

USAID National Supply Chain Assessment 2.0*

National Supply Chain Assessment [website]. USAID; 2019

(<https://www.ghsupplychain.org/key-initiatives/national-supply-chain-assessment-nsca-toolkit>).

Description	Tool designed to assess capability maturity and key performance indicators of a public health supply chain in developing country contexts. Last version 2018.	Framework	
Purpose	Provide insights on strengths and opportunities for improvement within a public health supply chain system that are then translated into actionable recommendations to improve maturity and performance of public health supply chain systems.	- Supply Chain Mapping - Capacity Maturity Model: assessment of 376 questions across 11 functions: <ul style="list-style-type: none"> • Forecasting & Supply Planning • Procurement • Pharmacy & Stores Management • Distribution • Strategic Planning & Management • Policy & Governance • Quality & Pharmacovigilance • Logistics Management Information Systems (LMIS) • Human Resources • Financial Sustainability • Waste Management 	
What measures	Maturity of supply chain system.	- Performance: 13 core indicators and 16 optional indicators across the 9 functions.	
Scope			
Enablers	Legal and regulatory framework, institutional roles, HR, Information systems, accountability, integrity and transp., practice.		
Processes	Selection, Quantification, Planning and budgeting, procurement strategy development and execution, M&E.		
Toolkit			
Overview, comprehensive implementation guide, capability maturity model questionnaire. English			
Implementation			
Estimated cost for a snapshot, targeted, and full NSCA follow: Snapshot (\$50,000-100,000); Targeted (\$100,000-200,000), Full (\$350,000-500,000). NSCA may take anywhere from 3 to 9 months (from planning to end results). Data collection typically can be conducted in 2-3 weeks, depending on the type of NSCA and the number of data collection teams.			
Indicators			
Maturity model assessing compliance with indicators and KPIs (no target set).			
Evidence base			
Quantitative (maturity and performance). Criteria established by USAID in consultation with partners and aligned with existing tools (WHO/UNICEF EVM).			
Output			
<ul style="list-style-type: none"> - Report providing comprehensive view of the assessment implementation, analysis, outcomes and recommendations. - Action Briefs on a particular issues. - Data Dashboard - Presentation 			
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Benchmark against capacity and performance targets			
Yes.			
Link to capacity development and learning tools			
Not built into programme, but outcome is expected to result in Government and partners agreeing on an implementation plan and providing the support needed.			
Monitoring and evaluation (of assessment outcomes)			
Reassessment is encouraged but considering the scale of the assessment, a more targeted approach to reassessment is recommended. Performance indicators for routine monitoring of the supply chain are recommended, as it is the implementation of a central function in the country responsible for monitoring performance.			
Comments	<p>The assessment framework allows for the adaptation of assessment to specific levels (central/peripheral), commodities or functions. Can be adapted to produce a 'snapshot' or full assessment, based on sample size.</p> <p>SurveyCTO code is provided for easy adaptation of questionnaire in the mobile application to local context (terminology, staff designation, clarity). Partnerships are being developed for funding and co-funding of assessments in countries (GF already engaged). Assessments are conducted at the request of Governments. Three assessments already planned for 2019 (Guinea, Ghana and Botswana).</p>		

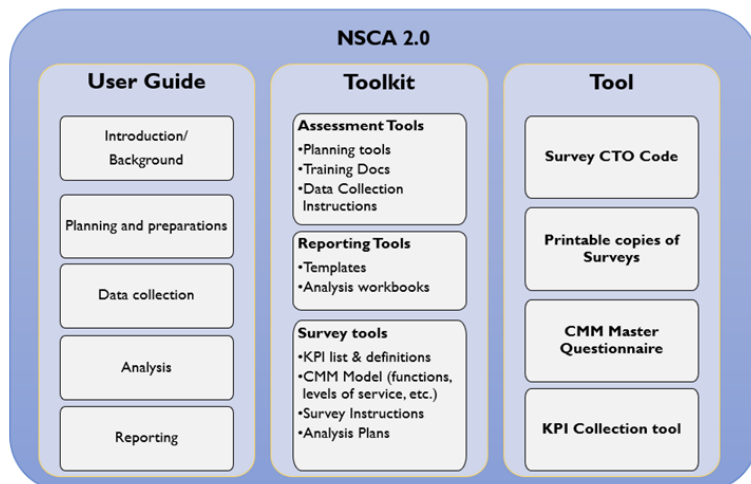
* This description is based on the work done by UNICEF in connection with the landscape analysis of vaccine procurement assessment tools and provides the basis for the assessment toolbox itself. You can find the report from the landscape analysis via the home page.

USAID NSCA 2.0

Assessment framework

Supply Chain Functional Areas

Strategic Planning & Management
Human Resources
Financial Sustainability
Policy & Governance
Quality & Pharmacovigilance
Forecasting & Supply Planning
Procurement & Customs Clearance
Warehousing & Storage
Distribution
LMIS
Waste Management



Module	MODULE 7: PROCUREMENT & CUSTOMS CLEARANCE
Module Section	QUESTIONS
PRO-100 Procurement Control	Are procurements approved by authorized personnel/stakeholders? Does this location procure drugs/medical supplies from the private sector? Is there a procurement ethics or anticorruption program in place? What internal control systems are in place for procurement? Which entity is responsible for regulation and oversight of the overall procurement process? Which entity(ies) are responsible for implementing health commodity procurements?
PRO-1000: Procurement KPIs	Are procurement metrics used to measure procurement performance?
PRO-1100: Customs clearance	Are all health commodity imports under full exemption of customs duties and taxes? Are relevant parties notified in advance of expected shipment arrival? Does this unit/warehouse play a role in customs clearance? How long does removal of products typically take from the airport when that is the port of entry? How long does removal of products typically take from the port of entry when the port of entry is not the airport (e.g., via sea or road)? Is customs clearance done in-house or outsourced? Is the customs clearance process monitored using standardized metrics? Is there a formal procedure in place to obtain the exemptions? Is there a procedure that guides customs clearance specifically for health commodities? Is there an approved contract for customs clearance services? Is there an entity responsible for coordinating the customs clearance process for health commodities?
PRO-1200: Budget	How much is government budget or facility revenue/cost recovery contributing to recurring procurement processes and/or customs clearance costs? Who is responsible for funding the budgets associated with procurement processes and/or customs clearance for program related commodities?
PRO-1300: Computerization	
PRO-200: Procurement Audits	
PRO-300: Procurement Procedures	Are there policies and guidelines that specifically guide decentralized units - such as warehouses, hospitals and service delivery points - for purchase their own medicines from the private sector? Are there procedures in the form of guidelines, manuals or standard operating procedures (SOPs) for procurement available at this site/facility (in electronic or paper copy)? How often are procurement guidelines, manuals or procedures (e.g., SOPs) updated?
PRO-400: Product specifications	
PRO-500: Identifying and qualifying vendors	
PRO-600: Fair competition and cost-effectiveness	Are formal notifications sent to both successful AND unsuccessful bidders? Are there formal processes in place to maintain vendors' proprietary information as confidential? Do the tenders include terms and conditions? Does this location benchmark or compare its purchase prices against market indices? If a tender is not competed, do you document these exceptions? What percentage of procurements require vendor competition for tenders? Which measures do tender evaluations include?
PRO-700: Vendor performance evaluation	
PRO-800: Procurement appeals process	
PRO-900: Order and delivery management processes	Are there penalties for vendors that do not fulfill contracts? Is insurance coverage provided for products in transit? Is the data in the contract management system updated in real time or daily? Is there a contract management or an order and delivery management system in place?