



USAID GLOBAL HEALTH SUPPLY CHAIN PROGRAM

TECHNICAL ASSISTANCE, NATIONAL SUPPLY CHAIN ASSESSMENT TASK ORDER

Measuring Public Health Supply Chain Capability and Performance

NSCA 2.0



DISCLAIMER: Development of the NSCA 2.0 toolkit was funded by the United States Agency for International Development (USAID). The authors' views expressed in this publication do not necessarily reflect the views of USAID or the United States Government.

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 or can focus on a specific level or site within the system. The results of the assessment help supply chain stakeholders develop their strategic, operational, and/or investment plans and monitor whether activities are achieving their desired outcomes.

The assessment informs two key processes:

Evidence-Based Investment & Planning:

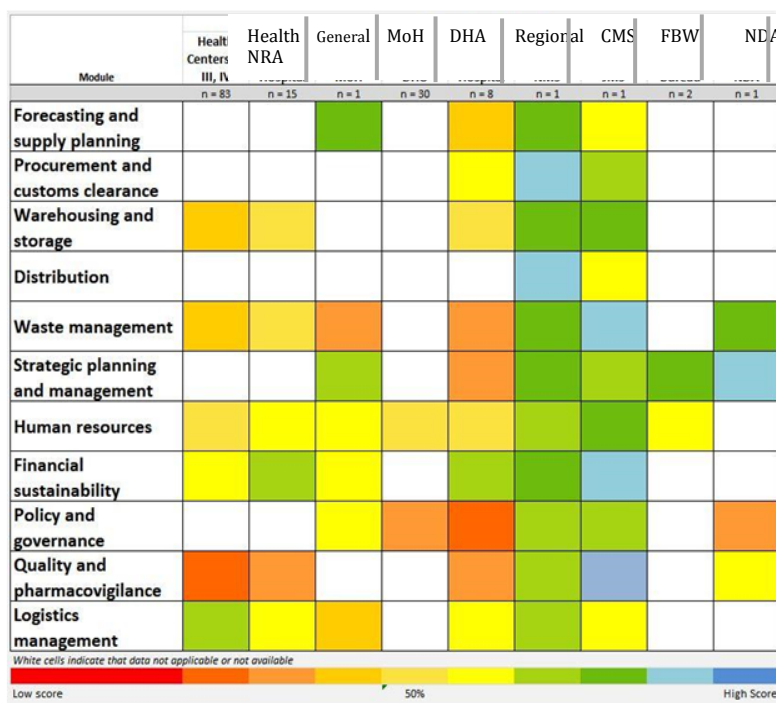
- Informs and guides supply chain country and donor investments
- Informs country strategic planning and performance management processes
- Informs national supply chain policies and decisions

Performance Management:

- Provides comprehensive picture of national supply chain capability maturity and current performance
- Monitors the impact of specific supply chain improvement activities and/or investments
- Monitors progress over time and against national performance indicator targets

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

Figure 1: Sample Heat Map for NSCA



Components of the National Supply Chain Assessment

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

Supply Chain Mapping

The supply chain mapping is a qualitative data collection activity, usually conducted through a workshop, that ensures that all stakeholders come to consensus on how the supply chain operates, and what supply chain components are “in scope” for the assessment. It covers topics such as: product and information flow, policies, roles and responsibilities, the donor landscape, financing, supply base, infrastructure (to an extent) and policy.

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 including forecasting & supply planning, strategic planning and management, policy and governance, procurement, quality & pharmacovigilance, warehousing & inventory management, distribution, logistics management information systems, waste management, and cross-cutting organizational elements (enablers) such as human resources and financial sustainability. A “focused” version of the tool can be used to examine only a subset of these. Capability is benchmarked against four established maturity levels (basic, intermediate, advanced and state of the art), 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

Resources Required

The resources required for each assessment will be determined by the scope of the assessment, i.e., number of sites visited, supply chain functional areas assessed, timeframe, human capital and budget available. Three general areas to consider when identifying resources for each assessment include:

Human Resources

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

Timeframe

Assessments are typically completed within a 4-5 week time frame, with 2-3 weeks of data collection.

Budget

Budget will be dependent on the scope of the assessment. Costs to include are 4-5 weeks level of effort (LOE) for assessment managers, 2-3 weeks of LOE and per diem for data collectors, national and (in most cases) international travel costs, vehicle rental, facility rental for stakeholder workshops and data collector training, and data analysis and report writing.

Outputs

After analyzing the results of the assessment, implementers can expect three standard outputs and one optional one. These outputs are designed to serve different purposes in facilitating stakeholder utilization of the results.

Technical report

The technical report summarizes the overall assessment as well as provides detailed narrative

explanation of the background, methodology, results and conclusions of the assessment, and serves as a primary source of reference on the findings for national and international stakeholders.

Dashboard

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

Data tables, visualizations and analysis

The Microsoft Excel data analysis workbook provides detailed information on all of the results, automated analysis of the standard KPI and capability measures, and visualizations of key measures. The workbook allows the national stakeholders to explore the calculations in depth and to conduct additional analyses.

For further information please contact: NSCA@usaid.gov and NSCA@ghsc-psm.org