target audience of this study, commodity managers in the developing world, relatively few courses could be considered to be available “locally.” This would result in increased travel and cost factors in order to attend these courses. More detailed information related to the specific courses held in the developing world will be presented below.

### **Access Factor 3 Results: Course Prerequisites**

Thirty-six of the courses (38 percent) included in this study have some kind of prerequisite that candidates must meet to enroll. The prerequisites imposed by these 36 courses can be grouped into four types:

- **administrative prerequisites** (that is, visa or application payment): 3 courses
- **proof of completion of basic degree** (that is, diploma or degree): 22 courses
- **completion of another course or module** (that is, basic logistics course, Excel): 6 courses
- **technical specifications needed to complete online sessions successfully**: 5 courses

Any prerequisite would present an additional potential barrier to course attendance.

The remaining 58 courses (62 percent) do not have prerequisites, so they are relatively more accessible. From among the 58 courses with no prerequisites, 41 focus on the public sector. Of these 41, 24 are designed for logistics practitioners, with almost half providing information on a variety of logistics topics and the other half focusing on a particular logistics function.

The full list of courses with and without prerequisites targeting public sector logistics practitioners is shown in Annex 15.

### **Access Factor 4 Results: Time Required to Attend/Complete the Course**

Time commitment is usually one of the greatest barriers to accessing a course due to competing priorities at work, home, and/or school.

Of the 94 courses identified:

- 13 require 1–3 days;
- 28 require 1 week ;
- 16 require 2 weeks;
- 14 require 3 weeks;
- 17 require 1 month to 1 year; and
- six require more than 1 year.

The full list of courses by estimated time spent attending is shown in Annex 16.

Of the 57 courses with a duration of two weeks or less of course time:

- 48 (84 percent) require only one trip;
- eight are available online or on CD-ROM; and
- one requires multiple trips to the course site.

Overall, only 23 of the 94 courses require attendance of one month or more, making 71 of the courses relatively more accessible.

### **Access Factor 5 Results: Mode of Attendance**

Of the 94 courses in the study:

- 62 (66 percent) require only one trip;
- 13 (14 percent) require multiple trips;
- three are self-guided and require no trips but do require Internet access; and
- four are “combination” and require Internet or Internet and trips.

Of course, mode of attendance can have a compounding effect: participants who cannot make one or more trips may still not have access to the online courses if Internet connectivity is a problem in their country.

The complete list of courses by mode of attendance is shown in Annex 17.

### **Access Factor 6 Results: Quoted Course Fee**

Course fees identified through this study range from a low of free (some online or CD-based courses) to a

high of \$48,000 (for a master's degree in logistics).

In an effort to compare courses more easily, the team established cost bands to group the courses by level of affordability with the following classifications: no cost, less than \$1,000, \$1,000–\$2,500, \$2,501–\$5,000, and \$5,000 or above. Using these classifications, the 94 courses break down as follows:

<b>Quoted Course Fee</b>	<b>Number of courses</b>	<b>Percentage of courses</b>
No cost	3	3%
Less than \$1000	21	22%
\$1,000–\$2,500	19	20%
\$2,501–\$5,000	20	21%
\$5,001+	26	27%
No cost stated	5	5%

The three no-cost courses are online (two in English, one in Spanish), so participants would only have to factor in any relevant Internet access fees. Still, these courses, while limited in the types of material they can present, would be the most affordable.

The full listing of courses by cost band is shown in Annex 18.

Many of the quoted course fees, particularly for those having the lowest quoted fees, do not include items such as lodging or meals, and no course fees include transportation. Most quoted course fees do include materials and meals/tea break, however.

As an indication, the costs covered by course fees include the following:

<b>Costs covered by quoted course fees</b>	<b>Number of courses</b>	<b>Percentage of courses</b>
No fee (all online/distance learning)	3	3%
Course fee only	28	30%
Course fee and materials only	11	12%
Course fee, materials, and 1 or more meals/tea break	31	33%
Course fee, materials, meals/tea breaks, and lodging	13	14%
No cost stated	8	9%

From the participants' perspective, a course that covers more of the total costs required to attend (not including transportation) may be more accessible and may facilitate the planning process given that fewer additional costs would have to be estimated and factored into the total cost of attendance.

The complete list of courses and course fee components is shown in Annex 19.

Additionally, several of the courses offer some form of financial assistance. Financial assistance information by course is listed in the full course descriptions in Annex 20.

# Gap Analysis

## 1.13 Introduction

When looking at individual relevance and access fees in isolation, one can only gain a partial view of the types of professional development opportunities that are available to and accessible by the target group. While there may be a number of relatively inexpensive courses available, final accessibility may depend on the location of the course. Having many courses available nearby would not be an advantage if the courses did not cover topics of interest or need to participants.

For this reason the gap analyses presented below focus on various combinations of factors that, when taken together, provide a more realistic view of what opportunities are actually available, accessible, and of interest to the target audience.

Based on the findings documented in this report, a number of gaps and shortcomings appear that reflect a lack of professional development opportunities for public sector reproductive health commodity managers. These gaps and shortcomings are presented in two different yet related contexts. First, the courses identified are examined in the context of the specific target audience of this study, that is, public health sector reproductive health commodity managers. Second, the courses are looked at in the context of a “typical profile” reflecting a number of the relevance and access factors survey respondents identified as important in this study.

## 1.14 Target: The Public Sector Reproductive Health Commodity Manager

Although the study did identify courses that focus on the public sector, courses that cover reproductive health products, and courses that are geared toward commodity managers, it did not identify any courses that focused on public sector reproductive health commodity managers as the exclusive target audience. In this respect, public sector reproductive health commodity managers appear not to have the option of attending a course that is specifically geared to their needs alone. Any such person wanting to attend a course would have to make some level of trade-off or compromise.

While this may be an immediate disadvantage, viewed in the larger context, few courses identified overall focused on a specific category of products, HIV/AIDS and ACTs being the exceptions (and even in these cases there were only a few courses devoted to these products). In this regard, at least public sector RH commodity managers are at no greater disadvantage than their colleagues working with TB, vaccines, or any other program-specific products.

In addition, taking into account the relatively small number of public sector RH commodity managers compared to the total audience of health commodity managers, and certainly compared to the vast number of overall commodity managers, could a more limited target audience support such a course or courses and make offering it worthwhile, at least on a commercial basis?

Given the fact that no identified courses were designed specifically for the target audience of the study, the next step would be to identify any courses that are geared in any way for one or more of the

characteristics that define the target audience of the study. These would include courses that incorporate:

- reproductive health commodities as a part of the course (though not the exclusive target)
- health commodities (though not necessarily reproductive health)
- public sector (targeting any set of commodities managed in the public sector)

## **1.15 Target: Reproductive Health Commodities**

As was the case for RH commodity managers as the target audience of the course, none of the 94 courses identified is geared specifically toward reproductive health commodities.

There are, however, 10 courses that specifically mention reproductive health commodities or “family planning” products among their focus commodities. While “family planning” does not cover the entire range of what is now considered “reproductive health” commodities, it is at least a subset of RH commodities generally. While none of these courses focuses entirely on RH, and some may include other health commodity sets, they do at least include some references to RH in their course descriptions.

The full list of courses that include mention of RH commodities is included in Annex 8.

The advantage of having the products mentioned within the course description is that it assures that issues specific to reproductive health commodities are addressed during the course. That said, it remains uncertain to what extent those specific issues are addressed or the relative treatment of the RH commodities compared to the other product categories mentioned in the course descriptions. Still, some focus on RH issues is better than none, and in fact there are enough similarities between the management of RH and other products that it may well make sense to group the products in this way.

For the 10 courses that specifically mention RH commodities in the course description, the following factors have a positive impact on relevance and accessibility:

- All of the courses are geared toward the public sector.
- All of the courses are focused 76 percent–100 percent on logistics.
- Five of the courses target commodity managers (practitioners), while three target program managers and two are open to all.
- In terms of course topics the 10 courses cover:
  - Commodity Security (1 course);
  - Quantification and Procurement Planning (2 courses);
  - Warehousing and Storage (2 courses); and
  - Overview/Logistics Basics (5 courses).
- One online course and the CD-ROM logistics course are currently free, and five of the remaining eight cost less than \$1,000.
- Eight of the courses require two weeks’ or less attendance.

Factors that may limit access include:

- there are no French-language courses among the 10;
- the in-person English and Spanish courses are based in Tanzania and Peru, respectively; and
- Six of the 10 courses have prerequisites.

## **1.16 Target: Health Commodities, Non-RH specific**

Moving up a level, the next type of course that might be of interest is one that does not target FP/RH specifically, but that does focus on health commodities generally; the study identified 17 such courses.

As stated earlier, this additional move away from the specific target commodities would require individual participants to correctly apply to their own subcategory of products the principles being taught in the context of health products generally. In addition, participants would have to learn in other ways any of the specific requirements of FP/RH products that are required to manage those exact products. (Examples of such requirements include conversion factors for demographic forecasting, product packing sizes, and sole source providers of some products.)

Nevertheless, learning logistics in the context of health products would be better than doing so without that context. Many of the issues related to the management of FP/RH products, such as data and storage requirements and distribution, probably are very similar for many health products, including FP/RH. In this sense, participants should be able to correctly apply a majority of what is covered in the course to their product category.

From among the 17 courses that have a health focus, though not mentioning FP:

- Sixteen target the public sector.
- Fourteen focus 76 percent–100 percent on logistics.
- Seven target commodity managers (practitioners), and seven target program managers.
- There is some variety in terms of course content:
  - health commodity sets include laboratory supplies, medical equipment, ACTs, HIV/AIDS commodities, and commodities requiring cold chain, and
  - logistics functions include Logistics Basics, Warehousing and Storage, Procurement and Quantification, Cold Chain, and Laboratory logistics.
- Ten are offered in English, four in French, and three in Spanish (one of which is online).
- Nine are only one to two weeks in duration.
- Only three have prerequisites.
- Three cost less than \$1,000, and five are less than \$5,000.
- Scholarships are available for three courses..

Factors limiting access include:

- 16 of the courses require in-person attendance (Europe, 11; Africa,5; Peru,2), and
- courses offering scholarships are all taught in Spanish

## **1.17 Target: Public Sector**

Because of the relatively limited number of courses with an RH element or with a health focus generally, public sector reproductive health commodity managers might instead begin their search by looking for course opportunities that are focused on the public sector, since public sector issues are sometimes different from those in the private sector. Once potential participants have identified the public sector course options, they can examine those courses for other characteristics that might make them more relevant or more accessible. The following scenario uses public sector as the first-cut criterion and is independent of the discussions above.

The study identified 33 courses geared toward public sector practitioners or facility managers. On the surface this is much more encouraging than the fewer courses that were identified by looking first at

commodity types. In addition, several of the relevance criteria point to relevance, and several of the access criteria would not seem to present barriers. For instance:

- Fourteen are presented in English, 10 in French, and nine in Spanish.
- The English-language courses are dispersed around the world, including Africa and Europe.
- Six of the 15 Spanish-language courses are available online.
- Thirteen focus on health commodities, and 11 are applicable to any products.
- Thirty focus 76 percent–100 percent on logistics.
- Twenty-seven are less than 1 month in duration.
- Twenty-four do not have prerequisites.

However, these courses do present challenges, such as:

- Only 15 cover a range of topics, 15 focus on one logistics function, and two are general service courses.
- From among the 15 single-function courses, there are:
  - six English-language courses that focus on procurement and one that focuses on warehousing;
  - three Spanish-language courses, including two on warehousing and one on cold chain; and
  - five French-language courses; two on procurement (one with a prerequisite); and one each on transport, storage, and distribution.

Thus, while public sector target courses may appear to be more available when looking at the number of courses, only about half of them respond to the general audience, and the remaining courses are very limited in the range of topics they offer.

## **1.18 Target: The Typical Public Sector Health Commodity Manager**

[Note: While about two-thirds of survey participants indicated that they work in health commodity supply chains, this factor was not used as a disqualifying factor for the analyses below; it has already been shown that the number of health commodity-specific courses is severely limited. If this factor were included here again, it would only emphasize that point further.]

The input of those who participated in the logisticians survey provides a snapshot view of what the perceived needs are in terms of logistics skills development as well as what some of the limiting factors would be when identifying a course to attend. When looking at these various needs and limiting factors, a comparison can be made between the courses that have been identified through this study to determine to what extent they meet those needs and in which cases the limiting factors would actually prevent someone from participating. This represents the second type of gap analysis resulting from this study.

As noted above, the results of the survey showed that in terms of course relevance:

- 50 percent prefer a general logistics course to one that focuses on only 1 or 2 topics;
- 48 percent feel a need to increase their skills in logistics management information systems;
- 45 percent judge skill building in procurement to be important; and
- procurement and monitoring and evaluation were identified as areas where refresher training would be useful.

Instances where access would not be a barrier include:

- 67 percent could attend a course of one to two weeks' duration;
- 63 percent could attend a course of one month's duration; and
- 58 percent have adequate Internet access for online courses.

Factors that would limit access to the courses include:

- tuition would be a problem for 70 percent of the respondents, and
- travel and per diem costs would be a problem for 67 percent of respondents.

## **1.19 Level of Participant-Expressed Need**

*Fifty percent of survey respondents prefer a general logistics course to one that focuses on only one or two topics.*

The desire for a general course may be linked to a number of possible factors, among which may be that survey respondents:

- hold positions that involve multiple elements of supply chain management;
- want to develop basic skills in multiple areas of supply chain management; or
- want to understand supply chain management issues outside their area of expertise.

As mentioned earlier, more than half of the courses identified (52 of 94, or 55 percent) would be considered general logistics courses; of those, 50 percent of the general courses target the public sector, but only 13 have fees of less than \$1,000.

In addition to the earlier observations, from among the general logistics courses, participants would have to take into account the following relevance factors:

- 37 courses are taught in English, nine in Spanish, four in French, and one in both English and French;
- only seven of the courses are available online only: three in English and four in Spanish;
- 42 of the courses (82 percent) are not commodity-specific, while seven are geared toward health commodities and two focus specifically on HIV/AIDS products; and
- 46 of the courses (90 percent) focus 76 percent–100 percent on logistics.

Access factors that will have to be considered:

- 30 of the courses are available without prerequisites; 21 of them have prerequisites, and
- 34 of the courses are one month or less in duration.

Based on the survey respondents' preference for general logistics courses, there would be at least a number of options to consider.

*Forty-eight percent of survey respondents feel a need to increase their skills in logistics management information systems (LMIS).*

LMIS is a key supply chain management component: it is through the information system that data are available for decision making at all levels, from reordering at the facility level to procurement activities at the national level. That so many survey respondents indicated this topic as a high priority may be based

on their recognition of this fact.

Although LMIS can be thought of as a single topic, practice skills development in LMIS could include one or more of a range of specific areas, including:

- determining which data items are required to manage the target commodities;
- establishing a paper-based LMIS and procedures for data collection;
- establishing a reporting system to communicate data to higher-level decision makers;
- establishing a feedback reporting system to promote logistics system improvements;
- linking a paper-based LMIS to a computer-based LMIS or other information system; or
- assessing and revising an existing LMIS.

In addition, one would have to consider at what level the LMIS learning would be applied. While LMIS typically refers to a national system covering the central level down to the health facility, participant only might want to implement an information system to improve the management of their own facility.

Whatever the specific needs of the survey respondents, no courses were identified through this study that focus specifically on LMIS. On the other hand, a few courses do include specific mention of LMIS as one component of their general logistics course, which would also fit with the respondents' desire for a general course.

Of the 94 courses reviewed for this study, only 12 specifically mention information systems as a component of the course. Among these 12:

- seven specified logistics management or supply chain management information systems;
- two mentioned drugs management information systems; and
- three mentioned procurement management information systems (PMISs).

While any of the last two sets might include LMIS, drugs management could focus equally on client or disease data, while PMIS may only focus on data management at the procurement level. Additionally, while a course may discuss using data in the context of the course topic (for example, for forecasting), that is quite different from providing instruction on the design and implementation of a LMIS.

*Forty-five percent of survey respondents judge skills building in procurement to be important.*

As mentioned earlier, procurement is the one area that is well represented among the courses identified through the study. Of the 37 courses that focus on a single topic, 17 of them (46 percent) focus on procurement. Of these courses, one focuses on UN procurement practices, one on South African law, and one on the monitoring and evaluation of procurement processes, and each of these may be too specific for a general audience.

Of the remaining 17 procurement courses:

- all target the public sector;
- all are relevant to all product categories;
- all focus 76 percent–100 percent on logistics;
- 16 are presented in English, one in French;
- eight target the program manager, six target the practitioner;
- none of the courses has a prerequisite; and
- all courses are three weeks or less in duration.

On the other hand:

- only one of the courses is accredited;

- all courses require in-person attendance;
- only three of the courses are less than the \$1,000 quoted course fee; and
- seven of the English-language courses are in the UK.

Thus, those participants seeking a course in procurement would have a relatively easier time identifying a course to attend than would those seeking courses in other technical topics, although there are significant barriers that might prevent someone from attending the course.

*Survey participants identified monitoring and evaluation as another area of interest.*

Aside from the course on monitoring and evaluation of procurement mentioned earlier, no courses specifically focus on the monitoring and evaluation of logistics, although some do mention monitoring and evaluation as elements of a larger, more comprehensive course. As with LMIS, participants would have to attend a more comprehensive course to get information about monitoring and evaluation.

*Sixty-seven percent of survey respondents could attend a course of one to two weeks' duration.*

This is perhaps the criterion for which participant desires can be accommodated best. As noted earlier, 57 of the 94 courses identified (60 percent) are of two weeks' duration or less, so that in terms of this criterion alone, there is some level of choice. However, it is doubtful that participants would attend a course simply because it fits the time they are available. More important would be factors such as course content, location, and cost.

From among these factors, for the 57 courses of two weeks' duration or less:

- 24 cover a variety of logistics topics;
- four are general services courses (likely to be of less interest to the logistician);
- 29 focus on one topic in great detail, including:
  - 12 on procurement
  - 7 on warehousing/storage
  - 5 on transportation/distribution
  - 5 on other specific topics;
- 11 are based in the United States (taught in English);
- 14 are based in Africa, with 7 in South Africa specifically (12 in English, 2 in French);
- eight are based in France (taught in French); and
- seven are based in South America (taught in Spanish).

Elements that would have a negative effect on the participants' ability to access the course include:

- seven of the courses are presented online; 48 require in-person attendance;
- 17 of the courses carry prerequisites; and
- 35 of the courses list fees of \$1,000 or more (plus 1 course with fee not available).

Thus, while the number of courses that fit into the one- to two-week time frame that participants prefer is relatively large, actual ability to attend would be affected by a number of important factors.

*Sixty-three percent of survey respondents could attend a course of one month's duration.*

In addition to the courses that take two weeks or less noted above, this group would also have as an option those courses identified that are three weeks to one month's duration. Sixteen such courses were identified through the study. As with the two weeks or less courses, time is not the only element

participants would consider; similar factors would be taken into account as well. Thus:

- 10 courses cover a variety of logistics topics;
- six courses focus on one topic in great detail, including:
  - five focusing on procurement
  - one focusing on warehousing/storage;
- six of the courses are based in the United Kingdom (taught in English);
- three of the courses are based in South Africa (taught in English); and
- five of the courses are based in the Netherlands (three taught in English, two in French).

Elements that would affect participants' ability to access the course include:

- none of the courses are presented entirely online; all require in-person attendance, and
- only one of the courses lists fees of less than \$1,000.

While some participants may be able to attend a course of up to a month in duration, the limiting factors appear to make the few options that are available more difficult to access.

*Fifty-eight percent of survey respondents have adequate Internet access for online courses.*

Based on this factor alone, a majority of the survey respondents theoretically would be able to access the 12 courses that are presented entirely online. However, as with the other factors, online access alone will not enable participants to take the course their needs and resources would have to fall within the following limits:

- seven of the courses cover a variety of topics, while five focus on one topic (with warehousing/storage accounting for 3 of these);
- five courses are quoted at more than \$2,500; 3 at less than \$1,000 (with two courses requiring no fee);
- 10 of the courses carry prerequisites; and
- seven of the courses require a time commitment of two weeks or less; the other five require a month to a year.

If participants could combine online participation with in-person attendance, then four more "combination" courses would be an option. From among these four:

- all cover a variety of logistics topics;
- two are based in the United States, one in Belgium, and one in Chile;
- three are quoted with a fee of more than \$5,000;
- three require a time commitment of more than one month; and
- three carry prerequisites.

Clearly, the combination courses are relatively less accessible to participants than are the online-only courses, not leaving out the expense of transportation to the course location.

*Travel and per diem costs would be a problem for 67 percent of respondents and tuition would be a problem for 70 percent of the respondents.*

It is not surprising that the majority of respondents indicated that cost plays an important role in their ability to attend a course, and this includes both tuition and travel costs.

Costs associated with the course location would depend, of course, on a number of factors mentioned earlier, including the country where the logistician is based, the country where the course is offered, and the sponsoring agency's policy on per diem payments and class of travel regulations, among others.

While dollar amounts for travel costs cannot be attached for each specific course, it goes without saying that any travel/per diem costs would be in addition to any tuition costs. However, because the target audience for this study is "developing world logisticians," it is worth pointing out that, for courses requiring in-person attendance (either for the entire course or as part of a combination course):

- 21 are based in Africa;
- eight are based in South or Central America; and
- five are conducted in multiple locations, including one that can be arranged at any location.

An additional note of interest is that several of the less-than-\$1,000 courses offer some form of financial assistance, through scholarships or some form of discount. (Georgia Tech also offers discounts, though qualification is limited and the quoted course fees range from more than \$1,000 to \$5,000. MIT-Zaragoza also has scholarships available, though its course has a quoted fee of more than \$5,000.)

Courses with a quoted course fee of less than \$1,000 offer the following types of financial assistance:

- one offers a scholarships;
- one offers a corporate discount;
- one offers a group discount; and
- four offer various means to achieve a reduction in course fees (though all are Spanish-language courses).

## **1.20 Indicative Target Audiences**

Having looked in isolation at some of the individual factors survey participants expressed as being important to them, another way of highlighting the opportunities available is to look at how many courses are available to a single "aggregated" target audience member, with the elements to be aggregated taken from some of the survey respondents' "majority" characteristics. Recognizing that the aggregation is developed from information from only 31 respondents, we nevertheless consider the number of courses that respond to *all* of the factors listed below.

### **Target: The Aggregate Public Sector Health Commodity Manager**

#### Public Sector Health Commodity Manager #1

The typical public sector health commodity manager (practitioner) among our respondents would like to attend a course that:

- targets the public/NGO sector;
- is taught in English;
- covers a variety/range of logistics topics;
- includes LMIS or procurement; and
- is one to two weeks in length.

Of the 94 courses identified, six respond to the typical requirements of a course participant as defined by the majority preferences of the survey respondents and, thus, would be of interest to this “average” potential course participant. The six courses are:

<b>Course Title</b>	<b>Name of Institution</b>
CSCMP On-site Education	Council of Supply Chain Management Professionals
Logistics and Incoterms	UNDP
Logistics Management of Drugs and Medical Commodities	AMREF
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Stores and Inventory Management	Crown Agents
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions

Of note:

- One of the courses is offered at multiple sites, though the documentation shows it is typically in Europe, the United States, or Asia.
- One of the courses can be organized in the home country of the learner, though this assumes enough local participants or the option to combine with participants from other countries.
- Four of the courses are offered in Africa.
- All courses focus 76 percent–100 percent on technical logistics.
- None of the courses has prerequisites.

For these six courses, individual participants would have to base their final decision in part on the following additional factors:

- only 1 course has a fee of less than \$1,000, and
- several of the courses have a specific target logistics function or commodity group.

### Public Sector Health Commodity Manager #2

Because 58 percent of the survey respondents also indicated that Internet access would not present a serious barrier to participating in an online course, we also look at another subset, this time expanding to practitioner and open enrollment:

This potential participant would desire a course that:

- targets the public/NGO sector;
- is taught in English;
- covers general logistics; and
- includes LMIS or procurement.

This set acknowledging access to Internet continues with:

- is available online, and
- is of any length.

Three of the 94 courses respond to the typical requirements of a course participant as defined by the majority preferences of survey respondents and taking into account Internet access. The three courses are:

<b>Course Title</b>	<b>Name of Institution</b>
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center

It is interesting to note that aside from the online component, the Certification in Humanitarian Logistics course has very little in common with the other two, which are relatively similar. Thus, participants would have to base their final decision on factors such as those noted in the comparison table below:

<b>Certification in Humanitarian Logistics</b>	<b>Lessons in Logistics Management for Health Commodities and Logistics for Health Commodities</b>
<ul style="list-style-type: none"> <li>• Is geared toward the practitioner</li> </ul>	<ul style="list-style-type: none"> <li>• Does not target a specific audience</li> </ul>
<ul style="list-style-type: none"> <li>• Includes access to an online coach</li> </ul>	<ul style="list-style-type: none"> <li>• Involves the individual working alone</li> </ul>
<ul style="list-style-type: none"> <li>• Focuses on logistics in the context of humanitarian aid</li> </ul>	<ul style="list-style-type: none"> <li>• Is applicable to any/all commodities but uses examples from health</li> </ul>
<ul style="list-style-type: none"> <li>• Is accredited</li> </ul>	<ul style="list-style-type: none"> <li>• Is not accredited</li> </ul>
<ul style="list-style-type: none"> <li>• Awards certification</li> </ul>	<ul style="list-style-type: none"> <li>• Awards a certificate</li> </ul>
<ul style="list-style-type: none"> <li>• Requires a time commitment of 1 month to 1 year</li> </ul>	<ul style="list-style-type: none"> <li>• Can be completed in 1 – 3 days</li> </ul>
<ul style="list-style-type: none"> <li>• Has a quoted course fee of between \$1,000 and \$2,500</li> </ul>	<ul style="list-style-type: none"> <li>• Has no fee</li> </ul>

The courses are different enough that participants would have to examine them carefully and weigh the various costs and benefits associated with each one. Because the format of the certification course involves work with a coach, it is likely to include a wider variety of skills development, whereas the other two courses are based only on the participants’ interacting with the computer, and would thus have less ability to do so.

### **Target: The Central-Level Public Sector Reproductive Health Program Manager**

Principles of supply chain management are not only critically important to those individuals who manage the commodities; they are equally important to those individuals managing the programs at a higher level. Having commodity management skills and knowledge can enable program managers to monitor and manage their programs better, and respond to supply chain challenges. Of the 31 survey respondents, six identified themselves as program managers of central-level (83.3 percent), vertical (66.7 percent), or public sector (66.7 percent) health programs who focus on contraceptives (100 percent) and RH supplies (66.7 percent).

Based on the survey responses, a typical public sector, central-level program manager would like to attend a course that:

- targets the central level public sector;

- is taught in English;
- covers a variety/range of logistics topics;
- includes LMIS or procurement; and
- is one to two weeks in length or is offered online with periodic in-person sessions.

Of note, this profile closely matches the aggregate public health sector commodity managers #1 and #2 above, and this is not surprising with the addition of the central-level factor.

- Of the 94 courses identified through the study, 18 specifically target program managers as the target audience.
- Of the 18 courses geared toward program managers, 16 target the public sector.
- Of these 16 courses, 12 are offered in English.
- Of these 12 courses, five cover a variety of logistics topics.
- Of these five courses, three include LMIS, procurement, or both as course topics.
- Of these three courses, all are three weeks in duration and none is offered online.

Thus, we would have to ignore the time/online element to identify courses that otherwise would be of interest to program managers. These are:

<b>Course Title</b>	<b>Name of Institution</b>
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Managing Drug Supply in Low and Middle Income Countries	i+solutions

In terms of relevance, the three courses target health commodities and/or pharmaceutical products, including HIV/AIDS, ACTs for malaria, TB, and neglected tropical diseases, but none of these courses specifically targets reproductive health supplies.

In terms of access to the courses:

- all of these courses are based in the Netherlands, and
- all cost more than \$5,000.

### **Target: The French-Speaking Commodity Manager**

The study identified 13 courses that are offered in French, including one in English and in French. The characteristics of these courses include the following positive attributes:

- All 13 courses target the public or NGO sector.
- Eleven courses target the practitioner.
- Six courses target one logistics function, five cover a variety of functions, and two are general services courses.
- Ten courses focus 76percent–100 percent of the course time on the technical subject.
- Five courses offer a certificate or certification.
- Ten courses have no prerequisites.

- Eight courses require one week or less in attendance.
- Six courses are offered at less than \$1,000.

In the context of the public health commodity managers from the scenarios above, the factors just noted indicate that the French-speaking subset has at least some variety in courses that are relevant and relatively accessible. Other factors and details related to this set of courses, however, reveal the following limitations:

- Twelve of the courses require in-person attendance, and the one online course also has a telephone component.
- Only two of the courses are offered outside of Europe.
- Seven courses have fees greater than \$1,000.
- Eight courses do not specify a focus commodity group.
- Eight courses do not specify course objectives.

The first three factors present the greatest burdens to the participants in terms of limiting access to existing courses. The last two factors would present challenges to participants in terms of identifying which if any of the courses respond to their actual needs.

Additionally, all of the eight courses that focus primarily on logistics (76 percent–100 percent logistics focus) and do not have prerequisites, target a relatively specific group, in terms of logistics function, commodity group (ACT or HIV/AIDS), or context (humanitarian logistics).

French-speaking participants in fact appear to have a very limited choice of professional development opportunities.

### **Target: The Spanish-Speaking Commodity Manager**

The study identified 15 courses that are offered in Spanish. The characteristics of these courses include the following positive attributes:

- 14 target the public sector;
- eight target the practitioner;
- five target one logistics function, nine cover a variety of functions, and one is a general services course;
- nine mention a focus on health commodities, with six of these specifically mentioning RH commodities;
- 12 focus 76 percent–100 percent of the course time on the technical subject;
- 11 offer a certificate or certification;
- all of the in-person courses are offered in Central or South America;
- nine require two weeks or less in attendance;
- 10 are offered at less than \$1,000, including one at no cost; and
- six are offered online.

In the context of the public health commodity managers from the scenarios above, the factors just noted indicate that, as with its French-speaking counterpart, the Spanish-speaking subset has variety of choice in courses that are relevant and relatively accessible, and to a slightly greater extent than the French-speaker, in terms of the location of the courses relative to the likely location of the target population. Despite this,

there are still some barriers for the Spanish-speaker:

- 10 of the 15 courses have prerequisites (although some are administrative), and
- four of the online courses require one month to one year to complete, and three have nonadministrative prerequisites

Spanish-speaking participants have fewer apparent barriers than do French speakers, so they would have a relatively easier time finding a course that is both relevant to their needs and accessible. There is more choice as well for Spanish speakers in terms of the number of courses that cover a range of topics, while the courses that cover a specific logistics function are more limited for them than they are for French speakers.

## **1.21 General Conclusions**

It has been observed that there are no courses specifically designed for the target audience of this study: public sector reproductive health commodity managers. In addition, only a limited number of courses specifically mentions contraceptives as one of its target commodities. It has also been shown that few courses focus on health commodities. A majority of the courses identified through the study are geared toward the management of any commodities. While these courses would still be of benefit to the target audience, it is only with the caveat that health- or RH-specific commodity managers would then have to supplement what they learn during the course, or otherwise gain access to any health- or RH-commodity information.

It has also been observed that, even when taking into account the courses that do exist, a number of barriers might prevent a member of the target audience from participating in such courses. These barriers include:

- course fees which, even at less than \$1,000, may be out of reach to the typical member of the target audience;
- relatively inexpensive courses that are largely limited to speakers of Spanish;
- the need to travel to the location where the course is being offered; and
- course prerequisites that disqualify some from attending a course.

Clearly, if public sector health commodity managers, and RH commodity managers in particular, are to improve their commodity management abilities, then important steps must be taken to provide access to existing professional development opportunities, to come up with new and different opportunities, or some combination of the two. In any case, a continued lack of professional development opportunities will hinder improved commodity management and commodity availability and may, in fact, cause recent gains to be lost.

## Recommendations

The recommendations are presented in the context of a wide range of potential actions that could be implemented based on the findings of the present study and to support the project output: “*Gap analysis and resulting recommendations for actions that can be taken to improve access to professional development opportunities for public sector supply chain managers, including those identified by public health logistics professionals themselves.*” As such, the recommendations are largely based directly on the results of the survey, though some are based on inferences and observations the research team made during the course of the study or that seek to make general contributions to the professional development of public sector commodity managers.

The recommendations are grouped into four main themes:

- increase access to existing courses;
- contribute to increased relevance and access;
- increase the availability of professional development opportunities; and
- professionalize public sector RH and health commodity management.

### **Increase access to existing courses.**

#### **1. Develop and implement a means for disseminating the information on courses that were identified through this study.**

The database that was developed through this study can serve as the starting point for a comprehensive information clearinghouse on professional development opportunities and should be made available to a variety of audiences, including:

- public sector health RH commodity managers
- public sector health commodity managers
- organizations that employ public sector health commodity managers (RH and others)
- organizations that might sponsor course participation for a public sector health commodity manager

In particular, the existence of the online courses should be widely disseminated, for example, through IAPHL, the RH Supplies Coalition, project websites, and other relevant online locations.

JSI has several networks through which it will disseminate these results, and it is recommended that RHSC and others would do so as well.

#### **2. Continue to research the availability of existing courses and continually update the existing database information.**

As mentioned here, there are more existing courses/programs than could be identified and documented during implementation of this project, and additional courses had even been identified after the cut-off date of the research period. It is certain that other courses, programs, or similar opportunities exist that may be relevant (and possibly more accessible) to the target audience of this study.

The Professional Development of Supply Chain Managers work stream of the RHSC's System Strengthening Working Group should identify a means to ensure that this research can be expanded and updated routinely.

Further extensions of this activity would include conducting regular assessments of the current needs of public health logisticians and eventually making the system "live" so those implementing and using it could interact with the database, for example, users could document a course or other offering of which they are aware but which is not included in the database, or they could provide reviews of courses they have attended.

**3. Develop and disseminate a "one stop shop" where public sector health logisticians can access information about current/existing courses, other technical resources, and/or information exchange among colleagues.**

In addition to the actual courses identified through this study, anecdotal evidence shows that a variety of resources exist (online and through other means) that would be of value and benefit to public sector health logisticians. The problem arises in trying to identify and locate such resources through a number of sources (course websites, project websites, etc.).

While this recommendation could be accomplished through reinforced and ongoing support of IAPHL, other means should not be excluded, for example, something as simple as a Facebook page or other means that is relatively accessible to the target audience.

This recommendation could be implemented by any interested partner or through a specific activity/project specifically funded for and geared toward this purpose.

**4. Identify (or create) sponsorships, subsidies, or other means for public sector health logisticians to attend existing courses.**

Despite the relative lack of professional development opportunities, such courses do exist, yet they are out of reach of the target sector, due in part to costs. If some level of sponsorship, subsidy, or the like could be identified and implemented, then existing courses might be more accessible to the target audience.

This recommendation should be viewed as a direct investment in the development of local, in-country resources and thus implemented by any partner that currently provides short-term assistance but wishes to promote and move toward local ownership and responsibility.

**Contribute to increased relevance and access.**

**5. Conduct additional research into existing courses and the needs of potential participants to verify the relationship among course purpose/objectives, the development of practical skills, and perceived need.**

As mentioned, the way in which the various institutions advertise their courses is not completely consistent; such variety can make it difficult for potential participants to identify the course or courses that would provide the most benefit or respond most closely to their needs. Additional research into the existing (identified) courses could help to better define and uniformly report the course objectives so participants could better gauge the level of appropriateness for attendance, and thus lead to a better ability to gauge the relevance of the course to their needs. Furthermore, potential participants should be polled

from time to time to understand their ongoing and evolving needs and to update course information over time.

This recommendation could be implemented by any interested partner or through a specific activity/project specifically funded for and geared toward this purpose.

**6. Conduct additional research to provide a quality check of courses that respond to typical participant profiles.**

While this study did identify and assess courses based on the various relevance and access factors and in the context of the expressed needs of potential participants, the assessment could be based only on the available written documentation. No attempt could be made to assess the level of quality and actual relevance each course achieves. Courses should be assessed through in-person attendance by a supply chain professional to provide some level of subjective assessment of quality and relevance.

This recommendation could be implemented by any interested partner or through a specific activity/project specifically funded for and geared toward this purpose.

**7. Identify or develop additional courses to address existing gaps in technical training topics.**

As shown here, specialty courses covering some content areas such as procurement are relatively more available than are courses for other topics, some of which seem to be underrepresented and others not represented at all. A prime example is the apparent lack of courses that focus on logistics management information systems, which was also one of the survey respondents' interest areas. The identification or development of additional courses would make available professional development opportunities that cover a greater range of logistics areas/functions and gear them specifically to the public sector target audience. Content areas would also be informed by the competency areas identified in association with recommendation 13 and through the periodic survey of potential participants as mentioned in recommendation 5.

This recommendation could be implemented by any interested partner or through a specific activity/project specifically funded for and geared toward this purpose.

**8. Research, identify, and disseminate information on opportunities for supply chain knowledge and capacity building *other than those based on a formal course.***

The present study focused on formal courses and program of study. Because time, distance, and cost all come into play when identifying a formal training course to attend, and because these factors may tend to limit participants' ability to attend or access a course, other existing means and opportunities for building supply chain knowledge and capacity should be identified and disseminated. Non-course-based opportunities may include existing written documentation that can be disseminated more widely, webinars or other formats that are available online, or through other means altogether. This recommendation would also tie in with Recommendation 8 and could be implemented by the same partner.

This recommendation could be implemented by any interested partner or through a specific activity/project specifically funded for and geared toward this purpose.

**Increase the availability of professional development opportunities.**

**9 Actively promote and contribute to “virtual learning centers” to reinforce their role as an information exchange with an emphasis on expanding or supplementing the content to formalize a focus on building the technical knowledge and skills of public sector supply chain professionals.**

IAPHL, HLA, and others can provide for a means through which information is exchanged among public sector supply chain professionals to contribute, for instance, to their overall knowledge or provide solutions to existing problems.

Using IAPHL as a working example, a topic is designated as “topic of the month,” and members are encouraged to contribute their thoughts based on their experience. However, the responses are moderated loosely if at all, so no definitive answers or guidance is necessarily provided. The reader is thus left to determine which responses might or might not be technically sound. A more formal approach would have the discussions moderated consistently by a supply chain professional who would guide the discussion as a formal learning opportunity.

This recommendation should be implemented by partners within the entire RH/health community, although it is also recommended that IAPHL leadership focus on this role for the association.

**10. Develop, produce, publish, and promote additional online or other distance-learning opportunities in all areas of health commodity management; in English, French, and Spanish; and with a particular emphasis on gaps identified through this study.**

Many survey respondents indicated that Internet access would not pose a significant barrier to their participating in online training opportunities, so it would be beneficial to create more such opportunities, including Internet-based, CD-based, or some combination of the two. This could be achieved by transforming existing in-person content to an online format and/or creating new content for online use.

A component of this activity would be to conduct some research on existing online courses to identify their successes as well as factors that have had a negative impact on use of/participation in such courses, so new or additional courses can be designed with a view to avoiding or overcoming the negative impact factors.

This recommendation should be adopted and implemented by any or all of the following:

- Reproductive Health Supplies Coalition;
- partners who provide RH or other health commodities and want to help ensure that they are managed correctly;
- partners who provide technical assistance for commodity management and who want to expand the range of assistance they can provide; and
- partners who provide technical assistance for systems strengthening or organizational development and who want to expand the range of assistance that they can provide.

**11. Establish and maintain a “logistics help desk” or other system for providing ongoing distance technical assistance.**

In addition to the more passive types of resources suggested above, a further step would be to create and support a position (or part of a position) such as “logistics help desk” to provide proactive, ongoing support directly to the target audience, perhaps through email exchange, moderated website forum/chat, or even through VoIP (Skype).

Such a system could be based within IAPHL or other venue and, with a dedicated moderator, would expand on the now-informal (and minimally controlled) question-and-answer format of current IAPHL discussion threads.

### **Professionalize public sector RH and health commodity management.**

#### **12. Develop and implement a means of formally recognizing and disseminating demonstrated achievements in the management of public sector reproductive health commodities.**

Upgrade the IAPHL “Supply Chain Management Professional of the Month” to serve as a formal recognition of specific technical contributions to highlight achievements and advance the profession of supply chain management in public sector health, while at the same time providing a learning opportunity for the community of commodity managers at large. Another option for recognition could be designating or accrediting people as, for example, “supply chain champions” based on one or more of the following factors: years of supply chain experience, degrees held, trainings attended, or specific accomplishments. A precursor to this activity would be to define specific performance criteria and/or areas to target for recognition, and to define a sanctioning body charged with vetting and naming the “person of the month.”

IAPHL is already in a position to begin undertaking such an activity, and it is recommended that IAPHL expand its role in this regard. In addition, the RHSC or the RHSC Secretariat might serve as the sanctioning body.

#### **13. Identify and standardize one or more sets of core logistics competencies, by job title or a combination of logistics function and level in the system, that would serve as “minimum job skills” and/or suggested job description elements required of logistics professionals. Continue to identify gaps in professional development opportunities and explore ways to provide targeted/specific knowledge and skills development to address these gaps.**

This recommendation expands on the preceding recommendations and highlights the need to identify specific knowledge and skills areas that public sector health logisticians require, and that could then feed into one or more of the activities recommended above, in addition to serving as an independent resource document on recommended/required logistics skills and knowledge.

Implementation could take place through IAPHL or other means, such as the RHSC Systems Strengthening Working Group work stream. Acknowledging that this recommendation may be difficult to implement because it will be an arduous and painstaking task to facilitate consensus on this level of detail, we believe this is an essential activity that underpins the whole notion of professional development.

#### **14. Develop a formal/accredited certification for public sector health logistics professionals.**

Certification would need to combine at least two elements: identification of the set of core competencies needed by a logistician of any capacity (referenced in recommendation 12) and identification of the course or courses that are acknowledged to provide skills building in the competency areas. Additional consideration could be given to years of job experience or demonstrated competency.

Any certification or sanction would need to be accorded or otherwise approved by a neutral party and managed through an objective process. As is the case with recommendation 12, implementing this recommendation will be a challenge as well. There may be many organizations that will want their

courses “accredited,” so there would need to be some level of independent and neutral quality control process, looking at course conception (course objectives, etc.) through course implementation, even including evaluation/assessment of previous course participants.

IAPHL or RHSC could serve as the certifying board, and RHSC could manage the certification process.

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## **Annex 1: Professional development opportunities for public sector reproductive health commodity managers, questionnaire**

1. What is your country of residence?

2. What sector do you work in?

Private  
Public  
Non-governmental organization  
Other

3. What is the administrative level at which you work?

International  
Central  
Regional/Provincial  
District  
Other

4. What category best describes your current position?

Facility Manager  
Program Manager  
Practitioner  
Other: please explain:

5. In which type of logistics system(s) do you work?

Vertical  
Integrated  
None of the above  
Other: please explain

6. What commodities do you manage?

Contraceptives  
Reproductive health supplies  
Essential drugs  
HIV/AIDS and OIs  
TB  
Malaria-related commodities  
Laboratory commodities  
Other: please explain

7. Have you received any training in public health supply chain management?

Yes  
No

If yes, please provide the name of the training course, who conducted the training, and its location. :

8. How well did the training course you attended meet your professional needs?

Very well  
Well  
Neutral  
Not well  
Not very well

9. What are the most critical logistics and professional skills and knowledge you believe you need to gain (i.e., general, procurement, logistics information management systems, warehousing, consultant, etc)?

LMIS  
Procurement  
General  
Consultant  
Warehousing/storage  
forecasting  
Project management  
M&E  
distribution  
strategic sourcing  
Demand management

10. Are there any areas in which you require refresher training?

Procurement  
M&E  
Forecasting  
General  
LMIS  
Design  
Warehousing  
Lab  
Cold Chain  
Governance  
Contract Management  
CS

Demand management

11. What type and length of course attendance do you prefer?

Strongly prefer      Prefer      No preference

- In person, one to two week course
- In person, month long course
- In person, six month program
- In person, year long program
- Self guided, distance learning program
- Combined self guided, distance learning program with periodic in person sessions

12. In what language do you prefer training sessions be conducted?

First Choice      Second Choice      Third Choice      Fourth Choice

- English
- Spanish
- French

13. Please use the scale below to indicate how strongly you agree or disagree with the following statements:

Strongly Disagree      Disagree      Neutral      Agree      Strongly Agree

- I know of several courses that will train me in areas specifically related to my logistics responsibilities
- I have a difficult time paying tuition/fees
- Courses on the logistics topics that interest me are not offered in my language.
- I never consider courses that are located outside of my country
- Travel and per diem costs too much to allow me to attend most courses
- My supervisor encourages me to attend courses and workshops that will improve my skills.

Strongly  
Disagree

Disagree

Neutral

Agree

Strongly  
Agree

I know who to contact if I need a sponsor to cover all of my training-related costs.

I can travel for two or three days to attend a course.

My employer provides good opportunities and benefits for those who have a degree or certificate in logistics.

A general course that goes into some detail about logistics topics is more useful to me than one that focuses on one or two logistics topics.

14. I would be able to leave my workplace to attend a course lasting:

- 2-3 days
- 4-7 days
- 8-14 days
- 15 days or longer

15. An Internet-based course would be:

- Very possible (easy access and good Internet connection)
- Possible but difficult (limited access to computer and/or good Internet connection)
- Difficult (no access to computer)
- Difficult (no or unreliable access to Internet)

## Annex 2: Organizations represented by survey recipients

1. Adcem Pharmaceuticals Limited
2. AIBEF
3. APIN/HARVARD PEPFAR
4. Asociacion Benefica PRISMA
5. AWARE
6. Axios Foundation- Nigeria & Uganda
7. Bioforce
8. Bugando University College of Health Sciences
9. CDC-Thailand
10. Central Medical Stores- Ghana, Malawi & Nigeria
11. Centre Africain D'Etudes Supérieures Gestion (CESAG)
12. Christian Health Association of Malawi
13. College of Medicine- Malawi
14. Country Support Team for LAC/UNFPA
15. Crown Agents- India, Namibia, UK & Zimbabwe
16. Crown Agents/EPW MoHFW- India
17. CRS/AIDS Relief Project
18. CU-ICAP
19. Department of Health Services- Nepal
20. Dept of Public Health, Federal Ministry of Health- Abuja, Nigeria
21. Division of Malaria Control, Ministry of Health- Kenya
22. DOD HIV Program-Nigeria
23. Egypt-MOHP
24. EU PRIME
25. Family Health Bureau, Ministry of Health- Sri Lanka
26. Federal Ministry of Health- Nigeria
27. GFATM Indonesia Malaria Component
28. Ghana Health Service
29. Health & Human Services Secretariat, FCT Administration- Nigeria
30. Hospitals- Nepal & Botswana
31. Hygeia Foundation
32. ICRC
33. IDA Solutions- Netherlands
34. Inter-Religious Council of Uganda
35. INTRA HEALTH
36. Joint Medical Store- Uganda
37. JSI - SCMS
38. JSI / MMIS
39. JSI- Georgia
40. JSI Global Fund- Kenya
41. JSI Research and Training Institute, Inc.
42. JSI/Gestion y Calidad en Salud

43. JSI/NUMAT
44. Kuje General Hospital, Kuje
45. KUMI-HBCT Program
46. Lagos State University Teaching Hospital-Nigeria
47. Lagos University Teaching Hospital- Nigeria\*
48. Malawi Adventist University, Malamulo College of Health Sciences
49. Ministry of Health- Barbados, Ghana, Guyana, Kenya, Malta, Malawi, Nicaragua, Uganda & Zimbabwe
50. Ministry of Health & Child Welfare- Zimbabwe
51. Ministry of Health and Social Welfare- Tanzania
52. MSH- Kenya & Vietnam
53. Mushonga Logistics Consultants- South Africa
54. National Centre for AIDS and STD Control- Nepal
55. National AIDS Control Program- Ghana
56. National AIDS/STIs Control Program- Kenya
57. National Dept of Health- South Africa
58. National Medical Stores- Uganda
59. National Tuberculosis and Leprosy Control Programme- Nigeria
60. NATPHARM- Zimbabwe
61. National Program for Family Planning & Primary Health Care, MOH- Islamabad, Pakistan
62. NUPCO
63. PATH
64. Pathfinder International- Ethiopia
65. PFIZER- Nigeria
66. Pharmaciens Sans Frontières Comité International (PSFCI)
67. Pharmaceutical Healthcare Distributors (PHD)- South Africa
68. Population Services International (PSI)- Ethiopia
69. Prime Minister's Program for Prevention & Control of Hepatitis- Pakistan
70. PRINCESS MARINA HOSPITAL
71. Project AXxes, IMA World Health - Eglise du Christ au Congo
72. Provincial Health Office- Philippines
73. SCMS- Botswana, Guyana, Haiti, Mozambique, Namibia, Nigeria, Rwanda, Uganda & Zimbabwe
74. SCMS (IDA Solutions)
75. SCMS Mozambique
76. Social Marketing Company- Bangladesh
77. Society for Education in Contraception and Sexuality (SECS)- Romania
78. STD/AIDS Control program Ministry of Health- Uganda
79. STOP AI / DAI
80. TACMIL Health Project/ Abt Associates Inc; USAID- Pakistan
81. Tanzania Network of Community Health Funds
82. TUC/IEIP
83. UNFPA- various countries
84. UNICEF
85. University of Malawi

- 86. USAID- Dominican Republic
- 87. USAID/JICA
- 88. USAID|DELIVER PROJECT
- 89. World Health Organization
- 90. World Vision- Somalia

## Annex 3: Countries represented by survey recipients

1. Bangladesh
2. Barbados
3. Benin
4. Bolivia
5. Botswana
6. Burkina Faso
7. Cote d'Ivoire
8. Democratic Republic of the Congo
9. Dominican Republic
10. Egypt
11. Ethiopia
12. Georgia
13. Ghana
14. Guinea
15. Guyana
16. Haiti
17. India
18. Indonesia
19. Iraq
20. Kenya
21. Malawi
22. Malta
23. Mexico
24. Mozambique
25. Namibia
26. Nepal
27. Netherlands
28. Nicaragua
29. Nigeria
30. Norway
31. Pakistan
32. Peru
33. Philippines
34. Romania
35. Rwanda
36. Saudi Arabia
37. Senegal
38. South Africa
39. Sri Lanka
40. Switzerland
41. Tajikistan
42. Tanzania
43. Thailand
44. Uganda

45. Ukraine
46. United Kingdom of Great Britain and Northern Ireland
47. United Republic of Tanzania
48. United States of America
49. Uzbekistan
50. Viet Nam
51. Zimbabwe

## Annex 4: Countries represented by the survey respondents:

1. Bangladesh
2. Benin
3. Botswana
4. Democratic Republic of the Congo
5. Ethiopia
6. Ghana
7. Guinea
8. Guyana
9. Malawi
10. Nepal
11. Nigeria
12. Pakistan
13. Peru
14. Senegal
15. Switzerland
16. Tanzania
17. Uganda
18. Ukraine
19. Zimbabwe

## Annex 5: Courses included in the study

The 94 courses that were identified through the study and which served as the basis for the analyses are shown here. The courses are listed in alphabetical order along with the institution, location and language of instruction. The full listings of information collected for each course is detailed in Annex 20.

Course Title	Institution	Location	Language
Achats	Institut Bioforce Développement	France	French
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa	Pretoria, South Africa	English
Approvisionnement	Institut Bioforce Développement	France	French
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy	College Park, Maryland, USA	English
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma	La Paz, Bolivia	Spanish
Certificate in Procurement for Senior Executives	Crown Agents	UK	English
Certificate in Supply Chain Management	Crown Agents	UK	English
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK	online and telephone	English, French
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK	online and telephone	English
Contract and Suppliers Relations Management	UNDP	Bangkok, Vienna, Dubai, New York, Copenhagen (recurring)	English
Contract Management	University of Pretoria, South Africa	Pretoria, South Africa	English
CSCMP On-site Education	Council of Supply Chain Management Professionals	Any location; at worksite	English
Curso Gratis Online de Logística y Distribución	www.directivoglobal.com Grupo Arrima (Spain)	online	Spanish
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA-Perú	Lima, Peru	Spanish
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA-Perú	online	Spanish
Diplomado Técnico Nivel Superior Logística	Universidad Tecnológica de Chile (INACAP)	Santiago, Chile	Spanish
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA-Perú	Lima, Peru	Spanish

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	<b>Institution</b>	<b>Location</b>	<b>Language</b>
Distribution	Institut Bioforce Développement	France	French
E-Procurement: Strategies for Success	Crown Agents	UK	English
Effective Procurement Skills	Crown Agents	Nigeria	English
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA-Perú	Lima, Peru	Spanish
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions	Netherlands	English
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement	France	French
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
Fundamentals of Procurement	UNDP	Bangkok, Vienna, Dubai, New York, Copenhagen (recurring)	English
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA-Perú	Lima, Peru	Spanish
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions	Netherlands	French
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA-Perú	online	Spanish
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School	Buenos Aires, Argentina	Spanish
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
Hands-on Supply Chain Management	University of Pretoria, South Africa	Pretoria, South Africa	English
Humanitarian Logistics	Global Fields Institute, Kenya	Kenya	English
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement	Burkina Faso, France	French
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions	Netherlands	French
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT	online or CD-ROM	English
Licenciado en Logística Internacional en Monterrey	Tecnológico de Monterrey	Mexico	Spanish
Logística para Suministros de Salud	La Asociación Benéfica PRISMA-Perú	online	Spanish
Logisticien de la Solidarité Internationale	Institut Bioforce Développement	France	French

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	<b>Institution</b>	<b>Location</b>	<b>Language</b>
Logistics and Incoterms	UNDP	Bangkok, Vienna, Dubai, New York, Copenhagen (recurring)	English
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center	online	English
Logistics for Non-Logisticians	University of Pretoria, South Africa	Pretoria, South Africa	English
Logistics Management of Drugs and Medical Commodities	AMREF	Kenya	English
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
M.S. in Logistics and Supply Chain Management	Wright State University, Raj Sooin College of Business	Ohio, USA	English
Maintenance des Equipements Biomédicaux	Institut Bioforce Développement	Burkina Faso, France	French
Managing Drug Supply in Low and Middle Income Countries	i+solutions	Netherlands	English
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA-Perú	online	Spanish
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)-Switzerland	Lugano, Switzerland	English
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology- Zaragoza University, Spain	Zaragoza, Spain	English
Master of Engineering in Logistics	Massachusetts Institute of Technology	Cambridge, Massachusetts USA	English
Master Programme in Supply Chain Management	University of Pretoria, South Africa	Pretoria, South Africa	English
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy	College Park, Maryland, USA	English
Monitoring and Evaluation of Procurement and Supply Management	i+solutions	Netherlands	English
Monitoring and Evaluation of Procurement Performance	Crown Agents	UK	English
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)	Tanzania	English
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy	College Park, Maryland, USA	English
Postgrado enLogística	SEAS, Centro de Formación Abierta	online	Spanish

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	<b>Institution</b>	<b>Location</b>	<b>Language</b>
Procurement and Materials Management	University of Pretoria, South Africa	Pretoria, South Africa	English
Procurement and Quantification of Medicines and Medical Supplies	i+solutions	Netherlands	English
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions	Netherlands	English
Procurement of Works and Dispute Management	Crown Agents	UK	English
Procurement Strategy Development	UNDP	Bangkok, Vienna, Dubai, New York, Copenhagen (recurring)	English
Professional Diploma in Logistics Management	Global Fields Institute, Kenya	Kenya	English
Programme in Supply Chain Management	University of Pretoria, South Africa	Pretoria, South Africa	English
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)	Tanzania	English
Risk Management in Procurement	Crown Agents	UK	English
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina	Peru	Spanish
Service Management Operations and Strategy	University of Pretoria, South Africa	Pretoria, South Africa	English
Stock	Institut Bioforce Développement	France	French
Stores and Inventory Management	Crown Agents	Zambia	English
Strategic Procurement in Practice	Crown Agents	Kenya	English
Successful Tender Design	Crown Agents	UK	English
Successful Tender Design and Contract Management	Crown Agents	UK	English
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute	online	English
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA and online	English
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
Supply Chain Management	University of Lieges- Belgium	Lieges, Belgium	French
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions	Netherlands	English
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions	South Africa	English
Transports	Institut Bioforce Développement	France	French

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	<b>Institution</b>	<b>Location</b>	<b>Language</b>
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions	South Africa	English
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
Warehousing Management Skills	University of Pretoria, South Africa	Pretoria, South Africa	English
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute	online	English
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute	online	English
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute	online	English
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute	Georgia, USA	English
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute	online	English

## Annex 6: Courses targeting a specific sector, by language of instruction and alphabetically by course name

### Courses targeting the public sector

#### Courses taught in English

Course Title	Name of Institution
Certificate in Procurement for Senior Executives	Crown Agents
Certificate in Supply Chain Management	Crown Agents
Contract and Suppliers Relations Management	UNDP
CSCMP On-site Education	Council of Supply Chain Management Professionals
E-Procurement: Strategies for Success	Crown Agents
Effective Procurement Skills	Crown Agents
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions
Fundamentals of Procurement	UNDP
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT
Logistics and Incoterms	UNDP
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center
Logistics Management of Drugs and Medical Commodities	AMREF
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Monitoring and Evaluation of Procurement and Supply Management	i+solutions
Monitoring and Evaluation of Procurement Performance	Crown Agents
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Procurement and Quantification of Medicines and Medical Supplies	i+solutions
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions

<b>Course Title</b>	<b>Name of Institution</b>
Procurement of Works and Dispute Management	Crown Agents
Procurement Strategy Development	UNDP
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)
Risk Management in Procurement	Crown Agents
Stores and Inventory Management	Crown Agents
Strategic Procurement in Practice	Crown Agents
Successful Tender Design	Crown Agents
Successful Tender Design and Contract Management	Crown Agents
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions

**Courses taught in Spanish:**

<b>Course Title</b>	<b>Name of Institution</b>
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Curso Gratis Online de Logística y Distribución	www.directivoglobal.com Grupo Arrima (Spain)
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Perú
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Perú
Diplomado Técnico Nivel Superior Logística	Universidad Tecnológica de Chile (INACAP)
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Perú
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Perú
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Perú
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Perú
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School
Licenciado en Logística Internacional en Monterrey	Tecnológico de Monterrey
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Perú
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Perú
Postgrado en Logística	SEAS, Centro de Formación Abierta

**Courses taught in French:**

<b>Course Title</b>	<b>Name of Institution</b>
Achats	Institut Bioforce Développement
Approvisionnement	Institut Bioforce Développement
Distribution	Institut Bioforce Développement
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions
Logisticien de la Solidarité Internationale	Institut Bioforce Développement
Maintenance des EquipementsBiomédicaux	Institut Bioforce Développement
Stock	Institut Bioforce Développement
Supply Chain Management	University of Lieges- Belgium
Transports	Institut Bioforce Développement

**Courses targeting the NGO Sector**

**Courses taught in English**

<b>Course Title</b>	<b>Name of Institution</b>
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK
Humanitarian Logistics	Global Fields Institute, Kenya
Professional Diploma in Logistics Management	Global Fields Institute, Kenya

**Course taught in English and in French**

<b>Course Title</b>	<b>Name of Institution</b>
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK

**Courses targeting the Private Sector**

Note: All courses targeting the private sector identified during the study are taught in English.

<b>Course Title</b>	<b>Name of Institution</b>
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Contract Management	University of Pretoria, South Africa
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	<b>Name of Institution</b>
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
Hands-on Supply Chain Management	University of Pretoria, South Africa
Logistics for Non-Logisticians	University of Pretoria, South Africa
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute
M.S. in Logistics and Supply Chain Management	Wright State University, Raj Sooin College of Business
Master of Engineering in Logistics	Massachusetts Institute of Technology
Master Programme in Supply Chain Management	University of Pretoria, South Africa
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Procurement and Materials Management	University of Pretoria, South Africa
Programme in Supply Chain Management	University of Pretoria, South Africa
Service Management Operations and Strategy	University of Pretoria, South Africa
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute
Warehousing Management Skills	University of Pretoria, South Africa
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

**Courses with no specific Target Sector (Open Enrollment)**

**Courses taught in English**

<b>Course Title</b>	<b>Name of Institution</b>
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)- Switzerland
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology- Zaragoza University, Spain

**Course taught in Spanish**

<b>Course Title</b>	<b>Name of Institution</b>
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina

## Annex 7: Public sector courses by target audience

Courses targeting the **Practitioner**:

Course	Institution
Achats	Institut Bioforce Développement
Approvisionnement	Institut Bioforce Développement
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Certificate in Supply Chain Management	Crown Agents
Contract and Suppliers Relations Management	UNDP
CSCMP On-site Education	Council of Supply Chain Management Professionals
Curso Gratis Online de Logística y Distribución	www.directivoglobal.com Grupo Arrima (Spain)
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Perú
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Perú
Distribution	Institut Bioforce Développement
E-Procurement: Strategies for Success	Crown Agents
Effective Procurement Skills	Crown Agents
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Perú
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Perú
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Perú
Logisticien de la Solidarité Internationale	Institut Bioforce Développement
Logistics and Incoterms	UNDP
Logistics Management of Drugs and Medical Commodities	AMREF
Maintenance des Equipements Biomédicaux	Institut Bioforce Développement
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Postgrado en Logística	SEAS, Centro de Formación Abierta
Procurement Strategy Development	UNDP
Risk Management in Procurement	Crown Agents
Stock	Institut Bioforce Développement
Stores and Inventory Management	Crown Agents
Successful Tender Design	Crown Agents
Supply Chain Management	University of Lieges- Belgium
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Transports	Institut Bioforce Développement
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions

Courses targeting the **Facility Manager**:

<b>Course</b>	<b>Institution</b>
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Perú

Courses targeting the **Program Manager**:

<b>Course</b>	<b>Institution</b>
Certificate in Procurement for Senior Executives	Crown Agents
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Perú
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Perú
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions
Fundamentals of Procurement	UNDP
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Monitoring and Evaluation of Procurement Performance	Crown Agents
Procurement and Quantification of Medicines and Medical Supplies	i+solutions
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Procurement of Works and Dispute Management	Crown Agents
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)
Strategic Procurement in Practice	Crown Agents
Successful Tender Design and Contract Management	Crown Agents
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions

Courses targeting the **Technical Assistance Provider**:

<b>Course</b>	<b>Institution</b>
Monitoring and Evaluation of Procurement and Supply Management	i+solutions

Courses with **Open Enrollment** (no specific target audience):

<b>Course</b>	<b>Institution</b>
Diplomado Técnico Nivel Superior Logística	Universidad Tecnológica de Chile (INACAP)
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

Licenciado en Logística Internacional en Monterrey	Tecnológico de Monterrey
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center

## Annex 8: Courses by focus commodities

### Health Commodities, including RH

Course Title	Name of Institution
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Peru
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Peru
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Peru
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Peru
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)

### Health, non-RH specific

Course Title	Name of Institution
Certificate in Supply Chain Management	Crown Agents
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions
Logistics Management of Drugs and Medical Commodities	AMREF
Maintenance des Equipements Biomedicaux	Institut Bioforce Développement
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru

## Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers

Monitoring and Evaluation of Procurement and Supply Management	i+solutions
Procurement and Quantification of Medicines and Medical Supplies	i+solutions
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions

### Any/other

Course Title	Name of Institution
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Certificate in Procurement for Senior Executives	Crown Agents
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK
Contract and Suppliers Relations Management	UNDP
Contract Management	University of Pretoria, South Africa
CSCMP On-site Education	Council of Supply Chain Management Professionals
Curso Gratis Online de Logística y Distribución	www.directivoglobal.com Grupo Arrima (Spain)
Diplomado Técnico Nivel Superior Logística	Universidad Tecnológica de Chile (INACAP)
Effective Procurement Skills	Crown Agents
E-Procurement: Strategies for Success	Crown Agents
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute
Fundamentals of Procurement	UNDP
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
Hands-on Supply Chain Management	University of Pretoria, South Africa
Licenciado en Logística Internacional en Monterrey	Tecnológico de Monterrey
Logistics and Incoterms	UNDP
Logistics for Non-Logisticians	University of Pretoria, South Africa
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute

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M.S. in Logistics and Supply Chain Management	Wright State University, Raj Soin College of Business
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)- Switzerland
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology- Zaragoza University, Spain
Master of Engineering in Logistics	Massachusetts Institute of Technology
Master Programme in Supply Chain Management	University of Pretoria, South Africa
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Monitoring and Evaluation of Procurement Performance	Crown Agents
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Postgrado en Logística	SEAS, Centro de Formación Abierta
Procurement and Materials Management	University of Pretoria, South Africa
Procurement of Works and Dispute Management	Crown Agents
Procurement Strategy Development	UNDP
Programme in Supply Chain Management	University of Pretoria, South Africa
Risk Management in Procurement	Crown Agents
Service Management Operations and Strategy	University of Pretoria, South Africa
Stores and Inventory Management	Crown Agents
Strategic Procurement in Practice	Crown Agents
Successful Tender Design	Crown Agents
Successful Tender Design and Contract Management	Crown Agents
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute
Warehousing Management Skills	University of Pretoria, South Africa
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

**Courses with focus commodities not indicated:**

Course Title	Name of Institution
Achats	Institut Bioforce Développement

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Approvisionnement	Institut Bioforce Développement
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Distribution	Institut Bioforce Développement
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
Humanitarian Logistics	Global Fields Institute, Kenya
Logisticien de la Solidarité Internationale	Institut Bioforce Développement
Professional Diploma in Logistics Management	Global Fields Institute, Kenya
Stock	Institut Bioforce Développement
Supply Chain Management	University of Lieges- Belgium
Transports	Institut Bioforce Développement

## Annex 9: Courses and topics covered

### One logistics function in great detail

Course Title	Name of Institution
Achats	Institut Bioforce Développement
Certificate in Procurement for Senior Executives	Crown Agents
Contract and Suppliers Relations Management	UNDP
Contract Management	University of Pretoria, South Africa
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Peru
Distribution	Institut Bioforce Développement
E-Procurement: Strategies for Success	Crown Agents
Effective Procurement Skills	Crown Agents
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Peru
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
Fundamentals of Procurement	UNDP
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru
Monitoring and Evaluation of Procurement and Supply Management	i+solutions
Monitoring and Evaluation of Procurement Performance	Crown Agents
Procurement and Quantification of Medicines and Medical Supplies	i+solutions
Procurement of Works and Dispute Management	Crown Agents
Procurement Strategy Development	UNDP
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)
Risk Management in Procurement	Crown Agents
Stock	Institut Bioforce Développement
Strategic Procurement in Practice	Crown Agents
Successful Tender Design	Crown Agents
Successful Tender Design and Contract Management	Crown Agents
Transports	Institut Bioforce Développement
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute
Warehousing Management Skills	University of Pretoria, South Africa
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute

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World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

### Range of logistics topics in some detail

Course Title	Name of Institution
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa
Approvisionnement	Institut Bioforce Développement
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Certificate in Supply Chain Management	Crown Agents
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK
CSCMP On-site Education	Council of Supply Chain Management Professionals
Curso Gratis Online de Logística y Distribución	www.directivoglobal.com Grupo Arrima (Spain)
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Peru
Diplomado Técnico Nivel Superior Logística	Universidad Tecnológica de Chile (INACAP)
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Peru
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
Hands-on Supply Chain Management	University of Pretoria, South Africa
Humanitarian Logistics	Global Fields Institute, Kenya
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT

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Licenciado en Logística Internacional en Monterrey	Tecnologico de Monterrey
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru
Logistics and Incoterms	UNDP
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center
Logistics for Non-Logisticians	University of Pretoria, South Africa
Logistics Management of Drugs and Medical Commodities	AMREF
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute
M.S. in Logistics and Supply Chain Management	Wright State University, Raj Soin College of Business
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology- Zaragoza University, Spain
Master of Engineering in Logistics	Massachusetts Institute of Technology
Master Programme in Supply Chain Management	University of Pretoria, South Africa
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Postgrado en Logística	SEAS, Centro de Formación Abierta
Procurement and Materials Management	University of Pretoria, South Africa
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Professional Diploma in Logistics Management	Global Fields Institute, Kenya
Programme in Supply Chain Management	University of Pretoria, South Africa
Stores and Inventory Management	Crown Agents
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Management	University of Lieges- Belgium
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute

### General/service courses with some logistics

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<b>Course Title</b>	<b>Name of Institution</b>
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
Logisticien de la Solidarité Internationale	Institut Bioforce Développement
Maintenance des Equipements Biomedicaux	Institut Bioforce Développement
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)- Switzerland
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina
Service Management Operations and Strategy	University of Pretoria, South Africa

## Annex 10: Courses by type of objectives

### Courses with skills-focused objectives

Course	Institution	Skills-focused Course Objectives
Certificate in Procurement for Senior Executives	Crown Agents	Acquire and apply relevant procurement skills; contribute significantly to the strategic success of your organisation by creating optimal procurement strategies; implement risk management processes in procurement and create strategies for minimising corruption and enhancing integrity; create and use toolkits for monitoring the performance of your procurement function; enhance your computer skills through dedicated sessions provided free of charge
Certificate in Supply Chain Management	Crown Agents	Understand the supply chain and its component parts, including how these components work and interact; and how they impact upon health outcome; improve performance along various aspects of the health supply chain in order to gain efficiency and effectiveness of health service delivery in your organisation/country; analyse risks within the health supply chain and develop appropriate strategies to manage or mitigate these risks; develop motivated, professional supply chain staff; implement appropriate supply chain monitoring systems to ensure goals are achieved and failures prevented
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK	Provide the competences necessary for a typical operational humanitarian aid field worker to effectively and efficiently provide emergency disaster relief through Analysing the current operational processes for a given scenario, Exploring the options for improvements, Defining the preferred solution, Showing how the solution should be implemented
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK	Demonstrate competence in a variety of skills falling under the two broad headings: Supply Chain Planning, Supply Chain Operation and Co-ordination
Contract and Suppliers Relations Management	UNDP	Describe the main types of contractual relationships that might be formed with suppliers and the appropriate use of each; Understand the importance of procurement ethics and how to act in an ethical manner; Develop successful commercial relationships with prospective suppliers; Identify key stakeholders in a procurement exercise and be able to develop effective relationships with them; Develop effective performance and quality monitoring and evaluation methods
Contract Management	University of Pretoria, South Africa	Equip managers, controllers and officers with the necessary practical skills to manage and administer contracts for goods and services. By the end of the course participants should be able to: understand the basic law of contract in South Africa; understand contract management terminology; plan and organise contracts for goods and services; define the scope of work, process, agreement and management philosophy; direct and control the contract administration; negotiate contracts and terms; evaluate, negotiate and enforce service level agreements; renegotiate and terminate contracts.

<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
Curso Gratis Online de Logística y Distribución	www.directivoglobal.com Grupo Arrima (Spain)	Learn to manage the supply chain, know the distribution system and the proper handling of cargoes. Identify key aspects of logistics, planning and controlling the transport of goods and select the most appropriate transport modes and to study possible routes of distribution.
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA-Peru	Conocer cada una de las etapas del proceso de implementación en BPA de un almacén especializado de medicamentos; Identificar cada uno de los procedimientos y sus respectivas actividades; Conocer las pautas técnicas para la elaboración de un manual de procedimientos; Identificar posibles problemas comunes relativos a la obtención de la acreditación.
Diplomado Tecnico Nivel Superior Logística	Universidad Tecnologica de Chile (INACAP)	Apply the techniques of management in warehouses, logistics and supply in different areas of the supply chain.
E-Procurement: Strategies for Success	Crown Agents	Create real procurement modernisation strategies that deal with problem areas and improve procurement performance; understand the ICT and e-terminology; create an optimal PMIS and e-strategy for your procurement operation considering all relevant factors/stakeholders; tender for and contract manage the purchase of a PMIS and e-procurement system successfully; implement and operate your PMIS and e-procurement system; ensure sustainability and success of your PMIS e-procurement operation
Effective Procurement Skills	Crown Agents	Identify appropriate sourcing strategies; apply relevant procurement skills and techniques; contribute significantly to the success of your organisation by effectively managing your contracts and suppliers; reduce risk in your supply chain and by using appraised suppliers; Understand how corruption can negatively effect your procurement processes and objectives; create and maintain effective supplier and customer relationships
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA-Peru	Increase participants' knowledge and skills in using a data driven process to improve accuracy of forecasts, estimate funding requirements and identify funding sources to meet mid to long term needs, develop a procurement plan, understand the utility of software packages in quantification and procurement planning processes, and evaluate and respond to environmental or policy constraints to forecasting and procurement planning
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions	Enlarge knowledge on supply chain issues; understand how policy and management decisions influence the performance of the supply chain; are able to suggest policy and management changes to ensure better performance, on the basis of the current status of their supply chain; are able to set indicators, monitor and evaluate the management performance at difference levels of the supply chain; have become stronger advocates for a good functioning pharmaceutical supply chain
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute	Better articulate and measure the financial benefits of your solutions, Show the value of solutions that: Increase sale through faster speed to market, Reduce cash-cycle times, Better balance transportation and inventory carrying costs, Optimize network design, Leverage logistics outsourcing, Establish third-party inventory ownership

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<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
Fundamentals of Procurement	UNDP	Describe the principles of effective procurement, the UN procurement process and the role of procurement strategies; Understand the activities associated with effective procurement projects; Know how to do procurement planning and stakeholder management; Know how to write effective terms of reference and specifications; Be able to choose appropriate procurement method (RFQ, ITB, RFP), select advertisement and type of competition; Understand dos and don'ts when drafting bidding documents; Know how to invite and evaluate bids; Know how to practice ethics and integrity in procurement; Understand what rules and procedures apply to UN procurement; Appreciate the relevance of these rules, with particular reference to the procurement process, and why they are there
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA-Peru	Assess stock status, improve storage and warehousing conditions, and serve as an advocate for logistics and implement change in their own systems.
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions	Positively contribute to the preparation of country procurement and supply management plans; Select, forecast, quantify and procure ACTs to efficiently meet the assessed needs; Contribute to the planning and implementation of suitable ACTs inventory management and distribution models suitable to their own settings; Monitor and evaluate performance of their ACTs supply chain management function.
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA-Peru	Enumerar las pautas para el almacenamiento adecuado de productos de salud.; Resolver determinados problemas relacionados con los productos, hallados comúnmente en almacenes o clínicas.; Identificar condiciones especiales de almacenamiento para algunos productos específicos.; Conocer la buena inspección visual de un almacén de acuerdo con las pautas y los principios de almacenamiento adecuado; Identificar, a través de la inspección visual, problemas comunes relativos a la calidad; Calcular correctamente el espacio de almacenamiento necesario.
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute	Understand the supply chain environment and develop a direction and plan that will create competitive and financial advantage through better supply chain management, Plan and execute a strategy to achieve supply chain efficiency, effectiveness, and environmental and green objectives, Create, implement, and leverage the capabilities of supply chain information technologies, Leverage global resources to minimize supply chain costs and maximize customer service, as well as achieve agility and flexibility, and Manage supply chains in a world of economic, energy, human resources, and consumer market uncertainties
Hands-on Supply Chain Management	University of Pretoria, South Africa	Decide on a overall business and supply chain strategy, implement it, manage the risks and counter competition, Solve typical business problems and overcome common organisational difficulties such as information overload, time constraints and the complexities of team dynamics, Match supply to demand, and balance their whole supply chain to optimally achieve objectives, Deal with marketing, production, supply and finance - all at the same time, Analyse management information (forecasts, sales reports, financial statements), interpret it and act accordingly, Deal with suppliers and customers who all have a mind of their own and create sustainable profit and grow market share.

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<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT	Understand basic logistics principles, assess stock status, describe logistics system options, and manage information
Licenciado en Logística Internacional en Monterrey	Tecnologico de Monterrey	Design systems of logistics and distribution. Manage areas of material handling. Analyze costs and set prices. Develop suppliers to integrate the supply chain. Manage and optimize distribution center inventories. Coordinate the physical movement of goods between different countries. Optimize logistics operations through the efficient use of information technologies. Develop and monitor program performance and customer service.
Logística para Suministros de Salud	La Asociación Benéfica PRISMA-Peru	Describe the purpose of a logistics system; identify the components of a logistics system, to describe an LMIS, identify the necessary data to complete a quantification, identify roles and responsibilities of those involved in the logistics system
Logisticien de la Solidarité Internationale	Institut Bioforce Développement	Planifier, mettre en place, maintenir les équipements techniques et en fixer les conditions d'emploi ; Appréhender et conduire des programmes spécifiques' Planifier et conduire la chaîne d'approvisionnement ; Assurer l'encadrement, la formation et le suivi des équipes nationales dans son domaine d'activités ; Analyser les contextes dans lesquels sont menées les actions de solidarité internationale ; Participer à la gestion financière dans son domaine d'activité ; Coordonner et planifier les actions liées à son domaine d'intervention en lien avec le plan d'action du programme ; Communiquer et créer/entretenir des relations de confiance dans un contexte de diversité/interculturalité avec son équipe/les partenaires/les populations concernées ; Participer à l'élaboration et au suivi des mesures liées aux différents aspects sécuritaires
Logistics and Incoterms	UNDP	Describe the principles of logistics and determine the appropriate logistical arrangements for a range of requirements; Understand the need for insurance and the types of coverage available; Understand the pros and cons of different Incoterms and the appropriate use of Incoterms; Know about loss prevention, means and actions to put in place to minimize or prevent loss; Know about customs procedures and documentation and the most common documents required for export/import; Be able to decide on methods of shipment depending on various factors; Understand the functions of the Air Waybill (AWB) and Bill of Lading (B/L)
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute	Learn how to improve your logistics performance to increase your bottom line through: Learning the characteristics of effective performance measurement systems, Defining metrics, Setting effective targets, Setting up a logistics performance measurement program, Defining data requirements for performance measurement, Implementing logistics performance measures, Benchmarking logistics performance measures, Developing balanced and comprehensive logistics performance measures, Using logistics performance measures for project justification, and Measuring the financial, productivity, quality, and cycle time performance

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<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute	Learn Innovative solutions to improve logistics performance and transform complex supply chains through: Measuring logistics costs and service performance, Optimizing the number of distribution centers in a transportation network and site selection process, Defining a process and methodology for deciding whether to outsource logistics services and how to select and manage third-party logistics service providers, and Learning the role of new information technology applications in the warehouse
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy	Build a personalized portfolio of management knowledge and skills. In addition to acquiring expertise in one or more functional areas of business, you'll further develop your ability to analyze, synthesize, and communicate. Elective course content is both timeless-exploring theories that are the foundation for modern business practice-and timely-incorporating the "best practices" emerging from today's technology-powered global markets; the curriculum also provides students with a hands-on exposure to information technology tools essential to modern supply chain management.
Monitoring and Evaluation of Procurement and Supply Management	i+solutions	Discuss the major issues surrounding M&E of PSM systems such as accountability, continuous improvement, sharing of "lessons learnt" and "best practices", avoiding duplication through encouraging single M&E systems at country and regional levels; To provide practical tools to decision makers and staff working in public health programmes to ensure accountability, transparency and to improve their performance; To encourage the exchange of views and experiences between senior officers and decision makers; To develop M&E indicators for procurement and supply management. To write the outline of a plan for M&E of a PSM system for the participant's organization.
Monitoring and Evaluation of Procurement Performance	Crown Agents	Understand how M+E fits into a wider control framework and the full benefits it brings; identify the key areas of procurement where M+E is most effective; use a range of tools and techniques to monitor any part of the procurement process; develop appropriate corruption prevention strategies and management controls; use audit and observation skills to identify weaknesses and malpractice in the procurement function
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)	Assess stock status, improve storage and warehousing conditions, and serve as an advocate for logistics and implement change in their own systems.
Procurement and Quantification of Medicines and Medical Supplies	i+solutions	Demonstrate knowledge of procurement cycle and procurement methods, and suggest ways in which they can improve effectiveness and quality of procurement processes in their settings including management of medicines and medical supplies donated from different stakeholders; Demonstrate knowledge of the quantification process and conduct quantification using both the consumption and morbidity based quantification methods; Recognize the characteristics of good procurement and quantification systems; Establish and maintain an efficient quantification and procurement plan suitable for their work settings; Monitor and evaluate the quantification and procurement processes

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<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions	Positively contribute to the preparation of country procurement and supply management plans; Select, forecast, quantify and procure ACTs to efficiently meet the assessed needs; Contribute to the planning and implementation of suitable ACTs inventory management and distribution models suitable to their own settings; Monitor and evaluate performance of their ACTs supply chain management function.
Procurement of Works and Dispute Management	Crown Agents	Liaise effectively with all necessary stakeholders; prepare robust works tender documentation; implement a transparent works tendering process; evaluate works tenders to pre-determined criteria; manage all aspects of a works contract effectively; identify risks, deal with contractual claims and resolve disputes
Procurement Strategy Development	UNDP	Describe the issues that need to be considered when developing a corporate/organizational procurement strategy for a business unit; Articulate the objectives of a procurement activity for a Ministry or Business Unit of an international development organization; Conduct procurement spend analysis, supply risk assessments, demand and supply market analysis; Model and implement strategies for significant procurement; Align systems, capacities and administrative processes to the procurement portfolio and strategy; Structure strategies for routine, leverage, critical and strategic procurement portfolio; Measure performance, outcomes and results
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)	Increase participants' knowledge and skills in using a data driven process to improve accuracy of forecasts, estimate funding requirements and identify funding sources to meet mid to long term needs, develop a procurement plan, understand the utility of software packages in quantification and procurement planning processes, and evaluate and respond to environmental or policy constraints to forecasting and procurement planning
Risk Management in Procurement	Crown Agents	enhance the effectiveness of your organization; assess weaknesses in the procurement cycle; develop appropriate risk and corruption prevention strategies; understand the importance of planning and working with wider stakeholders to obtain optimal results; utilise tools to prevent financial risks; understand the importance of motivated, professional staff and monitoring systems in preventing risk; share experiences and ideas with participants from other countries and Crown Agents staff
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina	Have a vision of the administrative process and basic criteria for making better decisions in a health institution. Participate in the process of making management decisions (cost-benefit-risk) from a leading institution in health services. Describe and develop a strategic planning process. Propose an operational plan. Analyze the operations, timing and flow of an operational process. Describe the cost structure and pricing in health. Analyze and critique the health of a company through its organization. Describe the system of administration of human resources. Develop the marketing plan for a health company.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
Service Management Operations and Strategy	University of Pretoria, South Africa	Equip service industry employees with the necessary practical skills to manage service operations so that they will be able to: Classify a service using the service process matrix, Formulate a strategic service vision, Prepare a blueprint for a service operation, Understand the role of technology in the service encounter, Use the service quality gap model to diagnose quality problems, Use the service encountered triad to describe a firm's delivery process, Use operations sequence analysis to determine the relative locations of departments in the process layout that minimises total-flow distance, Forecast demand for services, Manage waiting lines, and Understand service supply relationships.
Stores and Inventory Management	Crown Agents	Assess supply chains and the contribution made by warehouse excellence to their organization; analyse financial aspects of warehousing and the ability to derive substantial savings; plan, design and manage the operation of a warehouse; acquire tools and techniques to manage stores with increased efficiency and cost effectiveness; visit modern stores using Integrated Inventory Management techniques
Strategic Procurement in Practice	Crown Agents	Understand what constitutes a robust procurement strategy; Identify and develop appropriate procurement strategies; Assess the strategic importance of supply sources; Identify procurement related risks and develop strategies to reduce the impact; Utilise practical tools and techniques to implement and monitor agreed strategies
Successful Tender Design	Crown Agents	Prepare specifications and terms of reference; construct comprehensive evaluation criteria and tender documentation; implement a transparent tendering process; evaluate tenders to pre-determined criteria; identify and eliminate specific risks that may jeopardise contractual success
Successful Tender Design and Contract Management	Crown Agents	Prepare specifications/terms of reference; construct comprehensive evaluation criteria and tender documentation; implement a transparent tendering process; evaluate tenders to pre-determined criteria; manage all aspects of a contract after its award; identify and eliminate specific risks that may jeopardise contractual success
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute	Develop performance measures for your department and company, Reduction of costs by better allocating and managing your spending, Optimization, streamlining, and consolidation of your distribution network, Reduction of inventory to lessen carrying costs, Incorporation of new technologies to better manage your supply chain, Improvement of your customer service
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute	Develop performance measures for your department and company, Reduction of costs by better allocating and managing your spending, Optimization, streamlining, and consolidation of your distribution network, Reduction of inventory to lessen carrying costs, Incorporation of new technologies to better manage your supply chain, Improvement of your customer service

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute	Develop performance measures for your department and company, Reduction of costs by better allocating and managing your spending, Optimization, streamlining, and consolidation of your distribution network, Reduction of inventory to lessen carrying costs, Incorporation of new technologies to better manage your supply chain, Improvement of your customer service
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute	Learn to use lean supply chain concepts as a framework for supply chain analytics, Identify issues with measuring inventory, Discover ways to determine if you have a reasonable amount of inventory, Explore ways to improve inventory performance, Determine ways to control “last mile” costs, Learn to better align and synchronize transportation, Improve the management and reduction of supply chain variability and risk, Learn to design and coordinate supply chains
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions	Demonstrate knowledge of HIV/AIDS medicines and medical supplies quantification and procurement processes, and suggest ways in which they can maintain and/or improve quality and effectiveness of the two processes; Demonstrate knowledge of the quantification process and conduct quantification using both the consumption and morbidity based quantification methods; • Be familiar with the different financing mechanisms for HIV/AIDS medicines and medical supplies and suggest practical tools for decision making in order to improve supply chain performance; Establish and maintain an efficient HIV/AIDS medicines and medical supplies procurement and supply management plans suitable for their work settings; Monitor and evaluate the supply chain for HIV/AIDS medicines and medical supplies.

<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions	Understand the Principles of Pharmacy, Anti Retroviral Therapy and the HIV/AIDS, have a better understanding of current global financing mechanisms and incorporated challenges, and possibilities to come-up with a better coordination, be able to list current issues in the selection of medicines, mention appropriate criteria for effective medicines selection. Issues of generic medicines and recommended ARVs regimens will be pondered, have discussed Budgeting, the respective components, involved steps, Processes and the Budget Analysis, be able to discuss the role of Procurement in the Supply Chain Management, respective Infrastructures , Resources Required and impacting challenges within the context of the HIV/AIDS, the principles of patents and the TRIPS will be underscored by participants, also, they will be able to understand and e able to analyze the impacts of patents on medicines prices and their impacts to the prices of drugs, be able to appreciate the importance of Accurate Diagnosis of HIV, and be able to describe the importance of Tracking patients on treatment and describe the Diagnostic and Monitoring tools that are required to sustain good ARV programs, understand the General principles of morbidity and consumption methods, and be able to explain their applications in the context of the HIV/AIDS. Also, difficulties in obtaining morbidity and consumptions data will be explained, be able to describe the aims of the Quality Assurance and Quality Control Roles in the Procurement and Supply Chain Management System, be able to Describe the roles of Medicines Regulatory Authorities, and Other International organizations, be able to describe the aims of the Quality Assurance and Quality Control Roles in the Procurement and Supply Chain Management System. Also, they will be able to Describe the roles of Medicines Regulatory Authorities, and Other International organizations, be able to discuss procedures that should be used while receiving ARV, will understand the integrated planning between Stores and Distributions, be familiar with practical strategies on how to improve stores and inventory management for the sake of reducing wastages, be able to describe types of poor drug use and influencing factors, and describe components of a successful ART program, be able to describe the features incorporated with good work force and Strategies of how to attain this workforce, be able to estimate the Human Capacity requirements for effective delivery of ARVs, be able to describe and discuss strategies on how to solve and assess distribution options, be able to identify people who need access to what information, and discuss strategies for information exchange.
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute	Improve throughput with systematic layout planning, Reduce handling costs in storage and order picking, Group materials for efficient handling and storage, Plan for expansions and new facilities, Improve the performance of warehouse and distribution facilities, Increase layout planning productivity and effectiveness, Offer practical approaches to storage, order picking, packing, material movement, and physical control, and Streamline material flow in warehouses/distribution centers

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
Warehousing Management Skills	University of Pretoria, South Africa	Understand the role of warehousing in the supply chain, Apply warehousing management principles, Apply warehousing layout and design principles, Calculate space requirements, Manage warehouse operations and Identify areas for quality improvement.
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute	Improve the management and operations of your warehouse through: Learning about paperless warehousing, slotting, and cross docking, Exploring order picking, pallet storage and retrieval, and receiving and supply, Examining bar coding, benchmarking, radio frequency, and case picking, Improving your work measurement, third-party warehousing, and returns, Designing a better warehouse layout and Exploring vehicle alternatives, sorting systems, and international distribution
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute	Learn to reduce inventory levels, increase fill rates, and maximize the financial performance levels of your inventory through: Analyzing inventory data to reduce inventory carrying costs, Determining how to measure and improve inventory performance, Reducing, measuring, and managing demand variability, Evaluating how to measure and reduce purchase order costs, and Determining how to optimize safety stock and service levels
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute	Develop a comprehensive strategy to reduce costs and improve customer service through: Evaluating how logistics should fit into corporate and supply chain organizations, Determining how to mine logistics data to achieve supply chain breakthroughs, Measuring and benchmarking logistics and supply chain performance, Optimizing your customer service logistics, Reducing your inventory and improving service at the same time, and exploring how to reduce cost and improve quality, cycle time, and accuracy at the same time
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute	Develop a comprehensive strategy to reduce costs and improve customer service through: Evaluating how logistics should fit into corporate and supply chain organizations, Determining how to mine logistics data to achieve supply chain breakthroughs, Measuring and benchmarking logistics and supply chain performance, Optimizing your customer service logistics, Reducing your inventory and improving service at the same time, and exploring how to reduce cost and improve quality, cycle time, and accuracy at the same time
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute	Improve service and reduce total cost with a better transportation plan through: Examining how to profile and interpret shipment activity, Selecting the right number of distribution levels, Determining how to optimize routes and schedules, Evaluating how to select the right port, the appropriate incoterm and learning how to navigate customs, and learning to better manage total transportation spending
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute	Improve service and reduce total cost with a better transportation plan through: Examining how to profile and interpret shipment activity, Selecting the right number of distribution levels, Determining how to optimize routes and schedules, Evaluating how to select the right port, the appropriate incoterm and learning how to navigate customs, and learning to better manage total transportation spending

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course</b>	<b>Institution</b>	<b>Skills-focused Course Objectives</b>
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute	Develop a warehouse master plan to support your logistics strategy through: Designing warehouses to maximize your supply chain efficiency, Evaluating how to measure and benchmark warehouse performance, Designing and implementing cross-docking, Examining how to select the optimal storage mode, Determining how to optimize item slotting, batch picking, and pick sequencing, and learning how to choose the optimal paperless technology and WMS
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute	Develop a warehouse master plan to support your logistics strategy through: Designing warehouses to maximize your supply chain efficiency, Evaluating how to measure and benchmark warehouse performance, Designing and implementing cross-docking, Examining how to select the optimal storage mode, Determining how to optimize item slotting, batch picking, and pick sequencing, and learning how to choose the optimal paperless technology and WMS

**Courses with skills-implied objectives**

<b>Course</b>	<b>Institution</b>	<b>Skills-implied Course Objectives</b>
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa	Equip middle management with the knowledge and skills required to fulfill their functional role in the supply chain. This includes the disciplines of Logistics Information Systems, Enterprise Resource Planning, Purchasing Management, Human Resource Management and Production Logistics.
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy	Produce outstanding professionals in the field of logistics, transportation and supply chain management.
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School	Elaborate on the competitive importance of alignment and coordination in the business value chain, focused on managing supply and distribution logistics, as well as the level of inter-organizational cooperation and quality of supply management as a strategic value proposition of the business. Will discuss the tools and models that are used for the current supply chain management at local and global levels, identifying key areas of management to achieve greater alignment of objectives and efficiency.
Logistics Management of Drugs and Medical Commodities	AMREF	Provide participants with the competencies they need to maintain an efficient and effective patient/client focused drug and health commodity supply system.

<b>Course</b>	<b>Institution</b>	<b>Skills-implied Course Objectives</b>
Master of Engineering in Logistics	Massachusetts Institute of Technology	Produce professionals that are experts at both engineering the supply chain and managing the people and processes surrounding it through enhancement of quantitative skills and analytic tools in logistics analysis and decision making, the role of Information Technology in logistics and supply chain management, the global dimensions and opportunities of world-wide logistics operations, and the strategic roles of logistics and supply chain management in corporate planning.
Master Programme in Supply Chain Management	University of Pretoria, South Africa	Equip top-level managers with the skills to participate in the strategic management of the supply chain a multi disciplinary team. The course is aimed at providing highly skilled managers with conceptual and strategic skills in a field where critical shortages exist at this level.
Procurement and Materials Management	University of Pretoria, South Africa	Equip delegates in logistics-related disciplines with a sound knowledge base and skills for procurement and materials management.
Programme in Supply Chain Management	University of Pretoria, South Africa	Equip delegates with a sound fundamental knowledge base and the basic skills of supply chain management. Participants apply fundamental principles, terminology and methods in solving well-defined problems. The course is aimed at equipping first-line managers with the knowledge and skills required to fulfill their management role in the supply chain. This includes the disciplines of Warehousing, Transport, Inventory, Materials Management and Purchasing.
Supply Chain Management	University of Lieges-Belgium	Appréhender la démarche de la chaîne d'approvisionnement à partir d'un exercice d'intégration, qui, à travers les différents chapitres, les mettra en situation de gérer des problèmes logistiques réalistes tels qu'ils seront peut-être amenés à les vivre dans leur vie professionnelle.

**Courses with knowledge-focused objectives**

<b>Course</b>	<b>Institution</b>	<b>Knowledge-focused Course Objectives</b>
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma	Sensibilizar del personal de cualquier área hacia la importancia de las Buenas Prácticas de Almacenamiento y Distribución. Conocer sobre el panorama regulatorio y estándares que al día de hoy se aplican en las áreas de almacenes y distribución para poder asegurar su rastreabilidad y calidad.
CSCMP On-site Education	Council of Supply Chain Management Professionals	Understand Change Management; Fundamentals of Supply Chain Management; Global Supply Chain Management; SCM Collaboration; Relationship Management; Strategic Issues. Catered to your organizations needs using established on-Site workshops.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course</b>	<b>Institution</b>	<b>Knowledge-focused Course Objectives</b>
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA-Peru	Desarrollar y fortalecer un conjunto de conceptos y habilidades que apoyan el diseño e implementación de una cadena de suministro de medicamentos.
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA-Peru	Understand how strengthening policy-level commitment, financial resources, and local capacity can help ensure an environment that enables and sustains a supply system and meets client demand
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center	Answer the following questions correctly: What is the purpose of a logistics system?, How does logistics support contraceptive and commodity security?, What are the functional components of a logistics system?, What is an LMIS and why is it important in logistics?, What data are needed to forecast health commodity requirements?, How do procurement planning and pipeline monitoring support commodity security?, What is USAID's Central Contraceptive Procurement System?, How do factors such as health sector reform, characteristics of commodities, and infrastructure affect the design of logistics systems?, How can program managers and advisors support the logistics system?
Logistics for Non-Logisticians	University of Pretoria, South Africa	Learn principles of logistics and how to understand logistics terms and their basic application
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA-Peru	Desarrollar y fortalecer un conjunto de conceptos y habilidades que apoyen el diseño, implementación y gestión de una cadena de frío en el suministro de medicamentos.
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy	Produce outstanding scholars in the fields of logistics, transportation, and supply chain management. Graduates of the program are well qualified to take academic positions in colleges and universities in the United States and abroad. Students in the PhD program achieve excellence through: (1) extensive preparation in the major, a related minor, and associated research tools (primarily statistics or operations research); (2) joint research with faculty; (3) independent research culminating in a doctoral dissertation; and (4) the teaching of courses for undergraduate majors in logistics, transportation, and supply chain management.

<b>Course</b>	<b>Institution</b>	<b>Knowledge-focused Course Objectives</b>
Postgrado en Logística	SEAS, Centro de Formación Abierta	<p>Know the different definitions and concepts of logistics, as well as the different areas covered by the logistics management of an organization.</p> <ul style="list-style-type: none"> <li>- Understand what is the value chain of an organization.</li> <li>- Know the main costs that are incurred in managing a supply chain.</li> <li>- Know how the logistical management of humanitarian aid and what the main issues to be considered.</li> <li>- be aware of the importance of effective management of human resources to optimize the logistics management of the organization.</li> <li>- Know the major activities and guidelines that govern the tasks in the logistics of humanitarian aid.</li> <li>- Know the importance and implications of traceability in managing the supply chain.</li> <li>- Have the tools to analyze the implementation of a traceability system and Know the applicable law.</li> </ul>
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute	<p>The role of inventory management in logistics and business, Inventory management facts and fundamentals, Inventory activity profiling and data mining, Inventory performance, cost, and value measures, Forecasting tips, tricks, techniques, and technology, Lot size optimization, Safety stock optimization and fill rate planning, Inventory control policies, Inventory deployment</p>

**Courses unable to determine skills or knowledge**

<b>Course</b>	<b>Institution</b>	<b>Unable to Determine Skills or Knowledge Course Objectives</b>
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions	<p>Expose participants to modern management techniques of medicines and medical supplies' supply systems and demonstrate how they can be applied to participants own work settings; To provide practical tools to decision makers in essential drugs programs to improve their level of performance; To encourage the exchange of views and experiences between senior officers and decision makers</p>
Managing Drug Supply in Low and Middle Income Countries	i+solutions	<p>Expose participants to modern management techniques of medicines and medical supplies' supply systems and demonstrate how they can be applied to participants own work settings; To provide practical tools to decision makers in essential drugs programs to improve their level of performance; To encourage the exchange of views and experiences between senior officers and decision makers</p>

<b>Course</b>	<b>Institution</b>	<b>Unable to Determine Skills or Knowledge Course Objectives</b>
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)- Switzerland	Provide the methodological, qualitative, quantitative, analytical tools essential for understanding and addressing the complex logistics and managerial challenges in humanitarian relief operations, To provide the conceptual and methodological foundations required to successfully align strategic, organizational, supply chain and project challenges faced by the humanitarian world, To prepare humanitarian professionals to play a key role in their organizations' strategic management, bringing relationships with multiple stakeholders to the center of management policy, To train professionals to contribute to their organizations' managerial policies, understanding the organizational and strategic drivers and their implications for emergency planning, and humanitarian relief operations and management.
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions	Provide warehouse managers with skills in warehouse planning and management, and to teach how to apply those skills in their own country; Provide practical tools to managers to improve their level of performance; The interchange of skills and experience amongst course members is essential for training activities and learning.
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology- Zaragoza University, Spain	Set a global view with strong involvement with the industries and international aid organizations– international students, faculty, and experiences. Develop problem-solving skills – combine theory and practice. Develop leadership and communication skills – individual and team.

**Courses with objectives not indicated**

<b>Course Title</b>	<b>Name of Institution</b>
Achats	Institut Bioforce Développement
Approvisionnement	Institut Bioforce Développement
Distribution	Institut Bioforce Développement
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
Humanitarian Logistics	Global Fields Institute, Kenya
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
M.S. in Logistics and Supply Chain Management	Wright State University, Raj Soin College of Business
Maintenance des Equipements Biomedicaux	Institut Bioforce Développement
Professional Diploma in Logistics Management	Global Fields Institute, Kenya
Stock	Institut Bioforce Développement
Transports	Institut Bioforce Développement

## Annex 11: Courses by estimated proportion of time spent on logistics

### Majority of Course Time Spent on Logistics (between 76% and 100%)

Course	Name of Institution
Achats	Institut Bioforce Développement
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa
Approvisionnement	Institut Bioforce Développement
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Certificate in Procurement for Senior Executives	Crown Agents
Certificate in Supply Chain Management	Crown Agents
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK
Contract and Suppliers Relations Management	UNDP
Contract Management	University of Pretoria, South Africa
CSCMP On-site Education	Council of Supply Chain Management Professionals
Curso Gratis Online de Logística y Distribución	www.directivoglobal.com Grupo Arrima (Spain)
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Peru
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Peru
Distribution	Institut Bioforce Développement
E-Procurement: Strategies for Success	Crown Agents
Effective Procurement Skills	Crown Agents
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Peru
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
Fundamentals of Procurement	UNDP
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Peru
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions

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Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
Humanitarian Logistics	Global Fields Institute, Kenya
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru
Logistics and Incoterms	UNDP
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center
Logistics for Non-Logisticians	University of Pretoria, South Africa
Logistics Management of Drugs and Medical Commodities	AMREF
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute
M.S. in Logistics and Supply Chain Management	Wright State University, Raj Sooin College of Business
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology-Zaragoza University, Spain
Master Programme in Supply Chain Management	University of Pretoria, South Africa
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Monitoring and Evaluation of Procurement and Supply Management	i+solutions
Monitoring and Evaluation of Procurement Performance	Crown Agents
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Postgrado en Logística	SEAS, Centro de Formación Abierta
Procurement and Materials Management	University of Pretoria, South Africa
Procurement and Quantification of Medicines and Medical Supplies	i+solutions
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Procurement of Works and Dispute Management	Crown Agents

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Procurement Strategy Development	UNDP
Professional Diploma in Logistics Management	Global Fields Institute, Kenya
Programme in Supply Chain Management	University of Pretoria, South Africa
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)
Risk Management in Procurement	Crown Agents
Stock	Institut Bioforce Développement
Stores and Inventory Management	Crown Agents
Strategic Procurement in Practice	Crown Agents
Successful Tender Design	Crown Agents
Successful Tender Design and Contract Management	Crown Agents
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Management	University of Lieges- Belgium
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Transports	Institut Bioforce Développement
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute
Warehousing Management Skills	University of Pretoria, South Africa
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

**Much of Course Time Spent on Logistics (between 51% and 75%)**

Course	Name of Institution
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Hands-on Supply Chain Management	University of Pretoria, South Africa
Licenciado en Logistica Internacional en Monterrey	Tecnologico de Monterrey
Master of Engineering in Logistics	Massachusetts Institute of Technology

**Some of Course Time Spent on Logistics (between 26% and 50%)**

<b>Course</b>	<b>Name of Institution</b>
Diplomado Tecnico Nivel Superior Logistica	Universidad Tecnologica de Chile (INACAP)
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute

**Small Percentage of Course Time Spent on Logistics (less than 25%)**

<b>Course</b>	<b>Name of Institution</b>
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
Logisticien de la Solidarité Internationale	Institut Bioforce Développement
Maintenance des Equipements Biomédicaux	Institut Bioforce Développement
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)- Switzerland
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina
Service Management Operations and Strategy	University of Pretoria, South Africa

## Annex 12: Accredited and nonaccredited courses

### List of accredited courses

Course Title	Name of Institution
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Certificate in Procurement for Senior Executives	Crown Agents
Certificate in Supply Chain Management	Crown Agents
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK
Contract Management	University of Pretoria, South Africa
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Peru
Diplomado Tecnico Nivel Superior Logistica	Universidad Tecnologica de Chile (INACAP)
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
Hands-on Supply Chain Management	University of Pretoria, South Africa
Licenciado en Logística Internacional en Monterrey	Tecnologico de Monterrey
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru
Logisticien de la Solidarité Internationale	Institut Bioforce Développement
Logistics for Non-Logisticians	University of Pretoria, South Africa
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute
M.S. in Logistics and Supply Chain Management	Wright State University, Raj Soin College of Business
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology-Zaragoza University, Spain
Master of Engineering in Logistics	Massachusetts Institute of Technology

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

Master Programme in Supply Chain Management	University of Pretoria, South Africa
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Postgrado en Logistica	SEAS, Centro de Formación Abierta
Procurement and Materials Management	University of Pretoria, South Africa
Programme in Supply Chain Management	University of Pretoria, South Africa
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina
Service Management Operations and Strategy	University of Pretoria, South Africa
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Management	University of Lieges- Belgium
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute
Warehousing Management Skills	University of Pretoria, South Africa
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

**List of non-accredited courses**

<b>Course Title</b>	<b>Name of Institution</b>
Achats	Institut Bioforce Développement
Approvisionnement	Institut Bioforce Développement

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Contract and Suppliers Relations Management	UNDP
CSCMP On-site Education	Council of Supply Chain Management Professionals
Curso Gratis Online de Logística y Distribución	www.directivoglobal.com Grupo Arrima (Spain)
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Peru
Distribution	Institut Bioforce Développement
E-Procurement: Strategies for Success	Crown Agents
Effective Procurement Skills	Crown Agents
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Peru
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
Fundamentals of Procurement	UNDP
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Peru
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions
Humanitarian Logistics	Global Fields Institute, Kenya
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT
Logistics and Incoterms	UNDP
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center
Logistics Management of Drugs and Medical Commodities	AMREF
Maintenance des Equipements Biomedicaux	Institut Bioforce Développement
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)- Switzerland
Monitoring and Evaluation of Procurement and Supply Management	i+solutions
Monitoring and Evaluation of Procurement Performance	Crown Agents
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Procurement and Quantification of Medicines and Medical Supplies	i+solutions
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Procurement of Works and Dispute Management	Crown Agents

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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Procurement Strategy Development	UNDP
Professional Diploma in Logistics Management	Global Fields Institute, Kenya
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)
Risk Management in Procurement	Crown Agents
Stock	Institut Bioforce Développement
Stores and Inventory Management	Crown Agents
Strategic Procurement in Practice	Crown Agents
Successful Tender Design	Crown Agents
Successful Tender Design and Contract Management	Crown Agents
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
Transports	Institut Bioforce Développement
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions

## Annex 13: Courses offering a certificate or certification, by language of instruction

### Courses taught in English

Course	Institution
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa
Certificate in Procurement for Senior Executives	Crown Agents
Certificate in Supply Chain Management	Crown Agents
Contract and Suppliers Relations Management	UNDP
Contract Management	University of Pretoria, South Africa
E-Procurement: Strategies for Success	Crown Agents
Effective Procurement Skills	Crown Agents
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute
Fundamentals of Procurement	UNDP
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
Hands-on Supply Chain Management	University of Pretoria, South Africa
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT
Logistics and Incoterms	UNDP
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center
Logistics for Non-Logisticians	University of Pretoria, South Africa
Logistics Management of Drugs and Medical Commodities	AMREF
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Master Programme in Supply Chain Management	University of Pretoria, South Africa
Monitoring and Evaluation of Procurement and Supply Management	i+solutions
Monitoring and Evaluation of Procurement Performance	Crown Agents
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Procurement and Materials Management	University of Pretoria, South Africa
Procurement and Quantification of Medicines and Medical Supplies	i+solutions

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Procurement of Works and Dispute Management	Crown Agents
Procurement Strategy Development	UNDP
Programme in Supply Chain Management	University of Pretoria, South Africa
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)
Risk Management in Procurement	Crown Agents
Service Management Operations and Strategy	University of Pretoria, South Africa
Stores and Inventory Management	Crown Agents
Strategic Procurement in Practice	Crown Agents
Successful Tender Design	Crown Agents
Successful Tender Design and Contract Management	Crown Agents
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute
Warehousing Management Skills	University of Pretoria, South Africa
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

**Courses taught in French**

<b>Course</b>	<b>Institution</b>
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions

**Courses taught in Spanish**

<b>Course</b>	<b>Institution</b>
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Peru
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Peru
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Peru
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru

## Annex 14: Courses offering other incentives

Course Title	Name of Institution	List other incentives
Certificate in Procurement for Senior Executives	Crown Agents	Certificate Membership of the Chartered Institute of Purchasing and Supply (CIPS)
Certificate in Supply Chain Management	Crown Agents	Certificate Membership of the Chartered Institute of Purchasing and Supply (CIPS)
Curso Gratis Online de Logistica y Distribucion	www.directivoglobal.com Grupo Arrima (Spain)	free
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru	0.5 academic credits
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Peru	36 academic credits
E-Procurement: Strategies for Success	Crown Agents	free one year affiliate membership of CIPS
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru	6 academic credits
Licenciado en Logistica Internacional en Monterrey	Tecnologico de Monterrey	scholarships available
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru	1 academic credit
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru	6 academic credits
Monitoring and Evaluation of Procurement Performance	Crown Agents	free one year affiliate membership of CIPS
Postgrado en Logistica	SEAS, Centro de Formación Abierta	internships available
Procurement of Works and Dispute Management	Crown Agents	free one year affiliate membership of CIPS
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina	4 academic credits
Successful Tender Design and Contract Management	Crown Agents	free one year affiliate membership of CIPS
Supply Chain Management	University of Lieges- Belgium	3 academic credits

## Annex 15: Courses targeting public sector logistics practitioners with and without prerequisites

### Courses targeting public sector logistics practitioners with no prerequisites:

Course	Institution
Achats	Institut Bioforce Développement
Approvisionnement	Institut Bioforce Développement
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Certificate in Supply Chain Management	Crown Agents
Contract and Suppliers Relations Management	UNDP
CSCMP On-site Education	Council of Supply Chain Management Professionals
Curso Gratis Online de Logistica y Distribucion	www.directivoglobal.com Grupo Arrima (Spain)
Distribution	Institut Bioforce Développement
E-Procurement: Strategies for Success	Crown Agents
Effective Procurement Skills	Crown Agents
Gerencia de la Cadena Logística	La Asociación BenéficaPRISMA-Peru
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
Logistics and Incoterms	UNDP
Logistics Management of Drugs and Medical Commodities	AMREF
Maintenance des Equipements Biomédicaux	Institut Bioforce Développement
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Procurement Strategy Development	UNDP
Risk Management in Procurement	Crown Agents
Stock	Institut Bioforce Développement
Stores and Inventory Management	Crown Agents
Successful Tender Design	Crown Agents
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Transports	Institut Bioforce Développement
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions

### Courses targeting public sector logistics practitioners with prerequisites:

Course	Institution	Prerequisite(s)
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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru	Application, payment for the right of admission
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Peru	Notarized copy of High School diploma or technical school; CV; Application, Copy of National ID, 2 small photos, payment for the right of admission
Diplomado Tecnico Nivel Superior Logistica	Universidad Tecnologica de Chile (INACAP)	none specifically listed but assume you need a high school diploma
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Peru	Overview of Supply Chain Management course; Competency in Excel
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement	Individual Modules on: Achats, Transports, Stocks, Distribution
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru	Application, payment for the right of admission
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT	Must pass Session 1 to progress to Session 2, etc; must have a computer
Licenciado en Logística Internacional en Monterrey	Tecnologico de Monterrey	Have completely finished the high school cycle prior to passing the first course in their college curriculum.  2. Have completed, under the existing standards, the prior academic requirements corresponding to the curriculum either through placement exams or the corresponding remedial courses.
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru	Notarized copy of High School diploma or technical school; CV; Application, Copy of National ID, 2 small photos, payment for the right of admission
Logisticien de la Solidarité Internationale	Institut Bioforce Développement	22 ans minimum à la date d'entrée en formation, niveau IV [Bac ou équivalent] ou niveau V [CAP/BEP] avec solide expérience professionnelle ;secteur technique : mécanique, électricité, bâtiment, maintenance technique, gestion des flux, ou autres secteurs avec une très bonne aptitude manuelle ;Expérience professionnelle minimum 6 mois consécutifs ; Prévention et Secours Civiques de Niveau 1 (PSC1) [certificat de secourisme ou équivalent] Permis de conduire B. Sont particulièrement appréciées les candidatures pouvant justifier d'une expérience associative, de voyages à l'étranger. ; Les candidats étrangers doivent maîtriser la langue française.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru	Notarized copy of High School diploma or technical school; CV; Application, Copy of National ID, 2 small photos, payment for the right of admission
Postgrado en Logística	SEAS, Centro de Formación Abierta	The minimum qualification for candidates to apply for enrollment in graduate programs will be:  1. Possess degree or equivalent university degree. 2. Exceptional cases: Candidates who do not have degree qualifications will be considered on an individual basis by the teaching staff of the center. The criteria to evaluate each case will be: - Experience in the field relevant to the post. - Minimum age 25 years. - Working in the field relevant to the post.
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)	Overview of Supply Chain Management course; Competency in Excel
Supply Chain Management	University of Lieges-Belgium	Cours de marketing, de comptabilité, application & acceptance to Online Exec MS program

## Annex 16: Courses by estimated time spent attending course

### 1-3 days

Course	Institution
Achats	Institut Bioforce Développement
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Contract Management	University of Pretoria, South Africa
CSCMP On-site Education	Council of Supply Chain Management Professionals
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Distribution	Institut Bioforce Développement
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center
Stock	Institut Bioforce Développement
Transports	Institut Bioforce Développement
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute
Warehousing Management Skills	University of Pretoria, South Africa

### 1 week

Course Title	Name of Institution
Approvisionnement	Institut Bioforce Développement
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Peru
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Peru
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Peru
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
Hands-on Supply Chain Management	University of Pretoria, South Africa
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru
Logistics for Non-Logisticians	University of Pretoria, South Africa

<b>Course Title</b>	<b>Name of Institution</b>
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute
Maintenance des Equipements Biomédicaux	Institut Bioforce Développement
Procurement and Quantification of Medicines and Medical Supplies	i+solutions
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)
Service Management Operations and Strategy	University of Pretoria, South Africa
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

**2 weeks**

<b>Course Title</b>	<b>Name of Institution</b>
Contract and Suppliers Relations Manage	UNDP
Curso Gratis Online de Logística y Distrib	www.directivoglobal.com Grupo Arrima (Spain)
Effective Procurement Skills	Crown Agents
Executive Seminar: Pharmaceutical Supp Management	i+solutions
Fundamentals of Procurement	UNDP
Logistics and Incoterms	UNDP
Logistics Management of Drugs and Med	AMREF
Monitoring and Evaluation of Procurement Management	i+solutions
Overview of Supply Chain Management	Eastern and Southern Africa Management Instit
Procurement and Materials Management	University of Pretoria, South Africa
Procurement Strategy Development	UNDP

<b>Course Title</b>	<b>Name of Institution</b>
Risk Management in Procurement	Crown Agents
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad d
Stores and Inventory Management	Crown Agents
Strategic Procurement in Practice	Crown Agents
Successful Tender Design	Crown Agents

### **3 weeks**

<b>Course Title</b>	<b>Name of Institution</b>
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa
Certificate in Procurement for Senior Executives	Crown Agents
Certificate in Supply Chain Management	Crown Agents
Diplomado Tecnico Nivel Superior Logistica	Universidad Tecnologica de Chile (INACAP)
E-Procurement: Strategies for Success	Crown Agents
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Monitoring and Evaluation of Procurement Performance	Crown Agents
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Procurement of Works and Dispute Management	Crown Agents
Successful Tender Design and Contract Management	Crown Agents
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions

### **1 month – 1 year**

<b>Course Title</b>	<b>Name of Institution</b>
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Peru

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Humanitarian Logistics	Global Fields Institute, Kenya
Logisticien de la Solidarité Internationale	Institut Bioforce Développement
M.S. in Logistics and Supply Chain Management	Wright State University, Raj Soin College of Business
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)- Switzerland
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology- Zaragoza University, Spain
Master of Engineering in Logistics	Massachusetts Institute of Technology
Master Programme in Supply Chain Management	University of Pretoria, South Africa
Postgrado en Logística	SEAS, Centro de Formación Abierta
Programme in Supply Chain Management	University of Pretoria, South Africa
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute

**More than 1 year**

<b>Course Title</b>	<b>Name of Institution</b>
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Licenciado en Logística Internacional en Monterrey	Tecnologico de Monterrey
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Professional Diploma in Logistics Management	Global Fields Institute, Kenya
Supply Chain Management	University of Lieges- Belgium

## Annex 17: Courses by mode of attendance

### Online

Course Title	Name of Institution
Curso Gratis Online de Logística y Distribución	www.directivoglobal.com Grupo Arrima (Spain)
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Peru
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru
Postgrado en Logística	SEAS, Centro de Formación Abierta
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

### In-person, One Visit

Course Title	Name of Institution
Achats	Institut Bioforce Développement
Approvisionnement	Institut Bioforce Développement
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Certificate in Procurement for Senior Executives	Crown Agents
Certificate in Supply Chain Management	Crown Agents
Contract and Suppliers Relations Management	UNDP
Contract Management	University of Pretoria, South Africa
CSCMP On-site Education	Council of Supply Chain Management Professionals
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Peru
Distribution	Institut Bioforce Développement
E-Procurement: Strategies for Success	Crown Agents
Effective Procurement Skills	Crown Agents
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Peru
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions

## Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers

Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute
Fundamentals of Procurement	UNDP
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Peru
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
Hands-on Supply Chain Management	University of Pretoria, South Africa
Humanitarian Logistics	Global Fields Institute, Kenya
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions
Logisticien de la Solidarité Internationale	Institut Bioforce Développement
Logistics and Incoterms	UNDP
Logistics for Non-Logisticians	University of Pretoria, South Africa
Logistics Management of Drugs and Medical Commodities	AMREF
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute
Maintenance des Equipements Biomedicaux	Institut Bioforce Développement
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Monitoring and Evaluation of Procurement and Supply Management	i+solutions
Monitoring and Evaluation of Procurement Performance	Crown Agents
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Procurement and Quantification of Medicines and Medical Supplies	i+solutions
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Procurement of Works and Dispute Management	Crown Agents
Procurement Strategy Development	UNDP
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)
Risk Management in Procurement	Crown Agents
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina
Service Management Operations and Strategy	University of Pretoria, South Africa
Stock	Institut Bioforce Développement
Stores and Inventory Management	Crown Agents
Strategic Procurement in Practice	Crown Agents
Successful Tender Design	Crown Agents
Successful Tender Design and Contract Management	Crown Agents

## Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers

Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Transports	Institut Bioforce Développement
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute
Warehousing Management Skills	University of Pretoria, South Africa
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

### In-person, Multiple Visits

Course Title	Name of Institution
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Licenciado en Logística Internacional en Monterrey	Tecnologico de Monterrey
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)- Switzerland
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology- Zaragoza University, Spain
Master of Engineering in Logistics	Massachusetts Institute of Technology
Master Programme in Supply Chain Management	University of Pretoria, South Africa
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Procurement and Materials Management	University of Pretoria, South Africa
Professional Diploma in Logistics Management	Global Fields Institute, Kenya
Programme in Supply Chain Management	University of Pretoria, South Africa
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute

### Combination

Course Title	Name of Institution
Diplomado Tecnico Nivel Superior Logística	Universidad Tecnológica de Chile (INACAP)
M.S. in Logistics and Supply Chain Management	Wright State University, Raj Sooin College of Business
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute

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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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Supply Chain Management	University of Lieges- Belgium
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**Other Self-Guided**

<b>Course Title</b>	<b>Name of Institution</b>
Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT

## Annex 18: Courses by cost band

### Courses with no fee

Course Title	Name of Institution
Curso Gratis Online de Logistica y Distribucion	www.directivoglobal.com Grupo Arrima (Spain)
Lessons in Logistics Management for Health Commodities	USAID   DELIVER PROJECT
Logistics for Health Commodities	USAID Bureau of Global Health/Global Health e-learning Center

### Less than \$1,000

Course	Name of Institution
Achats	Institut Bioforce Développement
Approvisionnement	Institut Bioforce Développement
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	Grupo Terra Farma
Contract Management	University of Pretoria, South Africa
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Diplomado Tecnico Nivel Superior Logistica	Universidad Tecnologica de Chile (INACAP)
Disponibilidad Asegurada de Insumos: Principios y Practica	La Asociación Benéfica PRISMA- Peru
Distribution	Institut Bioforce Développement
Estimación y Programación de las Necesidades de Insumos	La Asociación Benéfica PRISMA- Peru
Exercice d'application du module d'Approvisionnement	Institut Bioforce Développement
Gerencia de la Cadena Logística	La Asociación Benéfica PRISMA- Peru
Gestión en Almacén y Buenas Prácticas de Almacenamiento	La Asociación Benéfica PRISMA- Peru
Hands-on Supply Chain Management	University of Pretoria, South Africa
Logística para Suministros de Salud	La Asociación Benéfica PRISMA- Peru
Logistics for Non-Logisticians	University of Pretoria, South Africa
Logistics Management of Drugs and Medical Commodities	AMREF
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	La Asociación Benéfica PRISMA- Peru
Service Management Operations and Strategy	University of Pretoria, South Africa
Stock	Institut Bioforce Développement
Transports	Institut Bioforce Développement
Warehousing Management Skills	University of Pretoria, South Africa

### \$1,000-\$2,500

Course	Name of Institution
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## Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers

Certification in Humanitarian Logistics	Fritz Institute/Chartered Institute of Logistics and Transport UK
Contract and Suppliers Relations Management	UNDP
CSCMP On-site Education	Council of Supply Chain Management Professionals
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	La Asociación Benéfica PRISMA- Peru
Effective Procurement Skills	Crown Agents
FinListics®: The Financial Supply Chain Management Connection Workshop	Georgia Tech, Supply Chain & Logistics Institute
Fundamentals of Procurement	UNDP
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Institut Bioforce Développement
Logistics and Incoterms	UNDP
Maintenance des Equipements Biomédicaux	Institut Bioforce Développement
Overview of Supply Chain Management	Eastern and Southern Africa Management Institute (ESAMI)
Procurement and Materials Management	University of Pretoria, South Africa
Procurement Strategy Development	UNDP
Quantification and Procurement Planning	Eastern and Southern Africa Management Institute (ESAMI)
Risk Management in Procurement	Crown Agents
Stores and Inventory Management	Crown Agents
Strategic Procurement in Practice	Crown Agents
Successful Tender Design	Crown Agents
Warehouse/Distribution Center Layout	Georgia Tech, Supply Chain & Logistics Institute

### \$2,501 - \$5,000

Course	Name of Institution
Advanced Programme in Supply Chain Management	University of Pretoria, South Africa
Certification in Humanitarian Supply Chain Management	Fritz Institute/Chartered Institute of Logistics and Transport UK
Gestión y Planificación en la cadena de suministros - Supply Chain	Universidad Austral, IAE Business School
Global Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
Logistics Performance, Cost & Value Measures	Georgia Tech, Supply Chain & Logistics Institute
Logistics Short Course	Georgia Tech, Supply Chain & Logistics Institute
Monitoring and Evaluation of Procurement and Supply Management	i+solutions
Procurement and Quantification of Medicines and Medical Supplies	i+solutions
Programme in Supply Chain Management	University of Pretoria, South Africa
Supply Chain Analytics	Georgia Tech, Supply Chain & Logistics Institute
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	ARV Access for Africa/i+solutions
Warehousing Short Course	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Inventory Planning and Management	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute
World Class Logistics and Supply Chain Strategy	Georgia Tech, Supply Chain & Logistics Institute

## Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers

World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Transportation and Distribution	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute
World Class Warehousing and Material Handling	Georgia Tech, Supply Chain & Logistics Institute

### More than \$5,000

Course	Name of Institution
Bachelor of Science in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Certificate in Procurement for Senior Executives	Crown Agents
Certificate in Supply Chain Management	Crown Agents
E-Procurement: Strategies for Success	Crown Agents
Executive Seminar: Pharmaceutical Supply Chain Management	i+solutions
Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	i+solutions
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	i+solutions
Logisticien de la Solidarité Internationale	Institut Bioforce Développement
M.S. in Logistics and Supply Chain Management	Wright State University, Raj Sooin College of Business
Managing Drug Supply in Low and Middle Income Countries	i+solutions
Master of Advanced Studies in Humanitarian Logistics & Management	University of Lugano (USI)- Switzerland
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	Massachusetts Institute of Technology- Zaragoza University, Spain
Master of Engineering in Logistics	Massachusetts Institute of Technology
Master Programme in Supply Chain Management	University of Pretoria, South Africa
MBA Elective courses in Supply Chain Management	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Monitoring and Evaluation of Procurement Performance	Crown Agents
Ph.D. in Logistics and Transportation	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	i+solutions
Procurement of Works and Dispute Management	Crown Agents
Successful Tender Design and Contract Management	Crown Agents
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain & Logistics Certificate	Georgia Tech, Supply Chain & Logistics Institute
Supply Chain Management	University of Lieges- Belgium

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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	i+solutions
Warehouse Operations Management	ARV Access for Africa/Fuel/i+solutions

**Course Fee Unavailable**

<b>Course Title</b>	<b>Name of Institution</b>
Humanitarian Logistics	Global Fields Institute, Kenya
Licenciado en Logística Internacional en Monterrey	Tecnologico de Monterrey
Postgrado en Logística	SEAS, Centro de Formación Abierta
Professional Diploma in Logistics Management	Global Fields Institute, Kenya
Salud y Sociedad V	Universidad Privada Antenor Orrego Facultad de Medicina

## Annex 19: Courses and course fee components

### Courses with no fee

Course Title
Curso Gratis Online de Logistica y Distribucion
Lessons in Logistics Management for Health Commodities
Logistics for Health Commodities

### Less than \$1,000

Course	Fee Components
Achats	Course cost only; does not include meals, lodging, or transportation
Approvisionnement	Course cost only; does not include meals, lodging, or transportation
Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro	certificate, tea breaks in a.m. and p.m.; competency exam(optional); materials& CD
Contract Management	Course fee only, cost of living, books and transportation separate
Curso Taller: Certificación en Buenas Prácticas de Almacenamiento	Course fee only
Diplomado Tecnico Nivel Superior Logistica	not available
Disponibilidad Asegurada de Insumos: Principios y Practica	Tuition & materials included in course cost
Distribution	Course cost only; does not include meals, lodging, or transportation
Estimación y Programación de las Necesidades de Insumos	Tuition & materials included in course cost
Exercice d'application du module d'Approvisionnement	Course cost only; does not include meals, lodging, or transportation
Gerencia de la Cadena Logística	Tuition & materials included in course cost
Gestión en Almacén y Buenas Prácticas de Almacenamiento	Course fee
Hands-on Supply Chain Management	Course fee only, cost of living, books and transportation separate
Logística para Suministros de Salud	Course fee; includes cost of the virtual course
Logistics for Non-Logisticians	Course fee only, cost of living, books and transportation separate
Logistics Management of Drugs and Medical Commodities	covers lunch, stationery, field trips and all course related learning materials.- Accommodation (US\$ 48 per day) cover half board accommodation (bed, dinner and breakfast) including daily transport to and from the training venue
Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos	Course fee

## Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers

Service Management Operations and Strategy	Course fee only, cost of living, books and transportation separate
Stock	Course cost only; does not include meals, lodging, or transportation
Transports	Course cost only; does not include meals, lodging, or transportation
Warehousing Management Skills	Course fee only, cost of living, books and transportation separate

### \$1,000 - \$2,500

Course	Fee Components and Supplements
Certification in Humanitarian Logistics	disk with simulation materials provided, allocation of a distance "coach" who will guide the participant, initial assessment of student project included, any re-assessments may incur additional charges, telephone calls to coach are not covered, nor is Internet access
Contract and Suppliers Relations Management	Includes Tuition, training course material, lunch and refreshments during the course
CSCMP On-site Education	not available
Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales	Cost Includes Tuition; \$15 dollar application fee; Cost can be paid in installments (\$1000) or in cash up front (\$900); Between 328 and 295 Sol
Effective Procurement Skills	Tuition, training materials, certificate of attendance, lunch and refreshments on training days, support and advice from your local Crown Agents office on the application and mobilisation process and membership of the Crown Agents alumni website.
FinListics®: The Financial Supply Chain Management Connection Workshop	Includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
Fundamentals of Procurement	Includes Tuition, training course material, lunch and refreshments during the course
Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins	Course cost only; does not include meals, lodging, or transportation
Logistics and Incoterms	Includes Tuition, training course material, lunch and refreshments during the course
Maintenance des Equipements Biomédicaux	Course cost only; does not include meals, lodging, or transportation
Overview of Supply Chain Management	Tuition & materials included in course cost; \$45 full board & lodging/day available
Procurement and Materials Management	Course fee only, cost of living, books and transportation separate
Procurement Strategy Development	Includes Tuition, training course material, lunch and refreshments during the course
Quantification and Procurement Planning	Tuition & materials included in course cost; \$45 full board & lodging/day available
Risk Management in Procurement	Tuition, training materials, certificate of attendance, lunch and refreshments on training days, support and advice from your local Crown Agents office on the application and mobilisation process and membership of the Crown Agents alumni website.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

Stores and Inventory Management	Tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process and membership of Crown Agents training alumni website.
Strategic Procurement in Practice	Tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process and membership of Crown Agents training alumni website.
Successful Tender Design	Tuition, training materials, certificate of attendance, lunch and refreshments on training days, support and advice from your local Crown Agents office on the application and mobilisation process and membership of the Crown Agents alumni website
Warehouse/Distribution Center Layout	Includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.

**\$2,501- 5,000**

<b>Course Title</b>	<b>Fee Components and Supplements</b>
Advanced Programme in Supply Chain Management	Course fee only, cost of living, books and transportation separate
Certification in Humanitarian Supply Chain Management	disk with simulation materials provided, allocation of a distance "coach" who will guide the participant, initial assessment of student project included, any re-assessments may incur additional charges, telephone calls to coach are not covered, nor is Internet access
Gestión y Planificación en la cadena de suministros - Supply Chain	not available
Global Supply Chain Strategy	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
Logistics Performance, Cost & Value Measures	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
Logistics Short Course	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
Monitoring and Evaluation of Procurement and Supply Management	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
Procurement and Quantification of Medicines and Medical Supplies	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
Programme in Supply Chain Management	Course fee only, cost of living, books and transportation separate

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

Supply Chain Analytics	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
The Supply Chain Management of HIV/AIDS medicines and the related supplies.	Hotel accommodation (single occupancy), Three meals a day, this includes the weekend meals at the hotel, Field Trips, Tuition fee and materials, Airport Transfers
Warehousing Short Course	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
World Class Inventory Planning and Management	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
World Class Inventory Planning and Management	online courses include access to course materials for one year, PowerPoint slides used in on campus courses, extensive course notes including complete transcriptions of live classroom presentations, streaming video clips demonstrating the operation of important logistics systems, Photo galleries highlighting the operation of important logistics systems, Educational versions of the decision support tools presented in the course
World Class Logistics and Supply Chain Strategy	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
World Class Logistics and Supply Chain Strategy	online courses include access to course materials for one year, PowerPoint slides used in on campus courses, extensive course notes including complete transcriptions of live classroom presentations, streaming video clips demonstrating the operation of important logistics systems, Photo galleries highlighting the operation of important logistics systems, Educational versions of the decision support tools presented in the course
World Class Transportation and Distribution	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
World Class Transportation and Distribution	online courses include access to course materials for one year, PowerPoint slides used in on campus courses, extensive course notes including complete transcriptions of live classroom presentations, streaming video clips demonstrating the operation of important logistics systems, Photo galleries highlighting the operation of important logistics systems, Educational versions of the decision support tools presented in the course
World Class Warehousing and Material Handling	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

World Class Warehousing and Material Handling	online courses include access to course materials for one year, PowerPoint slides used in on campus courses, extensive course notes including complete transcriptions of live classroom presentations, streaming video clips demonstrating the operation of important logistics systems, Photo galleries highlighting the operation of important logistics systems, Educational versions of the decision support tools presented in the course
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**Over \$5,000**

<b>Course Title</b>	<b>Fee Components and Supplements</b>
Bachelor of Science in Supply Chain Management	per year includes course fees, on-campus residence hall (cable & telephone); meal plan, books & supplies, local transportation costs (IN STATE); out of state \$37,414
Certificate in Procurement for Senior Executives	tuition, comprehensive training materials, certificate of attendance, SQA registration and certificate, CIPS Certificate membership*, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, course folder for collecting course material, stationery, sweatshirt or T-shirt.
Certificate in Supply Chain Management	tuition, comprehensive training materials, certificate of attendance, SQA registration and certificate, CIPS Certificate membership*, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, course folder for collecting course material, stationery, sweatshirt or T-shirt.
E-Procurement: Strategies for Success	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, one year's free Affiliate Membership of CIPS, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, memory stick, course folder for collecting course material, stationery, sweatshirt or T-shirt.
Executive Seminar: Pharmaceutical Supply Chain Management	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks, several recreational visits.

## Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers

Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
Logisticien de la Solidarité Internationale	Includes application fee and tuition
M.S. in Logistics and Supply Chain Management	Course fees include: Full time enrollment to the University, All course materials, including books, cases, articles, reviews, educational software, and other course materials designated necessary by the professor, Full access to all University resources, including the library system, computer labs, campus mail service, and student athletic facilities, On campus parking during the residency period, Food and refreshments during regular residencies, Administrative assistance concerning University requirements, including enrollment, registration, graduation petitions, grade reports, parking registration, and class schedules, Communications support to help students complete group work assignments, Guest speaker events, symposia, and lectures and Alumni, social, and business networking events. They do not include room and board or travel to and from the school.
Managing Drug Supply in Low and Middle Income Countries	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
Master of Advanced Studies in Humanitarian Logistics & Management	includes course fees but not books, travel or accommodations
Master of Engineering in International Logistics & Supply Chain Management (ZLOG)	includes application fee and course fees and estimated monthly living expenses at 1,295 per month for single students, does not include admin fees, books or travel expenses to and from home and for the Boston January exchange
Master of Engineering in Logistics	fee includes course fees and student fees, does not include cost of living, insurance, books and travel to and from Boston or travel to the sister course in Spain for the January session
Master Programme in Supply Chain Management	Course fee only, cost of living, books and transportation separate
MBA Elective courses in Supply Chain Management	17 credit in state MBA; 15 credit in-state = \$16,000; 15 credit out-of state= \$21,576; 17 credit out of state= \$25,460; costs vary for part-time students and depend on location
Monitoring and Evaluation of Procurement Performance	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, one year's free Affiliate Membership of CIPS, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, memory stick, course folder for collecting course material, stationery, sweatshirt or T-shirt.
Ph.D. in Logistics and Transportation	per year includes tuition; avg. 4-5 years but all PhD students are fully funded (tuition) living costs not covered

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Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
Procurement of Works and Dispute Management	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, one year's free Affiliate Membership of CIPS, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, memory stick, course folder for collecting course material, stationery, sweatshirt or T-shirt.
Successful Tender Design and Contract Management	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, one year's free Affiliate Membership of CIPS, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, memory stick, course folder for collecting course material, stationery, sweatshirt or T-shirt.
Supply Chain & Logistics Certificate	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
Supply Chain & Logistics Certificate	access to course website for 12 months included in fees. All other associated costs not included.
Supply Chain & Logistics Certificate	for those classes taken in-person, includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course. For those courses taken online, access to course website for 12 months included in fees.
Supply Chain Management	includes materials, online course access, room & board for 2 day residential portion
Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
Warehouse Operations Management	Accommodation

## Annex 20: Complete listing of information gathered for each course

Note: Courses are presented in alphabetical order by course title.

<b>Course Title</b>	Achats
<b>Name of Institution</b>	Institut Bioforce Développement
<b>Course Location</b>	France
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.bioforce.asso.fr
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Gestion des achats des biens et des services : procédures, planning, suivi des commandes, appels d'offre...
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	24
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	425
<b>Fee Components and Supplements</b>	Course cost only; does not include meals, lodging, or transportation
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Advanced Programme in Supply Chain Management
<b>Name of Institution</b>	University of Pretoria, South Africa
<b>Course Location</b>	Pretoria, South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Facility Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Equip middle management with the knowledge and skills required to fulfill their functional role in the supply chain. This includes the disciplines of Logistics Information Systems, Enterprise Resource Planning, Purchasing Management, Human Resource Management and Production Logistics.
<b>Contact Information/Web Site</b>	www.ceatup.co.za, info.ce@up.co.za
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Module 1 (Compulsory) - Strategic Logistics Management, including: Strategic alignment & functional design, Customer service management and Supply chain configuration & enablement. Module 2 (Compulsory) - Integrated Resource Planning, including: Enterprise resource planning & customer/supplier integration and CPFR. Module 3 (Compulsory) - Human Resource Management, including: Human resource as a strategic resource & maximising performance and industrial relations from an economical perspective & change management. Module 4 (Optional) - Procurement Management, including: Relationship with business strategy, Demand determination & integration, Negotiation skills & decision support systems and integration between the logistics functions. Module 5 (Optional) - Operations Logistics, including, Integrating manufacturing & logistics, Total quality management & theory of constraints and Project management. Module 6 (Optional) - Warehousing Management, including: Objectives, responsibilities and accountabilities, Warehouse methodologies, location and design, Labour and equipment requirements, Costing & operational control and Key performance indicators & performance improvement. Module 7 (Optional) - Transport Management, including: Transport environment & operations, Model selection and inter-model combinations, Vehicle replacement, selection, acquisition and Transport economics & strategies. Module 8 (Optional) - Marketing Management, including: Understanding marketing management and analysing environment, The relationship between marketing and logistics and Critically analyzing marketing and logistics effectiveness.
<b>Estimated % of course spent on logistics topics</b>	80
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Pretoria
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion or attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>List any prerequisites</b>	Matric, Certificate in Supply Chain Management OR 10 years relevant work experience - application include portfolio of evidence that fundamental knowledge and skills have been acquired OR previous qualifications for evaluation by the assessment panel.
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,073
<b>Fee Components and Supplements</b>	Course fee only, cost of living, books and transportation separate
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Approvisionnement
<b>Name of Institution</b>	Institut Bioforce Développement
<b>Course Location</b>	France
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.bioforce.asso.fr
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Achats, Transports, Stocks, Distribution
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	710
<b>Fee Components and Supplements</b>	Course cost only; does not include meals, lodging, or transportation
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	Comprises of four sections; each can be taken independently.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Bachelor of Science in Supply Chain Management
<b>Name of Institution</b>	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
<b>Course Location</b>	College Park, Maryland, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Produce outstanding professionals in the field of logistics, transportation and supply chain management.
<b>Contact Information/Web Site</b>	www.smith.umd.edu/lbpps/undergrad.aspx
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Transportation, logistics and supply chain management, technology applications, carrier management, purchasing and inbound logistics, supply chain strategy and network design, international SCM, business computer application programming, operations management, operations research for management decisions, sales management, business and government, electronic marketing, economics.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Maryland College Park
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Bachelor of Science in Logistics & Transportation (Supply Chain Management)
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	"High school diploma or equivalent; ACT or SAT I test; * Four years of English * Three years of mathematics, including algebra I or applied math I & II, formal logic or geometry, and algebra II * Three years of history or social science * Three years of science in at least two different areas, with at least two lab experiences * Two years of a foreign language"
<b>Total time commitment</b>	6336
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	21,477
<b>Fee Components and Supplements</b>	per year includes course fees, on-campus residence hall (cable & telephone); meal plan, books & supplies, local transportation costs (IN STATE); out of state \$37,414
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	Merit-based & Need-based & federal loan options available
<b>Additional comments</b>	Full time B.Sc. Program starting in late August through May of the following year for four years

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Buenas Prácticas de almacenamiento y distribución importancia de la cadena de suministro
<b>Name of Institution</b>	Grupo Terra Farma
<b>Course Location</b>	La Paz, Bolivia
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Sensibilizar del personal de cualquier área hacia la importancia de las Buenas Prácticas de Almacenamiento y Distribución. Conocer sobre el panorama regulatorio y estándares que al día de hoy se aplican en las áreas de almacenes y distribución para poder asegurar su rastreabilidad y calidad."
<b>Contact Information/Web Site</b>	" <a href="http://www.grupoterrafarma.com/2009/pdf/cursos/BOLIVIA.pdf">http://www.grupoterrafarma.com/2009/pdf/cursos/BOLIVIA.pdf</a> Tel: 2225496 o al celular 72020155 (Lunes a Viernes de 09:00-18:00). Dirección: Av Saavedra 2025 Edif Bella Flor Mezanine oficina 10, La Paz, Bolivia."
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Distribution and storage
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of participation or Certificate of Comprehension
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	16
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	225
<b>Fee Components and Supplements</b>	certificate, tea breaks in a.m. and p.m.; competency exam(optional); materials & CD
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discount if more than 3-5 people from same organization register
<b>Additional comments</b>	Held in Bolivia; Organizan Laboratorios QUIMITEC y Grupo Terra Farma

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Certificate in Procurement for Senior Executives
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	UK
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Acquire and apply relevant procurement skills; contribute significantly to the strategic success of your organisation by creating optimal procurement strategies; implement risk management processes in procurement and create strategies for minimising corruption and enhancing integrity; create and use toolkits for monitoring the performance of your procurement function; enhance your computer skills through dedicated sessions provided free of charge
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Strategic role of procurement; procurement practice, tools and techniques; procurement strategies; risk management in procurement; corruption and ethics in procurement; monitoring and evaluation of procurement performance; procurement capacity development; action plan: application of procurement strategies
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Scottish Qualification Authority
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	Certificate Membership of the Chartered Institute of Purchasing and Supply (CIPS)
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	6,250
<b>Fee Components and Supplements</b>	tuition, comprehensive training materials, certificate of attendance, SQA registration and certificate, CIPS Certificate membership*, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, course folder for collecting course material, stationery, sweatshirt or T-shirt.
<b>Scholarships/Discounts Available?</b>	not indicated

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Describe scholarships</b>	N/A
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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Certificate in Supply Chain Management
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	UK
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Understand the supply chain and its component parts, including how these components work and interact; and how they impact upon health outcome; improve performance along various aspects of the health supply chain in order to gain efficiency and effectiveness of health service delivery in your organisation/country; analyse risks within the health supply chain and develop appropriate strategies to manage or mitigate these risks; develop motivated, professional supply chain staff; implement appropriate supply chain monitoring systems to ensure goals are achieved and failures prevented
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Overview of the health supply chain and different supply chain models; procurement practice, tools and techniques in the health supply chain; health supply chain components and strategies including forecasting and quantification, freight forwarding and customs clearance, inventory management, warehousing and distribution management; risk management in health supply chain management; corruption and ethics in health supply chain management; monitoring and evaluation of health supply chain management performance; action plan: application of health supply chain management strategies
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Scottish Qualification Authority
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	Certificate Membership of the Chartered Institute of Purchasing and Supply (CIPS)
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	6,250

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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Fee Components and Supplements</b>	tuition, comprehensive training materials, certificate of attendance, SQA registration and certificate, CIPS Certificate membership*, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, course folder for collecting course material, stationery, sweatshirt or T-shirt.
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Certification in Humanitarian Logistics
<b>Name of Institution</b>	Fritz Institute/Chartered Institute of Logistics and Transport UK
<b>Course Location</b>	online and telephone
<b>Language(s) of Instruction</b>	English, French
<b>Target sector</b>	NGO
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Provide the competences necessary for a typical operational humanitarian aid field worker to effectively and efficiently provide emergency disaster relief through Analysing the current operational processes for a given scenario, Exploring the options for improvements, Defining the preferred solution, Showing how the solution should be implemented
<b>Contact Information/Web Site</b>	jane.macdonald@fritzinstitute.org, www.fritzinstitute.org
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	"Humanitarian Aid Supply Chains, procurement, Warehousing and Inventory, Transport, Fleet management, Import and Export, Managing the Humanitarian Supply Chain Response"
<b>Estimated % of course spent on logistics topics</b>	80
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Chartered Institute of Logistics and Transport (UK)
<b>Degree/certificate awarded</b>	certification
<b>Specify degree/certificate awarded</b>	Certification in Humanitarian Logistics
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	260
<b>Attendance</b>	other self-guided
<b>If attendance requires combination, describe</b>	online coaching with self learning from simulated situations on a disk, can arrange for face-to-face sessions at an additional cost
<b>Total Course Fee (in US\$)</b>	1,795
<b>Fee Components and Supplements</b>	disk with simulation materials provided, allocation of a distance "coach" who will guide the participant, initial assessment of student project included, any re-assessments may incur additional charges, telephone calls to coach are not covered, nor is Internet access
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	limited number of scholarships available through the Fritz Institute

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Certification in Humanitarian Supply Chain Management
<b>Name of Institution</b>	Fritz Institute/Chartered Institute of Logistics and Transport UK
<b>Course Location</b>	online and telephone
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	NGO
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Demonstrate competence in a variety of skills falling under the two broad headings: Supply Chain Planning, Supply Chain Operation and Co-ordination"
<b>Contact Information/Web Site</b>	jane.macdonald@fritzinstitute.org, www.fritzinstitute.org
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Contribute to development and implementation of supply chain strategy and plans, configure the supply chain, plan resources, identify supply chain controls, develop and manage external and internal relationships, monitor and measure performance, resolve problems and adapt the supply chain, introduce changes to the supply chain, providing advice and support
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Chartered Institute of Logistics and Transport (UK)
<b>Degree/certificate awarded</b>	certification
<b>Specify degree/certificate awarded</b>	Certification in Humanitarian Supply Chain Management
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	not required but prospective candidates are expected to have working knowledge of: warehousing, transport, fleet management, procurement, importing & exporting (these will not be taught as part of this course)
<b>Total time commitment</b>	286
<b>Attendance</b>	other self-guided
<b>If attendance requires combination, describe</b>	online coaching with self learning from simulated situations on a disk
<b>Total Course Fee (in US\$)</b>	2,803
<b>Fee Components and Supplements</b>	disk with simulation materials provided, allocation of a distance "coach" who will guide the participant, initial assessment of student project included, any re-assessments may incur additional charges, telephone calls to coach are not covered, nor is Internet access
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	limited number of scholarships available through the Fritz Institute

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Contract and Suppliers Relations Management
<b>Name of Institution</b>	UNDP
<b>Course Location</b>	Bangkok, Vienna, Dubai, New York, Copenhagen (recurring)
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Describe the main types of contractual relationships that might be formed with suppliers and the appropriate use of each; Understand the importance of procurement ethics and how to act in an ethical manner; Develop successful commercial relationships with prospective suppliers; Identify key stakeholders in a procurement exercise and be able to develop effective relationships with them; Develop effective performance and quality monitoring and evaluation methods
<b>Contact Information/Web Site</b>	<a href="http://www.undp.org/procurement/training.shtml">www.undp.org/procurement/training.shtml</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The principles of effective procurement & the procurement process; Why we need to form relationships with suppliers; How important are we to suppliers?; Types of commercial relationships; Procurement ethics; Engaging and relating to stakeholders in the procurement process; Relating to suppliers in the general supply market place; Contract management; Contractual performance and quality management; Managing contractual reviews and disputes
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	60
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,275
<b>Fee Components and Supplements</b>	includes tuition, training course material, lunch and refreshments during the course
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Contract Management
<b>Name of Institution</b>	University of Pretoria, South Africa
<b>Course Location</b>	Pretoria, South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Equip managers, controllers and officers with the necessary practical skills to manage and administer contracts for goods and services. By the end of the course participants should be able to: understand the basic law of contract in South Africa; understand contract management terminology; plan and organise contracts for goods and services; define the scope of work, process, agreement and management philosophy; direct and control the contract administration; negotiate contracts and terms; evaluate, negotiate and enforce service level agreements; renegotiate and terminate contracts.
<b>Contact Information/Web Site</b>	www.ceatup.co.za, info.ce@up.co.za
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Law of Contract, Understanding the South African legal system, Requirements of a valid contract, Offer and acceptance, Reaching agreement, Formalising the agreement, Capacity and authority, Warranties, guarantees and indemnities, Termination of the agreement, Common danger areas, Service level agreements, Contract management, Planning, organizing, directing and control, Outsourcing, Contract management terminology, Precontractual planning and best practices, Organising before awarding the contract: the process, Contract award, Contract administration and control, Negotiation skills, Managing service level agreements.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Pretoria
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion or attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Matric
<b>Total time commitment</b>	24
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	661
<b>Fee Components and Supplements</b>	Course fee only, cost of living, books and transportation separate
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	CSCMP On-site Education
<b>Name of Institution</b>	Council of Supply Chain Management Professionals
<b>Course Location</b>	Any location; at worksite
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Understand Change Management; Fundamentals of Supply Chain Management; Global Supply Chain Management; SCM Collaboration; Relationship Management; Strategic Issues. Catered to your organizations needs using established on-Site workshops.
<b>Contact Information/Web Site</b>	khedland@cscmp.org +1.630.645.3463 <a href="http://cscmp.org/events/onsite_edu/index.asp">http://cscmp.org/events/onsite_edu/index.asp</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Change Management; Fundamentals of Supply Chain Management; Global Supply Chain Management; SCM Collaboration; Relationship Management; Strategic Issues
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	24
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,000
<b>Fee Components and Supplements</b>	not available
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	Can be offered outside of the United States, average course is 2-3 days; \$1,000 fee is per person based on locally held workshops of similar duration

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Curso Gratis Online de Logistica y Distribucion
<b>Name of Institution</b>	www.directivoglobal.com Grupo Arrima (Spain)
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Learn to manage the supply chain, know the distribution system and the proper handling of cargoes. Identify key aspects of logistics, planning and controlling the transport of goods and select the most appropriate transport modes and to study possible routes of distribution."
<b>Contact Information/Web Site</b>	<a href="http://www.directivoglobal.com/curso-online/234/logistica-y-distribucion.html">http://www.directivoglobal.com/curso-online/234/logistica-y-distribucion.html</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Control the flow of products and materials about the services and have sufficient information to successfully develop the logistics and distribution work after acquiring the product until it finally reaches the customer by solving the problems that emerge from their management.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	free
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	50
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	0
<b>Fee Components and Supplements</b>	No fee
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	"Geared toward Workers in transport, distribution and storage of goods involved in managing the logistical and strategic distribution. Curso gratis online de Gestión de Stocks, Aprovisionamiento y Trabajo en Almacenes Curso gratis online de Cómo Optimizar la Capacidad de un Almacén de Mercancías Curso gratis online de Gestión Eficiente en la Recepción y Salida de Mercancías"

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Curso Taller: Certificación en Buenas Prácticas de Almacenamiento
<b>Name of Institution</b>	La Asociación Benéfica PRISMA- Peru
<b>Course Location</b>	Lima, Peru
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Health commodities
<b>Objectives</b>	"Conocer cada una de las etapas del proceso de implementación en BPA de un almacén especializado de medicamentos; Identificar cada uno de los procedimientos y sus respectivas actividades; Conocer las pautas técnicas para la elaboración de un manual de procedimientos; Identificar posibles problemas comunes relativos a la obtención de la acreditación."
<b>Contact Information/Web Site</b>	informes@prismavirtual.org <a href="http://www.prismavirtual.org">http://www.prismavirtual.org</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Warehousing & Storage
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Unidad de Post Grado de la Facultad de Farmacia y Bioquímica de la Universidad Nacional Mayor de San Marcos
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate from PRISMA
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	0.5 academic credits
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Application, payment for the right of admission
<b>Total time commitment</b>	10
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	86
<b>Fee Components and Supplements</b>	(252 Sol for course)
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for previous PRISMA teachers & students (15%); discounts for signing up early and paying in one lump sum (10%); discounts for corporate courses (private)
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Diplomado Gestión de la Cadena de Suministro de Medicamentos Esenciales
<b>Name of Institution</b>	La Asociación Benéfica PRISMA- Peru
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Health commodities
<b>Objectives</b>	Desarrollar y fortalecer un conjunto de conceptos y habilidades que apoyan el diseño e implementación de una cadena de suministro de medicamentos.
<b>Contact Information/Web Site</b>	informes@prismavirtual.org <a href="http://www.prismavirtual.org">http://www.prismavirtual.org</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Management of medicines, warehousing and storage, quantification and procurement, dispensing & rational use of medicines
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Unidad de Post Grado de la Facultad de Farmacia y Bioquímica de la Universidad Nacional Mayor de San Marcos
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Diploma from University of San Marcos
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	36 academic credits
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Notarized copy of High School diploma or technical school; CV; Application, Copy of National ID, 2 small photos, payment for the right of admission
<b>Total time commitment</b>	1040
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,000
<b>Fee Components and Supplements</b>	Cost includes tuition; \$15 dollar application fee; Cost can be paid in installments (\$1000) or in cash up front (\$900); Between 328 and 295 Sol
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	corporate discount
<b>Additional comments</b>	Link to teachers <a href="http://www.prismavirtual.org/carpeta/cursos/docentes.jsp">http://www.prismavirtual.org/carpeta/cursos/docentes.jsp</a> ; 26 weeks

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Diplomado Tecnico Nivel Superior Logistica
<b>Name of Institution</b>	Universidad Tecnologica de Chile (INACAP)
<b>Course Location</b>	Santiago, Chile
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Apply the techniques of management in warehouses, logistics and supply in different areas of the supply chain.
<b>Contact Information/Web Site</b>	<a href="https://www.inacap.cl/tportal/portales/tp1d3b565aav136/uploadImg/File/pdf/logistica.pdf">https://www.inacap.cl/tportal/portales/tp1d3b565aav136/uploadImg/File/pdf/logistica.pdf</a> <a href="https://www.inacap.cl/tportalvp/?t=136&amp;i=2&amp;cc=9700&amp;tm=2#">https://www.inacap.cl/tportalvp/?t=136&amp;i=2&amp;cc=9700&amp;tm=2#</a> <a href="http://www.emagister.cl/diplomado-gestion-abastecimiento-logistica-cursos-2581434.htm#programa">http://www.emagister.cl/diplomado-gestion-abastecimiento-logistica-cursos-2581434.htm#programa</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Inventory management; distribution; logistics basics
<b>Estimated % of course spent on logistics topics</b>	50
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Universidad Tecnologica de Chil (INACAP); Comisión Nacional de Acreditación de Pregrado (CNAP)
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Diplomado/bachelors
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	none specifically listed but assume you need a high school diploma
<b>Total time commitment</b>	100
<b>Attendance</b>	combination
<b>If attendance requires combination, describe</b>	in-person (multiple trips) with some e-learning courses required over 4 semesters
<b>Total Course Fee (in US\$)</b>	600
<b>Fee Components and Supplements</b>	not available
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	variety of scholarships available <a href="https://www.inacap.cl/tportalvp/index.php?t=39&amp;i=2&amp;cc=8701&amp;tm=2">https://www.inacap.cl/tportalvp/index.php?t=39&amp;i=2&amp;cc=8701&amp;tm=2</a>
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Disponibilidad Asegurada de Insumos: Principios y Practica
<b>Name of Institution</b>	La Asociación Benéfica PRISMA- Peru
<b>Course Location</b>	Lima, Peru
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Understand how strengthening policy-level commitment, financial resources, and local capacity can help ensure an environment that enables and sustains a supply system and meets client demand
<b>Contact Information/Web Site</b>	llaserna@prisma.org.pe
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Commodity security policies, principles, planning
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	580
<b>Fee Components and Supplements</b>	Tuition & materials included in course cost
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	USAID   DELIVER PROJECT supported

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Distribution
<b>Name of Institution</b>	Institut Bioforce Développement
<b>Course Location</b>	France
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.bioforce.asso.fr
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Organisation des distributions : choix du mode de distribution [direct-indirect], règles et procédures.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	16
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	285
<b>Fee Components and Supplements</b>	Course cost only; does not include meals, lodging, or transportation
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	E-Procurement: Strategies for Success
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	UK
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Create real procurement modernisation strategies that deal with problem areas and improve procurement performance; understand the ICT and e-terminology; create an optimal PMIS and e-strategy for your procurement operation considering all relevant factors/stakeholders; tender for and contract manage the purchase of a PMIS and e-procurement system successfully; implement and operate your PMIS and e-procurement system; ensure sustainability and success of your PMIS e-procurement operation
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	"What are e-procurement and PMIS?; The market place; People, process and technology; Organisational systems: fitting pieces together; ICT basics; Business drivers and benefits; E-readiness and needs assessment; Stakeholders - managing expectations; Project governance; Manage the pace of change; Identifying and improving current processes; Requirements definition; The procurement process; Robust contract terms and conditions; System evaluation and selection; Project initiation and resourcing; Project governance, planning and management; Change control, risks and issues; Building and delivering PMIS and e-procurement; Testing and go live; Leadership; Legal and regulatory frameworks; Institutional frameworks"
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of attendance
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	free one year affiliate membership of CIPS
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,760

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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Fee Components and Supplements</b>	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, one year's free Affiliate Membership of CIPS, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, memory stick, course folder for collecting course material, stationery, sweatshirt or T-shirt.
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Effective Procurement Skills
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	Nigeria
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Identify appropriate sourcing strategies; apply relevant procurement skills and techniques; contribute significantly to the success of your organisation by effectively managing your contracts and suppliers; reduce risk in your supply chain and by using appraised suppliers; Understand how corruption can negatively effect your procurement processes and objectives; create and maintain effective supplier and customer relationships"
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	"Tools to identify sourcing strategies; supplier appraisal and rating; contract management; supplier management; procurement practice, tools and techniques; corruption and ethics in procurement; supplier and customer relationships"
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	50
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,000
<b>Fee Components and Supplements</b>	tuition, training materials, certificate of attendance, lunch and refreshments on training days, support and advice from your local Crown Agents office on the application and mobilisation process and membership of the Crown Agents alumni website.
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Estimación y Programación de las Necesidades de Insumos
<b>Name of Institution</b>	La Asociación Benéfica PRISMA- Peru
<b>Course Location</b>	Lima, Peru
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Health commodities incl malaria, family planning etc.
<b>Objectives</b>	Increase participants' knowledge and skills in using a data driven process to improve accuracy of forecasts, estimate funding requirements and identify funding sources to meet mid to long term needs, develop a procurement plan, understand the utility of software packages in quantification and procurement planning processes, and evaluate and respond to environmental or policy constraints to forecasting and procurement planning
<b>Contact Information/Web Site</b>	llaserna@prisma.org.pe
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Quantification, procurement planning
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	el curso GERENCIA DE LA CADENA LOGÍSTICA.
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	580
<b>Fee Components and Supplements</b>	Tuition & materials included in course cost
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	USAID   DELIVER PROJECT supported

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Executive Seminar: Pharmaceutical Supply Chain Management
<b>Name of Institution</b>	i+solutions
<b>Course Location</b>	Netherlands
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Enlarge knowledge on supply chain issues; understand how policy and management decisions influence the performance of the supply chain; are able to suggest policy and management changes to ensure better performance, on the basis of the current status of their supply chain; are able to set indicators, monitor and evaluate the management performance at difference levels of the supply chain; have become stronger advocates for a good functioning pharmaceutical supply chain
<b>Contact Information/Web Site</b>	training@iplussolutions.org; www.iplussolutions.org; +31 348 489 643/646
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Overview of supply chain issues for medicines and medical supplies; Major diseases and their specific supply chain issues: HIV/AIDS, Malaria, TB and Neglected Tropical Diseases; Key challenges in current supply chain management; Policy makers and managers as determining factors for the supply chain performance; Financing and Human resource management decisions; Inventory management, decision making matrix/game for managers and policy makers; Public and private sector supply chain management models: Possible complimentary and/or collaborating opportunities; Monitoring and evaluation of supply chain management performance; Country supply chain performances/case studies
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	72
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	6,400
<b>Fee Components and Supplements</b>	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks, several recreational visits.
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Exercice d'application du module d'Approvisionnement
<b>Name of Institution</b>	Institut Bioforce Développement
<b>Course Location</b>	France
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.bioforce.asso.fr
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Exercice d'application pratique de 4 journées qui nécessite d'avoir suivi la totalité du module Approvisionnement.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Individual Modules on: Achats, Transports, Stocks, Distribution
<b>Total time commitment</b>	32
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	570
<b>Fee Components and Supplements</b>	Course cost only; does not include meals, lodging, or transportation
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	FinListics®: The Financial Supply Chain Management Connection Workshop
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Better articulate and measure the financial benefits of your solutions, Show the value of solutions that: Increase sale through faster speed to market, Reduce cash-cycle times, Better balance transportation and inventory carrying costs, Optimize network design, Leverage logistics outsourcing, Establish third-party inventory ownership
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Introduction to FinListics®, Measuring financial logistics performance, Creating a competitive advantage by reducing capital costs, Evaluating logistics investments, FinListics® value manager computer model, and Selling the value of third-party logistics services
<b>Estimated % of course spent on logistics topics</b>	50
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in FinListics®: The Financial Supply Chain Management Connection Workshop
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	16
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,150
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	"course hours do not include travel, only lecture hours, participants requested to bring their financial data and business cases to the workshop"

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Fundamentals of Procurement
<b>Name of Institution</b>	UNDP
<b>Course Location</b>	Bangkok, Vienna, Dubai, New York, Copenhagen (recurring)
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Describe the principles of effective procurement, the UN procurement process and the role of procurement strategies; Understand the activities associated with effective procurement projects; Know how to do procurement planning and stakeholder management; Know how to write effective terms of reference and specifications; Be able to choose appropriate procurement method (RFQ, ITB, RFP), select advertisement and type of competition; Understand dos and don'ts when drafting bidding documents; Know how to invite and evaluate bids; Know how to practice ethics and integrity in procurement; Understand what rules and procedures apply to UN procurement; Appreciate the relevance of these rules, with particular reference to the procurement process, and why they are there "
<b>Contact Information/Web Site</b>	<a href="http://www.undp.org/procurement/training.shtml">www.undp.org/procurement/training.shtml</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The principles of UN procurement; Procurement planning; The procurement process; Engaging stakeholders; Writing specifications and terms of reference; Identifying suppliers and advertise; Selection of methods (RFQ, ITB and RFP);Preparation of solicitation documents; Inviting offers; Bid receipt and Opening; Evaluating bids and proposals; Contract approval process; Committee approvals; Contract award and management; Contract management terms and skills; Ethics in procurement
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	60
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,475
<b>Fee Components and Supplements</b>	includes tuition, training course material, lunch and refreshments during the course
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Gerencia de la Cadena Logística
<b>Name of Institution</b>	La Asociación Benéfica PRISMA- Peru
<b>Course Location</b>	Lima, Peru
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Health commodities incl malaria, family planning, HIV AIDS products, etc.
<b>Objectives</b>	Assess stock status, improve storage and warehousing conditions, and serve as an advocate for logistics and implement change in their own systems.
<b>Contact Information/Web Site</b>	llaserna@prisma.org.pe
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	LMIS, Inventory Control, Storage, Quality Assurance, Logistics System Assessment, Monitoring & Evaluation, Basics of Forecasting, quantification and procurement planning
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	580
<b>Fee Components and Supplements</b>	Tuition & materials included in course cost
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	USAID   DELIVER PROJECT supported

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Gestion des Achats et des Stocks des Combinaisons Thérapeutiques à base d'Artémisinine
<b>Name of Institution</b>	i+solutions
<b>Course Location</b>	Netherlands
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	ACTs (though "applies to TB, Leprosy, and neglected disease")
<b>Objectives</b>	Positively contribute to the preparation of country procurement and supply management plans; Select, forecast, quantify and procure ACTs to efficiently meet the assessed needs; Contribute to the planning and implementation of suitable ACTs inventory management and distribution models suitable to their own settings; Monitor and evaluate performance of their ACTs supply chain management function.
<b>Contact Information/Web Site</b>	training@iplussolutions.org; www.iplussolutions.org; +31 348 489 643/646
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Background: process, roles and responsibilities of different stakeholders in the introduction and scaling up the use of ACTs; Pharmaceutical Management Cycle: Challenges and role of the cycle in management of malaria; Selection, forecasting and quantification of ACTs; Procurement of ACTs: Process and financing mechanisms; Inventory management and distribution of ACTs : Public and Private sector inventory and distribution management models; Rational use of ACTs; Organization and management: Procurement and Supply management (PSM) plans, Information requirements (Procurement Management Information System – PMIS); Monitoring and Evaluation of ACTs supply chain
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	104
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,100
<b>Fee Components and Supplements</b>	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Gestión en Almacén y Buenas Prácticas de Almacenamiento
<b>Name of Institution</b>	La Asociación Benéfica PRISMA- Peru
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Health commodities
<b>Objectives</b>	"Enumerar las pautas para el almacenamiento adecuado de productos de salud.; Resolver determinados problemas relacionados con los productos, hallados comúnmente en almacenes o clínicas.; Identificar condiciones especiales de almacenamiento para algunos productos específicos.; Conocer la buena inspección visual de un almacén de acuerdo con las pautas y los principios de almacenamiento adecuado; Identificar, a través de la inspección visual, problemas comunes relativos a la calidad; Calcular correctamente el espacio de almacenamiento necesario."
<b>Contact Information/Web Site</b>	informes@prismavirtual.org admision@prismavirtual.org http://www.prismavirtual.org
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Warehousing & Storage
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Unidad de Post Grado de la Facultad de Farmacia y Bioquímica de la Universidad Nacional Mayor de San Marcos
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate from PRISMA
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	6 academic credits
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Application, payment for the right of admission
<b>Total time commitment</b>	480
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	98
<b>Fee Components and Supplements</b>	(300 Sol for the course)
<b>Scholarships/Discounts Available?</b>	Yes
<b>Describe scholarships</b>	discounted fees available for previous PRISMA teachers & students (15%); discounts for signing up early and paying in one lump sum (10%); discounts for corporate courses (private)
<b>Additional comments</b>	Supported by the Facultad de Farmacia y Bioquímica de la Universidad Nacional Mayor de San Marcos. 12-week program

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	"Gestión y Planificación en la cadena de suministros - Supply Chain"
<b>Name of Institution</b>	Universidad Austral, IAE Business School
<b>Course Location</b>	Buenos Aires, Argentina
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Elaborate on the competitive importance of alignment and coordination in the business value chain, focused on managing supply and distribution logistics, as well as the level of inter-organizational cooperation and quality of supply management as a strategic value proposition of the business. Will discuss the tools and models that are used for the current supply chain management at local and global levels, identifying key areas of management to achieve greater alignment of objectives and efficiency.
<b>Contact Information/Web Site</b>	<a href="http://ar.emagister.com/gestion-planificacion-cadena-suministros-su-ly-chain-cursos-2541325.htm#masdetalles">http://ar.emagister.com/gestion-planificacion-cadena-suministros-su-ly-chain-cursos-2541325.htm#masdetalles</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Planning and Purchasing Management. Supply and Distribution Strategies. Integration and Coordination in the Supply Chain. Bullwhip Effect (Simulation). Information System Control and Monitoring in managing supply customers and suppliers. Management Outsourcing. Virtual integration. Type of Relationship Customer / Supplier. Strategic Alliances. Integration and Development. Different Models of Global Management. Supply Chain Networks. Best Practices, Changes and Trends in Direction of the Global Supply Chain
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Universidad Austral
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	4,600
<b>Fee Components and Supplements</b>	not available
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	variety of scholarships available <a href="https://www.inacap.cl/tportalvp/index.php?t=39&amp;i=2&amp;cc=8701&amp;tm=2">https://www.inacap.cl/tportalvp/index.php?t=39&amp;i=2&amp;cc=8701&amp;tm=2</a>
<b>Additional comments</b>	3-day workshop

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Global Supply Chain Strategy
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Understand the supply chain environment and develop a direction and plan that will create competitive and financial advantage through better supply chain management, Plan and execute a strategy to achieve supply chain efficiency, effectiveness, and environmental and green objectives, Create, implement, and leverage the capabilities of supply chain information technologies, Leverage global resources to minimize supply chain costs and maximize customer service, as well as achieve agility and flexibility, and Manage supply chains in a world of economic, energy, human resources, and consumer market uncertainties
<b>Contact Information/Web Site</b>	Joene Owen, 404.894.2343, joene.owen@isye.gatech.edu
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Supply chain management: A strategic view, Promises and practices of supply chain management, Increasing shareholder value through supply chain management, Lean thinking, Lean Six Sigma supply chain management, Collaboration and outsourcing: Creating agile and efficient, supply chains, Green / sustainable supply chains, Supply chain technology trends and background, Creating and implementing a technology strategy for your supply chain, Supply chain functional and process technologies, Supply chain management: The global perspective, The role of public policy in shaping global supply chains, Supply chain strategies in emerging markets, Lessons learned: How to more effectively manage and lead your supply chain and Technologies for transportation.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in Global Supply Chain Strategy
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	32
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,500
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.

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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Hands-on Supply Chain Management
<b>Name of Institution</b>	University of Pretoria, South Africa
<b>Course Location</b>	Pretoria, South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Decide on a overall business and supply chain strategy, implement it, manage the risks and counter competition, Solve typical business problems and overcome common organisational difficulties such as information overload, time constraints and the complexities of team dynamics, Match supply to demand, and balance their whole supply chain to optimally achieve objectives, Deal with marketing, production, supply and finance - all at the same time, Analyse management information (forecasts, sales reports, financial statements), interpret it and act accordingly, Deal with suppliers and customers who all have a mind of their own and create sustainable profit and grow market share.
<b>Contact Information/Web Site</b>	www.ceatup.co.za, info.ce@up.co.za
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	"Overview of general theory: Customer service, Inventory management, Purchasing management, Operations management, Warehousing/materials handling, Transport management and Computerised supply chain simulation with coaching sessions throughout the 3 days as well as a site visit to expose delegates to the real life situation."
<b>Estimated % of course spent on logistics topics</b>	70
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Pretoria
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion or attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Matric
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	950
<b>Fee Components and Supplements</b>	Course fee only, cost of living, books and transportation separate
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Humanitarian Logistics
<b>Name of Institution</b>	Global Fields Institute, Kenya
<b>Course Location</b>	Kenya
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	NGO
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.globalfieldsinstitute.com
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	not listed
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	520
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	not available
<b>Fee Components and Supplements</b>	not available
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	intended for low income or hardship students, will cover some of fees, based on merit and need
<b>Additional comments</b>	this is one course in the diploma for humanitarian program management series, course runs for one 13 week semester, additional information not forthcoming after several inquiries

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Hygiène, Assainissement & Gestion des Déchets en Milieu de Soins
<b>Name of Institution</b>	Institut Bioforce Développement
<b>Course Location</b>	Burkina Faso, France
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Medical products
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.bioforce.asso.fr
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	"Informer et former sur les risques sanitaires liés à l'hygiène, l'assainissement et la gestion des déchets en structures de soins (produits chimiques utilisés, conditions d'emploi du matériel, types de déchets, conditions d'entreposage, systèmes de collecte, de tri et d'élimination des déchets médicaux et des risques qui y sont liés)"
<b>Estimated % of course spent on logistics topics</b>	25
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,136
<b>Fee Components and Supplements</b>	Course cost only; does not include meals, lodging, or transportation
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	La gestion optimale de l'approvisionnement des programmes de VIH/SIDA dans les pays en développement
<b>Name of Institution</b>	i+solutions
<b>Course Location</b>	Netherlands
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	One only (identify)
<b>List Commodities Addressed</b>	HIV/AIDS (though "applies to TB, Leprosy, and neglected disease")
<b>Objectives</b>	Expose participants to modern management techniques of medicines and medical supplies' supply systems and demonstrate how they can be applied to participants own work settings; To provide practical tools to decision makers in essential drugs programs to improve their level of performance; To encourage the exchange of views and experiences between senior officers and decision makers
<b>Contact Information/Web Site</b>	training@iplussolutions.org; www.iplussolutions.org; +31 348 489 643/646
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Drug Policy and Regulation; Selection and Quantification of Drugs; Procurement Methods and Strategies; Quality Assurance; Financing Drug Supply; Stores Management; Inventory Control; Distribution Strategies; Indicator-based Assessments and Drug Management Information Systems
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,600
<b>Fee Components and Supplements</b>	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Lessons in Logistics Management for Health Commodities
<b>Name of Institution</b>	USAID   DELIVER PROJECT
<b>Course Location</b>	online or CD-ROM
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Understand basic logistics principles, assess stock status, describe logistics system options, and manage information
<b>Contact Information/Web Site</b>	askdeliver@jsi.com <a href="http://www.jsi.com/Independent/Deliver/LogisticsCD/htdocs/">http://www.jsi.com/Independent/Deliver/LogisticsCD/htdocs/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Introduction to Logistics, Logistics Management Information Systems, Assessing Stock Status, Maximum-Minimum Inventory Controls Systems, and Selecting Maximum-Minimum Inventory Controls Systems.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Must pass Session 1 to progress to Session 2, etc; must have a computer
<b>Total time commitment</b>	10
<b>Attendance</b>	other self-guided
<b>If attendance requires combination, describe</b>	online or CD-ROM
<b>Total Course Fee (in US\$)</b>	0
<b>Fee Components and Supplements</b>	No fee
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	USAID   DELIVER PROJECT supported

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Licenciado en Logistica Internacional en Monterrey
<b>Name of Institution</b>	Tecnologico de Monterrey
<b>Course Location</b>	Mexico
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Design systems of logistics and distribution. Manage areas of material handling. Analyze costs and set prices. Develop suppliers to integrate the supply chain. Manage and optimize distribution center inventories. Coordinate the physical movement of goods between different countries. Optimize logistics operations through the efficient use of information technologies. Develop and monitor program performance and customer service.
<b>Contact Information/Web Site</b>	<a href="http://www2.itesm.edu/wps/portal?WCM_GLOBAL_CONTEXT=/ITESMv2/Tecnol%C3%B3gico+de+Monterrey/Padres+de+familia/Profesional/Programas+por+%C3%A1reas+de+estudio/Negocios+y+Administraci%C3%B3n/LLN">http://www2.itesm.edu/wps/portal?WCM_GLOBAL_CONTEXT=/ITESMv2/Tecnol%C3%B3gico+de+Monterrey/Padres+de+familia/Profesional/Programas+por+%C3%A1reas+de+estudio/Negocios+y+Administraci%C3%B3n/LLN</a> <a href="http://licenciatura.emagister.com.mx/licenciaturas_licenciado_logistica_internacional_monterrey-cinst-19691.htm#programa">http://licenciatura.emagister.com.mx/licenciaturas_licenciado_logistica_internacional_monterrey-cinst-19691.htm#programa</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	English; math, distribution, Logistics in America, etc.
<b>Estimated % of course spent on logistics topics</b>	75
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Tecnologico de Monterrey & la Comisión de Universidades de la Asociación de Escuelas y Universidades del Sur de Estados Unidos & Federación de Instituciones Mexicanas Particulares de Educación Superior (FIMPES).
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Licenciado/bachelors
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	scholarships available
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	"Have completely finished the high school cycle prior to passing the first course in their college curriculum. 2. Have completed, under the existing standards, the prior academic requirements corresponding to the curriculum either through placement exams or the corresponding remedial courses."
<b>Total time commitment</b>	6336
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	not available
<b>Fee Components and Supplements</b>	not available
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	academic, excellence, and sport scholarships available
<b>Additional comments</b>	Program offered on various campuses, 4 year program

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Logística para Suministros de Salud
<b>Name of Institution</b>	La Asociación Benéfica PRISMA- Peru
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Health commodities incl malaria, family planning, HIV AIDS products, etc.
<b>Objectives</b>	Describe the purpose of a logistics system; identify the components of a logistics system, to describe an LMIS, identify the necessary data to complete a quantification, identify roles and responsibilities of those involved in the logistics system
<b>Contact Information/Web Site</b>	informes@prismavirtual.org admision@prismavirtual.org http://www.prismavirtual.org
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	LMIS, Inventory Control, Storage, Quality Assurance, Logistics System Assessment, Monitoring & Evaluation, Basics of Forecasting, quantification and procurement planning
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Unidad de Post Grado de la Facultad de Farmacia y Bioquímica de la Universidad Nacional Mayor de San Marcos
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate from PRISMA
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	1 academic credit
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Notarized copy of High School diploma or technical school; CV; Application, Copy of National ID, 2 small photos, payment for the right of admission
<b>Total time commitment</b>	34
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	32
<b>Fee Components and Supplements</b>	(100 Sol for the course); includes cost of the virtual course
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for previous PRISMA teachers & students (15%); discounts for signing up early and paying in one lump sum (10%); discounts for corporate courses (private)
<b>Additional comments</b>	Supported by the Facultad de Farmacia y Bioquímica de la Universidad Nacional Mayor de San Marcos.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Logisticien de la Solidarité Internationale
<b>Name of Institution</b>	Institut Bioforce Développement
<b>Course Location</b>	France
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Planifier, mettre en place, maintenir les équipements techniques et en fixer les conditions d'emploi ; Appréhender et conduire des programmes spécifiques' Planifier et conduire la chaîne d'approvisionnement ; Assurer l'encadrement, la formation et le suivi des équipes nationales dans son domaine d'activités ; Analyser les contextes dans lesquels sont menées les actions de solidarité internationale ; Participer à la gestion financière dans son domaine d'activité ; Coordonner et planifier les actions liées à son domaine d'intervention en lien avec le plan d'action du programme ; Communiquer et créer/entretenir des relations de confiance dans un contexte de diversité/interculturalité avec son équipe/les partenaires/les populations concernées ; Participer à l'élaboration et au suivi des mesures liées aux différents aspects sécuritaires
<b>Contact Information/Web Site</b>	www.bioforce.asso.fr
<b>Course Topics</b>	General/service course with some logistics included
<b>List Course Topics Covered</b>	"Télécommunications, gestion Parc Véhicules, énergie, maintenance informatique ; Construction (théorie et pratique), chaîne du froid, eau et sanitation (théorie et pratique), choléra, centre nutritionnel, camps de réfugiés ; Achat des biens et des service, gestion de la logistique des transports, gestion des stocks, organisation des distributions ; Identifier les besoins d'un projet et recruter ; Organiser l'administration d'une équipe pour agir ; Mobiliser une équipe multiculturelle ; Développer le potentiel des hommes et de l'organisation ; Cycle de conférences ; Méthodologie de recherche et analyse géopolitique ; Droit / Ethique ; Elaboration d'un budget prévisionnel relatif aux activités logistiques, comptabilité Terrain, suivi budgétaire; Les différentes phases de la réalisation d'un projet, élaboration du plan d'action, outils et méthodes de suivi et d'évaluation ; Représentations interculturelles, ,négociation interculturelle communication ; Outils et procédures, gestion de la sécurité (application pratique) ; Renforcement en gestion de projet, gestion financière et gestion des ressources humaines ; Renforcement en gestion de parc véhicules, énergie, télécommunications et maintenance informatique"
<b>Estimated % of course spent on logistics topics</b>	8
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Répertoire National de la Certification Professionnelle
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Diploma Level III
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>List any prerequisites</b>	"22 ans minimum à la date d'entrée en formation, niveau IV [Bac ou équivalent] ou niveau V [CAP/BEP] avec solide expérience professionnelle ;secteur technique : mécanique, électricité, bâtiment, maintenance technique, gestion des flux, ou autres secteurs avec une très bonne aptitude manuelle ;Expérience professionnelle minimum 6 mois consécutifs ; Prévention et Secours Civiques de Niveau 1 (PSC1) [certificat de secourisme ou équivalent] Permis de conduire B. Sont particulièrement appréciées les candidatures pouvant justifier d'une expérience associative, de voyages à l'étranger. ; Les candidats étrangers doivent maîtriser la langue française."
<b>Total time commitment</b>	1250
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	18,000
<b>Fee Components and Supplements</b>	Includes application fee and tuition
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Logistics and Incoterms
<b>Name of Institution</b>	UNDP
<b>Course Location</b>	Bangkok, Vienna, Dubai, New York, Copenhagen (recurring)
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Describe the principles of logistics and determine the appropriate logistical arrangements for a range of requirements; Understand the need for insurance and the
<b>Contact Information/Web Site</b>	types of coverage available; Understand the pros and cons of different Incoterms and the appropriate use of Incoterms; Know about loss prevention, means and actions to put in place to minimize or prevent loss; Know about customs procedures and documentation and the most common documents required for export/import; Be able to decide on methods of shipment depending on various factors; Understand the functions of the Air Waybill (AWB) and Bill of Lading (B/L)"
<b>Course Topics</b>	<a href="http://www.undp.org/procurement/training.shtml">www.undp.org/procurement/training.shtml</a>
<b>List Course Topics Covered</b>	Variety/range of logistics topics in some detail
<b>Estimated % of course spent on logistics topics</b>	Principles of logistics and supply chain management; Logistical arrangements; Incoterms 2000 and their appropriate use; Packing and marking; Modes of transportation; Shipping documentation; Insurance; Freight forwarding arrangements; Customs clearance procedures and documentation
<b>Accredited?</b>	100
<b>Accredited by whom?</b>	no
<b>Degree/certificate awarded</b>	N/A
<b>Specify degree/certificate awarded</b>	certificate
<b>Other Incentives (yes/no)</b>	Certificate
<b>List other incentives</b>	no
<b>Prerequisites (yes/no)</b>	N/A
<b>List any prerequisites</b>	no
<b>Total time commitment</b>	N/A
<b>Attendance</b>	60
<b>If attendance requires combination, describe</b>	in-person (one trip)
<b>Total Course Fee (in US\$)</b>	
<b>Fee Components and Supplements</b>	1,275
<b>Scholarships/Discounts Available?</b>	includes tuition, training course material, lunch and refreshments during the course
<b>Describe scholarships</b>	no

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Logistics for Health Commodities
<b>Name of Institution</b>	USAID Bureau of Global Health/Global Health e-learning Center
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Answer the following questions correctly: What is the purpose of a logistics system?, How does logistics support contraceptive and commodity security?, What are the functional components of a logistics system?, What is an LMIS and why is it important in logistics?, What data are needed to forecast health commodity requirements?, How do procurement planning and pipeline monitoring support commodity security?, What is USAID's Central Contraceptive Procurement System?, How do factors such as health sector reform, characteristics of commodities, and infrastructure affect the design of logistics systems?, How can program managers and advisors support the logistics system?
<b>Contact Information/Web Site</b>	<a href="http://www.globalhealthlearning.org">www.globalhealthlearning.org</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Logistics supports program successes, Logistics nuts and bolts one, Logistics nuts and bolts two, Logistics in action
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in Logistics for Health Commodities
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	1.5
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	0
<b>Fee Components and Supplements</b>	No fee
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Logistics for Non-Logisticians
<b>Name of Institution</b>	University of Pretoria, South Africa
<b>Course Location</b>	Pretoria, South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Learn principles of logistics and how to understand logistics terms and their basic application
<b>Contact Information/Web Site</b>	www.ceatup.co.za, info.ce@up.co.za
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Introduction to logistics/supply chain management, Customer service, Inventory, Materials, Purchasing, Operations, Warehousing/materials handling, Transport, Key performance indicators
<b>Estimated % of course spent on logistics topics</b>	95
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Pretoria
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion or attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Matric
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	642
<b>Fee Components and Supplements</b>	Course fee only, cost of living, books and transportation separate
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Logistics Management of Drugs and Medical Commodities
<b>Name of Institution</b>	AMREF
<b>Course Location</b>	Kenya
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Provide participants with the competencies they need to maintain an efficient and effective patient/client focused drug and health commodity supply system.
<b>Contact Information/Web Site</b>	www.amref.org
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Introduction to logistics; roles and responsibilities of logistics personnel; receiving, allocating and dispensing commodities; inventory management; stock status assessment; logistics management information systems; waste management; monitoring, evaluation and supervision.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of participation
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	60
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	348
<b>Fee Components and Supplements</b>	covers lunch, stationery, field trips and all course related learning materials.- Accommodation (US\$ 48 per day) cover half board accommodation (bed, dinner and breakfast) including daily transport to and from the training venue
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Logistics Performance, Cost & Value Measures
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Learn how to improve your logistics performance to increase your bottom line through: Learning the characteristics of effective performance measurement systems, Defining metrics, Setting effective targets, Setting up a logistics performance measurement program, Defining data requirements for performance measurement, Implementing logistics performance measures, Benchmarking logistics performance measures, Developing balanced and comprehensive logistics performance measures, Using logistics performance measures for project justification, and Measuring the financial, productivity, quality, and cycle time performance
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Introduction to logistics performance measurement, Logistics and supply chain performance models, Total logistics performance metrics and benchmarks, Customer response metrics and benchmarks, Inventory management metrics and benchmarks, Supply management metrics and benchmarks, Transportation management metrics and benchmarks, Warehouse metrics and benchmarks, and Logistics and supply chain project justification techniques
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in Logistics Performance, Cost & Value Measures
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	32
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,700
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Logistics Short Course
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Learn Innovative solutions to improve logistics performance and transform complex supply chains through: Measuring logistics costs and service performance, Optimizing the number of distribution centers in a transportation network and site selection process, Defining a process and methodology for deciding whether to outsource logistics services and how to select and manage third-party logistics service providers, and Learning the role of new information technology applications in the warehouse
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Global logistics, Supply chain integration, Logistics network design, Transportation management, Enterprise logistics management systems, Best-practice warehousing, Reverse logistics management, Third-party logistics, Logistics performance measurement, Trucking operations, Order picking, Electronic commerce supply chain modeling, Logistics organization design
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Logistics Short Course Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,500
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	M.S. in Logistics and Supply Chain Management
<b>Name of Institution</b>	Wright State University, Raj Sooin College of Business
<b>Course Location</b>	Ohio, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	"rscob-admin@wright.edu, www.wright.edu/business"
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Basics in supply chain management, demand management and forecasting, benchmarking and performance metrics, supply chain network design, Inventory management, Lean supply chain management, Information technology and supply chains, Strategic sourcing, Global supply chain management strategies, supply chain collaboration, supply chain project
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Association to Advance Collegiate Schools of Business
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Masters of Science in Logistics and Supply Chain Management
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	normal international student visa not sufficient, requires special visa (check with admissions office)
<b>Total time commitment</b>	1440
<b>Attendance</b>	combination
<b>If attendance requires combination, describe</b>	online instruction, with 5 weekend residencies over 1 year
<b>Total Course Fee (in US\$)</b>	35488
<b>Fee Components and Supplements</b>	"Course fees include: Full time enrollment to the University, All course materials, including books, cases, articles, reviews, educational software, and other course materials designated necessary by the professor, Full access to all University resources, including the library system, computer labs, campus mail service, and student athletic facilities, On campus parking during the residency period, Food and refreshments during regular residencies, Administrative assistance concerning University requirements, including enrollment, registration, graduation petitions, grade reports, parking registration, and class schedules, Communications support to help students complete group work assignments, Guest speaker events, symposia, and lectures and Alumni, social, and business networking events. They do not include room and board or travel to and from the school."
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	unable to tell how many hours exactly, hours given are an estimate based on attending a one year program.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Maintenance des Equipements Biomédicaux
<b>Name of Institution</b>	Institut Bioforce Développement
<b>Course Location</b>	Burkina Faso, France
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Laboratory and medical equipment
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.bioforce.asso.fr
<b>Course Topics</b>	General/service course with some logistics included
<b>List Course Topics Covered</b>	Informer et former les techniciens de laboratoire en vue d'assurer la maintenance de base des principaux équipements de laboratoires : équipements de biochimie, équipements du froid, équipements d'hématologie.
<b>Estimated % of course spent on logistics topics</b>	8
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,136
<b>Fee Components and Supplements</b>	Course cost only; does not include meals, lodging, or transportation
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Managing Drug Supply in Low and Middle Income Countries
<b>Name of Institution</b>	i+solutions
<b>Course Location</b>	Netherlands
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Expose participants to modern management techniques of medicines and medical supplies' supply systems and demonstrate how they can be applied to participants own work settings; To provide practical tools to decision makers in essential drugs programs to improve their level of performance; To encourage the exchange of views and experiences between senior officers and decision makers
<b>Contact Information/Web Site</b>	training@iplussolutions.org; www.iplussolutions.org; +31 348 489 643/646
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Drug Policy and Regulation; Selection and Quantification of Drugs; Procurement Methods and Strategies; Quality Assurance; Financing Drug Supply; Stores Management; Inventory Control; Distribution Strategies; Indicator-based Assessments and Drug Management Information Systems
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,600
<b>Fee Components and Supplements</b>	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Manejo e Implementación de la Cadena de Frío en el Suministro de Medicamentos
<b>Name of Institution</b>	La Asociación Benéfica PRISMA- Peru
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Facility Manager
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Health commodities requiring cold chain
<b>Objectives</b>	Desarrollar y fortalecer un conjunto de conceptos y habilidades que apoyen el diseño, implementación y gestión de una cadena de frío en el suministro de medicamentos.
<b>Contact Information/Web Site</b>	informes@prismavirtual.org admision@prismavirtual.org http://www.prismavirtual.org
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Cold Chain storage guidelines
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Unidad de Post Grado de la Facultad de Farmacia y Bioquímica de la Universidad Nacional Mayor de San Marcos
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate from PRISMA
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	6 academic credits
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Notarized copy of High School diploma or technical school; CV; Application, Copy of National ID, 2 small photos, payment for the right of admission
<b>Total time commitment</b>	640
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	128
<b>Fee Components and Supplements</b>	(390 Sol for the course)
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for previous PRISMA teachers & students (15%); discounts for signing up early and paying in one lump sum (10%); discounts for corporate courses (private)
<b>Additional comments</b>	Supported by the Facultad de Farmacia y Bioquímica de la Universidad Nacional Mayor de San Marcos. 16-week program

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Master of Advanced Studies in Humanitarian Logistics & Management
<b>Name of Institution</b>	University of Lugano (USI)- Switzerland
<b>Course Location</b>	Lugano, Switzerland
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Other
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Provide the methodological, qualitative, quantitative, analytical tools essential for understanding and addressing the complex logistics and managerial challenges in humanitarian relief operations, To provide the conceptual and methodological foundations required to successfully align strategic, organizational, supply chain and project challenges faced by the humanitarian world, To prepare humanitarian professionals to play a key role in their organizations' strategic management, bringing relationships with multiple stakeholders to the center of management policy, To train professionals to contribute to their organizations' managerial policies, understanding the organizational and strategic drivers and their implications for emergency planning, and humanitarian relief operations and management.
<b>Contact Information/Web Site</b>	<a href="http://www.humanitarianlogistics.ch">http://www.humanitarianlogistics.ch</a>
<b>Course Topics</b>	General/service course with some logistics included
<b>List Course Topics Covered</b>	Organizational and Strategic Management, Supply Chain Management in Humanitarian Operations, Project Management, Emergencies and Disasters, Research Methods and hand-on Masters Thesis.
<b>Estimated % of course spent on logistics topics</b>	25
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Masters of Advanced Studies in Humanitarian Logistics and Management
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	bachelors degree or equivalent professional diploma in logistics, humanitarian aid, public service, non-profit management and at least 3 years relevant work experience; in special cases training and work experience may substitute
<b>Total time commitment</b>	560
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	14,108
<b>Fee Components and Supplements</b>	includes course fees but not books, travel or accommodations
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Additional comments</b>	"560 course hours include all classroom courses, the masters thesis, a project and defense of the thesis, travel time will require an additional time commitment. Program corresponds to 60 credits in the European Credit Transfer System (ECTS), representing the equivalent of a full year of academic study."
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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Master of Engineering in International Logistics & Supply Chain Management (ZLOG)
<b>Name of Institution</b>	Massachusetts Institute of Technology- Zaragoza University, Spain
<b>Course Location</b>	Zaragoza, Spain
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Other
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Set a global view with strong involvement with the industries and international aid organizations– international students, faculty, and experiences. Develop problem-solving skills – combine theory and practice. Develop leadership and communication skills – individual and team."
<b>Contact Information/Web Site</b>	mmilenkovic@zlc.edu.es, www.zlc.edu.es
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	"Core Courses- Logistics Systems: demand forecasting; distribution and supply network design; inventory theory and control; models of sourcing and procurement; transportation mode selection; carrier network optimization; and routing and scheduling with inventory considerations, Logistics Facilities & Operations: technological and managerial issues involved in the design and operation of physical distribution and logistics facilities, Analytical Methods: problem solving in logistics with an emphasis on developing the ability to identify and use the appropriate technique for practical application rather than the underlying theory, System Dynamics: business cycles, market growth and stagnation, the diffusion of new technologies, the misuse of forecasts, and the rationality of managerial decision making, Supply Chain Information Systems: specify and develop logistics and SCM software on a conceptual level, evaluate and select systems, and investigate new concepts and technologies such as XML, BPML, Web services, and Workflow Management, Financial Systems & Supply Chain Management: define your role in an organization, analyze the position of a corporation in the marketplace, leverage financial information for decision making, and value the impact of supply chain effectiveness on financial performance, Supply Chain Leadership: develops team leadership skills and teaches practical approaches to supply chain management, Supply Chain Strategy: design supply chain strategies to fit with the particular requirements of various competitive environments, as well as a company's competitive strategy, investigates barriers to integrating supply chains, including behavioural issues and operational execution problems. Elective courses change but have included: Supply Chain Coordination & Contracting, Advanced Planning & Execution Systems, Factory Logistics, Mass Customization, Advanced Forecasting, Service Operations Logistics, Reverse Logistics, Impact and Use of Auto-ID & RFID, Decision Support Systems, Operations Strategy, Project Management, Economics of the Firm for Supply Chain Management, Retail Supply Chain Management, and Humanitarian and Public Health Supply Chains. "
<b>Estimated % of course spent on logistics topics</b>	80
<b>Accredited?</b>	yes

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Accredited by whom?</b>	Zaragoza University and MIT
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	"Master of Engineering in International Logistics & Supply Chain Management from Zaragoza University and a certificate from the MIT-Zaragoza International Logistics Program. "
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	bachelors degree or 4 year equivalent, GRE or GMAT scores
<b>Total time commitment</b>	1764
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	42,716
<b>Fee Components and Supplements</b>	includes application fee and course fees and estimated monthly living expenses at 1,295 per month for single students, does not include admin fees, books or travel expenses to and from home and for the Boston January exchange
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	several scholarships available from 25% reduction in tuition to full tuition paid, one scholarship exists that pays part of living expenses, one internship available as well as a negotiated bank loan for all accepted to the program.
<b>Additional comments</b>	Full time graduate program starting in late August through May of the following year; 9 months of study. Classroom hours estimated at 364 and 1400 for total homework and lab hours. This does not include the Masters Thesis. Full time attendance and one trip to Boston required

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Master of Engineering in Logistics
<b>Name of Institution</b>	Massachusetts Institute of Technology
<b>Course Location</b>	Cambridge, Massachusetts USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Produce professionals that are experts at both engineering the supply chain and managing the people and processes surrounding it through enhancement of quantitative skills and analytic tools in logistics analysis and decision making, the role of Information Technology in logistics and supply chain management, the global dimensions and opportunities of world-wide logistics operations, and the strategic roles of logistics and supply chain management in corporate planning."
<b>Contact Information/Web Site</b>	<a href="http://web.mit.edu/mlog/">http://web.mit.edu/mlog/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Required Courses- Logistics Systems: demand forecasting and planning, procurement, inventory theory, transportation planning, and flexible contracting, Case Studies in Logistics and Supply Chain Management: logistics strategy; supply restructuring and change management; and distribution, customer service, and inventory policy, Supply Chain Context: problem solving techniques and team-based leadership skills. A number of six sigma and lean problem solving methodologies will be discussed and used, Thesis Seminar: conducting academic research within the supply chain field: selecting a topic, writing a literature review, conducting analysis, and synthesizing results, Database, Internet, & Systems Integration Technologies: introduces components and middleware; design and implementation of multi-tier architectures, benchmarks, and performance; and data networking protocols and technologies, Know Thyself Leadership Skill Building Workshop: increase awareness of your strengths and weaknesses as a leader; provide a battery of instruments and surveys that will help you understand the way you operate in an organizational setting; and offer strategies and tips on how to leverage your strengths and work on areas in need of development, Management Accounting and Control: product costing, budgetary control systems, and performance evaluation systems for planning, coordinating, and monitoring the performance of a business; defines principles of measurement; develops framework for assessing behavioral dimensions of control systems; and examines the impact of different managerial styles on motivation and performance in an organization, System Dynamics for Business Policy: develop principles for successful management of complex strategies including discussion of business cycles, market growth and stagnation, the diffusion of new technologies, the misuse of forecasts, and the rationality of managerial decision making, Electives include: International Logistics, Supply Chain Planning, Manufacturing System and Supply Chain Design, Logistics and Supply Chain Management, Business Impact of Auto-ID and RFID, Engineering Systems Analysis for Design, Competitive Decision-Making and Negotiation, New Enterprises, Operations Strategy,

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Estimated % of course spent on logistics topics</b>	70
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Massachusetts Institute of Technology
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Master of Engineering in Logistics
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	bachelors degree, GRE or GMT scores
<b>Total time commitment</b>	1764
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	48,922
<b>Fee Components and Supplements</b>	fee includes course fees and student fees, does not include cost of living, insurance, books and travel to and from Boston or travel to the sister course in Spain for the January session
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	some merit based fellowships available including CTL fellowship
<b>Additional comments</b>	Full time attendance and one trip to Zaragoza, Spain required

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Master Programme in Supply Chain Management
<b>Name of Institution</b>	University of Pretoria, South Africa
<b>Course Location</b>	Pretoria, South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Equip top-level managers with the skills to participate in the strategic management of the supply chain a multi disciplinary team. The course is aimed at providing highly skilled managers with conceptual and strategic skills in a field where critical shortages exist at this level.
<b>Contact Information/Web Site</b>	www.ceatup.co.za, info.ce@up.co.za
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Module 1 - Integrated Logistics Planning, including: Managing supply chain & design planning hierarchy and Project Management & scheduling. Module 2 - Inbound Logistics, including: Procurement & product development and Commercial law aspect of logistics. Module 3 - Inventory Management, including: Inventory management & supply chain simulation and Supply chain effects & investment decisions. Module 4 - Operations Logistics, including: MRP 1 & MRP2, MPS, APS logic & demand management, JIT/Kanban, Theory of constraints, Fundamentals and functionality of ERP systems, Total quality- and logistics management and Throughput-/ delivery time studies in complex production environment. Module 5 - Distribution Logistics, including: Distribution cost control, Operational research of warehousing and transport, Physical distribution, DRP & control and Economic trade offs & warehouse location. Module 6 - Supply Chain and Marketing Integration, including: SCM and channel integration, EDI & network integration, Strategic & global distribution logistics, ECR & value chain analysis, Strategic & services & consumer marketing and Interfaces between marketing and logistics. Module 7 - Facilities Design & Reverse Logistics, including: Warehouse layout & storage design and Material handling & reverse logistics. Module 8 - Integration, Organisation and Implementation, including: LIRA game & SC Simulation, Organising for effective logistics, Corporate culture, change and integral project management, Selection of the appropriate logistics decision support system and Case study on logistics diagnostic systems.
<b>Estimated % of course spent on logistics topics</b>	85
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Pretoria
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion or attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes

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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>List any prerequisites</b>	Delegates should have an advanced Certificate in Supply Chain Management or a Bachelors degree in Logistics or in Transport Economics.
<b>Total time commitment</b>	224
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,163
<b>Fee Components and Supplements</b>	Course fee only, cost of living, books and transportation separate
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	MBA Elective courses in Supply Chain Management
<b>Name of Institution</b>	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
<b>Course Location</b>	College Park, Maryland, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Build a personalized portfolio of management knowledge and skills. In addition to acquiring expertise in one or more functional areas of business, you'll further develop your ability to analyze, synthesize, and communicate. Elective course content is both timeless-exploring theories that are the foundation for modern business practice-and timely-incorporating the "best practices" emerging from today's technology-powered global markets; the curriculum also provides students with a hands-on exposure to information technology tools essential to modern supply chain management.
<b>Contact Information/Web Site</b>	<a href="http://www.smith.umd.edu/lbpp/mba_logisitcs.aspx">www.smith.umd.edu/lbpp/mba_logisitcs.aspx</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	"Courses include: BULM 730: Transportation Management; BULM 732: Logistics Management; BULM 733: International Logistics and Transportation Management; BULM 742: Managing Technology in the Supply Chain; BULM 744: Managing the Real Time Supply Chain; BULM 758: Extending Advanced Supply Chain Planning Across the Enterprise"
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Maryland College Park
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	MBA
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	bachelors degree with at least a 2.80 GPA, GMAT test, Calculus requirement, application fee
<b>Total time commitment</b>	3696
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	22,576
<b>Fee Components and Supplements</b>	17 credit in state MBA; 15 credit in-state = \$16,000; 15 credit out-of state= \$21,576; 17 credit out of state= \$25,460; costs vary for part-time students and depend on location
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	Merit-based & Graduate assistanceships as well as federal loans available
<b>Additional comments</b>	MBA Program starting in late August through May of the following year for two years (21 months). Full or part-time attendance depending on concentration and option of dual degree.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Monitoring and Evaluation of Procurement and Supply Management
<b>Name of Institution</b>	i+solutions
<b>Course Location</b>	Netherlands
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Technical Assistance Provider
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Discuss the major issues surrounding M&E of PSM systems such as accountability, continuous improvement, sharing of “lessons learnt” and “best practices”, avoiding duplication through encouraging single M&E systems at country and regional levels; To provide practical tools to decision makers and staff working in public health programmes to ensure accountability, transparency and to improve their performance; To encourage the exchange of views and experiences between senior officers and decision makers; To develop M&E indicators for procurement and supply management. To write the outline of a plan for M&E of a PSM system for the participant’s organization.
<b>Contact Information/Web Site</b>	training@iplussolutions.org; www.iplussolutions.org; +31 348 489 643/646
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Definition of monitoring and evaluation of procurement and supply management; Definition and formulation of indicators for monitoring and evaluation of procurement and supply management of health commodities; Methods of collecting, processing and analysing indicator data for M&E of PSM; Components of an M&E plan for procurement and supply management; Human resource management issues related to M&E activities.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	60
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,800
<b>Fee Components and Supplements</b>	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Monitoring and Evaluation of Procurement Performance
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	UK
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Understand how M+E fits into a wider control framework and the full benefits it brings; identify the key areas of procurement where M+E is most effective; use a range of tools and techniques to monitor any part of the procurement process; develop appropriate corruption prevention strategies and management controls; use audit and observation skills to identify weaknesses and malpractice in the procurement function
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	"The strategic importance of procurement; Challenges faced by the procurement function; The concept and benefits of Monitoring and Evaluation; The scale and scope of M+E in the wider procurement control framework; Key focus areas for the application of M+E activities; Techniques to monitor compliance to procurement rules; How to ensure compliance is; Scope of audit in the procurement function; The different roles of internal and external auditors; Range of audit techniques; Identifying and evaluating risks in the procurement process; Creating appropriate risk mitigation strategies; Understanding the prevalence of fraud and corruption in procurement; Recognising symptoms and indicators of procurement corruption; Identifying vulnerable areas of the procurement cycle and supply chain; Creating corruption mitigation strategies; Optimal procurement planning; Understanding and defining efficiency and effectiveness; Creating, applying appropriate key performance monitoring techniques; How to measure your own procurement staff performance; Tools to monitor supplier/contractor contractual performance"
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of attendance
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	free one year affiliate membership of CIPS
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,760

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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Fee Components and Supplements</b>	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, one year's free Affiliate Membership of CIPS, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, memory stick, course folder for collecting course material, stationery, sweatshirt or T-shirt.
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Overview of Supply Chain Management
<b>Name of Institution</b>	Eastern and Southern Africa Management Institute (ESAMI)
<b>Course Location</b>	Tanzania
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Health commodities incl malaria, family planning etc.
<b>Objectives</b>	Assess stock status, improve storage and warehousing conditions, and serve as an advocate for logistics and implement change in their own systems.
<b>Contact Information/Web Site</b>	cmmunene@esamihq.ac.tz Tel: +255 27 250 833/5/7/8
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	LMIS, Inventory Control, Storage, Quality Assurance, Logistics System Assessment, Monitoring & Evaluation, Basics of Forecasting, quantification and procurement planning
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	64
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,250
<b>Fee Components and Supplements</b>	Tuition & materials included in course cost; \$45 full board & lodging/day available
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	USAID   DELIVER PROJECT supported

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Ph.D. in Logistics and Transportation
<b>Name of Institution</b>	University of Maryland-College Park; Robert H Smith School of Business; Dept of Logistics, Business, and Public Policy
<b>Course Location</b>	College Park, Maryland, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Produce outstanding scholars in the fields of logistics, transportation, and supply chain management. Graduates of the program are well qualified to take academic positions in colleges and universities in the United States and abroad. Students in the PhD program achieve excellence through: (1) extensive preparation in the major, a related minor, and associated research tools (primarily statistics or operations research); (2) joint research with faculty; (3) independent research culminating in a doctoral dissertation; and (4) the teaching of courses for undergraduate majors in logistics, transportation, and supply chain management.
<b>Contact Information/Web Site</b>	<a href="http://www.smith.umd.edu/lbpps/phd.aspx">www.smith.umd.edu/lbpps/phd.aspx</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	"Courses include: 1. Major field – Logistics & Transportation (18 credits) 2. Minor field (12 credits) 3. Research tools (12 credits) 4. Additional course requirements which vary depending on the educational background of the student but may include a graduate course in economics, two MBA core courses, and a research methods course. A student wishing to pursue a double major would need to take 18 credits in a second major field (instead of 12 credits for a minor field) increasing total requirements by 6 credits."
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Maryland College Park
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Ph.D. in Logistics & Transportation
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	bachelors degree or 4 year equivalent, integral and differential calculus; GMAT or GRE, TOEFL, 3 letters of recommendation, application fee
<b>Total time commitment</b>	6336
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	21,355
<b>Fee Components and Supplements</b>	per year includes tuition; avg 4-5 years but all PhD students are fully funded (tuition) living costs not covered
<b>Scholarships/Discounts Available?</b>	yes

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Describe scholarships</b>	Every student admitted to the PhD Program will receive full financial support in the form of a graduate assistantship or fellowship. The financial support packages range in amounts between \$14,355 and \$21,355. Base stipends of \$14,355 are often supplemented with an additional \$7,000 in Fellowship Research funds.
<b>Additional comments</b>	Ph.D. program- academic courses 2 yrs; plus research; on average 5-year program. Full or part-time attendance.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Postgrado en Logística
<b>Name of Institution</b>	SEAS, Centro de Formación Abierta
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Know the different definitions and concepts of logistics, as well as the different areas covered by the logistics management of an organization. - Understand what is the value chain of an organization. - Know the main costs that are incurred in managing a supply chain. - Know how the logistical management of humanitarian aid and what the main issues to be considered. - be aware of the importance of effective management of human resources to optimize the logistics management of the organization. - Know the major activities and guidelines that govern the tasks in the logistics of humanitarian aid. - Know the importance and implications of traceability in managing the supply chain. - Have the tools to analyze the implementation of a traceability system and Know the applicable law."
<b>Contact Information/Web Site</b>	<a href="http://cursos.miarroba.com/cursos-de-produccion-y-logistica/postgrado-en-logistica-10103.html">http://cursos.miarroba.com/cursos-de-produccion-y-logistica/postgrado-en-logistica-10103.html</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	"Sessions include: 1. Introducción a la logística. 2. Logística de aprovisionamientos. 3. Logística de almacenes. 4. Logística de producción. 5. Logística de transporte. 6. Logística de distribución. 7. Nuevas tecnologías y modelos de gestión en logística."
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Universidad Católica de Avila; Universidad San Jorge
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Titulo propio "Postgrado en Logística"
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	internships available
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	"The minimum qualification for candidates to apply for enrollment in graduate programs will be: 1. Possess degree or equivalent university degree. 2. Exceptional cases: Candidates who do not have degree qualifications will be considered on an individual basis by the teaching staff of the center. The criteria to evaluate each case will be: - Experience in the field relevant to the post. - Minimum age 25 years. - Working in the field relevant to the post. "
<b>Total time commitment</b>	620
<b>Attendance</b>	online

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	not available
<b>Fee Components and Supplements</b>	not available
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	Many other logistics-focused degrees offered at this institution ; Audience: titulados universitarios o en último año de estudio que deseen adquirir una preparación específica para incorporarse a un puesto de trabajo, así como a profesionales que ya han desarrollado una cierta carrera profesional y quieran adquirir, mejorar o actualizar sus conocimientos en la materia habitual de su trabajo o prepararse para desempeñar puestos de responsabilidad.;

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Procurement and Materials Management
<b>Name of Institution</b>	University of Pretoria, South Africa
<b>Course Location</b>	Pretoria, South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Equip delegates in logistics-related disciplines with a sound knowledge base and skills for procurement and materials management.
<b>Contact Information/Web Site</b>	www.ceatup.co.za, info.ce@up.co.za
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Supply chain overview, Demand determination and integration, Material supply policies, Negotiation skills, Decision support systems, Integration between logistics functions, Evaluation of tenders and the assessment of offers, Supplier performance evaluation, Materials planning, Production planning, Master production planning, Demand management, Material requirement planning, Production planning and control and Improving material's performance.
<b>Estimated % of course spent on logistics topics</b>	90
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Pretoria
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion or attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Matric
<b>Total time commitment</b>	72
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,291
<b>Fee Components and Supplements</b>	Course fee only, cost of living, books and transportation separate
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Procurement and Quantification of Medicines and Medical Supplies
<b>Name of Institution</b>	i+solutions
<b>Course Location</b>	Netherlands
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Demonstrate knowledge of procurement cycle and procurement methods, and suggest ways in which they can improve effectiveness and quality of procurement processes in their settings including management of medicines and medical supplies donated from different stakeholders; Demonstrate knowledge of the quantification process and conduct quantification using both the consumption and morbidity based quantification methods; Recognize the characteristics of good procurement and quantification systems; Establish and maintain an efficient quantification and procurement plan suitable for their work settings; Monitor and evaluate the quantification and procurement processes
<b>Contact Information/Web Site</b>	training@iplussolutions.org; www.iplussolutions.org; +31 348 489 643/646
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Procurement cycle and methods, quantification process and methods
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,800
<b>Fee Components and Supplements</b>	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Procurement and Supply Management of Artemisinin Based Combination Therapies (ACTs)
<b>Name of Institution</b>	i+solutions
<b>Course Location</b>	Netherlands
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	ACTs (though "applies to TB, Leprosy, and neglected disease")
<b>Objectives</b>	Positively contribute to the preparation of country procurement and supply management plans; Select, forecast, quantify and procure ACTs to efficiently meet the assessed needs; Contribute to the planning and implementation of suitable ACTs inventory management and distribution models suitable to their own settings; Monitor and evaluate performance of their ACTs supply chain management function.
<b>Contact Information/Web Site</b>	training@iplussolutions.org; www.iplussolutions.org; +31 348 489 643/646
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Background: process, roles and responsibilities of different stakeholders in the introduction and scaling up the use of ACTs; Pharmaceutical Management Cycle: Challenges and role of the cycle in management of malaria; Selection, forecasting and quantification of ACTs; Procurement of ACTS: Process and financing mechanisms; Inventory management and distribution of ACTs : Public and Private sector inventory and distribution management models; Rational use of ACTs; Organization and management: Procurement and Supply management (PSM) plans, Information requirements (Procurement Management Information System – PMIS); Monitoring and Evaluation of ACTs supply chain
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	104
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,100
<b>Fee Components and Supplements</b>	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Procurement of Works and Dispute Management
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	UK
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Liaise effectively with all necessary stakeholders; prepare robust works tender documentation; implement a transparent works tendering process; evaluate works tenders to pre-determined criteria; manage all aspects of a works contract effectively; identify risks, deal with contractual claims and resolve disputes"
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Contract essentials; Mistake and misrepresentation; Remedies for breach; Identifying needs, writing specifications; Pre-qualification and short-listing; Invitation to bid and bid clarifications; Tender procedures and standard documents; Types and forms of conditions of contract; Evaluation criteria: technical and financial; Evaluation procedures, including bid opening; Bid examination and evaluation; Selection of successful bidder; Role of record keeping; Quality, time and cost management; Measurement/payment certification; Risk management; Importance of contract closure; Definition, notification and management; Evaluation and negotiation of claims; Consequences of variations and delays; Dealing with suppliers and subcontractors; Mitigation of variations and claims; Dispute review, principles of resolution; Negotiation, conciliation and mediation; Adjudication and arbitration
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of attendance
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	free one year affiliate membership of CIPS
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,760

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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Fee Components and Supplements</b>	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, one year's free Affiliate Membership of CIPS, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, memory stick, course folder for collecting course material, stationery, sweatshirt or T-shirt.
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Procurement Strategy Development
<b>Name of Institution</b>	UNDP
<b>Course Location</b>	Bangkok, Vienna, Dubai, New York, Copenhagen (recurring)
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Describe the issues that need to be considered when developing a corporate/organizational procurement strategy for a business unit; Articulate the objectives of a procurement activity for a Ministry or Business Unit of an international development organization; Conduct procurement spend analysis, supply risk assessments, demand and supply market analysis; Model and implement strategies for significant procurement; Align systems, capacities and administrative processes to the procurement portfolio and strategy; Structure strategies for routine, leverage, critical and strategic procurement portfolio; Measure performance, outcomes and results"
<b>Contact Information/Web Site</b>	<a href="http://www.undp.org/procurement/training.shtml">www.undp.org/procurement/training.shtml</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The principles of procurement strategy development; Understanding the procurement portfolio; Supply positioning and supply risk analysis; Procurement profiling and spend analysis; Understanding the organization's market impact; Demand and supply market analysis; Developing corporate procurement objectives; Detailed corporate procurement strategies; Significant procurement strategies (high risk/spend); Strategies for routine, leverage, critical and strategic procurement; Aligning procurement function to strategic objectives; Procurement systems, capacities and management; Implementation of procurement strategy; Procurement scheduling and planning; Measurement of results and outcomes
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	72
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,475
<b>Fee Components and Supplements</b>	includes tuition, training course material, lunch and refreshments during the course
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Professional Diploma in Logistics Management
<b>Name of Institution</b>	Global Fields Institute, Kenya
<b>Course Location</b>	Kenya
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	NGO
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.globalfieldsinstitute.com
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Management, Supply chain management, Transport operations, Transport planning, International business, Inventory management, Movement of goods, Movement of people, Production planning, Project management, Retail logistics, Sourcing and procurement, Transport and Society, Warehousing, Supply chain flow planning and Supply Chain Network planning
<b>Estimated % of course spent on logistics topics</b>	80
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Professional Diploma in Logistics Management
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	2400
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	not available
<b>Fee Components and Supplements</b>	not available
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	intended for low income or hardship students, will cover some of fees, based on merit and need

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Programme in Supply Chain Management
<b>Name of Institution</b>	University of Pretoria, South Africa
<b>Course Location</b>	Pretoria, South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Equip delegates with a sound fundamental knowledge base and the basic skills of supply chain management. Participants apply fundamental principles, terminology and methods in solving well-defined problems. The course is aimed at equipping first-line managers with the knowledge and skills required to fulfill their management role in the supply chain. This includes the disciplines of Warehousing, Transport, Inventory, Materials Management and Purchasing.
<b>Contact Information/Web Site</b>	www.ceatup.co.za, info.ce@up.co.za
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Module 1 (Compulsory) - Introduction to Logistic, including: Introduction to course, Customer service, Logistic information systems, Purchasing, Inventory, Operations, Warehousing, Materials handling, Transport, Distribution, Key performance indicators, Module 2 (Optional) - Inventory management skills, including: The role of inventory, Types of inventory, Analysis of demand, Inventory planning, Forecasting techniques, Inventory control, Establishing when to order, Establishing quantity of order, Orders systems, Slow demand items, Investment in inventory and Physical management of inventory. Module 3 (Optional) - Materials management skills including: Basic materials management, Materials planning, Production planning, Master production scheduling, Demand management, Material requirement planning, Production planning and control, Purchasing of materials and Improving materials performance. Module 4 (Optional), including: Transport management skills, Modes of transport, Operator legislation, Driver and vehicle legislation, Transport planning, Vehicle costs, Transport operations and Fundamental transport economics. Module 5 (Optional) - Warehousing management skills, including: Supervising the warehouse, Warehousing layout and design, Calculating space requirements, Managing warehouse operations and Quality improvement. Module 6 (Optional) - Purchasing management skills, including: Purchasing procedures, The role of purchasing and materials management, Purchasing and TQM, Price negotiations, Management of suppliers.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Pretoria
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion or attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes

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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>List any prerequisites</b>	Matric, Grade 12 or a NQF level 4-qualification plus two years practical work experience is required
<b>Total time commitment</b>	160
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,827
<b>Fee Components and Supplements</b>	Course fee only, cost of living, books and transportation separate
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Quantification and Procurement Planning
<b>Name of Institution</b>	Eastern and Southern Africa Management Institute (ESAMI)
<b>Course Location</b>	Tanzania
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	Health commodities incl malaria, family planning, HIV AIDS products, etc.
<b>Objectives</b>	Increase participants' knowledge and skills in using a data driven process to improve accuracy of forecasts, estimate funding requirements and identify funding sources to meet mid to long term needs, develop a procurement plan, understand the utility of software packages in quantification and procurement planning processes, and evaluate and respond to environmental or policy constraints to forecasting and procurement planning
<b>Contact Information/Web Site</b>	cmmunene@esamihq.ac.tz Tel: +255 27 250 833/5/7/8
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Quantification, procurement planning
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Overview of SCM course; Competency in Excel
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,250
<b>Fee Components and Supplements</b>	Tuition & materials included in course cost; \$45 full board & lodging/day available
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	USAID   DELIVER PROJECT supported

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Risk Management in Procurement
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	UK
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"enhance the effectiveness of your organization; assess weaknesses in the procurement cycle; develop appropriate risk and corruption prevention strategies; understand the importance of planning and working with wider stakeholders to obtain optimal results; utilise tools to prevent financial risks; understand the importance of motivated, professional staff and monitoring systems in preventing risk; share experiences and ideas with participants from other countries and Crown Agents staff"
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	"Procurement Environment; Concept of Risk; How to Manage Risk; Identifying & Prioritising Risk; Risk Mitigation Strategies; Corruption Prevention Strategies; Planning & Spend Analysis; Contractual Strategies; Risk Management Case Study; External Environment Case Study; Financial Strategies; Capacity Building; Monitoring Procurement Performance; Strategic Case Study Workshop"
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	50
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,000
<b>Fee Components and Supplements</b>	tuition, training materials, certificate of attendance, lunch and refreshments on training days, support and advice from your local Crown Agents office on the application and mobilisation process and membership of the Crown Agents alumni website.
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Salud y Sociedad V
<b>Name of Institution</b>	Universidad Privada Antenor Orrego Facultad de Medicina
<b>Course Location</b>	Peru
<b>Language(s) of Instruction</b>	Spanish
<b>Target sector</b>	Other
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Have a vision of the administrative process and basic criteria for making better decisions in a health institution. Participate in the process of making management decisions (cost-benefit-risk) from a leading institution in health services. Describe and develop a strategic planning process. Propose an operational plan. Analyze the operations, timing and flow of an operational process. Describe the cost structure and pricing in health. Analyze and critique the health of a company through its organization. Describe the system of administration of human resources. Develop the marketing plan for a health company.
<b>Contact Information/Web Site</b>	Dr. Miguel Angel Tresierra Ayala (Coordinador); Dr. Pedro Díaz Camacho, <a href="http://www.upao.edu.pe/new_pregrado/mantenimientosilabo/silabus/10/10/200910/SALUD_Y_SOCIEDAD_V.pdf">http://www.upao.edu.pe/new_pregrado/mantenimientosilabo/silabus/10/10/200910/SALUD_Y_SOCIEDAD_V.pdf</a> ; <a href="http://www.upao.edu.pe/facultades/index.aspx?mod=mod_esc&amp;e=MEHU">http://www.upao.edu.pe/facultades/index.aspx?mod=mod_esc&amp;e=MEHU</a>
<b>Course Topics</b>	General/service course with some logistics included
<b>List Course Topics Covered</b>	Strategic and operational planning; health planning and administration
<b>Estimated % of course spent on logistics topics</b>	25
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Universidad Privada Antenor Orrego
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Bachelor of Medicine
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	4 academic credits
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Admitted into faculty of medicine degree program
<b>Total time commitment</b>	64
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	not available
<b>Fee Components and Supplements</b>	not available
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	possible through the university
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Service Management Operations and Strategy
<b>Name of Institution</b>	University of Pretoria, South Africa
<b>Course Location</b>	Pretoria, South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Equip service industry employees with the necessary practical skills to manage service operations so that they will be able to: Classify a service using the service process matrix, Formulate a strategic service vision, Prepare a blueprint for a service operation, Understand the role of technology in the service encounter, Use the service quality gap model to diagnose quality problems, Use the service encountered triad to describe a firm's delivery process, Use operations sequence analysis to determine the relative locations of departments in the process layout that minimises total-flow distance, Forecast demand for services, Manage waiting lines, and Understand service supply relationships.
<b>Contact Information/Web Site</b>	www.ceatup.co.za, info.ce@up.co.za
<b>Course Topics</b>	General/service course with some logistics included
<b>List Course Topics Covered</b>	The role of services in an economy: The nature of services, Service strategy, New service development, Technology in services, Service quality, The service encounter and Designing the service enterprise and managing service operations: The supporting facility, Service facility location, Forecasting demand for services, Managing capacity and demand, Managing waiting lines, Capacity planning and Service supply relationships.
<b>Estimated % of course spent on logistics topics</b>	25
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Pretoria
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion or attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Matric
<b>Total time commitment</b>	32
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	611
<b>Fee Components and Supplements</b>	Course fee only, cost of living, books and transportation separate
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Stock
<b>Name of Institution</b>	Institut Bioforce Développement
<b>Course Location</b>	France
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.bioforce.asso.fr
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Gestion des stocks : planning, choix et gestion des locaux, procédures, gestion du personnel...
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	8
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	145
<b>Fee Components and Supplements</b>	Course cost only; does not include meals, lodging, or transportation
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Stores and Inventory Management
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	Zambia
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Assess supply chains and the contribution made by warehouse excellence to their organization; analyse financial aspects of warehousing and the ability to derive substantial savings; plan, design and manage the operation of a warehouse; acquire tools and techniques to manage stores with increased efficiency and cost effectiveness; visit modern stores using Integrated Inventory Management techniques"
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	"Logistics management; Financial aspects of warehousing; Why hold stock?; Warehousing location factors; Flow systems and storage media; Warehouse operations; Define mechanical and handling equipment technology in warehousing; Performance indicators; Legislation and codes of practice including health and safety; Security and fire protection; Methods and alternative views of stock; Independent demand system; Deterministic models for inventory control e.g. discounted cost, opportunity buying; Probabilistic models for inventory control e.g. service levels, periodic review systems; Forecasting demand; Dependent demand systems e.g. 'Just-in-time' material requirement planning; Stock record systems and the prevention of fraud; Integrated inventory management"
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	72
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,000
<b>Fee Components and Supplements</b>	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process and membership of Crown Agents training alumni website.
<b>Scholarships/Discounts Available?</b>	not indicated

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Describe scholarships</b>	N/A
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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Strategic Procurement in Practice
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	Kenya
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Understand what constitutes a robust procurement strategy; Identify and develop appropriate procurement strategies; Assess the strategic importance of supply sources; Identify procurement related risks and develop strategies to reduce the impact; Utilise practical tools and techniques to implement and monitor agreed strategies "
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The importance of procurement strategies; Strategic theories and analyses; Developing and formulating procurement strategies; Sourcing and supplier management policies; Operational strategies in Ghana; Risk mitigation strategies; E-Procurement strategies; Strategic workshop for delegates; Key performance indicators; Benchmarking performance; Procurement analysis tools; Supplier relationship tools; Leadership skills and team motivation; Change management strategies
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	50
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,600
<b>Fee Components and Supplements</b>	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process and membership of Crown Agents training alumni website.
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Successful Tender Design
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	UK
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Prepare specifications and terms of reference; construct comprehensive evaluation criteria and tender documentation; implement a transparent tendering process; evaluate tenders to pre-determined criteria; identify and eliminate specific risks that may jeopardise contractual success"
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Tendering procedures for goods and services; Identifying needs, writing terms of reference and specifications; Pre-qualification and short-listing; Invitation to bid; Tender procedures and methodologies; Optimal evaluation weightings; Standard documentation; Bid evaluation; Evaluation criteria: technical; commercial; financial; Evaluation procedures, including bid opening; Bid examination and evaluation; Selection of successful bidder; Award of contract
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	50
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	1,000
<b>Fee Components and Supplements</b>	tuition, training materials, certificate of attendance, lunch and refreshments on training days, support and advice from your local Crown Agents office on the application and mobilisation process and membership of the Crown Agents alumni website
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Successful Tender Design and Contract Management
<b>Name of Institution</b>	Crown Agents
<b>Course Location</b>	UK
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Prepare specifications/terms of reference; construct comprehensive evaluation criteria and tender documentation; implement a transparent tendering process; evaluate tenders to pre-determined criteria; manage all aspects of a contract after its award; identify and eliminate specific risks that may jeopardise contractual success
<b>Contact Information/Web Site</b>	www.crownagents.com; +44 (0) 208 710 6134
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	"Identifying needs, writing specifications and terms of reference; risk management; Pre-qualification and short-listing; Invitation to bid; Tender procedures and methodologies; Optimal Evaluation Weightings; Standard documentation; Evaluation criteria: technical; commercial; financial; Evaluation procedures, including bid opening; Bid examination and evaluation; Selection of successful bidder; Award of contract; Introduction to contract law; Types and forms of conditions of contract; Managing relationships and responsibilities; Role of record keeping; Quality, time and cost management; Dealing with variations and claims; Importance of contract closure"
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of attendance
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	free one year affiliate membership of CIPS
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,760
<b>Fee Components and Supplements</b>	tuition, comprehensive training materials, certificate of attendance, lunch and refreshments on training days, course photograph, support and advice from your local Crown Agents office on the application and mobilisation process, membership of Crown Agents training alumni website, one year's free Affiliate Membership of CIPS, emergency medical insurance, advice and guidance on discounted accommodation, transport from the training venue to the airport at the end of the course, individual certificate presentation photograph, cultural activity, conference bag, memory stick, course folder for collecting course material, stationery, sweatshirt or T-shirt.

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Supply Chain & Logistics Certificate
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Develop performance measures for your department and company, Reduction of costs by better allocating and managing your spending, Optimization, streamlining, and consolidation of your distribution network, Reduction of inventory to lessen carrying costs, Incorporation of new technologies to better manage your supply chain, Improvement of your customer service
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Development of performance measures for your department and company, Reduction of costs by better allocating and managing your spending, Optimization, streamlining, and consolidation of your distribution network, Reduction of inventory to lessen carrying costs, Incorporation of new technologies to better manage your supply chain, Improvement of your customer service
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities,
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Supply Chain and Logistics Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	160
<b>Attendance</b>	in-person (multiple trips)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	14,000
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	Register for an entire certificate for only \$14,000, saving \$1,600 to \$6,000, depending on the courses chosen.
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Supply Chain & Logistics Certificate
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Develop performance measures for your department and company, Reduction of costs by better allocating and managing your spending, Optimization, streamlining, and consolidation of your distribution network, Reduction of inventory to lessen carrying costs, Incorporation of new technologies to better manage your supply chain, Improvement of your customer service
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Development of performance measures for your department and company, Reduction of costs by better allocating and managing your spending, Optimization, streamlining, and consolidation of your distribution network, Reduction of inventory to lessen carrying costs, Incorporation of new technologies to better manage your supply chain, Improvement of your customer service
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities,
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Supply Chain and Logistics Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	some minimum technical requirement specified under "comments"
<b>Total time commitment</b>	180
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	14,000
<b>Fee Components and Supplements</b>	access to course website for 12 months included in fees. All other associated costs not included.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	Register for an entire certificate for only \$14,000, saving \$1,600 to \$6,000, depending on the courses chosen.

<b>Additional comments</b>	"only ""world class"" courses available online but possible to get certificate with only these courses. Technical requirements: 400MHz Intel Pentium II processor or faster, 64MB of RAM (128MB on Windows XP or later), 52MB available disk space, 56Kbps modem (audio only). A high-speed connection is required to view the streaming video, 16-bit sound card and speakers, 65,000-color video display card set to display at 800x600 (video), Windows 98SE, Windows ME, Windows NT 4.0 with Service Pack 6 or later (playback only), Windows 2000 with Service Pack 2 or later, or Windows XP Software, Internet Explorer 5.x (except 5.5 Service Pack 1), Internet Explorer 6.x, Netscape 7.1.x, or Netscape 6.2.x (additional browser compatibility information can be found here), Sun Java Virtual Machine version 1.4.1 or higher installed, Real Player (for streaming video)"
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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Supply Chain & Logistics Certificate
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA and online
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Develop performance measures for your department and company, Reduction of costs by better allocating and managing your spending, Optimization, streamlining, and consolidation of your distribution network, Reduction of inventory to lessen carrying costs, Incorporation of new technologies to better manage your supply chain, Improvement of your customer service
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Development of performance measures for your department and company, Reduction of costs by better allocating and managing your spending, Optimization, streamlining, and consolidation of your distribution network, Reduction of inventory to lessen carrying costs, Incorporation of new technologies to better manage your supply chain, Improvement of your customer service
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Supply Chain and Logistics Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	180
<b>Attendance</b>	combination
<b>If attendance requires combination, describe</b>	can choose to do some course online or in person, "world class" courses are offered in both mediums
<b>Total Course Fee (in US\$)</b>	14,000
<b>Fee Components and Supplements</b>	for those classes taken in-person, includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course. For those courses taken online, access to course website for 12 months included in fees.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	Register for an entire certificate for only \$14,000, saving \$1,600 to \$6,000, depending on the courses chosen.
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Supply Chain Analytics
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Learn to use lean supply chain concepts as a framework for supply chain analytics, Identify issues with measuring inventory, Discover ways to determine if you have a reasonable amount of inventory, Explore ways to improve inventory performance, Determine ways to control "last mile" costs, Learn to better align and synchronize transportation, Improve the management and reduction of supply chain variability and risk, Learn to design and coordinate supply chains
<b>Contact Information/Web Site</b>	Joene Owen, 404.894.2343, joene.owen@isye.gatech.edu
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Lean supply chain concepts, Inventory analytics, Setting and managing inventory levels, Forecasting analytics, Transportation analytics, Planning and executing commercial carriers, Supply chain synchronization, Supply chain coordination, Supply chain design
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Supply Chain Analytics Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	32
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,700
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Supply Chain Management
<b>Name of Institution</b>	University of Lieges- Belgium
<b>Course Location</b>	Lieges, Belgium
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Appréhender la démarche de la chaîne d'approvisionnement à partir d'un exercice d'intégration, qui, à travers les différents chapitres, les mettra en situation de gérer des problèmes logistiques réalistes tels qu'ils seront peut-être amenés à les vivre dans leur vie professionnelle.
<b>Contact Information/Web Site</b>	<a href="http://www.campusvirtuel.be/online/index.php?option=com_content&amp;view=article&amp;id=91&amp;Itemid=129">http://www.campusvirtuel.be/online/index.php?option=com_content&amp;view=article&amp;id=91&amp;Itemid=129</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Transport, Stock management, distribution, client service
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Lieges- Belgium
<b>Degree/certificate awarded</b>	degree
<b>Specify degree/certificate awarded</b>	Executive Master in Management
<b>Other Incentives (yes/no)</b>	yes
<b>List other incentives</b>	3 academic credits
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Cours de marketing, de comptabilité, application & acceptance to Online Exec MS program
<b>Total time commitment</b>	3168
<b>Attendance</b>	combination
<b>If attendance requires combination, describe</b>	online & 2 day in-person
<b>Total Course Fee (in US\$)</b>	5,500
<b>Fee Components and Supplements</b>	includes materials, online course access, room & board for 2 day residential portion
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Supply Chain Management of HIV/AIDS Medicines and Supplies/ARV Procurement and Supply Management
<b>Name of Institution</b>	i+solutions
<b>Course Location</b>	Netherlands
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Program Manager
<b>Focus Commodities</b>	One only (identify)
<b>List Commodities Addressed</b>	HIV/AIDS (though "applies to TB, Leprosy, and neglected disease")
<b>Objectives</b>	Demonstrate knowledge of HIV/AIDS medicines and medical supplies quantification and procurement processes, and suggest ways in which they can maintain and/or improve quality and effectiveness of the two processes; Demonstrate knowledge of the quantification process and conduct quantification using both the consumption and morbidity based quantification methods; • Be familiar with the different financing mechanisms for HIV/AIDS medicines and medical supplies and suggest practical tools for decision making in order to improve supply chain performance; Establish and maintain an efficient HIV/AIDS medicines and medical supplies procurement and supply management plans suitable for their work settings; Monitor and evaluate the supply chain for HIV/AIDS medicines and medical supplies.
<b>Contact Information/Web Site</b>	training@iplussolutions.org; www.iplussolutions.org; +31 348 489 643/646
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	Infrastructure and systems requirements for HIV/AIDS medicines and medical supplies logistics management; Procurement and supply chain management plans for HIV/AIDS medicines and medical supplies; Quantification and procurement planning for HIV/AIDS medicines and medical supplies; Global Financing mechanisms, cost saving through efficient quantification and procurement; Supply chain Quality Assurance , Monitoring and Evaluation; HIV/AIDS treatment guidelines, product selection and supplier prequalification; Rational use of HIV/AIDS medicines and medical supplies; Storage and distribution management for HIV/AIDS medicines and medical supplies; Supply chain improvement project; Field Visit
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	5,600

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Fee Components and Supplements</b>	includes course materials, transfer to and from airport on first and last day only, hotel accommodation for duration of the course, three meals/day, coffee and tea breaks.
<b>Scholarships/Discounts Available?</b>	no
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	The Supply Chain Management of HIV/AIDS medicines and the related supplies.
<b>Name of Institution</b>	ARV Access for Africa/i+solutions
<b>Course Location</b>	South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Small set (identify)
<b>List Commodities Addressed</b>	HIV/AIDS medicines and related supplies
<b>Objectives</b>	Understand the Principles of Pharmacy, Anti Retroviral Therapy and the HIV/AIDS, have a better understanding of current global financing mechanisms and incorporated challenges, and possibilities to come-up with a better coordination, be able to list current issues in the selection of medicines, mention appropriate criteria for effective medicines selection. Issues of generic medicines and recommended ARVs regimens will be pondered, have discussed Budgeting, the respective components, involved steps, Processes and the Budget Analysis, be able to discuss the role of Procurement in the Supply Chain Management, respective Infrastructures , Resources Required and impacting challenges within the context of the HIV/AIDS, the principles of patents and the TRIPS will be underscored by participants, also, they will be able to understand and e able to analyze the impacts of patents on medicines prices and their impacts to the prices of drugs, be able to appreciate the importance of Accurate Diagnosis of HIV, and be able to describe the importance of Tracking patients on treatment and describe the Diagnostic and Monitoring tools that are required to sustain good ARV programs, understand the General principles of morbidity and consumption methods, and be able to explain their applications in the context of the HIV/AIDS. Also, difficulties in obtaining morbidity and consumptions data will be explained, be able to describe the aims of the Quality Assurance and Quality Control Roles in the Procurement and Supply Chain Management System, be able to Describe the roles of Medicines Regulatory Authorities, and Other International organizations, be able to describe the aims of the Quality Assurance and Quality Control Roles in the Procurement and Supply Chain Management System. Also, they will be able to Describe the roles of Medicines Regulatory Authorities, and Other International organizations, be able to discuss procedures that should be used while receiving ARV, will understand the integrated planning between Stores and Distributions, be familiar with practical strategies on how to improve stores and inventory management for the sake of reducing wastages, be able to describe types of poor drug use and influencing factors, and describe components of a successful ART program, be able to describe the features incorporated with good work force and Strategies of how to attain this workforce, be able to estimate the Human Capacity requirements for effective delivery of ARVs, be able to describe and discuss strategies on how to solve and assess distribution options, be able to identify people who need access to what information, and discuss strategies for information exchange.
<b>Contact Information/Web Site</b>	training@aa4a.co.za
<b>Course Topics</b>	Variety/range of logistics topics in some detail

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>List Course Topics Covered</b>	Planning, Implementation, Monitoring & Evaluation of the procurement, storage and distribution.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	South African Pharmacy
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of competence
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,100
<b>Fee Components and Supplements</b>	Hotel accommodation (single occupancy), Three meals a day, this includes the weekend meals at the hotel, Field Trips, Tuition fee and materials, Airport Transfers
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Transports
<b>Name of Institution</b>	Institut Bioforce Développement
<b>Course Location</b>	France
<b>Language(s) of Instruction</b>	French
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Not provided
<b>Contact Information/Web Site</b>	www.bioforce.asso.fr
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Gestion de la logistique des transports : analyse géographique, choix du mode de transport, contrats, dédouanement...
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	no
<b>Specify degree/certificate awarded</b>	N/A
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	16
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	285
<b>Fee Components and Supplements</b>	Course cost only; does not include meals, lodging, or transportation
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Warehouse Operations Management
<b>Name of Institution</b>	ARV Access for Africa/Fuel/i+solutions
<b>Course Location</b>	South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Public
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Not indicated
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Provide warehouse managers with skills in warehouse planning and management, and to teach how to apply those skills in their own country; Provide practical tools to managers to improve their level of performance; The interchange of skills and experience amongst course members is essential for training activities and learning."
<b>Contact Information/Web Site</b>	training@aa4a.co.za
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Warehouse design and capacity, Situation Analysis & Decision making process, Challenges of Warehousing, Quality Management in the Warehouse & SOP's, Human Resources for Warehouse, Receiving Management, Storage Management & Special Requirements, Inventory Control Management, Distribution Management, Physical Controls in the Warehouse, Safety in the Warehouse, Supervision & Responsibility in the Warehouse, Procurement Planning ,
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	no
<b>Accredited by whom?</b>	N/A
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of competence
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	120
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	9,300
<b>Fee Components and Supplements</b>	Accommodation
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Warehouse/Distribution Center Layout
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	"Improve throughput with systematic layout planning, Reduce handling costs in storage and order picking, Group materials for efficient handling and storage, Plan for expansions and new facilities, Improve the performance of warehouse and distribution facilities, Increase layout planning productivity and effectiveness, Offer practical approaches to storage, order picking, packing, material movement, and physical control, and Streamline material flow in warehouses/distribution centers"
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Improve the performance of your warehouse and distribution facilities through learning and practicing: Typical approaches to layout planning, Three fundamentals of layout planning, Case exercise in layout planning, Systematic layout planning, Profiling and inventory analysis, Handling and storing equipment, Case exercises in methods selection, Classical layouts and flow patterns, Flow of materials analysis, Estimating space requirements, Case exercise in warehouse layout and materials handling, Evaluation of alternative plans—costs and intangibles, Detailed layouts, Case problem in distribution center planning, Organizing your layout project, and Planning, design, and procurement
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Warehouse/Distribution Center Layout Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	24
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,300
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Warehousing Management Skills
<b>Name of Institution</b>	University of Pretoria, South Africa
<b>Course Location</b>	Pretoria, South Africa
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Understand the role of warehousing in the supply chain, Apply warehousing management principles, Apply warehousing layout and design principles, Calculate space requirements, Manage warehouse operations and Identify areas for quality improvement.
<b>Contact Information/Web Site</b>	www.ceatup.co.za, info.ce@up.co.za
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The role of warehousing, Supervising the warehouse, Warehousing layout & design, Calculating space requirements, Managing warehouse operations and Quality improvement.
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	University of Pretoria
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate of completion or attendance
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	Matric
<b>Total time commitment</b>	24
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	604
<b>Fee Components and Supplements</b>	Course fee only, cost of living, books and transportation separate
<b>Scholarships/Discounts Available?</b>	not indicated
<b>Describe scholarships</b>	N/A
<b>Additional comments</b>	

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	Warehousing Short Course
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Facility Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Improve the management and operations of your warehouse through: Learning about paperless warehousing, slotting, and cross docking, Exploring order picking, pallet storage and retrieval, and receiving and supply, Examining bar coding, benchmarking, radio frequency, and case picking, Improving your work measurement, third-party warehousing, and returns, Designing a better warehouse layout and Exploring vehicle alternatives, sorting systems, and international distribution
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	Warehousing in logistics, Vehicles and material handling, Supply chain systems equipment, Warehouse activity profiling, Performance, cost, and service measures, Warehouse layout and design, Order picking, Receiving and putaway, Storage and retrieval systems, Slotting, Paperless warehousing, Warehouse management systems, Container design and selection, Dock operations, Third-party warehousing, Workforce management, Future trends in warehousing
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Warehousing Short Course Certificate
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	40
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,500
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	World Class Inventory Planning and Management
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Learn to reduce inventory levels, increase fill rates, and maximize the financial performance levels of your inventory through: Analyzing inventory data to reduce inventory carrying costs, Determining how to measure and improve inventory performance, Reducing, measuring, and managing demand variability, Evaluating how to measure and reduce purchase order costs, and Determining how to optimize safety stock and service levels
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The role of inventory management in logistics and business, Inventory management facts and fundamentals, Inventory activity profiling and data mining, Inventory performance, cost, and value measures, Forecasting tips, tricks, techniques, and technology, Lot size optimization, Safety stock optimization and fill rate planning, Inventory control policies, Inventory deployment
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in World Class Inventory Planning and Management
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	32
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,900
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	World Class Inventory Planning and Management
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Practitioner (Logistician, warehouse manager, LMIS manager, etc.)
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Learn to reduce inventory levels, increase fill rates, and maximize the financial performance levels of your inventory through: Analyzing inventory data to reduce inventory carrying costs, Determining how to measure and improve inventory performance, Reducing, measuring, and managing demand variability, Evaluating how to measure and reduce purchase order costs, and Determining how to optimize safety stock and service levels
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The role of inventory management in logistics and business, Inventory management facts and fundamentals, Inventory activity profiling and data mining, Inventory performance, cost, and value measures, Forecasting tips, tricks, techniques, and technology, Lot size optimization, Safety stock optimization and fill rate planning, Inventory control policies, Inventory deployment
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in World Class Inventory Planning and Management
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	some minimum technical requirement specified under "comments"
<b>Total time commitment</b>	40
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,800
<b>Fee Components and Supplements</b>	"online courses include access to course materials for one year, PowerPoint slides used in on campus courses, extensive course notes including complete transcriptions of live classroom presentations, streaming video clips demonstrating the operation of important logistics systems, Photo galleries highlighting the operation of important logistics systems, Educational versions of the decision support tools presented in the course"
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Additional comments</b>	Technical requirements: 400MHz Intel Pentium II processor or faster, 64MB of RAM (128MB on Windows XP or later), 52MB available disk space, 56Kbps modem (audio only). A high-speed connection is required to view
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**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	World Class Logistics and Supply Chain Strategy
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Develop a comprehensive strategy to reduce costs and improve customer service through: Evaluating how logistics should fit into corporate and supply chain organizations, Determining how to mine logistics data to achieve supply chain breakthroughs, Measuring and benchmarking logistics and supply chain performance, Optimizing your customer service logistics, Reducing your inventory and improving service at the same time, and exploring how to reduce cost and improve quality, cycle time, and accuracy at the same time
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	The evolution and role of supply chain logistics in business, Logistics activity profiling and data mining, Supply chain performance, cost, and value measures, World-class customer service and order processing, World-class inventory planning and management, World-class sourcing and procurement, World-class transportation and distribution, World-class warehousing and material handling, Logistics and supply chain information systems, Logistics outsourcing: If, when, and how, and Supply chain organization design and development
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in World Class Logistics and Supply Chain Strategy
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	32
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,900
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	World Class Logistics and Supply Chain Strategy
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Open enrollment
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Develop a comprehensive strategy to reduce costs and improve customer service through: Evaluating how logistics should fit into corporate and supply chain organizations, Determining how to mine logistics data to achieve supply chain breakthroughs, Measuring and benchmarking logistics and supply chain performance, Optimizing your customer service logistics, Reducing your inventory and improving service at the same time, and exploring how to reduce cost and improve quality, cycle time, and accuracy at the same time
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	Variety/range of logistics topics in some detail
<b>List Course Topics Covered</b>	The evolution and role of supply chain logistics in business, Logistics activity profiling and data mining, Supply chain performance, cost, and value measures, World-class customer service and order processing, World-class inventory planning and management, World-class sourcing and procurement, World-class transportation and distribution, World-class warehousing and material handling, Logistics and supply chain information systems, Logistics outsourcing: If, when, and how, and Supply chain organization design and development
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in World Class Logistics and Supply Chain Strategy
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	some minimum technical requirement specified under "comments"
<b>Total time commitment</b>	40
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,800
<b>Fee Components and Supplements</b>	"online courses include access to course materials for one year, PowerPoint slides used in on campus courses, extensive course notes including complete transcriptions of live classroom presentations, streaming video clips demonstrating the operation of important logistics systems, Photo galleries highlighting the operation of important logistics systems, Educational versions of the decision support tools presented in the course"
<b>Scholarships/Discounts Available?</b>	yes

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	Technical requirements: 400MHz Intel Pentium II processor or faster, 64MB of RAM (128MB on Windows XP or later), 52MB available disk space, 56Kbps modem (audio only). A high-speed connection is required to view

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	World Class Transportation and Distribution
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Facility Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Improve service and reduce total cost with a better transportation plan through: Examining how to profile and interpret shipment activity, Selecting the right number of distribution levels, Determining how to optimize routes and schedules, Evaluating how to select the right port, the appropriate incoterm and learning how to navigate customs, and learning to better manage total transportation spending
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The role of transportation in logistics and business, Transportation activity profiling and data mining, Transportation performance, cost, and value measures, Network design and optimization, Routing and scheduling optimization, Mode and carrier optimization, Shipment planning optimization, International transportation optimization, Carrier optimization, Freight optimization, Fleet optimization, Transportation management systems, Technologies for transportation
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in World Class Transportation and Distribution
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	32
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,900
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	World Class Transportation and Distribution
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Facility Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Improve service and reduce total cost with a better transportation plan through: Examining how to profile and interpret shipment activity, Selecting the right number of distribution levels, Determining how to optimize routes and schedules, Evaluating how to select the right port, the appropriate incoterm and learning how to navigate customs, and learning to better manage total transportation spending
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The role of transportation in logistics and business, Transportation activity profiling and data mining, Transportation performance, cost, and value measures, Network design and optimization, Routing and scheduling optimization, Mode and carrier optimization, Shipment planning optimization, International transportation optimization, Carrier optimization, Freight optimization, Fleet optimization, Transportation management systems, Technologies for transportation
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in World Class Transportation and Distribution
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	some minimum technical requirement specified under "comments"
<b>Total time commitment</b>	40
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,800
<b>Fee Components and Supplements</b>	"online courses include access to course materials for one year, PowerPoint slides used in on campus courses, extensive course notes including complete transcriptions of live classroom presentations, streaming video clips demonstrating the operation of important logistics systems, Photo galleries highlighting the operation of important logistics systems, Educational versions of the decision support tools presented in the course"
<b>Scholarships/Discounts Available?</b>	yes

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council
<b>Additional comments</b>	Technical requirements: 400MHz Intel Pentium II processor or faster, 64MB of RAM (128MB on Windows XP or later), 52MB available disk space, 56Kbps modem (audio only). A high-speed connection is required to view

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	World Class Warehousing and Material Handling
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	Georgia, USA
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Facility Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Develop a warehouse master plan to support your logistics strategy through: Designing warehouses to maximize your supply chain efficiency, Evaluating how to measure and benchmark warehouse performance, Designing and implementing cross-docking, Examining how to select the optimal storage mode, Determining how to optimize item slotting, batch picking, and pick sequencing, and learning how to choose the optimal paperless technology and WMS
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The role of warehousing in logistics and business, Warehouse activity profiling and data mining, Warehouse performance, cost, and value measures, Receiving and putaway practices and systems, Storage systems optimization, Order picking principles and systems, Unitizing and shipping, Warehouse layout optimization and Warehouse management systems
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in World Class Warehousing and Material Handling
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	no
<b>List any prerequisites</b>	N/A
<b>Total time commitment</b>	32
<b>Attendance</b>	in-person (one trip)
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	3,900
<b>Fee Components and Supplements</b>	includes breakfast, lunch, snack, daily parking, wireless Internet connection & course materials. Additional costs are transport from home to training site and accommodations while attending the course.
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount
<b>Additional comments</b>	course hours do not include travel, only lecture hours

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

<b>Course Title</b>	World Class Warehousing and Material Handling
<b>Name of Institution</b>	Georgia Tech, Supply Chain & Logistics Institute
<b>Course Location</b>	online
<b>Language(s) of Instruction</b>	English
<b>Target sector</b>	Private
<b>Target Audience</b>	Facility Manager
<b>Focus Commodities</b>	Any/all
<b>List Commodities Addressed</b>	
<b>Objectives</b>	Develop a warehouse master plan to support your logistics strategy through: Designing warehouses to maximize your supply chain efficiency, Evaluating how to measure and benchmark warehouse performance, Designing and implementing cross-docking, Examining how to select the optimal storage mode, Determining how to optimize item slotting, batch picking, and pick sequencing, and learning how to choose the optimal paperless technology and WMS
<b>Contact Information/Web Site</b>	<a href="http://www.scl.gatech.edu/professional-education/certificates/">http://www.scl.gatech.edu/professional-education/certificates/</a>
<b>Course Topics</b>	One logistics function in great detail
<b>List Course Topics Covered</b>	The role of warehousing in logistics and business, Warehouse activity profiling and data mining, Warehouse performance, cost, and value measures, Receiving and putaway practices and systems, Storage systems optimization, Order picking principles and systems, Unitizing and shipping, Warehouse layout optimization and Warehouse management systems
<b>Estimated % of course spent on logistics topics</b>	100
<b>Accredited?</b>	yes
<b>Accredited by whom?</b>	Southern Association of Colleges and Universities
<b>Degree/certificate awarded</b>	certificate
<b>Specify degree/certificate awarded</b>	Certificate in World Class Warehousing and Material Handling
<b>Other Incentives (yes/no)</b>	no
<b>List other incentives</b>	N/A
<b>Prerequisites (yes/no)</b>	yes
<b>List any prerequisites</b>	some minimum technical requirement specified under "comments"
<b>Total time commitment</b>	40
<b>Attendance</b>	online
<b>If attendance requires combination, describe</b>	
<b>Total Course Fee (in US\$)</b>	2,800
<b>Fee Components and Supplements</b>	"online courses include access to course materials for one year, PowerPoint slides used in on campus courses, extensive course notes including complete transcriptions of live classroom presentations, streaming video clips demonstrating the operation of important logistics systems, Photo galleries highlighting the operation of important logistics systems, Educational versions of the decision support tools presented in the course"
<b>Scholarships/Discounts Available?</b>	yes
<b>Describe scholarships</b>	discounted fees available for those who have taken another SCL course, members of CSCMP, and some courses are discounted for members of INFORMS, NASSTRAC, AST&L & the Atlanta Logistics Innovation Council, early registration discount

**Professional Development Opportunities for Public Sector Reproductive Health Commodity Managers**

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<b>Additional comments</b>	Technical requirements: 400MHz Intel Pentium II processor or faster, 64MB of RAM (128MB on Windows XP or later), 52MB available disk space, 56Kbps modem (audio only). A high-speed connection is required to view
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