RACI and SWOT Analysis: Public Health Supply Chain

Facilitator Supplement

**Whole of Group Facilitator Notes:** Open this exercise by walking participants through the purpose of RACI and SWOT analyses. Then divide participants into groups – one group per NSCA technical area – and briefly outlining the process / steps (below). After the introduction, allow participants to ask questions before the exercise begins.

Each group should have at least one group lead or facilitator to help direct the discussion and one note taker. Be sure to collect discussion and analysis notes throughout the **entire** exercise. Group work can be facilitated either by (1) using flip charts or (2) using a word file, and the plenary session by additional flip charts and/or projecting the lists onto a screen.

After 30 minutes of group discussion, ask groups to present findings. RACI analysis can be recorded into a shared table in real time (on a white board or using a flip chart), with each technical area as a unique row and the RACI categories as four columns. SWOT analyses should be summarized for the plenary group, with additional whole-group comments or additions recorded by a note taker. The individual group notes should be collected for the NSCA analysts for later reference during report writing.

**Purpose:** The goal of this exercise is to leverage the knowledge of supply chain and public health experts to (1) clarify the distribution of **roles and responsibilities** within technical areas and (2) identify **strengths, weaknesses, opportunity and threats** in/of/for/to the country’s public health supply chain. The structured analysis collected in this exercise will support and inform the NSCA by providing valuable context and nuance, and by developing causal hypotheses against which to compare collected data.

**Steps:** For each basket, workshop participants will complete the following steps:

1. **List** the relevant stakeholders active in your assigned technical area, assigning them to one (or more) of the below four RACI boxes. Boxes may contain multiple actors, and actors may be assigned to multiple roles. Be exhaustive.
2. **Brainstorm** strengths. Go around the room to create and exhaustive list of the country’s strengths in public health supply chain. Be specific where possible. Be exhaustive.
3. **Consolidate** ideas. Review final list. Consolidate duplicates and group items that can be combined under the same subject. Resist the temptation to over-consolidate.
4. **Clarify** ideas. Review revised list item by item and clarify any items that are unclear or unspecific. Stick to the strengths. Avoid skipping ahead to thinking about opportunities.
5. **Identify the top three strengths.** Discuss as a group relative importance of identified strengths. Be clear about the value gained. Make sure this analysis is also captured. Vote to select final three.
6. **Summarize.** Reorganize or rewrite final prioritized list, summarizing the full discussion.
7. **Repeat steps 1-5** for weaknesses, opportunities, and threats each.

**RACI Analysis, Additional Facilitator Notes:**

**Accountable:**

The entity (or entities) that delegate or authorize the task. Also, the entity responsible for final oversight.

In some cases, this may be the same entity (or entities) as that responsible.

There might be more than one entity accountable, and accountability may depend upon the level, program areas, and/or geography.

**Responsible:**

The entity (or entities) responsible for completing the task. There might be more than one.

Responsibility may depend on the level of the system, program areas, and/or geography.

**Informed:**

These entities simply need to be kept in the loop on key changes or challenges concerning the technical area. They are not roped into every detail of the technical area or daily operations.

There might be more than one entity informed about key events and decisions in a technical area, and informed parties may differ based on the level of the system, program areas, and/or geography.

**Consulted:**

Consulted entities are those that receive information about the state and performance of the task, and which may provide input on the process based on expertise, financial stake, or other investment.

There might be more than one entity consulted, and entities consulted may vary with the level of the system, program areas, and/or geography.

**SWOT Analysis, Additional Facilitator Notes:**

**Strengths:**

Go around the room, collecting strengths in the PHSC.

Encourage participants to be creative - no bad answers - but also to debate constructively and push each other.

Encourage participants to be specific.

Items can populate multiple baskets (e.g. be a strength *and* a weakness 🡪 just encourage specificity in how).

Prod discussion across all 11 modules and to include multiple actors (not just MOH).

**Opportunities:**

Encourage – creativity, specificity, exhaustive discussion.

Encourage both idealism (“best case scenario”-thinking) and realism (“what opportunities are most easily available”)

Note that identified opportunities can be for any/many different actors in the supply chain.

For the prioritization discussion, see note #2 below.

**Threats:**

For framing, see note #3 below.

To frame discussion of “top three threats”, consider using a risk model – ranking depending upon likelihood of occurrence x impact. Also consider differentiating between threats that are internal to the system versus truly external (perhaps create two separate lists).

**Weaknesses:**

Encourage – creativity, specificity, exhaustive discussion.

Be careful of participants descending into defensiveness. Consistently remind participants of goal and value of honesty.

Save discussion of solutions to weaknesses for later, zero in on discussion of just weaknesses themselves.

**Participant Notes:**

* The NSCA identifies **11 technical areas as** fundamental to an effective public health supply chain: strategic planning and management, policy and governance, forecasting and supply planning, procurement and customs clearance, financial sustainability, warehousing and storage, distribution, quality assurance and pharmacovigilance, LMIS, human resources, and waste management. These areas can help guide discussion to ensure that all important functions within the supply chain are addressed.
* Selecting the **top 3 opportunities** will depend upon the framing – opportunities that are most easily attainable (“low hanging fruit”), critical to unlock other opportunities (“bottlenecks”), or simply those viewed as the most important, independent of ease of attainment or timeframe. This is a discussion for the experts in the room, and multiple lists could be constructed if appropriate.
* **Threats** to the supply chain system can be both internal (features of the system itself and more easily controllable) and external (exogenous factors that the system will need to adapt to but cannot easily control itself). Be sure to consider both in analysis.

**Small Group Facilitator:** Be sure to conclude the small group exercise by (1) summarizing findings, (2) connecting output to the purpose of the exercise (informing the NSCA and ultimately improving the SC), and (3) thanking participants for their valued contributions!