

# Managing Performance Toward Scale-Up

## Going Beyond Traditional Monitoring and Evaluation to Strengthen Systems

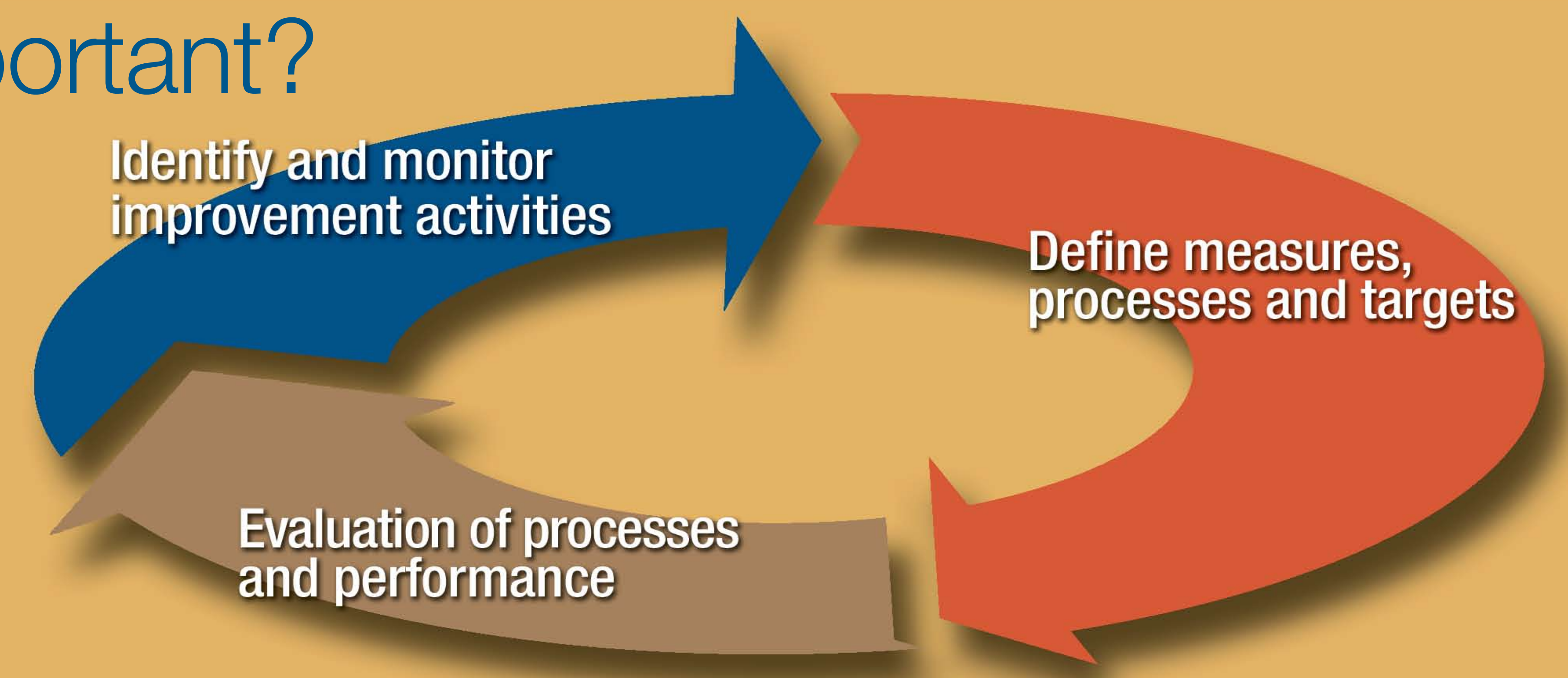
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In 2005, SCMS was established to supply essential commodities to PEPFAR programs. Start-up and implementation happened concurrently to provide uninterrupted service. A continuous and holistic performance management approach ensures a safe, secure and reliable supply chain.

### Why is a continuous and holistic approach important?

- Identifies opportunities for improvement using real-time performance information
- Gauges ability to meet the needs of stakeholders by incorporating input from customers, vendors and employees
- Improves ability to continuously drive change and achieve long-term results



Continuous monitoring process leading to improvement actions

How is SCMS applying best practices from the private and public sectors to manage performance and achieve results?



### Governance

Establish goals and objectives  
Hold managers accountable



### Performance measures

Develop measures  
Assess progress



### Systems/ processes

Consistently collect data from multiple sources. Make visible to customers, vendors, employees



### Reporting

Provide unified view of business performance tailored to management needs

## Outcome =

Drive the organization toward continuous improvement to strengthen systems

### What are the obstacles to implementation?

- Unifying multiple operating units, country offices and service offerings
- Operating in a resource constrained environment
- Stakeholder tendency to make decisions based on anecdotal evidence

### What are the critical steps required to address challenges?

- Develop mission, vision and goals to guide strategy
- Map processes and develop standard operating procedures
- Build measures and reporting into daily processes
- Dedicate resources to track performance and promote improvement
- Take a flexible approach to grow and change

### What improvements have been achieved?

- Enhanced communication and greater visibility of order status for customers
- Improved vendor lead-times
- Streamlined price quote process
- Emphasized quantifying demand for lab products

