

National Supply Chain Assessment

Measuring public health supply chain capability and performance

What is the National Supply Chain Assessment?

The National Supply Chain Assessment is a comprehensive tool kit that assesses the capability and performance at all levels of a health supply chain. The results of the assessment help supply chain managers and implementing partners develop strategic and operational plans and monitor whether activities are achieving expected outcomes. The assessment informs two key processes:

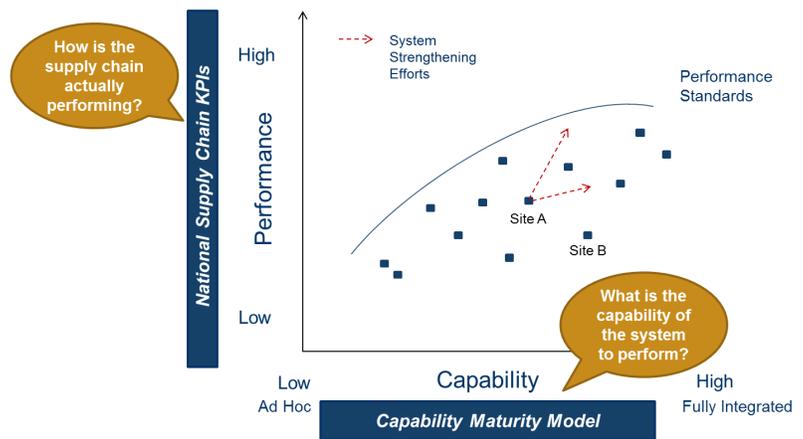
Evidence-based planning & decision-making:

- Informs country and donor decision-making, by identifying and prioritizing key supply chain areas requiring systems strengthening.
- Helps determine which capacity building activities will ensure a strong return on investment (ROI), both in terms of value for money and impact on health outcomes.

Performance Management:

- Provides comprehensive view of supply chain capability maturity and current performance.
- Serves as a baseline, midline and endline assessment for capability and performance.

Figure 1: Assessing Supply Chain Capability and Performance



Results from a National Supply Chain Assessment provide a comprehensive, quantitative picture of capability and performance of the supply chain. The detailed information provided by the assessment allows key stakeholders to validate qualitative understanding of the current state of a supply chain, highlighting whether it is under-performing, meeting expectations or exceeding the expected performance for the capability maturity of the system.

Components of the National Supply Chain Assessment

The National Supply Chain Assessment consists of three tools that measure the enabling environment, capability maturity and performance of a health supply chain.

Environmental Profile

The environmental profile is a qualitative tool that guides an assessment of the enabling environment that the supply chain operates within. It covers topics such as policies, the donor landscape, financing, supply base, infrastructure and political influences.

Capability Maturity Model (CMM) Diagnostic Tool

The CMM is a quantitative diagnostic tool that assesses the capability maturity of a supply chain at multiple levels, from the central level to service delivery points (SDP), and across the functional areas such as forecasting & supply planning, procurement, warehousing & inventory management and transportation and cross-cutting organizational elements (enablers) such as human resources and infrastructure. Capability is benchmarked against five established maturity levels, adapted from private sector best practice to fit the public health context.

Supply Chain KPI Assessment

The Supply Chain KPI Assessment is a set of indicators that comprehensively measure the performance of a health supply chain at both the outcome and process levels, addressing overarching performance and the performance of specific functional areas.

Figure 2: National Supply Chain Assessment Case Study

Resources Required

The resources required for each assessment will be determined by the scope of the assessment, i.e. the number of sites visited, supply chain areas assessed, timeframe, human capital and budget available. For each assessment there are three general areas to consider when resourcing the assessment.

Human Resources

Each data collection team will require 2-3 people. Ideally the assessment team should include ministry personnel, donor staff and external consultant(s) with technical expertise and data analysis/monitoring and evaluation skills.

Timeframe

Assessments are typically completed within a four to five-week time frame, with two to three weeks in-country by the external consultants.

Budget

Budget will be dependent on the scope of the assessment. Costs to include are four to five weeks level of effort (LOE) for at least three resources and travel costs.

Outputs

After analyzing the results of the assessment, implementers can expect two outputs including a standardized dashboard and country specific data visualization and analysis. These outputs are designed to facilitate stakeholder decision-making or performance management.

Dashboard

The dashboard gives a high-level overview of the assessment results for both capability and performance. This one page document is a good communications tool for stakeholders.

Country specific Analysis

Using the excel data collection tool or access database, additional detailed analysis of the assessment results can be completed. This deeper analysis provides additional context to the results by sorting data by product type, geographical location or specific time periods. Assessment teams can tailor this analysis to the needs of stakeholders.

The SCMS NSCA Tool was developed in collaboration with PEPFAR, USAID | DELIVER Project and SIAPS Program.

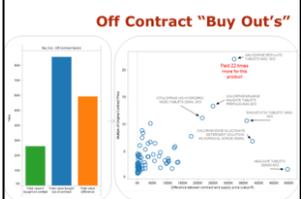
For further information please contact Diane Reynolds (dreynolds@pfscm.org).

Case Study: Example

At the outset of a new program , SCMS implemented the National Supply Chain Assessment to scope its systems strengthening activities.

- Problem identified by in-country supply chain managers prior to program start:

Inadequate warehouse inventory
- SCMS implemented the assessment and the results identified that ad hoc off-contract spend and other procurement processes were the primary problem. Although the processes were in place, the KPI assessment revealed that they were not followed. Inadequate inventory was the symptom not the cause.



Off Contract "Buy Outs"

	SDP	District	Regional	Central	National
Product Selection	2.5	1.2	3.3	3.6	2.65
Forecasting & Supply Planning	1.2	2.2	3.2	4.0	2.65
Procurement	3.3	1.2	4.5	3.4	3.1
Warehousing & Inventory Management	2.5	1.2	3.3	3.6	2.65
Transportation	3.3	1.2	4.5	3.4	3.1
Dispensing	1.2	2.2	3.2	4.0	2.65
Lab Issuing	3.3	1.2	4.5	3.4	3.1
Waste Management	2.5	1.2	3.3	3.6	2.65
- SCMS helped the logistics management unit improve their procurement processes and other key areas identified by the assessment, for an estimated \$11million in savings.

Off Contract Spend	•Improved Planning •Improved Vendor management •Improved Procurement processes •Improved governance •Increased contract spend	R00,000,000
Procurement	•Decrease non EDL purchases •Improved planning •Improved order process •Improved vendor management	R00,000,000
Product Availability	•Improved Processes around Expires •Implemented QA department •Improved security •Improved utilisation	R0,000,000
Excess Stock		R0,000,000
Warehouse		R0,000,000
Distribution		R0,000,000

Figure 3: National Supply Chain Assessment Dashboard

