TECHNICAL REVIEW OF PUBLIC HEALTH SUPPLY CHAIN ASSESSMENT TOOLS
An analysis of major tools and approaches 2019
1. TECHNICAL REVIEW
This review has been based on assessment tools developed by global development partners and agencies named in this document. It is intended to provide information and act as a supportive tool for users. The review was conducted on existing versions of assessment tools available at the time of publication and may not fully reflect any updates, revisions, change of features or discontinuation of any of the tools.

2. COPYRIGHT
The tools, logos and information used in this review have been reproduced with expressed permission from the proprietors.
List of Acronyms

BMGF Bill and Melinda Gates Foundation
EPI Expanded Programme on Immunization
EVM Effective Vaccine Management
GAVI Global Alliance for Vaccines Initiative
GF The Global Fund to Fight, AIDS, Tuberculosis and Malaria
GHSC-MM Global Health Supply Chain Maturity Model
iSC Immunization Supply Chain
ISG Inter-Agency Supply Chain Group
KfW Kreditanstalt für Wiederaufbau
KPI Key Performance Indicator
MAPS Methodology for Assessing Procurement Systems
NSCA National Supply Chain Assessment
OECD Organisation for Economic Co-operation and Development
SCISMIM Supply Chain Information Systems Maturity Model
SCOR Supply Chain Operations Reference
APQC American Productivity & Quality Center
PEPFAR President’s Emergency Program for AIDS Prevention
SCMS Supply Chain Management Systems Project
ToC Theory of Constraints
UNFPA United Nations Population Fund
UNICEF United Nations Children’s Fund
USAID United States Agency for International Development
WHO World Health Organization

Interagency Supply Chain Group agency members who have contributed to this preface and the technical document include the Bill and Melinda Gates Foundation (BMGF), Global Alliance for Vaccines Initiative (GAVI), The Global Fund to Fight AIDS, Tuberculosis and Malaria, the Expanded Programme on Immunization (EPI), United Nations Children’s Fund (UNICEF), United States Agency for International Development (USAID), the World Health Organization (WHO) and the Secretariat of the Inter-Agency Supply Chain Group (ISG). Gratitude and thanks are extended to the editors, Innocent Dube, UNICEF and Lisa Hedman, WHO and other individual contributors from the ISG including Ken Legins, UNICEF; Manuel Lavayen, UNICEF; Ryan McWhorter, UNICEF; Ousmane Tamba Dia, UNICEF; Adama Sawadogo, UNICEF; Sharmila Raj, USAID; Kevin Pilz, USAID; Prashant Yadav, The Bill and Melinda Gates Foundation; Krishna Jafa, The Bill & Melinda Gates Foundation; Alfonso Von Woerkom, The Global Fund; Sophie Logez, The Global Fund and others.
Estimates for global markets for medicines and vaccines predict a 30% increase by 2030 (IMS Institute for Healthcare Informatics, 2017). Population growth, new products in the pipeline, and changes in public health—such as the growing burden of non-communicable diseases that require lifetimes of treatment—all contribute to the increased demand. Systems for procurement and supply chain management (PSM) must adapt accordingly to reach the ambitions of the Sustainable Development Goals towards Universal Health Coverage to prevent, treat and manage diseases. The invaluable role of supply chains within health systems is indeed underscored by the past three decades of investments by ministries of health, the international development community and other actors. Despite the investments, progress remains fragile in many low- and middle-income countries (LMIC) and the complexity of this problem as a public health issue may not be sufficiently recognized.

From annual reports of USAID, GAVI, The Global Fund, UNFPA and UNICEF alone, more than USD 4 billion are spent annually to procure medicines, vaccines and health products for LMICs with unmet needs. The impact of this significant expenditure on a country-by-country basis, however, is still only a fraction of what ministries of health procure to have a package of essential medicines (WHO Model List of Essential Medicines, 2019) available at points of care, including primary health facilities.
National supply chains for medicines and health products need to be functional for these commodities to safely reach patients. Functional capacity speaks to multiple technical areas that define a supply chain as well as sufficient scope and depth to maintain resilience in the face of changing needs, such as emergencies. Functional performance also has dependencies on areas such as infrastructure, technology, policies and regulatory systems, human resource development, public health programmes and the efficiency of markets. Investments that are strategic, relevant and impactful are critical.

Central Medical Stores (CMS) entities, international development agencies, the private sector and civil society all invest significant resources into building supply chain capacity for public health. These investments are often guided by and monitored through comprehensive assessments. Assessments are investments in and of themselves, representing robust, time-tested processes to identify and prioritize the most debilitating bottlenecks, while also gathering sufficient detail to support well-informed solutions and future strategies. They create baseline information and a framework for monitoring improvements, directing course changes, leveraging across programs and even across national borders, and other areas.

Assessment tools used by UN and bi-lateral development agencies are generally publicly available while protocols and highly specialized assessments from industry, civil society and others may be considered proprietary. Out of the numerous tools available, agencies performing assessments generally use those that they have specifically developed themselves. When a CMS or equivalent entity in a country engages in self-assessments, the fitness for the purpose of any tool is an important consideration.

This document is a review of major assessment tools, facilitated by UNICEF in response to a specific request from CMS entities and ministries of health. The request was for a resource on selecting the most relevant assessment approaches, especially with a view of supporting national leadership in establishing supply chain targets and strategies for the important years to come.

While the review responds to questions on selecting the best tool for a given context, it also illustrates opportunities to expand critical thinking about how supply chain performance is measured. Many anecdotal—yet often repeated—concerns about resources consumed in duplicative large-scale assessments imply a need to strategically and thoughtfully improve the use of assessment information.

Fewer assessments and optimized use of resulting information could reduce the burden and cost and thereby open space for more innovations and solutions. Similarly, when international development partners perform assessments, a multi-partner country led approach, inclusive of national stakeholders, could offer a similar benefit.

Assessments and investment strategies could benefit from an expanded focus, including attention to issues such as triggers for capital or multi-sectoral investments. As an example, private investors, the Global Financing Facility and other investors could use assessment information to consider strategic strengthening of the third-party markets for supply chain services in a given country. Expanding to considering multi-sectoral policies that facilitate or impede the potential for pooled procurement or joint investigation of shortages are other examples.

Current assessment approaches and tools have been developed with the expertise convened by international agencies. Recognizing that the sustainability of any progress achieved will ultimately
Review of seven major assessment tools for supply chains

Supply chain assessment tools and maturity models from international development agencies depend on nationally and in some cases regionally focused efforts, and as investments to realistically transition and integrate into country-led systems. To this end, future updates to assessment approaches could benefit from systematic and renewed engagement from countries, civil society, academia, regional platforms and the private sector.

In considering any type of reporting or assessment, care should be taken to promote data for decisions and actions versus retrospective critiques. Responding to calls at the level of the World Health Assembly (WHA 69.25), assessment approaches now increasingly focus on systems and capacities to support improved use of supply chain data. This example of progress towards improved data indeed has been a collective effort, underscoring the benefit of harmonized or aligned approaches.

In the short term, assessments will continue to rely on existing tools that are the most relevant and fit for purpose. For example, assessments of overall maturity serve a different purpose from assessments that focus on the specificities of immunization supply chains. The longer term may evolve to include transition, multi-sector investment and other expanded areas.

The following document provides a summary of seven different assessment tools developed by agencies as an integral part of their contribution in promoting the capacity of national supply chains for medicines and health products. The primary purpose of the document is to provide insight into these major tools and their optimal use, acknowledging the many other tools that have important value. Country supply chain stakeholders and leaders are a critical audience for this review, especially recognizing that their active role in shaping assessments and the very rich resulting information defines the future of supply chains for public health. This review also serves as a welcome reminder of the significant innovation, investment and steadfast pursuit of a common vision shared by many where medicines and health products simply reach patients, wherever they are.

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PREFAZ
This document was developed by UNICEF with contribution from members of the Interagency Supply Chain Group (ISG). Its development was motivated during the Health Systems Strengthening Workshop hosted by UNICEF in 2018 where, national government representatives collectively and unanimously expressed concerns about increasing demands for engagement in assessments of national supply chains for medicines and health products. They expressed a critical need for guidance on selecting the most appropriate tools in order to improve the focus and usefulness of the resulting information.

The growth in supply chain investments by multiple actors in the last decade has come with a corresponding emergence of assessment tools that help measure progress, impact and guide investment decisions. The unintended consequence of the multiplicity of these assessment tools is several similar tools being applied to national supply chains at the same time. Confusion and fragmentation of investments and reduced impact were risks highlighted by country representatives.

This document provides an objective overview of major assessment tools used in 2018 and 2019, especially those focused on definitions of supply chain maturity as the core of the assessment approach. It highlights the optimal areas of use for each of the seven maturity assessment models. In addition to supporting country decision making and an improved dialogue among country stakeholders and external investors, this analysis also highlights opportunities where harmonization and alignment across tools and performance indicators can be leveraged in the future. The document is not a critique that considers merits and deficiencies of any particular approach, but rather intends to facilitate informed selection across a variety of national contexts. It also opens a conversation for agencies who invest in maturity assessments to make better use of the resulting information, for example, in common measurement frameworks and the like.

The technical aims of the document are to:

• provide a succinct description of seven major supply chain maturity assessment tools analyzed and articulate their primary purposes, functionality and application for the benefit of national governments and other stakeholders;
• act as a guide to aid national governments and other stakeholders in selecting the most appropriate supply chain assessment tool to select that meets their specific needs, context and budget;
• and to bring out the complementarity of the assessment tools including highlighting the unique features and benefits.

The target audience for this document is primarily national governments, donors and development partners and other stakeholders who have interests in contributing to supply chain transformation, including the private sector, civil society, academia and others.

This document is not a repository of all the supply chain assessment tools and does not replace the PSM toolbox hosted by i+Solutions. Rather, it analyzes seven major assessment tools identified in feedback from country representatives during the UNICEF 2018 workshop. The systematic approach it provides can be used to analyze a larger body of assessment tools over time.
Background

**MATUREY MODELS IN PUBLIC HEALTH SUPPLY CHAINS**

The increasing investment by donors in strengthening national supply chains in the public health sector has seen growth of diverse assessment tools that seek to determine existing supply chain gaps and help target investments. The maturity model is one of the assessment tools and approach that has gained prominence in recent years and has seen BMGF, USAID, Gavi, Global Fund, WHO, UNICEF and others develop and deploy similar models and tools that are aligned to their areas of interest. In most cases, these tools are used to assess distinct commodity supply chains and help evaluate risk prior to transformation investments being made.

**PURPOSE OF THIS REVIEW**

The purpose of this review/analysis is to describe the concept of maturity modeling and communicate the differences and unique characteristics of each distinct tool developed and deployed by the various organizations and agencies. The review aims to articulate the distinct application criteria for each of the models, highlight complementarity and provide guidance to country offices and national governments when they select assessment tools applicable to their needs and context.

**OVERVIEW OF MATURITY MODELS**

Maturity models convey the idea of development from an initial state to a more advanced state. The idea behind this is the notion of evolution, suggesting that an organisation may pass through a number of intermediate states on the way to maturity. Definitions of maturity combine an evolutionary or experiential element with adoption of good practice. Maturity implies that the processes are well understood, supported by documentation and training and are consistently applied throughout the organisation and continually being monitored and improved by its users (Fraser et al 2002). Donors and global partners have now adopted the concept of maturity in public health supply chains as a means to assess and monitor performance.

**MATUREY MODELS REVIEWED**

The review focused on the BMGF, Gavi, Global Fund, UNICEF, USAID and WHO maturity models/assessment tools. It provides an overview of each of the tools and articulates what they measure, some of the high-level indicators or clusters of indicators, type of assessment, applicable supply chain tiers, overall purpose, strengths and weaknesses, indicative costs and duration of assessment. The review also highlights complementarity of the tools/models and are cross-referenced where applicable.
**Methodology & Approach**

**APPROACH**

The approach to this analysis was premised on objectivity and impartiality and focused on communicating the individual features and functionalities of the respective tools assessed. Each assessment tool was distinctly and independently analyzed and results presented in a standardized format to enable the reader to make like-for-like comparison of the assessment tools. The analysis was deliberately designed to avoid direct comparison of tools on the basis of their performance and quality, but rather sought to provide a neutral analysis which countries and partners could consider as a supportive tool for decision making, advocacy initiatives and for triggering conversations on maturity models and assessment frameworks applicable to their contexts.

**METHODOLOGY**

Selection of Tools for Review

The choice of tools to review was primarily informed by participants’ feedback during proceedings of the Health Systems Strengthening Workshop hosted by UNICEF in 2018, where global partners comprising BMGF, Gavi, Global Fund, UNICEF, USAID and WHO presented their respective maturity models/assessment tools. The decision to evaluate the seven assessment tools was premised on the request for clarity and guidance by national governments on how to select the most appropriate tool that suits their own specific needs. Other tools developed by private sector, NGOs and other actors were not included in the review because, either they were proprietary tools or where only developed for a specific intervention or programme. The table below provides a list of the tools reviewed.

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<tr>
<th>ASSESSMENT TOOL</th>
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ASSESSMENT TOOL REVIEW

THE METHODOLOGY DEPLOYED FOR THE REVIEW OF ASSESSMENT TOOLS WAS QUALITATIVE AND FOLLOWED A FIVE-STEP PROCESS ILLUSTRATED BELOW.

1. Data Collection
   Data, information, text and images of the seven assessment tools was collected during the UNICEF HSS workshop sessions from presentations provided by the respective partners, and from UNICEF’s own repository of assessment tools previously shared by partners. These and other tools available in the public domain formed the primary sources of data to conduct the analysis.

2. Tool Familiarisation
   The second phase of the analysis entailed a detailed familiarization of the seven tools using information and data collected. This phase included reading the guidance materials and processes several times for each tool, making basic observations, patterns and inferences including identifying and understanding the full functionality of each tool. This phase also included reading and understanding the theory, logic and models behind each tool and conducting basic simulated assessments to aid understanding.

3. Framework Development
   Phase three comprised development of a standardized framework, where parameters were set to identify tool features, descriptions and functionality. This framework enabled comparable structuring of information, facts and descriptions to be entered in a standard framework for each respective tool. The framework developed had eighteen parameters which included; an overview of the tool, tool purpose, what it measured, logic, partner objective with tool, strengths/weaknesses, qualitative/quantitative, level of effort, duration of assessment, product specificity, maturity measures, methodology, relative cost, results presentation, application of results and complementarity with other tools.

4. Tool Classification
   Phase four was the classification of tools based on the data, information and facts collected on each tool. The classification enabled the plotting of each tool on four distinct matrices that sought to bring out the correlation between Level of Effort and Measurement Method, Cost and Time to implement, Cost and Depth and Cost and Level of Effort.

5. Validation
   The final phase focused on validation of analysis results through presentation of preliminary results to the developers/proprietors of the respective tools and seeking clarification and corrections. Tool developers were given an opportunity to make further comments, correction of errors/omissions and updates which were all incorporated into the final analysis result.

Level of Effort = Staff time, number of people required; Depth of Assessment = Level of detail, number of parameters & performance indicators applied; Level of Effort = Staff time, number of people required to implement.
OVERVIEW
The Global Health Supply Chain Maturity Model (GHSC-MM) is a self-assessment tool which helps countries to independently assess supply chain needs and clarify stakeholder expectations against the reality of the current supply chain maturity level. It is based on the premise that well performing supply chain processes lead to higher supply chain performance. It does not measure actual supply chain performance as service levels and/or availability indicators. It is anchored on the Theory of Constraints, which states that the lowest performing element of the supply chain drags down overall performance.

PURPOSE
The primary purpose of the Global Health Supply Chain Maturity Model is to help countries increase supply chain performance by focusing effort on improving constraints. It is also intended to help countries highlight areas where investments are needed and also to understand when “Market Maturity” impacts the supply chain’s ability to improve further.

WHAT IT MEASURES
The GHSC-MM tool is designed to measure strategic, tactical and operational processes in a single tool. Indicators are clustered in categories of critical components, where one would find a complete mix of indicators grouped by category. Each category is evaluated for process maturity, based on specific yes/no criteria. Results are then plotted on a continuum across five levels, where ‘canvas’ is the least performing level and ‘accredited’ is the highest performing.

LOGIC
Overall maturity is based on the Theory of Constraints (ToC) where the lowest performing element of the supply chain pulls down overall performance. Removing this “weakest link” is the fastest and most effective way to improve performance as there is a relationship between maturity and supply chain performance.

4 Market maturity reflects changing patterns in demand and supply, and occurs when there are multiple suppliers and multiple buyers in a market.

5 The Theory of Constraints is a suite of management concepts developed by Dr. Eliyahu Goldratt as introduced in the landmark book “The Goal.” It helps managers decide: What to change? What to change it to? How to cause the change? https://www.tocinstitute.org/theory-of-constraints
**Partner/Developer's Objective with tool**

A tool to determine current/as-is operational and processes capability of a supply chain, and identify the weakest performing areas where improvement efforts should focus.

**Strengths**
- A rapid assessment tool
- Does not cost too much to implement
- Countries can use tool for self-assessments
- Allows electronic data collection (tablet/phone)
- Assessors do not require in-depth training

**Weaknesses**
- Not a deep-dive diagnostic tool to help in structural reform of the supply chain
- Does not account for political economy and other considerations relevant to supply chain reform
- Accuracy/consistency of output depends on having the right team of respondents (and right facilitator) in the facilitated workshops sessions which are used for assessment

**Quantitative/ Qualitative**
- Qualitative

**Level of Implementation Effort**
- Low

**Duration of assessment**
- Model concept takes 30-45 minutes to introduce and discuss, and 30-60 minutes to conduct, through a focused series of yes/no questions.

**Product Agnostic**
- Yes (Health focused)

**Maturity Measures**
- Rates the performance of business processes (liquid
- Measures process capability

**Methodology**
- Binary questionnaire completed through interview/facilitated workshop with stakeholders.
- MS Excel based tool

**Relation Cost**
- Low <USD 10,000.00

**What it's not**
- Not a deep dive quantitative end-to-end supply chain assessment

**Results**
- Matrixed summary of the maturity level by supply chain component, result shows areas of largest impact potential
- Determination of the current state of maturity and where to advance next
- For informed discussions as to how to create improvements in supply chain performance in the most effective way
- To support requests for resources for projects that improve performance focusing efforts by supply chain

**Application of results**
- Update supply chain improvement roadmaps
- For informed discussions as to how to create improvements in supply chain performance in the most effective way
- To support requests for resources for projects that improve performance focusing efforts by supply chain

**Other Complementary Tools**
- NSCA
- EVMA
- Global Fund Maturity Model and Deep-dives
- UNICEF Maturity Scorecard

**Remarks**
GHSC-MIA’s approach to measuring maturity is sound and follows supply chain Theory of Constraints. The design of the tool is based on maturity of underlying supply chain processes. The tool can be used for a quick assessment biodiversity of the performance of a national supply chain or to highlight key performing functions of the supply chain at a relatively low cost. The tool does not provide the root cause of supply chain under performance. Where possible it should be coupled with quantitative indicators of supply chain performance.
OVERVIEW
The National Supply Chain Assessment (NSCA) is a quantitative, survey-based tool that measures both the capability and performance of public health supply chains, across all levels of the health system and all supply chain technical areas. It was initially developed between 2010 and 2012 at the request of USAID by the PEPFAR-funded Supply Chain Management System (SCMS) project. In 2016 USAID worked with Axios International to develop NSCA 2.0 building on the lessons from the original NSCA.

PURPOSE
The primary purpose of the NSCA is to inform and guide supply chain country and donor investments. It helps to identify and prioritize poor performing areas in the public health supply chain. It provides a means to monitor the impact of specific supply chain improvement activities and/or investments. It also helps monitor progress over time and against national performance indicator targets.

WHAT IT MEASURES
The tool assesses inputs and processes across functional areas and cross-cutting enablers. It measures supply chain performance and capability by identifying bottlenecks and gaps across the supply chain. It provides quantitative scores across functional areas at each level of the supply chain.

KPIs are divided into core KPIs and optional KPIs. Core KPIs are recommended for all assessments, while optional KPIs may be appropriate for the assessment of more developed systems, or to provide more detailed analysis of specific performance areas.

LOGIC
The National Supply Chain Assessment Maturity model is based on theory by Lockamy and McCormack (2004) in developing supply chain process maturity models using concepts of Business Process Orientation. The theory concludes that there is a direct relationship between supply chain management process maturity and performance. A process maturity model could help enhance supply chain performance by identifying points of weakness.

How is the supply chain actually performing?
What is the capability of the system to perform?

Capability & Functionality Assessment
**Partner/Developer’s Objective with tool**

- To inform and guide country and donor investments in supply chain management

**Strengths**

- A modular tool that can be customized to specific contexts and available resources
- Can expand or contract scope without compromising the model
- Objective quantitative tool that provides scores of assessed functional areas
- Assesses both cross-cutting enablers and operations
- Aligned with other tools to allow for reciprocity (e.g. EVM)
- Does not necessarily require international technical assistance or external expertise

**Weaknesses**

- Describes performance (in terms of KPIs) and capability maturity of a supply chain; however, it cannot necessarily derive the reasons for good/poor performance.
- Shows correlation, but not causality
- Relatively costly to implement, but can be tailored to fit a reduced budget
- Does not provide aggregate score for entire national supply chain
- Does not diagnose the precise problem, relies on other detailed function specific assessments

**Quantitative/Qualitative**

- Quantitative

**Level of Implementation Effort**

- High for a “Full” or some “Targeted” assessments. Moderate effort for “Snapshot” or some “Targeted” assessments

**Duration of assessment**

- Up to 29 weeks (including Planning) 3-4 weeks in country implementation
- Snapshot assessment can be conducted in significantly less time

**Product Agnostic**

- Yes (Health Supply Chain Only)

**Maturity Measures**

- Quantitative scores across functional areas at each level of the supply chain.
- Maturity defined across 4 levels ranging from basic to state of art

**Methodology**

- Interviews and direct observation. Observations included assessing the physical infrastructure (warehousing/commodity storage) of facilities via Survey CTO tool
- Collection of country supply chain data for KPIs, through direct measurement or from country information systems
- Can be implemented directly by countries or partners

**Relative Cost**

- High From $50,000 to $350,000, depending on sample size and other factors

**What it’s not**

- Not a “rapid” assessment tool or a deep-dive into specific supply chain technical areas.
- ISCA NOT designed: As an auditing activity; For detailed ROI calculations; As a method for identifying fraudulent behaviors; To provide longitudinal insights; To provide information on causality of observations

**Results**

- Heat map showing percent of high and low capability
- Quantitative maturity scores for each functional area
- Performance on a series of standardized supply chain KPIs

**Application of results**

- To fulfill pre-conditions for financing
- As a self-assessment by country to guide strategy
- Identifying problem areas of the supply chain
- To monitor supply chain progress
- Guide country or donor investments

**Other Complementary Tools**

- EVMA
- People that Deliver - HR Assessment
- UNICEF Maturity Scorecard
- BMGF Maturity Model

**Remarks**

NSCA is a robust supply chain assessment tool which objectively determines the weak areas of the supply chain using quantitative methods. The key performance indicators (KPIs) provide a comprehensive picture of supply chain performance. It provides a deep assessment of specific areas of the supply chain, and is useful for identifying trends and areas of weaknesses across the supply chain functional areas. Countries can use this tool for a national assessment or a targeted assessment.
The Effective Vaccine Management (EVM) initiative was launched in 2010 to raise global and national attention to immunization supply chain performance metrics and identify areas where supply chain improvements might positively impact immunization and health outcomes. Since then, it has been accepted by all countries and Partners as the standards to evaluate ISC and a target of 80% composite score was set to be achieved by all countries. The new Effective Vaccine Management Assessment tool (EVM2) is built on the heritage of the EVM1 with assessment beyond the 9 facility ISC operations functional area (Criteria E1, …, E9) to include, four new facility Management functional area (M1, M2, M3, M4) and 6 Program strategic functional areas to be assessed (See EVM Framework below).

The migration of the EVM assessment tool from MS excel to an online application accessible via tablet and PC will facilitate engagement of Expanded Programme on Immunization workforce at sub-national level and bring about streamlined processes and lower cost of implementation. EVM 2.0 has also enabled context led diagnosis of immunization supply chain issues and deployment of relevant continuous improvement initiatives. https://www.youtube.com/watch?v=xrq2qAOZzzA&feature=youtu.be

WHAT IT MEASURES
The EVM 2.0 measures the performance of vaccine and supplies management; quality and layout of sites and buildings; physical capacity of storage and transport; quality of fixed equipment and vehicles; repairs and maintenance; human resource capacity and system; policies and procedures and availability of financial resources needed to carry out activities. At the end of the assessment the EVM 2.0 provide a quick analysis graphs of the
assessment. This enables countries to focus on strategic areas of improvement that would be prioritized in the continuous ISC Improvement Plan.

**PURPOSE**
The primary purpose of the Effective Vaccine Management (EVM) initiative is to provide to countries the materials and tools needed to monitor and assess their vaccine supply chain, and clearly identify weaknesses within the system and help countries develop a comprehensive plan.

**LOGIC**
The EVM process provides an entry point to building greater government focus and ownership of their national immunization supply chain leading to sustainable transformation. A country can create any number of EVM assessments, tailored to the requirements of the country by range and scope. Assessments can be National, Subnational or targeted with only selected locations assessed. In term of scope it can be full assessment with all EVM criteria & categories assessed or partial with only selected EVM criteria & categories assessed.
**The EVMA Assessment Framework**

**Criteria**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Inputs Categories</th>
<th>Outputs</th>
<th>Performance</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 Vaccine arrivals</td>
<td>C1 Infrastructure</td>
<td>E1</td>
<td>E2</td>
<td>E3</td>
</tr>
<tr>
<td>E2 Temperature monitoring</td>
<td>C2 Equipment</td>
<td>E1</td>
<td>E2</td>
<td>E3</td>
</tr>
<tr>
<td>E3 Storage and transport capacity</td>
<td>C3 Information technology</td>
<td>E1</td>
<td>E2</td>
<td>E3</td>
</tr>
<tr>
<td>E4 Storage of vaccine and dry goods</td>
<td>C4 Human Resources</td>
<td>E1</td>
<td>E2</td>
<td>E3</td>
</tr>
<tr>
<td>E5 Maintenance</td>
<td>C5 Policies &amp; procedures</td>
<td>E1</td>
<td>E2</td>
<td>E3</td>
</tr>
<tr>
<td>E6 Financial resources</td>
<td>C6 Financial resources</td>
<td>E1</td>
<td>E2</td>
<td>E3</td>
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</tbody>
</table>

**Effective Vaccine Management Assessment 2.0**

**Partner/Developer’s Objective with tool**

To raise global and national attention to immunization supply chain performance metrics and identify areas where supply chain improvements might positively impact immunization and health outcomes.

**Strengths**

- A globally established process and tool available in 5 languages
- A globally established process and tool available in 5 languages
- A globally established process and tool available in 5 languages
- Modular tool which enables targeted assessments
- Context sensitive (supply chain tier/function)
- Has central repository/dedicated webpage on EVMs conducted
- Can be conducted via tablet/PC/mobile phone with online and offline capability
- A comprehensive process that goes beyond an assessment to include improvement planning
- Capability to centrally manage allocated assessment tasks/activities
- Comprehensive measurement of baseline (inputs, outputs, and performance requirements)
- Power to analyze assessment scores and compare different assessments and locations
- Immediate display of assessment results/scores that can be shared and discussed with health workers of sites assessed
- Objective evidence-based assessment which provides performance scores
- Determines root cause of the failings
- Tool has links with training materials (assessors can at anytime consult resources)
- Immunization focused

**Weaknesses**

- Relatively costly to implement for a complete and structured country assessment
- Users require prior comprehensive training to complete a structured country assessment
- HR intensive

**Quantitative/Qualitative**

- Quantitative and Qualitative

**Level of Implementation Effort**

- High

**Duration of assessment**

- 3 weeks (Training, Assessment & Analysis)

**Product Agnostic**

- No

**Maturity Measures**

- Scores for each operational and managerial function area by inputs, outputs and performance
- Composite score
- Interviews and observation and inspection
- Relative Cost

- $US 50 – 80K (for small to medium sized country)

**What it’s not**

- Not a costing tool

**Results**

- Heat map with scores for each criterion and category, system indicators graph with system indicator scores (Availability, Quality, Efficiency), Comparison graph compares the criteria and category scores of two different assessments.

**Application of results**

- Programme progress measurement
- Grant application
- Self-assessment for continuous improvement
- Guiding and prioritizing investments

**Other Complementary Tools**

- Gavi Process Scorecard, HR Rapid Assessment, NSCA, UNICEF Maturity Scorecard, DISC indicators from LMIS tools

**Remarks**

- EVMA is a robust immunization supply chain assessment tool which has a lot of intersection with WHO’s vaccine management. It is the global standard for assessing the immunization supply chain which brings out an evidence-based result. The EVMA is beyond just a tool, but a quality management approach which enables sustained transformation and continuous improvement of immunization. Countries can conduct a full EVMA assessment if they want to uncover the full status of the immunization supply chain. Assessments can also be targeted to bring challenges in discrete areas of the immunization supply chain. https://www.who.int/immunization/programmes_systems/supply_chain/en/
Immunization Supply Chain Process Scorecard

OVERVIEW
The Immunization Supply Chain Process Scorecard referred to as the Process Scorecard is a maturity model/approach which provides a consistent framework to assess and track country progress on the implementation of the Gavi Immunization Supply Chain (iSC) strategy. It is organized along a “continuum” for each of the five fundamentals and identifies a country’s baseline. Level 4 of the continuum equates to 80% score on the EVM assessment.

PURPOSE
The primary purpose of the Process Scorecard is to provide the immunization supply chain taskforce and partners visibility on country performance and progress against the set targets including the 2020 strategy. It is also intended for the iSC2 partners to track country performance and progress to help guide operationalization of ISC strategic priorities and investments over time. It has an additional purpose for countries and partners to track progress during the intervening years of the EVM.

WHAT IT MEASURES
The Process Scorecard measures the progress a country has made in implementing the five fundamentals of the Gavi immunization supply chain strategy. The Process Scorecard measures country progress through a set of progress indicators that determine what the country has in place or has achieved on each level and across all the five fundamentals.
LOGIC

The Process Scorecard is premised on the Gavi Theory of Change which articulates that if countries have the five fundamentals in place and optimally performing, then vaccines will be available and potent at the point of use, and systems will be efficient. This would in turn improve vaccine coverage and equity and reduce under 5 mortality. By measuring & tracking these fundamentals, countries are able to prioritize investments to ensure attainment of coverage, equity and efficiency targets.

The Process Scorecard provides a framework to track a country’s progress against the ISC strategy across the five fundamentals.

Each fundamental is organized along a continuum that is:
- Logical
- Comparable across fundamentals
- Measurable through a set of progress indicators associated with each level

A triangle at the start of the continuum indicates when a country is at Level 0 (no activity) for the fundamental.
Partner/Developer’s Objective with tool

To measure country progress on the immunization supply chain strategy implementation and prioritization of investments

Strengths

- Easy and quick to implement
- No financial costs, just staff time
- Provides global level visibility on country progress
- Does not require specialist skills to administer
- Measures what the country is achieving (outcomes)
- Countries can self-assess without external assistance

Weaknesses

- Does not consider supply chain operations in assessment
- Does not include other enablers such as policy/regulatory and Finance and Resource mobilization
- Is only focused on measuring progress of the immunization supply chain strategy and does not measure maturity of supply chain operations
- Highlights weak areas but not root cause across functions requires additional function specific assessment
- Accuracy/consistency of output depends on having the right team of respondents (and right facilitator) in the facilitated workshops sessions which are used for assessment

Quantitative/Qualitative

- Qualitative

Level of Implementation Effort

- Low (< 5 days)

Product Agnostic

- No (Immunization Focused)

Maturity Measures

- Rates attainment of outcomes as enshrined in the 5 fundamentals of the Gavi strategy
- Rates immunization supply chain across maturity continuum from level 1-5 (1 being the lowest rating)

Methodology

- Consensus based and typically led by NLWGs, interviews with stakeholders in person or remotely.
- MS Excel based

Relative Cost

- Low (<US$ 10,000.00)

What it's not

- Not a deep dive supply chain assessment
- Does not provide detailed causes of failure or low performance

Results

- Supply chain maturity level of each fundamental plotted on continuum
- Progress tracking during EVMA intervening years
- Guide to supply chain investments by partners and govt
- Self-assessment and monitoring
- Advocacy

Other Complementary Tools

- EMVA, HR Assessment, NSCA, UNICEF Maturity Scorecard

Remarks

The Gavi process scorecard is vertical and leans very much towards evaluating the progress of the Gavi immunization supply chain strategy. The scorecard does not include evaluation of other key areas that determine the performance of the overall supply chain. The scorecard is geared for global level progress tracking and guiding immunization investments but not for measuring supply chain operational maturity. It serves as a good interim tool to measure progress in the immunization supply chain during the EVMA intervening years. Country teams can also use the tool to support structured discussions with country stakeholders regarding prioritized activities, implementation and metrics.
OVERVIEW
The UNICEF Supply Chain Maturity Model referred to as the Maturity Scorecard is derived from Porter’s Value Chain Analysis which looks at the business operational process flows (inputs, transformation and outputs) that are supported by enablers to deliver products to end-users. UNICEF’s maturity scorecard attempts to evaluate the status of national supply chains by measuring performance of each end to end supply chain function and enabler along a continuum. It provides a framework for assessing and tracking progress. The Maturity Scorecard is product agnostic and can be applied to any national supply chain.

PURPOSE
The primary purpose of the Maturity Scorecard is to provide a measurement framework and tool that countries can use to track progress in managing national supply chains. It is also intended to help quantify and track partners’ and UNICEF’s supply chain strengthening contributions at country level. The maturity scorecard is also proposed to help guide investments, and highlight areas that require additional effort and attention to bring up the supply chain to a high performance standard.

WHAT IT MEASURES
The Maturity scorecard is comprehensive and measures a country’s operational progress through sets of outcome indicators for each of the defined supply chain functions and enablers. It is focused on measuring what the countries are achieving across all maturity level definitions as opposed to measuring maturity of processes (the how).

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7 Porter’s Value Chain Analysis is a business management concept first developed by Michael Porter. A value chain is a collection of activities that are performed by a company to create value for its customers.
The Maturity Scorecard follows Porter’s value chain. It measures the performance of tactical operations of the supply/value chain and the key supportive functions (enablers). The tool is based on the Theory of Constraints, and is more focused on measuring outcomes as opposed to process capability/methodology. The tool and approach is grounded on the concept of maturity modeling of transitioning from an initial state to a more advanced state.
Partner/Developer’s Objective with tool
To provide a country (national government & partners) with a rapid assessment tool to measure supply chain strengthening progress and to track partner contribution in national supply chain strengthening efforts.

Strengths
• Considers operations, enablers and operating environment (end to end supply chain)
• Simple and easy to understand and use
• Quick/rapid assessment
• Data collected through interviews and questionnaires
• Part of a comprehensive systems strengthening methodology
• Incorporates indicators from existing partner tools and globally accepted measurement frameworks

Weaknesses
• Paper/Excel based transitioning online after testing
• Can be subjective if deployed without progress indicators
• Does not determine root cause of low scores/performance
• Accuracy/consistency of output depends on having the right team of respondents (and right facilitator) in the facilitated workshops sessions which are used for assessment

Quantitative/Qualitative
• Qualitative

Level of Implementation Effort
• Low
• Duration of assessment • < 1 week

Product Agnostic
• Yes

Maturity Measures
• Rates what the country is achieving (outcomes) on a scale of 1-5 with 1 being the least mature.
• Enablers and Operations are distinctly measured
• Each maturity definition is scored to determine level

Methodology
• Binary questionnaire
• Administered as interview/questionnaire
• Consensus based discussions supported by evidence

Relative Cost
• Low    <$US 10,000

What it’s not
• Not a deep-dive assessment
• Does assess supply chain efficiency

Results
• Measured scorecard showing maturity level for all functions and enablers

Application of results
• Advocacy for funding
• Reporting and monitoring progress
• Guiding investment decision and resource allocation
• Prioritization of effort

Other Complementary Tools
• EVMA, BASG, GHSM-AM assessment tool, Organisation for Economic Co-operation and Development Methodology for Assessing Procurement Systems (OECD MAPS), HR Assessment tools

Remarks
This UNICEF Maturity scorecard is a simple but comprehensive and powerful tool which considers the maturity of supply chain operation and enablers distinctly. Monitoring and tracking these separately ensures that a more multi-faceted approach is deployed to resolve issues impacting supply chain performance, including issues outside the supply chain operation itself. Because the tool is product agnostic, it can be applied to any product within a national supply chain. The tool is technology agnostic meaning that countries can still realise the appropriate levels of maturity without necessarily deploying new or current technologies. Countries can use this tool at any time to self-assess, advocate for funding or as a baseline to craft a new strategy or roadmap for supply chain strengthening.

SAMPLE COUNTRY SCORECARD

<table>
<thead>
<tr>
<th>Enablers</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>People and Practices</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Data for Management</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>System Design</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Financing and Domestic Resource Mobilization</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Policies and Regulatory Framework</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Operations</td>
<td></td>
</tr>
<tr>
<td>Definition of need</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Budgeting &amp; Planning</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Procurement</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Delivery and Clearance</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Inspection</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Warehousing, Distribution and Reorder</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Utilisation by End User</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
Supply Chain Information System Maturity Model - SCISMM

OVERVIEW
The USAID Supply Chain Information Systems Maturity Model is a maturity assessment tool that primarily assesses the functional capability of an electronic supply chain information system. It is focused on measuring the functional maturity of software solutions deployed for supply chain execution.

PURPOSE
The primary purpose of the SCISMM is to provide a framework to prioritize capabilities to be implemented in a supply chain information system. It can also be used for multiple purposes which include:

- A guidance tool for self-evaluation of current IS capabilities and gaps;
- Basis to define systems requirements for desired supply chain capabilities;
- A tool to develop roadmaps for implementing supply chain information systems;
- Determine the target capabilities that would be introduced based on business requirements for planned implementation.

WHAT IT MEASURES
The maturity model measures the functional capability of an electronic supply chain information system by categorizing technical functions across four maturity levels. It focuses on measuring the functional capability of software across 7 system hierarchies (Forecasting...
Forecasting and Planning System

System Capability Definition Processes System Maturity Levels

Demand Planning

Level 1 Level 2 Level 3

**Demand History Accumulation**

- Capture demand data at each point where demand is known or estimated, either at specific temporal points (Day, Week, Month),
- Capture Shipment, Issue, Disposition, Adjustment, and Dispense in a time-bucketed system using Item ID, Product ID, Item and/or Product Categorization,
- Translate Units of Measure to a base Unit of Measure,
- Load data to support hierarchical analysis,
- Usage/dispense activity is accumulated on a monthly basis for reporting purposes,
- Dispense is separated from other forms of usage, including expiry, inventory adjustments (loss), and recalls/defectives,
- Usage is captured by location (central, province, etc.),
- Usage is captured in a transaction system and reported,
- Usage can be accumulated in any time bucket, e.g., daily, weekly, monthly (preferably daily but weekly at minimum),
- Three years of demand data is maintained everywhere possible,
- Demand data is accumulated and loaded into a demand management tool,
- Demand data is analyzed for outliers and actions are taken to smooth demand data where anomalies are identified,
- Demand history adjustments are captured and preserved.

LOGIC
SCIS Functionalities have been organized based on the Supply Chain Operations Reference (SCOR®) model and the American Productivity & Quality Center (APQC) Process Classification Framework.  

**SCOR** is a consensus model developed by the supply chain council which provides a unique framework that links performance metrics, processes, best practice and people in a unified structure.
Partner/Developer’s Objective with tool

To measure functional maturity of electronic supply chain information systems

Strengths

- Evaluates business processes
- Uses recognized industry standards

Weaknesses

- Does not assess people (capability & Staffing levels)
- Some functionalities deemed as high maturity may not be aligned with developing country context

Quantitative/Qualitative

- Qualitative Level of Implementation Effort
- High

Duration of assessment

- Not determined

Product Agnostic

- No - Supply Chain Information Systems

Maturity Measures

- Rates the categorized functionality of software across the continuum (More functionality = Higher maturity)

Methodology

- Interview and Observation

Relative Cost

- Not Estimated

What it’s not

- Tool is not a supply chain assessment tool

Results

- Maturity levels for individual IS functional areas
- Maturity levels for the business processes

Application of results

- For automation of manual business processes
- Planning new software implementation
- Guide investment decisions on supply chain software applications

Other Complementary Tools

- HR Assessment, EVMA, NSCA, UNICEF Maturity Scorecard

Remarks

- The SCISMM is primarily a software maturity assessment tool. While it evaluates the business processes and functionality, it does not touch on the HR aspects which are quite fundamental when automating manual processes and functions. Countries can use this tool to evaluate their eLMIS capabilities and create a baseline from which to make IS improvements. Countries should also consider the broader ecosystem when using this model to decide their information system investments and improvements.

---

**Level 1**

- **Basic Warehouse Operations (Manual, if not automated)**
  - **Level of Maturity**
    - **Level 1**
      - **Beneﬁts**
        - Improved accuracy of inventory data
        - Improved inventory control and management
        - **Inbound Processing**
          - Capture inbound shipment details including batch details through EDI from the shipping facility/supplier
          - Receive items through use of barcode scanners
          - Generate putaway tasks as soon as items are received
          - Manually assign putaway tasks to warehouse personnel
          - Generate barcodes for pallets/boxes to be used during putaway, storage, picking etc.
          - Define transaction locations within the warehouse
          - **Outbound Processing**
            - Perform pick, pack and ship and update the status in the system, manually if not automated
            - Capture requisition details through EDI
            - Generate picking list for warehouse personnel
            - Print pick lists, pack task lists etc.
            - Generate details of outgoing shipments (Requisitions) including Requisition #, products/items, batch #, expiration date and delivery dates (manually, if not automated, unless a workflow is implemented)
  - **Capabilities**
    - **Outbound Processing**
      - Perform pick, pack and ship and update the status in the system, manually if not automated
      - Capture requisition details through EDI
      - Generate picking list for warehouse personnel
      - Print pick lists, pack task lists etc.
      - Generate details of outgoing shipments (Requisitions) including Requisition #, products/items, batch #, expiration date, quantities and delivery dates based on the associated outbound order in the system

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**Level 2**

- **Warehousing Operations through electronic data, barcodes and system-managed transactions**
  - **Beneﬁts**
    - Improved accuracy of inventory data
    - Improved inventory control and management
    - **Inbound Processing**
      - Capture inbound shipment details including batch details through EDI from the shipping facility/supplier
      - Receive items through use of barcode scanners
      - Generate putaway tasks as soon as items are received
      - Manually assign putaway tasks to warehouse personnel
      - Generate barcodes for pallets/boxes to be used during putaway, storage, picking etc.
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**Maturity Level**

- **Level 1**
  - **Basic Warehouse Operations (Manual, if not automated)**
  - **Level of Maturity**
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**Supplementary Notes**

- The SCISMM is primarily a software maturity assessment tool. While it evaluates the business processes and functionality, it does not touch on the HR aspects which are quite fundamental when automating manual processes and functions. Countries can use this tool to evaluate their eLMIS capabilities and create a baseline from which to make IS improvements. Countries should also consider the broader ecosystem when using this model to decide their information system investments and improvements.
The Global Fund Maturity Model

OVERVIEW
The Global Fund Maturity Model and its deep dives are designed to give a data-driven view of public health supply chain performance. It assesses the current state of a country’s public health supply chain and produces a baseline that is used for transformation programmes. It assesses 20 different dimensions in 3 categories across 4 maturity levels.

PURPOSE
The primary purpose of the Global Fund maturity model and deep dives is to diagnose public health supply chains of grant recipients in order to support further development of their supply chains. This diagnosis is used as part of the overall strategic planning process for The Global Fund and partner resource allocations. The maturity models give an overview of performance across the whole supply chain and these are comparable between countries.

WHAT IT MEASURES
It measures the performance of the grant recipients’ supply chain across three domains namely, physical flows, data and reporting systems and organisation & capabilities. The assessment is conducted in two parts (1) an outside-in maturity assessment which uses readily available external data and (2) a deep dive maturity assessment based on in-country data.

LOGIC
The Global Fund strives to achieve universal availability of health products at the point of service through sustainable, resilient and high performing supply chains. By conducting robust supply chain diagnosis, The Global Fund has sufficient evidence to make decisions on supply chain investments and transformation programmes it embarks on. The deep-dive assessment enables the GF to address the root cause of supply chain failure and non-performance.
Partner/Developer’s Objective with tool

To conduct a diagnosis of a national supply chain to inform the design and support of supply chain transformation programmes.

Strengths

- A two-part supply chain diagnosis which looks at micro and macro level performance
- Comparable across countries and enables benchmarking
- Assesses both operations and enablers
- Uses external data (Logistics Performance Index, LPI)
- Determines root cause of supply chain failure
- Product agnostic

Weaknesses

- Costly to implement
- Requires training/skilled resources to implement
- Lengthy and requires a procurement process to onboard assessors
- Deep-dive highly depends on availability and credibility of national data sources

Quantitative/Qualitative

- Qualitative & Quantitative

Level of Implementation Effort

- High

Duration of assessment

- Up to 13 weeks including RFP

Methodology

- Described based (1st Part), Interviews/Observation (2nd Part/Deep-dive)
- Implemented by third parties via an RFP route
- MS Excel based tool

Relative Cost

- High

What it’s not

- Not a rapid assessment tool
- Not an eLMIS assessment tool

Results

- Spider chart showing maturity levels of each of the 20 dimensions
- Provides consolidated national supply chain maturity levels
- Provides root cause of failure in identified weak areas
- Primarily used for Global Fund grants to guide investment decisions to recipients

Application of results

- Mostly used for Global Fund grants to guide investment decisions to recipients
- Partner driven supply chain assessment

Other Complementary Tools

- BMGF maturity model
- UNICEF Maturity Scorecard
- NSCA
- EVMA

Remarks

The Global Fund maturity model and deep-dive is a robust tool for assessing supply chains. The 2-step approach enables assessors to have a broad view of the general development of a country’s supply chain landscape at macro level, enabling inference to be made prior to conducting deep-dive assessments in the country. One of the key strengths of this tool and approach in the provision to determines the root cause of the identified weak performing areas. The tool adopts the BMGF maturity classification which rates maturity from canvas to graduated. The deep-dive assessment part 2 largely depends on availability of data at national level.
Visual summary

Level of Effort Vs Assessment Method

Maturity Model
- The Global Fund Maturity Model
- NSCA 2.0
- SCISMM

Assessment Method
- Process Scorecard
- Maturity Model

Level of Effort
- High
- Low

Qualitative
Quantitative

Cost Vs Time

Maturity Model
- The Global Fund Maturity Model
- NSCA 2.0
- SCISMM

Cost US $
Time in weeks

* Level of Effort = Staff time, number of people required
**Depth of Assessment** = Level of detail, number of parameters & performance indicators applied.

**Level of Effort** = Staff time, number of people required to implement.
Conclusion

This review and comparison of major assessment tools for public health supply chains illustrates the level of sophistication and detail required to make impactful investment for future supply chains. Investors, ranging from national government, private sector, civil society, the international development community and others depend on the information from robust and state-of-the-art assessments to guide and monitor progress. As the environment for public health supply chains becomes increasingly complex, so must the assessment tools. Collaboration around the use of assessment results will also need to shift to include efficiency and judiciousness in considering how to better leverage the information for maximum benefit. This document has been provided to contribute to progress towards continual improvement of public health supply chains and to the strategies to build them for the needs of future generations.

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