

## In Ethiopia, building accountability and ownership with job descriptions

To ensure sure that patients have the right kind of medicine available when they need it requires knowing how much of each product is needed and where it is needed.

This means that warehouses need up-to-date and accurate data from health facilities, and national warehouse headquarters need data from all warehouses for procurement and distribution planning. Improved quality and quantity of data results in a more efficient public health supply chain.

In order to manage the collection of necessary pharmaceutical information, the Government of Ethiopia developed an Integrated Pharmaceutical Logistics System (IPLS). SCMS supported the implementation of IPLS by training more than 3,000 people from over 2,000 health facilities. One of the challenges resulting from the development and expansion of this system has been the resulting workload and lack of clarity with regard to roles and responsibilities at health facility and other levels.

SCMS began working with the Ethiopian government to address these challenges. At the outset, training was offered on the use of the IPLS for Pharmacy Department heads, facility store managers and Regional Health Bureau heads. Immediately thereafter implementation of IPLS increased, but the improvements were not consistent or sustained. It appeared that successful implementation was largely due to eager and proactive individuals, rather than being institutionalized within the overall system.

The key issues identified as a barrier to consistent implementation of IPLS were a lack of ownership, responsibility and accountability. In order to address this, it was proposed that required tasks needed to be formally integrated into job descriptions, and therefore job requirements of staff members working with the pharmaceutical logistics system. Expanding job descriptions and responsibilities, however, turned out to be quite a substantial task, since most institutions had no existing job descriptions for pharmacy personnel.

In collaboration, SCMS and the health bureaus of Dire Dawa city administration and Harari region drafted job descriptions for pharmacy staff working at the different levels. In February 2012, with SCMS technical and financial support, meetings were organized to gather stakeholders' input on the draft job descriptions. Participants included human resource managers from the health bureaus and health facilities, civil service bureau staff, the Management Institute staff and pharmacy staff at respective facilities. After final-



Job description drafting workshop for pharmaceutical logistics staff

izing the job descriptions and receiving approval from all relevant bodies, the Dire Dawa and Harari regional health bureaus sent letters to health facilities, and the facilities then informed their pharmaceutical logistics staff of their official job descriptions. This formally established accountability by outlining staff responsibilities.

As a result of this initiative, pharmacy units in health centers have established a hierarchy of communication and a system for monitoring and evaluating IPLS implementation. The development of job descriptions has clarified roles and responsibilities for reporting between facilities and regional health bureaus. In addition, job descriptions enabled pharmacy units at health facilities, for the first time, to develop annual work plans in line with their documented roles and responsibilities and in such a way that entails accountability. The IPLS training and new job descriptions have resulted in consistent implementation of IPLS and subsequently, improved management.

## ABOUT SCMS

The Supply Chain Management System (SCMS) was established to collaborate within country and global partners to ensure a reliable, cost-effective and secure supply of high quality medicines and health products for HIV/AIDS prevention, care and treatment. SCMS is funded as part of the President's Emergency Plan for AIDS Relief. Visit us at [www.scms.pfscm.org](http://www.scms.pfscm.org).

The author's views expressed in this publication do not necessarily reflect the views of the US Agency for International Development or the United States government.

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### የስራ መደብ መጠሪያ፡ የፋርማሲ ኪዝ ቲም አስተባባሪ

#### ተጠሪነቱ፡ ስጦና ጣቢያ ኃላፊ

**የሙያ ደረጃ፡** ፋርማሲስት እና ዜር ዓመትና ከዚያ በላይ የስራ ልምድ ያለው/ያላት ወይም ድራጊስትና ሁለት ዓመትና ከዚያ በላይ የስራ ልምድ ያለው/ያላት

#### አጠቃላይ ኃላፊነት

በጤና ጣቢያውና በስር በሚገኙ ጤና ክላሞች የሚገለገለው ህብረተሠብ ተገቢ የሆነውን የመድኃኒትና የህክምና መገልገያዎች አቅርቦትና አገልግሎት እንዲያገኝ ማስቻል ነው። ለዚህም የተቋሙን የፋርማሲያ-ተካልስ ሎጂስቲክስና አገልግሎት ስራዎችን ያደራጃል፣ ይመራል፣ ይከታተላል፣ ያረጋግጣል።

#### ዝርዝር ኃላፊነት

1. የጤና ጣቢያውን ፋርማሲ ኪዝ ቲም የበጀት ዓመቱን የስራና የበጀት እቅድ ከተሙና ከሚመለከታቸው የስራ ሂደት አባላት ጋር በማስተባበር ያዘጋጃል። ለሚመለከታቸው አካላት ገቢ በማድረግ ያፀድቃል። የእቅዱን ተግባራዊነት ይከታተላል፣ ያረጋግጣል።
2. የጤና ጣቢያው የመድኃኒትና ህክምና ኮሚቴ (DTC) ፀጋፊ በመሆን ያገለግላል። በጤና ጣቢያ የDTC ማቋቋሚያና ስራ መመሪያ ላይ የተጠቀሱትን ዝርዝር የኮሚቴው ፀጋፊ ተግባራትን ይከውናል።
3. በጤና ጣቢያው የመድኃኒት መዘርዘር ላይ በመመስረት ከመድኃኒት ማከማቻ ክፍል ኃላፊ (store manager) ጋር በመሆን አመታዊ የመድኃኒት ፍላጎት በአይነት፣ በመጠንና በዋጋ በመተመን ለሚመለከታቸው አካላት ያሳውቃል።
4. በኪዝ ቲም የበጀት ዓመት እቅዱ ላይ በተቀመጠው የአቅርቦት ጊዜ ሰሌዳና የመስተዳድርን የግዢ መመሪያ በሚፈቅደው መሠረት መድኃኒቶች ተገዝተው ለጤና ጣቢያው እንዲቀርቡ የሚመለከታቸውን አካላት በማስተባበር ግዢውን ይፈፅማል።
5. በየሁለት ወር በጤና ጣቢያው ማከማቻ ክፍል ኃላፊ የሚዘጋጀውን የመድኃኒት ሪፖርትና መጠየቂያ (RRF) የመረጃ ጥራትና ትክክለኛነት ከገመገመ በኋላ በጤና ጣቢያው ኃላፊ እንዲረጋገጥ ያደርጋል። ለሚመለከታቸው አካላትም በወቅቱ ይልካል።
6. ለፋርማሲያ-ተካልስ ሎጂስቲክስ ለምክንያታዊ የመድኃኒት አጠቃቀም (Rational Drug Use) አገልግሎት የሚውሉ የመረጃ መመዘኛዎች፣ ለሪፖርትና ለመጠየቅ አገልግሎት የሚውሉ የተለያዩ ቅጾች በጤና ጣቢያው የተለያዩ ክፍሎችና በጤና ክላሞች መኖራቸውን ይከታተላል።
7. በጤና ጣቢያው የመድኃኒት ማከማቻ ክፍል የክምችት ሁኔታን ለመከታተል የሚረዳውን ስቶክ ካርድ (Stock card) በአግባቡ ይይዛል ወይም እንዲያዝ ያደርጋል። ስቶክ ካርዶቹም ወቅታዊ መረጃ እንዲይዙ (update) ያደርጋል።
8. የመድኃኒቶችንና የህክምና መገልገያዎችን ወቅታዊ የዋጋ ዝርዝር በየጊዜው በማዘጋጀት ለሚመለከታቸው የጤና ጣቢያው ክፍሎችና በስር በሚገኙት ጤና ክላሞች ያሳውቃል።
9. የአገልግሎት ጊዜያቸው ሊያበቃ የተቃረኑ መድኃኒቶችንና የህክምና መገልገያዎችን (near expiry pharmaceuticals) ክትትል በማድረግ የሁለት ብክነትን በመከላከል ለተገልጋዩ ህብረተሠብ የሚደርሱበትን ሁኔታ ያመቻቻል።
10. በጤና ጣቢያው ፋርማሲ ኪዝ ቲም ስር የሚገኙ ክፍሎችን ተገቢውን አገልግሎት መስጠታቸው ለማረጋገጥ የአለት ተአለት ስራዎችን ያስተባብራል፣ ይቆጣጠራል፣ ይመራል።

Job Descriptions for pharmacy personnel, in Amharic

### Sample job descriptions for pharmacy personnel of health centers under Dire Dawa Regional Health Bureau



#### **Position 1: Coordinator**

**Title/Position:** Pharmacy Case Team Coordinator

Reports to: Head of Health Center

**Qualification:** Pharmacist with zero and above years of experience or Druggist with two and above years of experience

#### **Overall Responsibilities:**

Enabling the community served by the health center and health posts under the health center get the pharmaceuticals and services they needed. To achieve this goal, the coordinator organize, leads and monitors the pharmaceutical logistics and services works of the institution and ensure for the proper function of the system.

#### **Specific Responsibilities:**

1. Coordinates and prepares the annual plan of the pharmacy case team together with members of the team and other concerned bodies of processes in the health center.
2. Serves as a secretary of Drug and Therapeutic Committee (DTC) of the health center. He/she commits detail activities of the secretary set in the TOR of the committee.
3. Prepares an annual pharmaceuticals need of the health center in type, quantity and financial amount together with the store manager; and notifies the forecast to the concerned bodies of the facility.
4. Coordinates, procures pharmaceuticals and make them available to the health center as per the procurement time set in the plan of the case team and the guideline of the administration.
5. Review for the correctness and data quality of the RRF prepared on bimonthly bases by the store manager, verify then make to be approved by the HC head and send timely to the concerned bodies.
6. Monitor for the availability of sufficient stock of recording and reporting formats that are used for pharmaceuticals logistics and services/RDU/ in the different units of the health center and health posts under the facility.
7. Maintain and update Stock Record Cards to monitor the stock of pharmaceuticals in the main store of the health center
8. Prepare timely prices of pharmaceuticals and notify to the different units and health posts under the health center.
9. Closely monitor for stocks of near expiry drugs and facilitates for their timely use to prevent wastage of public resources.
10. Coordinate, lead and monitors the day-to-day activities of units under the pharmacy case team to ensure for the proper delivery of the services.
11. Participates on dispensing activities when necessary.
12. Coordinates for timely collection of expired, damaged and obsolete pharmaceuticals from different units of the health center and the health posts; make them disposed as per the national guideline.

13. Monitor and ensure for the proper implementation of pharmaceuticals logistics system and their rational use in different units within the health center and health posts under the HC.
14. Provide drugs related education to the patients in the daily health education sessions organized by the health center.
15. Conduct regular client satisfaction survey related to the pharmaceutical availability and services provided, review the findings, generate and propose solutions to the concerned parties and follow for their implementation.
16. Prepares indicators or standards of performance evaluation for the staffs under the case team in participatory way and submits to the concerned management of the health center.
17. Evaluate performance of the staffs under the case team as per the agreed standard in collaboration with the concerned management bodies of the facility, communicate the result to the management and work with the management for the reward.
18. Prepares and submit quarter, semi-annual and annual reports of the case team to the head of the health center.
19. Handovers facility's property and skills obtained through trainings to a newly assigned coordinator upon leaving the coordinator position due to different reasons.
20. Works as per the professional ethics and respecting civil servant rules
21. Performs other duties that help achieve the facility's goals

## ***Position 2: Store Manager***

**Title/Position:** Store manager

**Reports To:** Pharmacy Case Team Coordinator

**Qualification:** Druggist with zero or above years of experience

### **Overall Responsibilities:**

Ensure all dispensing units that are being served by the main store get always the right quality, the right quantity and the right types of pharmaceuticals they need on continuous bases. For this, the store manager receives pharmaceuticals coming to the facility, stores properly, issues to the dispensing units, maintains storage and distribution information properly, summarize and report to the concerned bodies.

### **Specific Responsibilities:**

1. Prepare annual plan of the storage unit and submit to the pharmacy case team coordinator.
2. Receive pharmaceuticals coming to the facility upon evaluating their qualities and expiry dates. Register on receiving voucher, give one copy of the voucher to the person that brings the items and send one copy to the coordinator of the case team.
3. Store all pharmaceuticals in the room as per the storage guideline. Monitor continually the temperature, humidity and light condition of the room to fit the standard.
4. Maintain bin cards for all pharmaceuticals in the store room. To ensure the bin cards have got updated information, the manager completes the information immediately; both in the paper based and HCMIS, while receiving, issuing, conducting physical count and any other events that cause changes in the stock level.
5. Monitors closely the stock level and expiry dates of each pharmaceutical in the room. He/she places an emergency order when the stock drops down to that level; also prepare the lists and communicate to the coordinator for products above maximum and near to expire.
6. Provide OJT as necessary on the pharmaceuticals logistics system (IPLS) to staffs from the facility units and health posts that take their products from the main store.
7. Prepare and post the schedule for reporting and taking the supplies (refill) to all units. Issue the required types and quantities of pharmaceuticals based on First-Expire First-out (FEFO) principle to dispensing units and health posts upon evaluating and ensuring for proper quality of reports.

8. Monitor and ensure the availability of necessary formats for recording (BCs), exchanging (vouchers) and reporting (RRF, IFRR, HPMRR) in the store room. Distribute to the units and health posts. Place request to the concerned bodies upon identifying their need.
9. Prepare Report and Requisition Format (RRF) by completing the necessary information on bimonthly bases and send two copies timely to the coordinator
10. Separate expired and damage pharmaceuticals from usable, register and communicate the lists to the coordinator.
11. Participate and facilitate the work of physical inventory and auditing of the main store by providing the necessary documents
12. Prepare and submit timely quarter, semi-annual and annual performance report of the store to the case team coordinator.
13. Participate and provide health education regarding drugs to the patients in the health education sessions of the facility.
14. Handover properties of the facilities and the knowledge and skills obtained through trainings to the newly assigned store managers upon leaving the store manager position.
15. Works as per the professional ethics and respecting civil servant rules
16. Performs other duties that help achieve the facility's goals

### ***Position 3: Outpatient Pharmacy Dispenser***

**Title/Position:** Outpatient Pharmacy (OPD) Dispenser

**Reports to:** Pharmacy Case Team Coordinator

**Qualification:** NA

#### **Overall Responsibilities:**

Monitoring and ensuring the availability of adequate quantities and types of pharmaceuticals needed for the dispensary unit. Also coordinate, monitor and ensure the pharmaceutical services provided to the patients in the unit.

#### **Specific Responsibilities:**

1. Prepare annual plan of the dispensary unit together with staffs from relevant units of the facility. Submit the plan to the pharmacy case team coordinator.
2. Ensure the availability of inputs required for dispensing, formats for recording and reporting, types of pharmaceuticals required in adequate quantities and appropriate storage conditions as per the guideline
3. Participate in the development of pharmaceuticals list of the health center
4. Support the selection, quantification and preparation of procurement request of pharmaceuticals for the facility. She/he will participate and contribute in activities that improve the quality of healthcare in the health center.
5. Dispense the prescribed drugs to the patients with adequate oral and written information
6. Keep narcotics and psychotropic drugs by locking in cabinet; monitor and ensure their proper dispense as per the guideline
7. Monitor and ensure all pharmaceuticals in the unit have Bin cards and updated regularly
8. To avail pharmaceuticals needed for the unit, she/he will prepare request using IFRR of good data quality; submit the request and issue the items as per the established schedule
9. Ensure the proper arrangement of pharmaceuticals and maintenance of clean condition in the unit
10. Prepare lists of new arrival pharmaceuticals to the unit and notify to the prescribers on regular bases
11. Prepare updated lists for prices of pharmaceuticals and post to the place where the clients able to access it

12. Register drugs dispensed to the patients in the patient prescription registration book daily. Keep appropriately prescriptions of the dispensed drugs by separating them on daily bases
13. Serve as DTC secretary in the absence of the pharmacy case team coordinator or when she/he is ordered to do so
14. Participate and provide health education regarding drugs to the patients in the health education sessions organized in the facility
15. Remove immediately expired drugs and medical supplies from shelves in the dispensary, register and communicate the lists to the coordinator
16. Coordinate and monitor activities performed by professionals and supporting staffs working in the unit and ensure for their proper function
17. Prepare reports of the unit regularly and submit timely to the case team coordinator.
18. Works as per the professional ethics and respecting civil servant rules
19. Performs other duties that help achieve the facility's goals when she/he is ordered by the coordinator.