ACCELERATING CHILDREN’S ACCESS TO SUPPLIES THROUGH CAPACITY STRENGTHENING PARTNERSHIPS

A guideline to shape systems strengthening strategies and build technical cooperation using the UNICEF Supply Chain Maturity Model
Purpose

This report serves as a guideline for governments and partners to deploy the UNICEF Supply Chain Maturity Model and establish evidence-driven systems strengthening policies, plans and partnerships that will ensure children with higher levels of equitable access to essential supplies and services.
THE UNICEF SUPPLY CHAIN MATURITY MODEL GUIDELINES
Leveraging the results to shape national strengthening plans and policies

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List of abbreviations

AIDS  Acquired immunodeficiency syndrome
CCA  Common country analysis
CEP  Cost evaluation plan
COs  Country offices
CPD  Country programme document
CPMP Country programme management plan
CPP  Country programme planning
CSI  Country strategic indicators
HIV  Human immunodeficiency virus
M&E  Monitoring and Evaluation
MAPS Methodology for assessing procurement systems
MM  Maturity Model
MoH  Ministry of Health
PG  Programme Group
ROs  Regional Offices
SCOR  Supply Chain Operations Referencing Model
SD  Supply Division
SDG  Sustainable Development Goals
SitAn  Situation Analysis
UNINFO United Nations Planning, Monitoring and Reporting System
UNSDCF United Nations Sustainable Development Cooperation Framework
Key barriers to accessing products and services include:

- **Limited** availability of products, resulting in service interruptions;
- **Prohibitive** operational costs, resulting in inadequate product availability;
- **Alterations** in the quality of products, leading to reduced potency and quality;
- **Limited** capacity to monitor progress in updating supply strengthening roadmaps;

The COVID-19 outbreak has shed light on the importance of empowering governments to build and manage efficient supply chains that are resilient to shocks and able to respond to surging needs in a timely manner. As governments shape their post-COVID-19 development agenda and priorities, Evidence-based decision-making becomes crucial to developing national supply chain strengthening strategies to cover set priorities.

1.1 **Objective**

The UNICEF Supply Chain Maturity Model brings an innovative, flexible, and cost-effective way of benchmarking the performance of national supply chain management systems in a consistent fashion across programmes and countries. It is a cost-free, cloud-based, and user-friendly tool available to UNICEF, governments, and partners. As a product agnostic tool, it can be implemented across any supply chain such as nutrition, essential medicines, and special disease programmes (HIV/AIDS, Tuberculosis, Malaria).

This guideline is intended to provide governments and partners with the necessary tools to formulate and implement evidence-driven national supply chain strengthening strategies, leveraging the results of the UNICEF Supply Chain Maturity Model.
Maturity Model results identify priorities across all supply chain areas and can therefore be used to influence policy formulation and inform investments. These evidence-driven policies and investments are critical to ensuring that essential supplies reach the children, families and communities who need them, across social welfare programmes (including health; nutrition; education; and water, sanitation, and hygiene).

Strong supply chains foster equitable access to essential supplies for all. They are life-saving, critical cornerstones of child and family well-being, delivering life-saving commodities to the children and families who need them. Strong supply chains enable public welfare systems to function effectively and are a driving force towards the achievement of the Sustainable Development Goals (SDGs).

Common recurring challenges can hinder supply chain effectiveness, including poor data visibility, weak infrastructure, stock-outs, limited fiscal space and human resource capacity problems. Other critical challenges have also emerged, such as low response time in forecasting needs; fragmented procurement processes; and limited regional, national and subnational level warehousing, storage and distribution.

1.2 Content
This guideline details the process of formulating systems strengthening policies, strategies, and plans. To do so, it provides a detailed overview of how to prepare, implement and communicate the results of the Maturity Model.

The guideline describes the key supply chain assessment areas, the standard methodology used to conduct the assessment, the monitoring and evaluation (M&E) function of the tool that serves to measure the impact of the interventions executed based on the results of the UNICEF Supply Chain Maturity Model and the overall progress achieved.

1.3 Results
The findings of the UNICEF Supply Chain Maturity Model are critical to highlight areas that require additional resources to bring the supply chain to a higher performing standard and for partners and governments to work together and develop evidence-based and context-specific strengthening roadmaps with the ultimate objective of ensuring more equitable access to essential public services.

Examples of the application and results of the UNICEF Supply Chain Maturity Model are listed below:

- Strengthening the Malawi health supply chain to improve access to health care for children
- Improving nutrition supply chains for children
- ‘One UN’ for health supply chains
- Countries strengthen health supply chains with support from UNICEF and WHO

The UNICEF Supply Chain Maturity Model has been developed and implemented in 39 countries with the support of United Nations agencies (the World Health Organization (WHO), the United Nations Population Fund (UNFPA) and others), donors such as the United Kingdom’s Foreign, Commonwealth and Development Office, the United States Agency for International Development (USAID), the Global Fund, and implementing partners such as Chemonics International. The Maturity Model has been used to assess nine different programmes – Education, Essential Medicines, HIV, Immunization, Malaria, Nutrition, Reproductive Health, Tuberculosis, and Water, Sanitation and Hygiene (WASH). It has also been used to assess countries’ emergency readiness level and management capacity for the deployment of COVID-19 tests, treatments and vaccines.

The results of the UNICEF Supply Chain Maturity Model have helped governments identify national supply chain gaps, establish evidence-driven and government-owned strengthening policies and plans, inform funding allocations and technical assistance schemes, and review the impact of the interventions deployed in a holistic fashion.

Mainstreaming the use of the UNICEF Supply Chain Maturity Model across development agencies serves many purposes: (1) it strengthens partners’ strategic decision-making and joint investment planning capacities, helping them deploy the best-suited technical assistance for each supply chain area based on their competitive advantages; (2) it promotes a shared common M&E framework to drive joint efforts; and (3) it helps governments update or repurpose their strategies and improvement plans.

1 Data Visibility refers to the degree of effort required to access existing data and how accurate it is to inform decisions.
THE STARTING POINT FOR STRENGTHENING SUPPLY CHAINS
By conducting the Supply Chain Maturity Model assessment, UNICEF supports governments to:

- **Identify** challenges across all areas of the national supply chain to focus efforts and resources to address critical gaps;
- **Create** a source of evidence that enables governments to identify quick wins and high impact interventions;
- **Have** a systematic M&E framework that measures the impact of the interventions deployed to strengthen a country’s supply chain management capacity and evaluate progress;
- **Enable** closer collaboration between programme, supply and other partners;
- **Mobilize** resources from partners and stakeholders to support the implementation of the national supply chain strengthening roadmap.

The UNICEF Supply Chain Maturity Model is the starting point for strengthening national public supply chains. It helps stakeholders identify areas that need improvement and that may be hindering supply chain performance. It also creates baselines for analytics and provides an understanding of the country status or the ‘as is’ situation, enabling to assess public supply chains in a holistic manner to identify gaps and priorities across all areas of the supply chains.

Maturity Models are a measurement framework that helps organizations and countries understand their performance capabilities in relation to applicable, established and widely accepted global best practice standards. They are a crucial tool in helping organizations and governments understand progress made in strategic, operational, and programmatic targets and in determining the direction to take, in order to achieve an optimal level of performance.

The maturity level definitions and the related progress indicators follow best practice standards that are adapted from a range of globally accepted benchmarking models, such as the Supply Chain Operations Referencing Model (SCOR), the Methodology for Assessing Procurement Systems (MAPS) and other globally accepted assessment tools.

The UNICEF Supply Chain Maturity Model follows Porter’s value chain and seeks to adopt the Theory of Constraints as it relates to supply chain management by emphasizing that the lowest performing element of the supply chain pulls down overall performance. Addressing the gaps will improve countries’ overall supply chain management and capacity to deliver supplies and services in a more effective way.

The UNICEF Supply Chain Maturity Model assessment is questionnaire based, and the indicators for determining supply chain maturity are primarily qualitative. The assessment leans towards measuring outcomes to bring out ‘what’ countries are achieving as opposed to ‘how’ they do so, providing a high-level view of the supply chain by highlighting high-performing and low-performing areas.

The UNICEF Supply Chain Maturity Model is modular and can be applied whole or targeted, meaning that countries can decide which specific individual functions they want to assess. This is important, as countries tend to have multiple supply chains at various maturity levels. These maturity levels can be defined for each supply chain function and a country can rate its own level of maturity across each function.

Through assessment of each of the components of the supply chain, the UNICEF Supply Chain Maturity Model enables governments to see the relative maturity of the different critical components of their public supply chains to create fit-for-purpose national supply chain strengthening strategies and an M&E framework.

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2 SCOR is a consensus model developed by the supply chain council that provides a unique framework linking performance metrics, processes, best practices, and people in a unified structure.

3 Porter’s Value Chain Analysis is a business management concept that was developed by Michael Porter. A value chain is a collection of activities that are performed by a company/organization to create value for its customers.

OVERVIEW OF THE MATURITY MODEL
3.1 Supply chain components assessed by the UNICEF Supply Chain Maturity Model

The UNICEF Supply Chain Maturity Model is based on the UNICEF Supply Chain Rainbow, mirroring its functions with those of national supply chains.

The UNICEF Supply Chain Maturity Model evaluates the capacity, capability and know-how of a government or organization to effectively execute the key functional areas of the supply chain termed ‘operations’ – such as forecasting; budgeting and planning; procurement; import and clearance; product quality inspection; storage and distribution; end-user monitoring; and M&E. It also assesses the cross-cutting supportive functions known as ‘the enablers’ – such as workforce development; data analytics; network optimization; financing and resource mobilization; and legislation, regulations, policies – across five levels of maturity (fragmented, developing, standardized, enhanced and sustainable).

A. Operations

Operations are the activities and processes that are necessary to source, produce and move products along a supply chain, including upstream, midstream, and downstream operations.

The UNICEF Supply Chain Maturity Model assesses eight supply chain operations:

1. **Forecasting**: This component assesses the mechanisms and procedures used to estimate the quantity of products/services required to meet the needs of a population based on relevant historical data, assumptions and other inputs.

2. **Budgeting and planning**: This component assesses how available financial resources are planned and spent over a period of time.

3. **Procurement**: This component assesses the process of finding and acquiring goods and services needed to support the existing demand from an external source, often via a tendering or competitive bidding process. It should obtain the highest value for money by reviewing aspects such as quality, quantity, lead-time, price, availability and location. Sustainable procurement practices consider the environmental, social and economic impact of the process and its outcomes.

4. **Import and clearance**: This component assesses the process of importing products into a country and complying with local regulations to clear customs.

5. **Product quality inspection**: This component assesses the procedures for checking the various attributes of a product, testing it to ensure that it meets pre-specified standards, and verifying received...
quantities compared to the requirements placed to the vendor(s). For pharmacological products, quality inspection is key to determine that they are compliant with acceptable standards of quality, safety and efficacy and therefore do not pose a threat to public health.

6. **Storage and distribution:** This component assesses the adequacy of a country’s capacity to warehouse products according to best practices and distribute them across all levels of the system down to the beneficiary.

7. **End-user monitoring:** This component assesses the capacity to understand if the product is being distributed to the final beneficiary in the time and with the quantity required, if the product or service is fit-for-purpose, and if its impact can be measured through customer feedback on issues such as their experience, needs, wants, expectations and preferences.

8. **M&E:** This component assesses the capacity to generate evidence in order to formulate policies, strategies and plans to improve the supply chain capacity, weigh if expected results are being achieved by developing and deploying an M&E framework to track key performance indicators across all levels of supply chains.

**B. Enablers**

Enablers are the fundamental components that are needed for host governments to manage and run their supply chain effectively. All enablers are cross-cutting and have a direct influence on the supply chain functional/operational areas. The UNICEF Supply Chain Maturity Model assesses five key supply chain enablers:

1. **Finance and resource mobilization:** This component assesses the sources, adequacy, availability and allocation of financial resources needed to cover a country’s requirements.

2. **Data analytics:** This component assesses the capacity to collect, exploit, harness and manage data to transform it into actionable evidence that allows decision-makers to develop needs-driven, beneficiary-centred and cost-efficient strategies capable of leveraging supply chain assets, operations and enablers with a view to increasing the coverage, equity and access of all required health products and services to children in need.

3. **Workforce development:** This component assesses the qualifications, human resource structure,
skills, working conditions, headcount levels, development plans and performance levels of the supply chain workforce.

4. **Network optimization**: This component assesses the capacity of the supply chain network to ensure last-mile availability of supplies in a timely, continuous manner across all levels of the system. This area includes assessing the design, capacity, operational performance and assets used to store and move products.

5. **Legislation, regulations, policies**: This component assesses the existence and pertinence of regulatory, policy and legal frameworks that guide all supply chain operations, processes, and related areas in the sector.

These operations and enablers are further desegregated into relevant topics for a more in-depth and specific approach to the assessment, and to better guide the supply chain strengthening efforts of countries.

### C. **Levels of Maturity**

The UNICEF Supply Chain Maturity Model is structured around five categories with five states of maturity ranging from level 1 to level 5. Level 1 represents the lowest level of maturity and level 5 the highest. Each category is organized along a continuum of performance that is measurable through a set of progress indicators associated with each level.

**FIGURE 2: Levels of Maturity Definitions**

The maturity level definitions and the related progress indicators represent evolution towards best practices, ensuring that the basic building blocks and requisite foundations are in place. The categories and respective levels of maturity capture and measure the progression of a country on each operation and enabler with emphasis on outcome indicators. The progress indicators cover a mix of attributes that include awareness, practice, outcomes, process, and behavioural indicators to give a well-rounded view of the organization.

- **Level one (fragmented)**: represents a supply chain that is characterized by siloed operational management, limited capacity to provide end-to-end product visibility and availability, misaligned and siloed objectives across different supply chain areas, and disparate transactional systems that limit the capacity to meet demand in a continuous, timely and efficient manner.

- **Level two (developing)**: represents a supply chain characterized by basic levels of supply and programmatic integration, with product visibility and availability limited to most subnational levels. An integrated M&E framework provides guidance on cross-level operational performance, resulting in improved capacity to identify demand and ensure access to products/services across most levels of the system.

- **Level three (standardized)**: represents a supply chain with functional integration across core supply and programmatic areas, enabling cross-functional decisions, with increased levels of product visibility and availability measured across all levels of the system and increased capacity to scale up context-specific solutions and develop evidence-driven strategic and operational plans.

- **Level four (enhanced)**: represents a fully integrated and digitized system that systematically links supply and programmatic data, coupled with mature process-based and demand-driven operations, resulting in consistently high-levels of product availability and visibility across all levels of the system and enabling network-wide gains.

- **Level five (sustainable)**: represents a highly integrated supply chain where linkages across programmatic and supply areas enable cross-functional analyses that leverage fit-for-purpose digital solutions resulting in a holistic understanding of the programme’s performance. This includes full end-to-end traceability matched with needs-driven processes to enable timely, continuous access for all.

At level four and above, the supply chain is deemed to be operating efficiently and effectively and is consistently meeting the objectives established in the country’s national supply chain strategy at supply, and programmatic level.
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THE ITERATIVE APPROACH
Since 2019, UNICEF has deployed the Supply Chain Maturity Model assessment in more than 39 countries across different regions and assessed nine programmes, using an iterative approach.

**FIGURE 3:** Graphic representation of the iterative approach to deploy the UNICEF Supply chain Maturity Model

UNICEF and partners advocate and share info package with Government officials.

Government convenes stakeholders to participate in the assessment.

UNICEF and partners train participants prior to the assessment.

Government leads the assessment with all partners during technical sessions.

The results identify the nature and scope of the gaps and inform the roadmap & policy.

During the workshop, the Government endorses the roadmap and policy.

Government coordinates the deployment of technical solutions.

**4.1 Advocate**

UNICEF advocates for ministries, donors, and partners to develop strong, efficient and robust public supply chains that are capable of responding to the needs of
populations across all programmes, such as nutrition, health, immunization and education.

To find advocacy materials on the UNICEF Supply Chain Maturity Model, go to the System Strengthening public website.

4.2 Convene stakeholders

Convening the host government and development partners is crucial for portraying an accurate view of the supply chains assessed, devising a multi-stakeholder roadmap with commonly agreed objectives, deploying evidence-driven interventions that are complementary based on each agency’s comparative advantages, and increasing the maturity of the supply chain in a coordinated and holistic fashion.

The required stakeholders will be determined by the supply chain to be assessed and the scope of set assessment. UNICEF developed the Stakeholders Map as an important tool for identifying key participants in this process. Find a quick overview of a general list in Annex A. Who should be invited to participate in the workshop?

Before the assessment is conducted, the roles of assessor and validator should be appointed by the leading implementing agency. It is recommended that a Supply Chain Specialist (from UNICEF or the leading implementing agency) take on the role of assessor.

Assessors are trained by UNICEF, completing the UNICEF Supply Chain Maturity Model Trainer of Trainers course on the concept and use of the UNICEF Supply Chain Maturity Model. This includes its approach, the theory behind Maturity Models, the context of the broader sector being assessed, systems strengthening approaches and step-by-step instructions on how to deploy the assessments and interpret results.

The main responsibilities of the assessor are:

- **Providing** training materials to participants, and leading technical sessions and workshops
- **Creating** the supply chain strengthening roadmap and the national supply chain strengthening strategy (or updating the existing one) based on the assessment results
- **Guaranteeing** that data entry and validations are made in the UNICEF Supply Chain Maturity Model online assessment platform
- Monitoring the deployment of the interventions outlined in the national supply chain strengthening strategy

The validator role can be performed by a high-level representative from the country’s respective ministry or another high-level government representative relevant to the scope of the assessment. The representative must have the authority to validate results on behalf of the government. Main responsibilities include:

- Reviewing each answer provided in the UNICEF Supply Chain Maturity Model online assessment platform
- Guaranteeing that the data registered in the online assessment platform reflect the endorsed results
- Requesting documents to support an answer or clarification (if needed)
- Approving the overall results in the online assessment platform

Both, assessor and validator, must request access to the online assessment platform prior to the exercise to be able to create and validate results. They must also commit to participating every day of the technical session and the workshop.

4.3 Train participants

At least two weeks before conducting the assessment, the assessor must share training materials with the stakeholders (such as government officials, the UN Resident Coordinator Office, UN partner agencies, NGOs, private sector, and donors) to give them time to get acquainted with the UNICEF Supply Chain Maturity Model and gather relevant evidence to support the maturity level selected.

The following materials must be shared with the participants:

- UNICEF Supply Chain Maturity Model indicators (MS Excel tool)
- Public website with general information about the UNICEF Supply Chain Maturity Model
- UNICEF Supply Chain Maturity Model Generic Concept Note
- UNICEF Supply Chain Maturity Model Cost-free Agora Training Course

UNICEF Supply Chain Maturity Model online training platform
UNICEF Supply Chain Maturity Model online (access requested at country level)

Every participant should assess the whole supply chain using the Maturity Model before attending the technical session or workshop to get acquainted with the content of the indicators, gather evidence to support their scores, and be prepared to share and exchange information with peers as the activity develops.

4.4 Conduct the assessment

To deploy the model, two main activities should take place:

A. Technical session

At least one week prior to the workshop, a technical discussion should be convened to determine the level of maturity of the national supply chain. This session brings together technical experts representing the government, UN partner agencies, NGOs, private sector, donors, supply chain and programme, to identify gaps, provide insight and evidence regarding the scoring, prioritize areas for intervention, design activities to close the gaps and draft the supply chain strengthening roadmap.

This technical session can be conducted on site or remotely in the form of a participatory webinar, facilitated by the assessor. The main objectives are to:

- Determine the supply chain level of maturity by conducting the UNICEF Supply Chain Maturity Model assessment with the relevant technical experts
- Identify areas of disagreement and harmonize them at a technical level, gathering supporting evidence
- Prioritize critical areas of intervention based on the results of the assessment and the country’s objectives
- Draft the supply chain strengthening roadmap by creating activities to eliminate identified gaps with their requirements and expected outcomes
For this session the participants should:

- **Get acquainted** with the assessment before the session begins
- **Bring evidence** to support their scores
- **Conduct plenary** discussions of all the indicators and their scores to harmonize results

For this session the assessor should:

- **Prepare** the necessary materials for 3–5 days’ work (e.g., handouts, templates, equipment, presentations, etc.)
- **Create** baselines using the data from the last 3–4 years of the programme being assessed to facilitate further analysis
- **Ensure** that all relevant participants are represented
- **Lead** and steer the discussion with participants to a conclusion on the maturity level of each area of work, balancing out any conflicts during the session
- **Give** the group time to work on their assignment and provide guidance when needed
- **Gather** supporting documents for the maturity levels agreed by the plenary

The assessor should outline the baselines before the workshop to contextualize the results obtained and create a reference point from which to measure the progress of the supply chain as the interventions are deployed. Examples of the data required to create this baseline can be found in Annex B. Data set required to complement assessment results.

Once the assessment results are harmonized, the critical areas in which to intervene should be identified and prioritized, considering their impact to the supply chains and the government’s priorities; then the group can proceed to develop the strengthening activities required to eliminate the gaps. These activities should be concrete and timebound, with specific outcomes, estimated budget and level of effort required for their deployment. The activities are described by the assessor in the template **SC Strengthening Activities** to provide the participants with a quick and comprehensive view of the strategy, tasks, milestones, and timeline for follow-up.

Documenting the assessment results:

After the technical session and before the workshop, the assessor prepares the documentation required to inform decision-makers of the findings and the recommended strategy for eliminating the barriers identified in accessing the supply chain. The core documents are:

- A **value stream map** to represent the situation “as is”
- A supply chain **strengthening roadmap**
- A national supply chain strengthening strategy proposal (or updated document if there’s an existing one)
- A high-level **presentation** of the process, results and recommendations
- A **final report** of the assessment

i. **Value Stream Map**

The assessor must create a value stream map to portray the supply chain situation “as is,” based on the assessment results.

A value stream, as defined by the Lean Enterprise Institute, refers to all the actions, both value-creating and non-value-creating, required to bring a product from concept to launch (also known as the development value stream) and from order to delivery (also known as the operational value stream). These include actions to process information from the customer and actions to transform the product on its way to the customer.5

To see a graphic representation of the value stream map, go to Annex C. Value Stream Map.

ii. **Strengthening roadmap**

The supply chain strengthening roadmap paves the way forward for responding to supply chain challenges. It compiles the information and provides a graphical representation of all the strengthening activities created during the technical session and is the blueprint for creating the national supply chain strengthening strategy.

The strengthening roadmap comprises the activities designed to eliminate the gaps and bottlenecks identified during the assessment, organized by operation or enabler, paired with their requirements and expected outcomes, as well as a graphic representation

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of the execution timeline. The tool provides a quick way of visually monitoring the percentage of progress achieved per activity within a timeframe and informs a data-driven decision-making process.

To see a graphic representation of the supply chain strengthening roadmap, go to Annex D. Supply chain strengthening roadmap.

For support and examples, consider reaching out to the country office or sc.strengthening@unicef.org

iii. National Supply chain Strengthening strategy

The national supply chain strengthening strategy provides an official way forward for the country to surpass current capabilities in a systematic and progressive way. The strategy is aligned with the policies and programmes of local governments, allowing children and adolescents to receive the supplies they need to survive and thrive.

iv. High-level presentation

To convey the results and main messages of the assessment to high-level government officials, the UN Resident Coordinator, UN partner agencies, NGOs, private sector, and donors, a high-level presentation must be conducted by a government representative. With a maximum of six slides, it should include:

1. A Value Stream Map of the supply chain
2. The assessment results and relevant complementary information from the baselines
3. The strengthening roadmap
4. Recommendations for further assessment (if required)
5. A proposed national supply chain strengthening strategy

v. Final report

A final report should be drafted that contains all documents mentioned above, additional information and relevant details regarding the iterative approaches conducted to deploy the UNICEF Supply Chain Maturity Model assessment. This report can be used by countries to follow-up on the results and replicate efforts in the future.

The main topics to include in the final report are:

1. Executive summary
2. Introduction
   2.1 Background
   2.2 Objectives and expected outcomes of the assessment
   2.3 About the UNICEF Supply Chain Maturity Model
   2.4 Scope
3. Assessment methodology and approach
   3.1 Technical session
   3.2 Workshop
   3.3 Assessment results
4. The way forward
   4.1 Strengthening roadmap and budget
   4.2 Strengthening roadmap M&E framework
   4.3 National strengthening strategy outline/update
5. Recommendations and conclusions
6. Annexes
   Annex A. Technical session agenda
   Annex B. Technical session participants
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   Annex D. Workshop agenda
   Annex E. Workshop participants
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   Annex G. UNICEF Supply Chain Maturity Model Assessment results (dashboard)
   Annex H. Supply chain strengthening roadmap
   Annex I. Distribution of supply chain strengthening roadmap activities
   Annex J. Potential donors for resource mobilization
   Annex K. UNICEF internal planning processes

6 This Annex will be used to inform the creation of UNICEF’s COs/ROs internal planning documents such as SitAns, CPD, and CO Workplans.
B. Workshop

During the workshop, the results of the technical session are presented for endorsement by high-level government officials, the UN Resident Coordinator, UN partner agencies, NGOs, private sector, and donors. Together, stakeholders agree on the best way forward for implementing of the national supply chain strengthening strategy. Specific objectives of the workshop are to have high-level government representatives:

- **Endorsing** the supply chain maturity level results produced during the technical session
- **Endorsing** prioritized areas for intervention
- **Endorsing** the supply chain strengthening roadmap
- **Endorsing** the national supply chain strengthening strategy
- **Signing** a written endorsement agreement (if possible)
- **Validating** results (or scheduling validation) in the online assessment platform

During the workshop the assessor will facilitate sessions focusing on presenting the results of the assessment and recommendations by means of the documents previously created (value stream map, strengthening roadmap, national supply chain strengthening strategy, high-level presentation and a draft of the final report).

Key considerations:

On the first day, the assessor must:

- **Guarantee** key participants’ registration
- **Present** the objectives and logistics of the workshop
- **Provide** an overview of the UNICEF Supply Chain Maturity Model
- **Explain** the process conducted to deploy the assessment
- **Present** the UNICEF Supply Chain Maturity Model results and ensure their endorsement

On the second day, the assessor must have:

- **Endorsed** the supply chain strengthening roadmap (including identifying budget sources)
- **Endorsed** national supply chain strengthening strategy

On the last day, the assessor must have:

- **Written** endorsement of the results from the appointed government representative
- **A new assessment created** in the online assessment platform to enter the results, and validate them in real time once the results have been endorsed by the government (ideally)
- A group photo

Every day at the beginning of the workshop the assessor must:

- **Share** the workshop agenda for the day with the participants
- **Circulate** the attendance form to collect participant contact information and signatures
- **Recap** the previous day’s results

Every day at the end of the workshop the assessor must:

- **Collect data**, documents, and review lessons of the day
- **Draft** workshop minutes to summarize the session

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Key considerations when conducting the assessment:

- **Assessments are Government-led**, with technical support from partners
- Results are **government owned** and are not to be shared without permission
- Results should be **supported by evidence** to reflect the context
- Results must be **endorsed by government** before being considered final
4.5 Stakeholders endorse the roadmap

The outcome of this assessment is the issuing of a national supply chain strengthening strategy as part of the government’s national regulatory framework.

A written endorsement of the national supply chain strengthening strategy is expected from the government by the last day of the workshop. If the strategy is endorsed that day, but not in writing, it must be registered in the daily workshop minutes created by the assessor and included as part of the final report.

4.6 Deployment of technical solutions

The interventions described in the national supply chain strengthening strategy are deployed under the coordination of one centralized monitoring organism that periodically evaluates progress.

UNICEF and partners provide expert technical assistance, standardized methodologies, and tools in key areas to increase national public supply chain performance, levels of maturity, and government ownership. If required, some complementary supply chain assessment tools can be found in the UNICEF Technical Review Of Public Health Supply Chain Assessment Tools and the WHO National Health Planning Tools.

When it comes to mobilizing resources required to deploy the national supply chain strengthening strategy, evidence supported results and a standard, successfully proven methodology are powerful entry points to engage donors and partners to provide funding to further develop public supply chains capabilities. UNICEF regional and country offices provide support to governments mapping stakeholders in the region, including partner agencies, and potential donors. Fundraising guidance for supply chain strengthening is available for consultation and practice.

4.7 Registering the results in the online platform

After securing government endorsement, the assessor must register the results in the UNICEF Supply Chain Maturity Model online assessment platform to be validated. Follow the UNICEF Supply Chain Maturity Model training platform general user guide for step-by-step instructions on how to create and validate an online assessment.

The validator should be a different person from the assessor to guarantee transparency and trustworthiness of the assessment.

Once an assessment is validated on the online assessment platform it cannot be undone or retroactively modified. The results are final and will impact the country’s maturity level trends from this point forward.

It is recommended that governments register an account on the online assessment platform to access the content, gain a better understanding on the assessment scope, advantages, functionalities, available reports, and scout the possibilities offered by this tool to complement (or implement) an integrated national M&E system.

After the assessment and under the government’s leadership, the way forward is characterized by:

- A highly **coordinated plan** where partners regularly provide updates on progress
- **Evidence-driven** resource mobilization activities to complement ongoing efforts
- **Increased levels** of accountability among the stakeholders involved in strengthening the system
5

THE UNICEF SUPPLY CHAIN MATURITY MODEL
AS M&E FRAMEWORK
The UNICEF Supply Chain Maturity Model serves as M&E framework to measure the impact of the interventions that have been executed and the overall progress achieved across critical components of any public supply chain, as it is product agnostic. It is recommended that regular assessments be deployed every 12 or 18 months to consistently monitor the progress of the interventions and to increase the accountability and response capacity of national supply chains.

The online assessment platform makes standardized reports and trend analyses available that enable countries to monitor their progress in the different components of supply chains. This facilitates M&E activities that should become part of existing government processes to avoid increased workloads and duplication of efforts, thus ensuring sustainability.

**UNICEF supports governments’ M&E efforts by:**

- Making available the Country Coordination Activity Matrix, a tracking tool to follow up the deployment of strengthening activities across implementing partners
- Coordinating capacity building activities
- Monitoring roadmap strengthening activities and assessing their impact in supply chains
- Coordinating regular follow-up assessments (every 12 to 18 months) to monitor the national strengthening strategy progress and update roadmaps as needed, according to the results produced by the interventions.
SUCCESS STORY

6
Strong and resilient public health supply chains save lives. They are the cornerstones of efficient healthcare systems as well as a driving force in improving equity, quality and access to essential services and products.

In Madagascar, not everyone has access to critical medicines and health products, with nearly one out of every three children remaining unimmunized.

The country’s supply chain challenges, such as product stock-outs, lack of fit-for-purpose infrastructure distribution networks and trained healthcare workers, among others, have been a recurrent barrier in providing the highest standard of routine interventions and reaching all underserved communities. Recurrent climate shocks, nutrition crises and other health emergencies, such as the COVID-19 pandemic, have added to the strain on healthcare delivery and have undermined the national response capacity to address rising requirements.

**Inclusive review process**

Recognizing these challenges, UNICEF leveraged its convening power to launch a ‘UN Delivering as One’ initiative, which included a comprehensive performance assessment from 30 May - 2 June 2022. The initiative identified Madagascar’s health supply chains development needs across four programmes: essential medicines, reproductive health, vaccines and nutrition. With the support of the UN Resident Coordinator Office and cooperation from other civil society and donor partners, the Ministry of Health, the World Health Organization, the United Nations Population Fund and USAID co-led the initiative.

UNICEF Supply Chain Maturity Model served as the guiding framework for this inclusive review process, laying the foundation for a shared understanding and common vision of the country’s supply chain priorities. Thirteen critical operational and technical supply chain functions were qualitatively assessed as part of these multi-stakeholder consultations, with level 1 indicating minimum development and level 5 reflecting a sustainable, financially and technically independent supply chain.

“We are grateful to UNICEF and partners for uniting their strengths and promoting a comprehensive system strengthening approach to help us achieve the health-related Sustainable Development Goals,” said Dr. Fanjambololoniaina Dominique Rasamoelina, Secretary General at the Malagasy Ministry of Health.

**A shared vision**

The findings of the evaluation identified potential for more supply chain integration and opportunities for synergies across health programmes. They highlighted the importance of streamlining resources, sharing knowledge and expertise, capitalizing on achievements and leveraging partnerships to replicate and institutionalize best supply chain management practices. They also noted that increased investments and technical cooperation are required to bring the least performing areas to a higher maturity level.

“UNICEF is proud to serve as a trusted advisor to the Malagasy government on systems strengthening. The results of the Maturity Model are a call to action for all areas of the supply chain,” said Jean Francois Basse, UNICEF Representative, emphasizing that “a supply chain is always as strong as its weakest link.”

Following the consultations, all stakeholders agreed to work together toward the establishment of a national, multi-partner and evidence-driven system strengthening action plan, with ambitious targets and objectives. The plan will provide a harmonized framework for all health supply chain stakeholders, including UN agencies, development agencies, donors and private sector partners, to lend their technical expertise, innovation capacity and resources to bridge the gap in health products and services.

**Pooling assets and competencies**

“These systems strengthening investments are critical to advance our humanitarian-development continuum efforts, as well as to better prepare for health disasters, absorbing shocks and fostering a faster return to normalcy. By pooling our assets and competencies, we can strengthen our coordination and achieve better results,” said Issa Sanogo, UN Resident Coordinator.

The critical role of the donor community in providing catalytic investments to support the implementation of nationally owned systems strengthening strategies was also widely acknowledged. “Through our IMPACT (Improving Market Partnership and Access to Commodities) project, USAID expresses its commitment to providing its financial and technical resources to advance the government’s objectives and continue transforming the lives of millions of Malagasy people throughout the country,” pledged Mr. Hajarijaona Razafindrafito, USAID Health, Population and Nutrition Acting Deputy Director before concluding that “USAID invests over $72 million annually on integrated health activities.”

Learn more about how UNICEF drives sustainable supply chain transformation
## Annex A. Who should be invited to participate in the workshop?

<table>
<thead>
<tr>
<th>Programme assessed</th>
<th>Government</th>
<th>UN partner agencies</th>
<th>External partners (NGOs, private sector)</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immunization</td>
<td>Minister of Health, Vice-minister or Programme Director</td>
<td>Registering the results in the online platform</td>
<td>Relevant partner working in the country</td>
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<tr>
<td>Nutrition</td>
<td>Director of Budget Planning</td>
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<tr>
<td>WASH</td>
<td>Ministry of Finance</td>
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<tr>
<td>Tuberculosis</td>
<td>National Regulatory Agency</td>
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<tr>
<td>HIV/AIDS</td>
<td>Head of the Central Medical Store</td>
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<tr>
<td>Malaria</td>
<td>Head of the Supply Chain Managing Agency</td>
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<tr>
<td>Essential medicines</td>
<td>Head of the Human Resources Planning</td>
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<tr>
<td></td>
<td>Minister, Vice-Minister, Director, Deputy Director, or highest-ranking leader of every relevant component related to the programme being assessed (i.e., EPI Manager)</td>
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<tr>
<td>Education</td>
<td>Minister of Education, Vice-Minister or Programme Director</td>
<td>UN Resident Coordinator Office and UN partner agencies working in the country</td>
<td>Relevant partner working in the country</td>
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<tr>
<td>WASH</td>
<td>Director of Budget Planning</td>
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<td></td>
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<tr>
<td></td>
<td>Ministry of Finance</td>
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<tr>
<td></td>
<td>Head of the Central store</td>
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<tr>
<td></td>
<td>Head of the supply chain managing agency</td>
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<tr>
<td></td>
<td>Head of Human Resources Planning</td>
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<tr>
<td></td>
<td>Minister, Vice-Minister, Director, Deputy Director, or highest-ranking leader of every relevant component related to the programme being assessed</td>
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<tr>
<td>Area</td>
<td>Data set</td>
<td>Description</td>
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<tr>
<td>Stock management</td>
<td>Stock level report + estimated forecast</td>
<td>Stock report across all levels (central, regional, local, service provider facility) of the public system of the last three years (ideally), including inventory level, expiration date and batch number (when applicable)</td>
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<tr>
<td>Distribution</td>
<td>Distribution report</td>
<td>Distribution report that includes records of all shipments across all the levels of the public system, including the amount of supplies delivered with expiration date and batch number (when applicable)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information system</td>
<td>Reporting forms</td>
<td>A scanned or soft copy of all the forms utilized in the assessed programme to report supply chain operational data (i.e., stock levels, consumption, write-offs, etc.) and programme related data (i.e., in immunization: number of patients immunized, coverage, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information system</td>
<td>Description of in-place electronic systems</td>
<td>A description of relevant documents and technical sheets of all electronic systems in place utilized to generate, register and report supply and programme data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information system</td>
<td>Description of in-place procedures</td>
<td>A description of relevant documents that are in-place and which govern all practices of generating, registering and reporting data to the upper instance of the assessed programme, as well as the procedures in place to review the integrity of data (when applicable), and the analyses in place to mine collated data.</td>
<td></td>
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<tr>
<td>Supply and demand management</td>
<td>Description of in-place procedures</td>
<td>Description of tool (when applicable), procedures and methodologies in place to calculate stock reordering points, stock risky situations (over and under stock)</td>
<td></td>
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<tr>
<td>Supply chain indicators</td>
<td>Indicator technical sheet</td>
<td>Technical sheet which indicates the calculations procedures for all indicators managed by the country to track supply chain operations, coverage and equity</td>
<td></td>
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<tr>
<td>Supply chain management</td>
<td>Terms of reference of the national logistics working group and/or the supply chain management team</td>
<td>Terms of reference from the national supply chain team to understand the roles, responsibilities, and linkages between the different groups (when applicable) that work across different programmes supply chains in the country (i.e., essential medicines, supply, special disease programmes)</td>
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<tr>
<td>Supply chain management</td>
<td>Prioritization exercise and M&amp;E framework</td>
<td>Description of the methodology utilized to assess the status of the supply chain, the frequency in which this exercise in completed and a soft copy of the M&amp;E framework in place utilized to track the performance of the supply chain and programme interventions</td>
<td></td>
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</tbody>
</table>

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7 This is an indicative list to be used for guidance.
Annex C. Value Stream Map

This value stream map is an example and does not represent any country in particular.
# Annex D. Supply chain strengthening roadmap

**Region:** Eastern and Southern Africa (ESAR)  
**Country:** Krohnos  
**Province:** Kaplan  
**Programme:** Education

<table>
<thead>
<tr>
<th>#</th>
<th>Area of work</th>
<th>Sub-areas</th>
<th>Activity number</th>
<th>Description of activity</th>
<th>Responsible</th>
<th>Funding secured (Y/N)</th>
<th>Start date</th>
<th>End date</th>
<th>Expected outcome (milestone)</th>
<th>Budget (USD$)</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Financing and Resource Mobilization</td>
<td>National Financing Sources</td>
<td>A.1.1.1</td>
<td>Increase grants budget up to 50% by the end of Q1 to fund national SC strengthening interventions</td>
<td>Jean Luc</td>
<td>N</td>
<td>01/01/23</td>
<td>03/30/23</td>
<td>USD2.0 MM in grants by end of Q1</td>
<td>$600 000 00</td>
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<tr>
<td></td>
<td></td>
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<td></td>
<td>Identify 5 potential donors in the country</td>
<td></td>
<td></td>
<td>02/02/22</td>
<td>03/30/22</td>
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<td>$300 000 00</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Create grants proposals for each donor according to their area of work</td>
<td></td>
<td></td>
<td>01/01/22</td>
<td>01/31/22</td>
<td></td>
<td>$200 000 00</td>
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<td></td>
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<td></td>
<td></td>
<td>Advocate to donors leveraging MM results and grant proposals</td>
<td></td>
<td></td>
<td>02/01/22</td>
<td>02/28/22</td>
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<td>$100 000 00</td>
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<tr>
<td>2</td>
<td>Financing and Resource Mobilization</td>
<td>National Financing Sources</td>
<td>A.1.1.2</td>
<td>Allocate 100% funds required to transport breakfast for students 6y&lt; in school in the province</td>
<td>Chris P.</td>
<td>N</td>
<td>03/01/22</td>
<td>04/30/22</td>
<td>100% students 6y&lt; received breakfast school</td>
<td>$90 000 00</td>
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<td></td>
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<td>Identify possible local sources of funding</td>
<td></td>
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<td>03/01/22</td>
<td>03/31/22</td>
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<td>$60 000 00</td>
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<td></td>
<td>Identify specific requirements and detailed budget needed to cover the first year of the programme</td>
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<td>04/10/22</td>
<td>04/30/22</td>
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<td>Percent completed</td>
<td>2023</td>
<td>January</td>
<td>February</td>
<td>March</td>
<td>April</td>
<td>May</td>
<td>June</td>
<td>July</td>
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