



USAID GLOBAL HEALTH SUPPLY CHAIN PROGRAM

TECHNICAL ASSISTANCE, NATIONAL SUPPLY CHAIN ASSESSMENT TASK ORDER

How to Conduct Capability and KPI Interviews

NSCA 2.0



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ACRONYMS AND ABBREVIATIONS

CMM	Capability Maturity Model
KPI	Key Performance Indicator
MoH	Ministry of Health
NSCA	National Supply Chain Assessment
SDP	Service Delivery Point

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PURPOSE

The audience for this document is data collectors engaged in a national supply chain assessment activity (NSCA). For the assessment activity, data will be collected for both capability maturity model (CMM) measures as well as key performance indicators (KPI). This document provides guidance on how to collect both types of data during an NSCA. Data are collected through a capability or KPI interview, as appropriate. The document is split into four sections: general background on NSCA data collection, preparations, conducting the interview (CMM or KPI), and support resources.

GENERAL BACKGROUND INFORMATION ON NSCA DATA COLLECTION

OVERVIEW OF CAPABILITY MATURITY MODEL DATA COLLECTED

NSCA capability assessment data is collected at all levels of the supply chain, along with other facility information. Table 1 provides a brief overview of the capability maturity model data collected (by functional area), the levels of the public health supply chain assessed, and tools needed to support the capability maturity model interview. It is worth noting that though 11 functional areas are noted in Table 1, as areas assessed in an NSCA, not all functional areas are assessed at all levels. SurveyCTO and the CMM paper-based tool provide detailed guidance on which items are assessed at which levels of service.

TABLE 1: CMM SOURCE DATA ELEMENTS AND TOOLS PER LEVEL OF THE SUPPLY CHAIN.					
		Level of the Supply Chain			
		HEALTH FACILITY (SDP)*	INTERMEDIATE & REFERRAL HOSPITAL	INTERMEDIATE LEVEL STORAGE FACILITY	CENTRAL
Capability Functional Domains Assessed	Strategic Planning and Management		Warehousing and Storage		
	Human Resources		Distribution		
	Financial Sustainability		Logistics Management Information System		
	Policy and Governance		Quality and Pharmacovigilance		
	Procurement and Customs Clearance		Waste Management		
	Forecasting and Supply Planning				
CMM Questionnaires	What	SDP Capability (Questionnaire)	Hospital Capability (Questionnaire)	Warehouse Capability (Questionnaire)	Central Capability (Questionnaire)
	How	1) Conduct key informant interviews using CMM questionnaires in SurveyCTO application on the tablets or paper-based tool. 2) Enter data + notes into pre-programmed functional modules in SurveyCTO or paper-based tool, as relevant.			

TABLE 1: CMM SOURCE DATA ELEMENTS AND TOOLS PER LEVEL OF THE SUPPLY CHAIN.

		Level of the Supply Chain			
		HEALTH FACILITY (SDP)*	INTERMEDIATE & REFERRAL HOSPITAL	INTERMEDIATE LEVEL STORAGE FACILITY	CENTRAL
		3) Upload collected data daily.			
Other Information	What	Facility Info	Facility Info	Facility Info	Facility Info
	How	Complete Facility Information questions and geolocation at the beginning of the tool.			

*SDP: Service Delivery Point

**Skip geolocation if the interview is conducted using the paper-based tool
Overview of Key Performance Indicator Data Collected

KPI data is collected at all levels of the supply chain, along with other facility information – see Table 2 for a brief overview of the content that is covered in the key performance indicators collected at each level of service and brief process used to collect KPI data.

TABLE 2: KPI SOURCE DATA ELEMENTS AND TOOLS PER LEVEL OF THE SUPPLY CHAIN

		Level of the Supply Chain			
		NON-CENTRAL			CENTRAL
		HEALTH FACILITY (SDP)	INTERMEDIATE & REFERRAL HOSPITAL	INTERMEDIATE LEVEL STORAGE FACILITY	
Source Data Elements		Facility/Site Type Data + Stock Data + Upstream Order Data + Downstream Delivery Data + Cost of Warehouse and Distribution Operations + Temperature Data + Supply Chain Human Resource Data	Facility/Site Type Data + Stock Data + Upstream Order Data + Downstream Delivery Data + Cost of Warehouse and Distribution Operations + Temperature Data + Supply Chain Human Resource Data	Facility/Site Type Data + Stock Data + Upstream Order Data + Downstream Delivery Data + Cost of Warehouse and Distribution Operations + Temperature Data + Supply Chain Human Resource Data	Stock Data + Forecasting Data + Planned/Current Order Product Quantity Data + QA Data + Product Type + Commodity Budget/Funding Sources + Unit Price Paid for Products + International Reference Prices + Product + Custom Clearance Data + Stock Value + Supply Chain Human Resource Data
Key Performance Indicators	What	Health Facility (SDP) KPIs	Intermediate and Referral Hospital KPIs	Intermediate Level Storage Facility KPIs	Central KPIs
	How	1. Review LMIS data, stock data from stock cards 2. Collect source data per data element (above) to allow calculation of health facility KPIs		1. Review LMIS data and tools 2. Collect source data per data element (above) to allow calculation of intermediate level storage facility KPIs	1. Collect source data per data element (above) to allow calculation of central level KPIs
Other Inform	What	Facility Info	Facility Info	Facility Info	Facility Info

	How	Complete Facility Information questions at the beginning of the tool.
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OVERVIEW OF PROCESS FOR COLLECTING CMM AND KPI DATA

Data collection teams are assigned to visit sites at different levels of the supply chain system – central level, regional/district stores, referral hospitals, and SDPs/health centers. Central level institutions include the Ministry of Health (MoH) Headquarters, National Medicines Regulatory Authority, Central Medical Store, National Medicines Quality Control Laboratory, Pharmacovigilance Center, etc. (depending on how the country health system is structured). A central level site visit is conducted to assess the entire supply chain system, not the performance of an individual office or health facility. Non-central service facilities are also assessed (e.g., hospitals, warehouses, health centers, service delivery points, etc.); the levels of service included as non-central facilities will vary depending on the structure of the country health system.

It generally takes up to a full day to collect both capability and KPI data at one health facility, depending on size and layout of the health facility, the number of data collectors, how busy the health facility is and how long the data collection team has to wait to be assisted by facility staff before and during the data collection exercise, etc. Data collectors may take a few hours in different areas of the health facility.

A breakdown of the different general processes used to collect CMM and KPI data are outlined below.

CAPABILITY MATURITY MODEL

At the site, some of the data collection team members are assigned to collect capability data through capability interviews and direct observation. Team members (a) gather basic information on the facility and its human resources situation through a short interview with the head of the facility or designated person, and then (b) use relevant capability questionnaire/modules for the level or category of health facility (e.g. referral hospital capability questionnaire, warehouse capability questionnaire, SDP capability questionnaire) to interview the person in charge or designated person at the site that is best situated to respond to each assessment module.

The health facility staff interviewed may vary at different levels of the public health supply chain. For example, at a small health center, the data collection team will likely need to speak with the person in charge of supply chain activities, often a nurse or clerk. At a warehouse, the data collection team may want to speak with multiple persons that are best suited to respond, depending on the respondents' area or functional domain of operation within the facility (e.g. stock manager, warehouse store officer, etc., as determined by the facility manager or other informant).

The capability assessment will employ mainly fixed answer questions – i.e., mainly binary (yes/no) type questions and in some cases multiple response questions – to easily collect data in a standardized way, reduce the impact of subjectivity in the assessment, enable comparability of the results and ease implementation of the assessment. At the end of each module, space is provided to write any relevant notes or additional information obtained during the interview. The data collection tools will have been customized to local context during planning and preparations for the assessment.

KEY PERFORMANCE INDICATORS

At the site, data collection team members are assigned to collect KPI data using SurveyCTO or the paper-based tool. Teams may split up into groups and the data collection activities may be split between the groups (e.g., one team may collect stock information while another team does ordering) if paper-based tools are used. Splitting up data collection activities can only occur when the paper-based tool is used because partially completed SurveyCTO modules cannot be submitted; all KPI data from a site must be entered into one tablet (one team can use SurveyCTO, with other teams transcribing data from their paper forms into that tablet later). Team members use appropriate SurveyCTO or paper-based KPI forms to (a) gather basic information on the facility through a short interview with the head of the facility or similar person, and then (b) collect relevant KPI data for the assigned level of health facility (e.g. KPI SDP, KPI warehouse).

The type of health facility staff that assists the assessment team with data collection varies by different levels of the public health supply chain. For example, at a small health center, the data collection team might work closely with the staff in charge of supply chain activities, often a nurse or clerk, to collect data. At a warehouse, it is preferable that the data collection team collects data with multiple persons that are most familiar with different aspects of the facility layout, stock items, and logistics records. Facility staff will be required to walk the team through store rooms, stocked items and stock records, depending on the respondents' designated area of operations within the facility (e.g., stock manager, warehouse store officer, etc.).

KPI data collection employs a combination of physical counts to determine stock status for selected tracer commodities, observation, and review of documents or historical records to assess the storage conditions and collect relevant quantitative and KPI related data elements. Source data used includes stock cards, LMIS/eLMIS reports, pro formas, orders, dispatch notes, delivery notes, and temperature excursion data.

Physical counts provide day of visit stock data. Historical data shows how products were managed, taking into account receipts, issues, and stockouts in the past. The data are collected retrospectively from records, generally up to 6 months prior to the assessment. Detailed instructions can be found in the specific KPI forms. If available and accessible, the eLMIS should be used as the primary source of historical stock records or information on how commodities were managed. Gaps in eLMIS/LMIS data can be bridged by review transactional sources of data such as the stock cards, issue and receipt vouchers, delivery notes, etc. The data collection tools will have been customized to local context during planning and preparations for the assessment. The customized electronic data capture forms will be deployed to all tablets using SurveyCTO.

PREPARATIONS

For quality data collection, it is very important for the data collection team to prepare adequately and be ready for the site visit (i.e. be familiar and fully understand NSCA processes and tools before the site visit, have all documents and materials you need for data collection, and practice data collection by conducting a field test at an actual health facility before the actual assessment). A brief checklist is provided below to ensure the data collector is ready for a capability maturity interview or key performance indicator interview, as appropriate.

TABLE 3. CAPABILITY MATURITY MODEL AND KEY PERFORMANCE INDICATOR INTERVIEW PREPARATIONS CHECKLIST		
	ACTION	DETAILS
1	Review CMM Tool for NSCA Data Collection	Review assessment materials (SurveyCTO, paper-based tool), site visit plan (day, time, points of contact at the site), and that you have any required documentation on hand (e.g., MOU, introduction letter, etc.)
2	Check with assessment manager before the interview regarding advance requests for the site to prepare physical verification documents	Check to see if data request, list of supply chain documents required for verification, and/or other items have been sent to the site prior to the visit. Confirm what requests have been sent ahead to the site and that the requests include all the documents that will be needed for the site visit. Sending these requests 1 week ahead of time is best practice and increases the likelihood that physical verification documents will be available on the date of the visit. On arrival, it is highly recommended that the assessment team verifies that all records and documents requested are available.
3	Prepare relevant documentation and tools for the interview in advance	<ul style="list-style-type: none"> • 2 charged tablets with SurveyCTO modules for KPIs and CMM • Copy of the paper-based tool for CMM and KPIs (backup in case of tablet or SurveyCTO failure) • Physical verification list • Glossary of Terms • Copy of the MoH introductory letter and other advance letters sent to the facility • SurveyCTO
4	Call facility Point of Contact (POC)	Call the facility POC before setting off to confirm their availability and your estimated time of arrival.

COLLECTING THE DATA (CAPABILITY OR KPI)

Below are recommended key steps for capability data collection, starting with formal introduction of the assessment with the head of the health facility.

WELCOME AND INTRODUCTIONS WITH HEAD OF THE HEALTH FACILITY AND STAFF

- The data collection team introduce themselves to the person in charge of the health facility. The health facility in-charges introduces the data collection team to facility personnel that are needed to respond to assessment questions.
- The full data collection team (those doing CMM and KPI interviews) should be introduced to the head of the facility at the outset.
- Validate that the site has been informed in advance about the NSCA. If materials have been prepared or received in advance, the assessment team will acknowledge receipt of the materials.

IN-BRIEF WITH HEAD OF THE HEALTH FACILITY AND STAFF

OBJECTIVES AND DESCRIPTION OF THE NSCA

The assessment team reviews the objectives of the NSCA with the person in charge and the site team. The assessment team provides the following information to the facility personnel about NSCA:

- The NSCA includes a capability and performance assessment of the supply chain system.
- The NSCA is not an audit exercise or assessment of staff performance.
- The findings and recommendations of the NSCA will enable the MoH to identify functions and sub-functions of the supply chain system that are working well as well as gaps, and opportunities to design strategies and interventions to improve the system.
- The findings and recommendations of the NSCA will guide the Government & donors in making investment in the supply chain system.
- The NSCA assessment process will take steps to ensure confidentiality of personally/site identifiable information.
- Results will not be presented for individual facilities, but they will be aggregated across facilities. (Note: at levels with one or a few facilities they will be identifiable).

REVIEW ASSESSMENT PROCESS

Explain how the assessment will be conducted:

- Inform the health facility staff that at least one data collection team member will conduct the capability interview using questionnaire modules in the tablet and at least one person will collect KPI

data (depending on the size of the data collection team). Relevant KPI electronic data capture forms in the tablet will be used to collect KPI data; alternately, some teams may collect KPI data on the paper-based tool and then transfer to the tablets at the end of the data collection activity. Show the tablet to the health facility staff prior to starting so they are comfortable with what you are doing. Specifically, show the staff a few screens so s/he can see that the questions asked are aligned with the questions on the tablet.

- **For KPI Interviews Only:** Provide the designated site staff with the tracer commodity list. Inform the site staff that the tracer commodity list has been vetted by the MoH based on local context and scope of assessment.
- Mention that the assessment team is aware that the facility staff have their core responsibilities and thus will need to prioritize and agree with the facility head on the best approach to collect data in a way that minimally disrupts ongoing patient care (or warehouse) activities at the facility. While conducting the interview, the assessors need to be mindful that facility staff might have been pulled from their regular tasks and ensure that the assessment is conducted in an efficient manner.
- Advise the designated interviewee(s) to select their responses freely - emphasizing that there are no right or wrong answers. These are important points to note:
 - Up to eleven modules (depending on the level of the system) will be covered during capability interviews.
 - Some documents will need to be reviewed for physical verification. If the facility did not receive an advance request for verification documents, share the physical verification request list so the health facility may compile the appropriate documents.

Describe to the interviewee the approach that you will utilize for physically verifying documents or items. Typically, actual physical verification is done at the end of each module, so as not to disrupt the flow of the questions. However, for the Warehousing and Storage module, the verification is done as the questions are asked. If the standard approach to verification will not work for the facility, because of how busy the health facility is, the physical layout of the facility/structures that need to be visited, or other issues, the approach can be modified.

SAMPLE WELCOME AND INTRODUCTION NOTES

Below is an example script, adapted from National Supply Chain Assessment User's Guide (2015)¹.

Data collection team leader to the first staff member you meet at the health facility:

"Gooday, my name is [name of Data Collector]. I am leading a team of data collectors on behalf of [name of organization]. We are conducting a National Supply Chain Assessment. May I please talk to and introduce my team to the head of the health facility?"

Data collection team leader to the head of the health facility:

"Gooday, my name is [name of Data Collector] I am leading a team of data collectors on behalf of [name of organization]. We are conducting a National Supply Chain Assessment."

¹ Kathleen Bartram, Elizabeth Kelly, and Melissa Levenger. 2015. National Supply Chain Assessment's User's Guide. Arlington, VA. Supply Chain Management System.

[Present authorization document]

“Here is a copy of our authorization document from [name of organization]. I understand a copy was also sent to the health facility. Did you receive it?”

[Depending on whether the letter was received or not, give the head of health facility a moment to read through your authorization document and briefly explain the background and purpose of the visit.]

[From here, either follow the brief notes below or read out the detailed introduction in the SurveyCTO or paper-based CMM Questionnaire in full]

“At least one member of my team will conduct the capability interview using questionnaire modules on the SurveyCTO application (or paper-based tool as applicable) and the other team members will collect Key Performance Indicator data using KPI forms on another tablet (or paper-based tool as applicable). We are aware your staff have their core responsibilities to prioritize and so let’s agree the best approach to collect data in a way that minimally disrupts ongoing patient care activities in the health facility. At the end of each module of the capability interview, we would like to take a look the relevant documents from this list:

[Show the interviewee the physical verification list].

I would appreciate if you could arrange for one of your team to pull out the documents while the capability interview is underway [Note: they should start with the documents relevant to the first modules that will be implemented].

Thank you in advance for kindly agreeing to pull some of your staff members from their duties to assist us. Who would be the best person to speak to me about [insert functional areas or to help us collect KPI/stock-related information]?

CAPABILITY MATURITY INTERVIEW WITH THE RESPONDENT

Once you have been introduced to the interviewee, use the guiding notes below to introduce yourself to the interviewee, explain the purpose of your visit and what types of data you will need to access.

FACILITY DATA COLLECTOR SCRIPT AND GUIDANCE FOR CAPABILITY MATURITY INTERVIEW

“Thank you for your time and assistance with the interview, including answering questions and showing us store rooms, stored commodities and related documents and records. As you may have been told, we are here on behalf of [name of organization] to conduct a National Supply Chain Assessment. This is not an audit or evaluation of individual performance, but rather an assessment that will be used to understand the capability and performance of the supply chain system in order to assist with prioritizing health system strengthening interventions and to inform future supply chain investments. I will need to review a

Box 1. Probing Techniques

- Ask follow-up questions
- Repeat the question
- Pause to expect a more developed answer
- Rephrase the response to check if you understood the respondent well. Make comments or ask neutral questions: “Nothing else?” “Is there another reason?” “Is there anything else to be added about this?”^{USAID.GOV}
- Double-check any information that doesn’t seem right – gently ask questions about what you perceive to be inconsistent, contradictory, or ambiguous.

number of documents for validation purposes. If you are available, I would like to ask you questions covering [these module(s)]. Please answer freely - there are no right or wrong answers. I expect to spend about [estimated time] talking to you”.

[If possible, one person should ask questions while another (if available) assists as needed, for example by recording answers. Collect the data electronically using the tablet. If it’s not possible to use the tablet, data can be entered onto the paper questionnaire and then transferred onto the tablet and submitted to the online database later. As the interviewee answers the questions, check off the appropriate box(s) that best corresponds to the respondent’s answer(s) to the question asked.]

[Address the questions to the interviewee and make the necessary remarks to confirm their responses]

[All the questions have a set of possible answers for you to choose from. Inquire or probe further if you don’t understand any response – see Box 1.]

[If needed, document any additional comments provided by the interviewee in the space provided at the end of each module.]

[To verify responses, observe and review documents specified by the questionnaire (generally at the end of each module, but throughout the Warehouse and Storage module). The documents are also listed on the physical verification list by category of the site (e.g. central level, intermediate warehouse, referral hospital, SDP). Make direct visual observations of documents, space, infrastructure, etc. to confirm or refute the respondent’s answers – see sample questions with verifications in the Table 4.]

TABLE 4. EXAMPLE OF CONFIRMING BY VISUAL OBSERVATION

CAPACITY AREA	VERBAL QUESTION	VERIFICATION QUESTION
Warehousing and Storage	WS-702: How long ago were the fire extinguishers inspected/serviced?	[VERIFY INSPECTION LABEL. RECORD ONLY WHAT IS VERIFIED.]
Strategic Planning and Management	SPM-401: Is there a performance monitoring plan (PMP) or monitoring framework for tracking supply chain performance at this site/health system level?	[SPM-714: VERIFY EXISTENCE OF A PERFORMANCE MONITORING PLAN (PMP) OR MONITORING FRAMEWORK FOR TRACKING SUPPLY CHAIN PERFORMANCE AT THIS SITE/HEALTH SYSTEM LEVEL.]

GENERAL NOTES ON THE CAPABILITY INTERVIEW PROCESS

- To the extent possible, all questions should be administered and answered at each visited site; exceptions should be carefully documented in the ‘notes’ sections of the survey instruments. SurveyCTO forms that are not completely filled in will not be able to be submitted.
- Sensitivities: there may be local sensitivity to providing certain kinds of data to the assessment team. Be sure to ask team leadership for any update on known concerns and request instruction on how to navigate sensitive areas appropriately during data collection activities. The team should

not be surprised if information or documents requested are not available. This situation is possible; non-availability of an item on the validation list will be documented through the answer to the relevant verification question.

KPI INTERVIEW WITH THE RESPONDENT

Once you have been introduced to the person(s) that will help you access stocked products and collect KPI data, use the guiding notes below to introduce yourself to the person(s), explain the purpose of your visit and what types of data you will need to access.

FACILITY DATA COLLECTOR SCRIPT AND GUIDANCE FOR KPI DATA COLLECTION

“Thank you for your time and assistance with the data collection, including showing us store rooms, stored commodities and related documents and records. As you may have been told, we are here on behalf of [name of organization] to conduct a National Supply Chain Assessment. This is not an audit or evaluation of individual performance, but rather an assessment that will be used to understand the capability and performance of the supply chain system in order to assist with prioritizing health system strengthening interventions and to inform future supply chain investments. I would like to access your store rooms and conduct physical counts to determine stock status for selected tracer commodities, make some observations, and review related records to assess the storage conditions. I would also need to collect some data from stock cards, LMIS/eLMIS reports, pro formas, orders, dispatch notes, and delivery notes, and temperature excursion data. We have MoH authorization to collect the data. I expect to spend about [estimated time] collecting the data and I thank you in advance for your help”

[For peripheral level data collection, at least one person should collect KPI data. It is preferred, if possible, for 2 people to collect KPI data - 1 person does stock counts while the other reviews stock records. For central level data collection at least 4 people should collect KPI data, if possible - 2 people do stock counts while 2 people review stock records.]

[Use the tablet to complete appropriate KPI data collection forms/tabs of the NSCA for the assigned level of health facility (e.g. KPI central or non-central facility). Some teams find it more convenient to enter data into the paper KPI form and then transfer it onto the tablet for submission to the online database at a later time. When paper forms are used, data should be entered into SurveyCTO and submitted on the same day that data collection at the facility concludes.]

[Detailed instructions for collecting KPI data at each level are incorporated at the top of each KPI table as you complete the KPI forms (see KPI central and non-central tools). Please make sure to read, understand and follow the instructions during KPI data collection.]

CLOSING THE DATA COLLECTION ACTIVITY AND DEPARTURE

[Conduct a quick out brief before leaving the site (at least a courtesy call with the head of the facility) before leaving the site. Thank the staff for their time, kind assistance with interviews and everything else.]

[If the head of the assessed site requests feedback on the facility performance and capabilities, inform the facility head that the findings (including gaps and recommendations) will be included in the final report when the analysis is completed.]

SUBMIT THE ASSESSMENT DATA

At the end of each data collection day, save and submit your collected data using the SurveyCTO software.



SUPPORT RESOURCES

For further details, please refer to the materials listed below:

- Capability Maturity Module Questionnaire for All Levels
- KPI Data Collection Form for Data Collected at Central Levels Only
- SurveyCTO module(s)
- Data collection training slides related to capability interviewing
- Data collection training slides related to KPI interviewing
- Key Performance Indicators
- Implementation Guide