Vaccine Procurement
Practitioners Network

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Supply Chain Strengthening Approach:
Using the Maturity Model to begin the journey

25 March 2020

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Panelists

- Manuel Lavayen - Supply Chain Manager, Supply Chain Strengthening Centre (SCSC), UNICEF

- Innocent Dube - Monitoring Specialist Supply Chain Strengthening Centre (SCSC), UNICEF

- Jorge Mazuze - Supply Chain Consultant, Regional Services Division (WCAR), UNICEF

- Krista Hund - Planning Specialist, UNICEF

Moderators

Andrea Papan, VPPN, Community of Practice Manager, UNICEF

Loic Sanchez, Supply Officer (Immunization), Supply Division, UNICEF

Key Learning Objectives:

In this knowledge sharing session we will be exploring:

- The 'Supply Chain Strengthening Approach', and its role in health system strengthening

- The concept of 'maturity', and how it can be applied in systems strengthening

- The Strategic Vaccine Procurement Assessment Toolbox, and how it ties into the Maturity Model

Agenda

TIME	AGENDA POINTS	RESPONSIBLE
9.00-9.04	Welcome/Introduction	Andrea
9.04-9.12	To provide an overview of the 'Supply Chain Strengthening Approach' and its role in health system strengthening	Manuel/Poll
9.12-9.20	To introduce the concept of maturity and how it can be applied in systems strengthening	Innocent
9.20-9.30	Application of MM for Gov't Supply Chain Strengthening in WCAR	Jorge
9.30-9.38	To provide an overview of the Strategic vaccine procurement assessment toolbox, and how it ties into the Maturity Model	Krista
9.38-9.57	Questions from group	All
9.57-10.00	Close and Thanks	Loic

SCS Approach: Using the Maturity Model to begin the journey
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Driving change for children every day
by ensuring equitable access to all required products

Manuel E. Lavayen
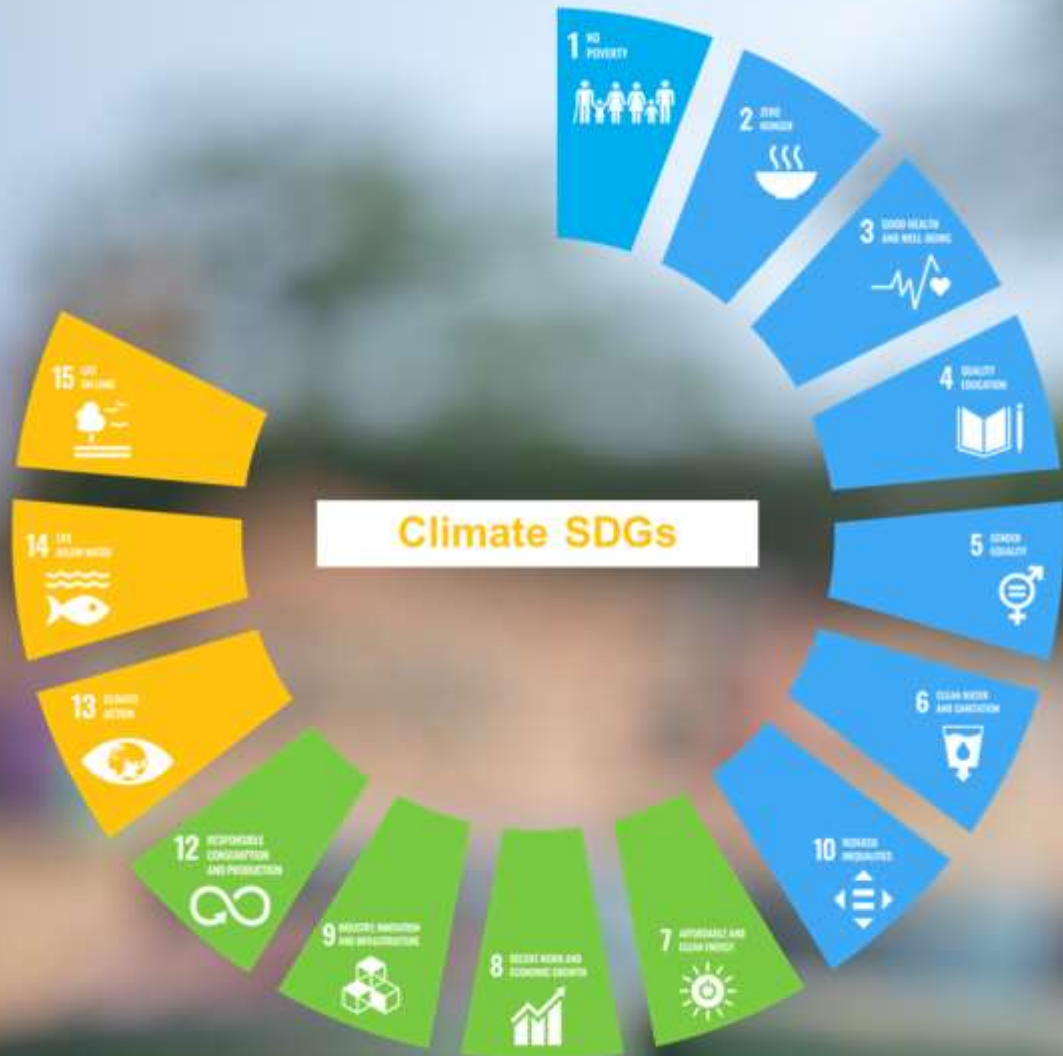Manager, Data Analytics & Coordination Unit

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Supply chain strengthening work contributes to achieving all the SDGs

Social SDGs

Supply chain strengthening work contributes to achieving all the SDGs

Economic SDGs

Supply chain strengthening work contributes to achieving all the SDGs

Climate SDGs

Supply chain strengthening work contributes to achieving all the SDGs

Together, supply chain strengthening work has the potential to impact multiple SDGs

The journey to strengthen public systems is an iterative one

01

Advocate
to highlight the importance of
strengthening national supply
chains

The journey to strengthen public systems is an iterative one

The journey to strengthen public systems is an iterative one

01 **Advocate** to highlight the importance of strengthening national supply chains

02 **Identify gaps** across all areas of the supply chain through the UNICEF Maturity Model

03 **Develop plan** to strengthen all identified underperforming supply chain areas

04 **Implement** all required solutions to surmount all identified gaps

05 **Monitor** the impact from all deployed interventions

The journey to strengthen public systems is an iterative one

and we monitor achieved progress through the continuum of maturity

Introduction to the Maturity Scorecard

Innocent Dube

Monitoring Specialist Supply Chain Strengthening Centre (SCSC), UNICEF

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The Concept of Maturity

- Maturity models are **assessment** tools which organisations use to evaluate progress towards a goal

- They convey the idea of development from an initial state to a more advanced state and are anchored on the notion of evolution, suggesting that an organisation passes through several intermediate states on the way to **maturity**

- Maturity models began in the 1980s in software engineering and have been used in commerce and industry until today

- Global development partners are increasingly using maturity models to measure progress & prioritise investments (USD 4 billion is spent annually on procurement of medicines, vaccines and health products for LMICs)

- Maturity assessments help us to identify the stage we are on our journey to an advanced/desired state

Why conduct a maturity assessment

National Governments

- Structure discussions around processes with stakeholders
- Clarify the 'as is' situation and the 'to be' situation or desired future state
- Identify gaps to further confirm need for action/investment
- Prioritize areas to work/invest in the supply chain
- To monitor the performance of investments in national supply chains
- Evaluating performance in the intervening years of EVM assessments
- As a continuous monitoring tool for supply chain performance

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- To measure the impact of UNICEF's investments/contributions to Supply Chain Strengthening efforts at country level
- Establish a common language among partners on SC best practice and desired future state
- Align and complement activities effort across the defined fundamentals or functions through effective coordination
- Establish a common measurement criteria across UNICEF on supply chain strengthening
- Clarify the 'as is' situation and the 'to be' situation or desired future state

the maturity scorecard will help you to

Maturity Scorecard

|		1	2	3	4	5
Enablers	People and Practices	1	**2**	3	4	5
	Data for Management	1	2	3	**4**	5
	System Design	**1**	2	3	4	5
	Financing & Domestic Resource Mobilization	1	**2**	3	**3**	5
	Policies & Regulatory Framework	1	2	**3**	4	5
Operations	Definition of Need	1	2	**3**	4	5
	Budgeting & Planning	1	2	3	4	**5**
	Procurement	**1**	2	3	**4**	5
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	Inspection	1	2	**3**	4	5
	Warehousing, Distribution & Reorder	1	2	**3**	4	5
	Utilization by End User	1	**2**	3	**4**	5
	Monitoring & Evaluation	1	**2**	3	4	5

Identify needs

Identifies gaps and priorities across all areas of **any** public supply chain
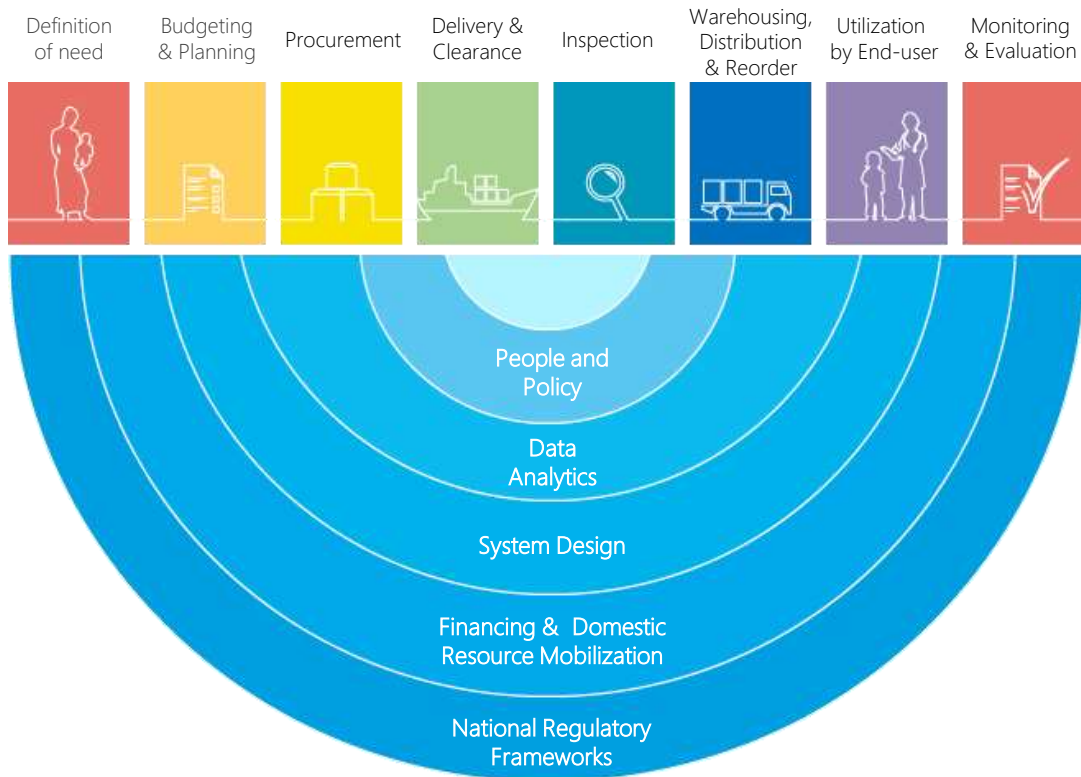
Measure progress

Tracks achieved progress from all deployed interventions
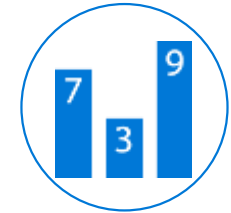
Serve as evidence

Serves as evidence to support strategic and tactical decisions

The UNICEF Supply Chain

Definition of need | Budgeting & Planning | Procurement | Delivery & Clearance | Inspection | Warehousing, Distribution & Reorder | Utilization by End-user | Monitoring & Evaluation

People and Policy

Data Analytics

System Design

Financing & Domestic Resource Mobilization

National Regulatory Frameworks

Operations

business activities and processes associated with satisfying a customer's demand, in this case the patient's.

Enablers

cross-cutting business fundamentals required to achieve and maintain an effective supply chain.
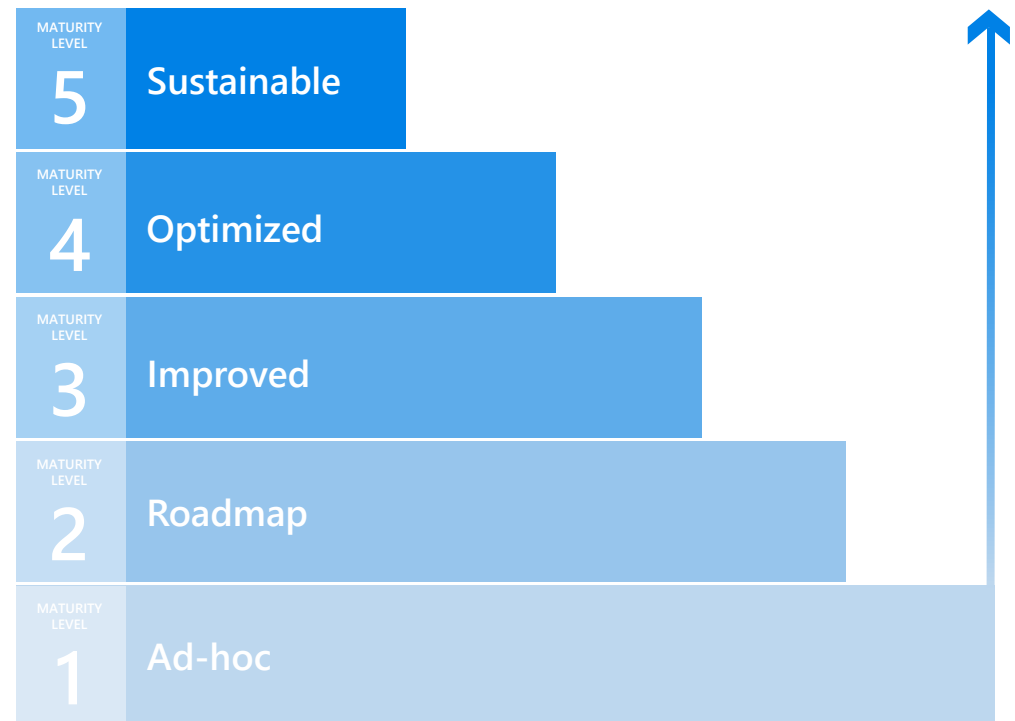
each level represents the capability to achieve a technical/desired outcome

Maturity Scorecard

		1	2	3	4	5
Enablers	People and Practices	1	2	3	4	5
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Maturity Levels

MATURITY LEVEL	
5	**Sustainable**
4	**Optimized**
3	**Improved**
2	**Roadmap**
1	**Ad-hoc**

Maturity Framework for Enablers

Category	Level 1	Level 2	Level 3	Level 4	Level 5
People & Practice	The importance of supply chain leadership is acknowledged throughout the government system and positioned accordingly	Comprehensive HR for SCM assessment is completed and integrated into national supply chain strategies and plans.	Established HR plan, including strategies to establish and/or strengthen the national supply chain workforce. Training and HR policies in place	Supply Chain managers have the necessary leadership, technical and managerial skills, authority, and accountability within their sphere of operations	Supply chain management cadre is established with clear career paths, teams are fully empowered and resourced to overcome existing and emerging supply challenges
Policy & Regulatory Frameworks	Need for supply chain strategy, policy and plans are acknowledged and currently being developed. General guidelines defined.	A review of existing policies and regulatory frameworks is conducted and gaps identified.	Supply chain strategies and policies defined and developed - approved by government. Clear objectives and plans are developed and communicated. Legal framework in place.	Supply chain strategies and policies are being implemented, activities derived from strategy included in workplan are funded and consistently monitored. Cross programme and cross sector policy alignment in place.	Understanding of needs and strategic direction across govt. Supply chain strategy aligned with wider govt policies. Regular review of strategies and plans to continuously improve performance.
Data for Management	Country stakeholders are aware of the need and importance of improving the MIS and using SC data to better manage and improve performance of the SC	The need for improving the SC MIS and use of data is well defined, with targets for the country and basic strategies for action (measures) in place	Progress towards country-level targets on SC MIS and use of data is sustained	Country oversees and manages key aspects of the SC and is able to measure improved performance	Country is able to demonstrate improved performance via its use of data, and strategies (measures) to maintain performance are in place
System Design	In-country preparation (baseline), advocacy to stakeholders and initial analysis of SC bottlenecks completed	Govt uses SC analysis to identify and prioritize system design opportunities for improvements in equity, efficiency, and performance	Govt, with evidence from system design analysis and best practices, implements changes to SC systems (in parts of the country)	Govt evaluates, expands or modifies SC design, country-wide including integrating supply chains across programmes/products and functions	Govt routinely reflects on SC design as part of multi-year continuous planning process and operates a fully integrated supply chain that leverages all govt resources and strengths
Finance & Resource Mobilisation	Donor funded, with no budgeting / planning by government. Needs are articulated and paid for primarily by donors.	Country (typically in Post conflict and crisis), episodically avails resources but these are not based upon forecasted or planned needs.	Needs are planned / forecasted, with nominal budget attached. The budget is executed on in an inconsistent manner, often requiring donors to step-in and gap fill.	Transition from donor support, with occasional mismatch in budgeted need and cash execution. Challenges in PFM might still occur, limited / reduced dependence on Partners.	Sufficient financial resources to meet forecasted needs, with good practices in PFM and limited to no dependence on Partners. Budgets are executed on generally on time with only exceptional cases of cash flow timing issues.

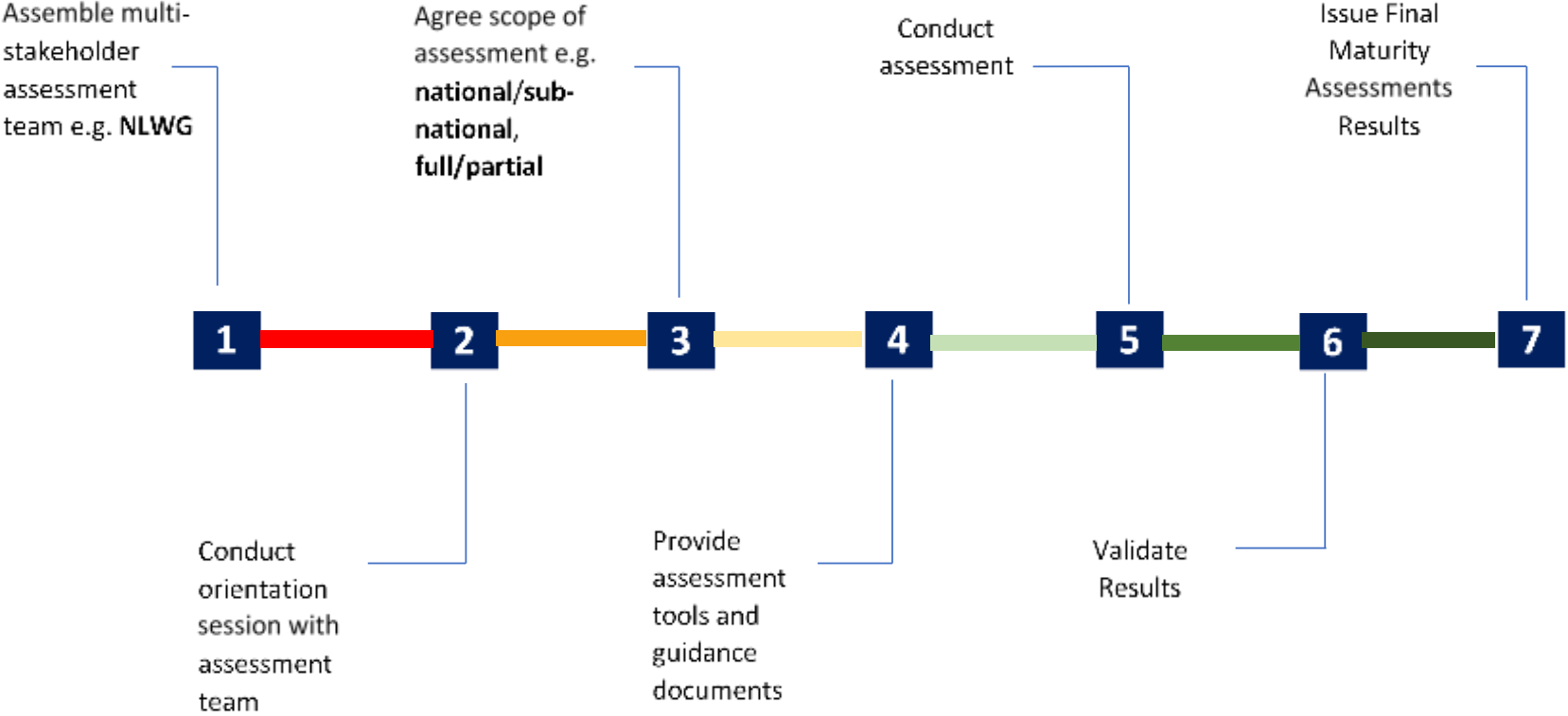| Category	Level 1	Level 2	Level 3	Level 4	Level 5
Definition of Need	Govt/agency unaware of quantities and supplies required, reactive to adhoc requisitions. Needs not formally defined.	Process for defining quantity and types of products is developed and approved by govt. Tools and training deployed.	Process/methodology for defining quantity and types of products is developed and in-situ. Cross programme/partner consultation taking place to define needs.	Needs are consistently defined through use of data and evidence. Defined needs consistently meeting the needs of users.	Govt/agency continuously uses integrated approach in defining needs: end-use, inventory, market and programmatic data. Continuously improving to meet user needs
Budgeting & Planning	Government has some budgeting and planning processes and practices in place but are inadequate to meet the needs. Many gaps exist which affect the day-to-day running of government business. Little awareness of the need to improve financial Management practices	Government has in place basic budgeting and planning processes and procedures that allow basic functioning of govt business; systems do not support the efficient execution of govt functions. Gaps identified and improvement initiatives started	Government has in place adequate budgeting and planning processes and procedures that sufficiently support govt business. Improvement initiatives approved and being implemented	Government has in place professional budgeting and planning practices which enable efficient execution of government business. Continually reviews financial management processes to improve current methods	Government has advanced budgeting and planning practices that enable optimal execution of operational functions. Anticipates budget challenges and continually strives for excellence
Procurement	Procurement execution is adhoc, no processes, standard procurement documents and guidelines developed and in place but not sufficient. Basic procurement systems exist.	Procurement systems and processes are being reviewed and strengthened. Standard procurement documents developed and in use. Evolving public procurement system	Procurement processes, procedures and strategies are well defined and documented - being implemented across government. Stable and functioning public procurement system	Procurement system is stable, well functioning and integrated. Strategic procurement approaches are being deployed.	Procurement systems are fully optimised from requisition to order placement to goods receipt and invoice payment. Procurement system at an advanced level of operation with continuous improvement.
Delivery & Clearance	Customs clearance & delivery process is adhoc, no defined systems/processes	Clearance and delivery processes and guidelines are established, documented and approved	Formal arrangements for customs clearance and delivery are established (outsourced/insourced), established processes and procedures are applied	KPI's for clearance and delivery established and actively monitored for continuous improvement. Delivery and clearance times conform to set parameters	Consignments are consistently cleared and delivered within the scheduled delivery times from port of entry
Inspection	Inspections are conducted informally and adhoc, no formal process/procedures/guidelines for verification of inbound supplies	Guidelines and procedures for conducting inspections are established and approved	Guidelines for inspection are consistently being used to verify supplies quality and quantity	Pre and post shipment inspection form part of the procurement contract, inspection conducted by third party agents; compliant supplies consistently delivered	Results of inspections are consistently recorded and analysed to provide product and supplier performance data. Inspections ensuring product conformance to set standards
Warehousing & Distribution	Warehousing and distribution operations are ad-hoc. No formal systems/infrastructure for storing and distributing supplies in place	Warehousing distribution infrastructure and process is defined but insufficient - not meeting the needs of the end-users	Warehousing and distribution arrangements are well defined and in place (in-sourced/outsourced). Process and infrastructure fulfilling end user requirements	Warehousing + distribution process and infrastructure is optimised and consistently responsive to the needs of end-users.	Govt routinely reflects on warehousing and distribution system design as part of multi-year continuous planning process and operates a fully integrated supply chain that leverages all govt resources and strengths
Utilisation by end-user	Govt has no formal mechanism to collect data on end-user product experience. End-user feedback is adhoc and informal	End-User monitoring guidelines and tools are developed and approved	Established guidelines & tools are being used to collect data on user experience for some products	User experience data is consistently collected and results communicated. Corrective action taken across programmes and supply	Government routinely collects end-user feedback on product characteristics & performance. Feedback used to inform procurement specifications/ product improvement/govt policy
Monitoring & Evaluation	There are no formal systems, processes and tools to track end to end supply chain performance	Monitoring framework defined, tools and guidance developed and approved by govt/agency.	Monitoring tools in use, supply chain performance is consistently monitored and results communicated.	Corrective action is consistently taken to improve performance based on M+E results	End-Use monitoring is integrated across programmes and supply. M+E data informing programme design, supply planning and continuous improvement

the strengthening journey begins by understanding the needs and prioritizing interventions

Definition of need	Budgeting & Planning	Procurement	Delivery & Clearance	Inspection	Warehousing, Distribution & Reorder	Utilization by End-user	Monitoring & Evaluation

People and Practice

Data Analytics

System Design

Financing & Domestic Resource Mobilization

Policy & Regulatory Frameworks
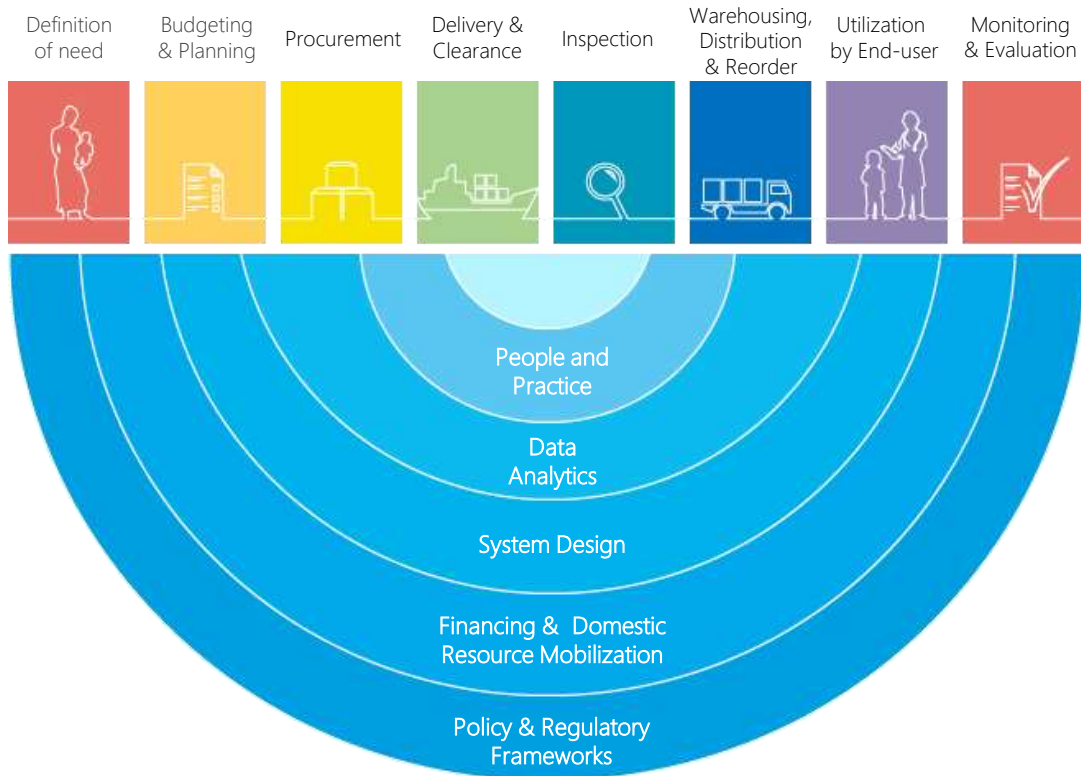
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Conducting a Maturity Assessment (High level Process Map)

Assemble multi-stakeholder assessment team e.g. **NLWG**

Agree scope of assessment e.g. **national/sub-national, full/partial**

Conduct assessment

Issue Final Maturity Assessments Results

Conduct orientation session with assessment team

Provide assessment tools and guidance documents

Validate Results

1 2 3 4 5 6 7

- *It is imperative that the National EPI Manager is part of the maturity assessment process.*

- *The NLWG should ideally lead the maturity assessment*

Application of the Maturity Model for Government Supply Chain Strengthening in WCAR
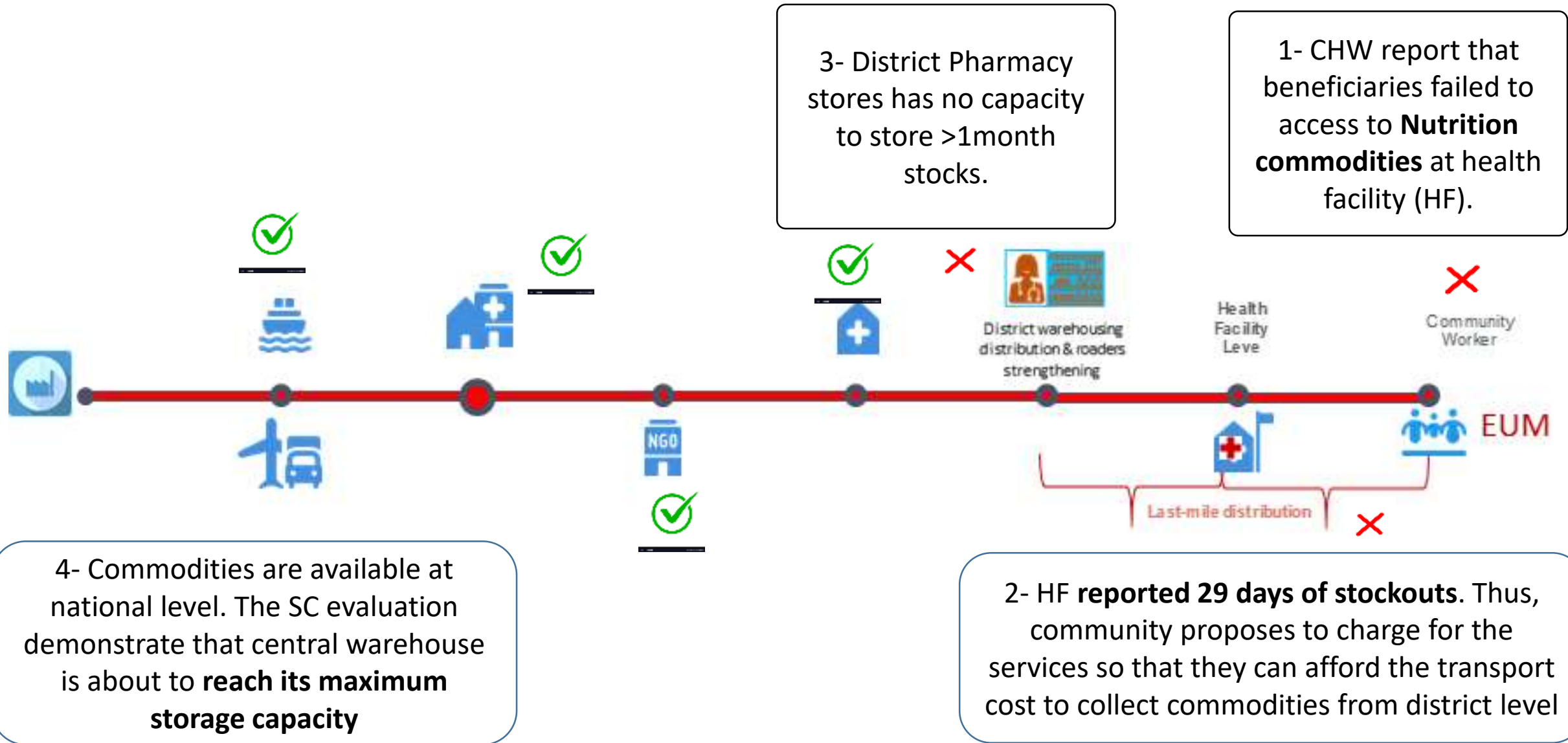
Jorge Mazuze
Supply Chain Consultant, Regional Services Division (WCAR), UNICEF

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Application of MM for Government Supply Chain Strengthening in WCAR

The MM is being used in **three types of situations** in WCAR:

- **Situation 1:** to assess the Gov't resources and capabilities to takeover the SC currently handled by UNICEF. (e.g. Mali, Niger**, Chad, CAR, Mauritania**, Burkina Faso)

- **Situation 2**: MM is also used when SC bottleneck are identified, causes are determined to **evaluate whether there is an existing mechanism** at this given specific part of the government value chain to implement the proposed recommendation to address the identified bottlenecks.

- **Situation 3**: MM is used before, during and in continuous process of the Supply Chain Integration Process. In this situation, the **MM identify baselines**, followed by SCS activities and is **used at point in time to measure SCS activities progress** and lastly to **measure SCS outcomes**.

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•<u>Use case:</u>

3- District Pharmacy stores has no capacity to store >1month stocks.

1- CHW report that beneficiaries failed to access to **Nutrition commodities** at health facility (HF).

4- Commodities are available at national level. The SC evaluation demonstrate that central warehouse is about to **reach its maximum storage capacity**

2- HF **reported 29 days of stockouts**. Thus, community proposes to charge for the services so that they can afford the transport cost to collect commodities from district level

Jorge Mazuze, Application of MM for Government Supply Chain Strengthening in WCAR
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Use of MM for development of Government SCS Roadmap and action plan

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<table>
<tr><td colspan="11" align="center">EUM & SCS Country Action Plan BF 2020</td></tr>
<tr>
<th>Country/ Pays</th>
<th>Supply chain bottleneck/ Goulots d'étranglements</th>
<th>Area of Work/ Type d'action</th>
<th>Name of the Activity/ Activitee</th>
<th>Description</th>
<th>In-country Consultant or Owner/lead</th>
<th>Implementing Stakeholder/ executant</th>
<th>Timelines/ planifie</th>
<th>Funding source/ finacement (Govt, FFP, DFID, ECHO, BMZ, Other)</th>
<th>External/Additional support required (Yes/No) ?</th>
</tr>
<tr>
<td>Burkina Faso</td>
<td>Insuffisance de stock tampon au dernière KM</td>
<td>Integration</td>
<td>Mettre en places un stock tampon au niveau du districts de la région de Kaya, et Ziniaré.</td>
<td>Renforcer la capacité de stockage au niveau Districts. Réhabilitation des entrepôts existant en donnant une autonomie de 6 mois de capacitée de roulement. Ceci inclut l'Exploitation des infrastructures sanitaires et administratives communal (si possible) pour le stockage des ATPE.</td>
<td>Consultant *6 mois pour le suivi du projet</td>
<td>Consultant/ DEGAP/DN/Pharmancie regional/UNICEF</td>
<td>6 mois</td>
<td>FFP</td>
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<td></td>
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<td>Soutenir les COGES dans le financement du transport des ATPE entre le district et CSPS.</td>
<td>Renforcer la capacité financière au District (défrayer les couts de transport carton/KM). Appuyer le model de transport 3.0 des ATPE entre le district et les CSPS.</td>
<td>Point focal Nutrition pour le suivi du projet</td>
<td>Consultant/ DEGAP/DN/Pharmancie regional/UNICEF</td>
<td>24 mois</td>
<td>DIFID</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>End User Monitoring</td>
<td>Suivie régulier des utilisateurs finaux des intrants Nutritionnels</td>
<td>Mise en échelle des activités EUM en vigueur pour renforcer l'efficacité de la PCIMA. Il s'agit d'un processus de suivi régulier et soutenu des utilisateurs finaux. Ceci s'inscrit dans le cadre du processus d'intégration à long-terme. Un échantillon de 15% des structures/an *3 ménages/structure. Au niveau du pays est nécessaire structures/an *3 ménages/structure. Au niveaux du pays est nécessaire</td>
<td>Point focal Nutrition, DEGAP, DN Et Pharmacie</td>
<td>Point focal Nutrition, DEGAP, DN Et Pharmacie</td>
<td>24 mois</td>
<td>FFP</td>
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<td></td>
<td></td>
<td>Visibilité</td>
<td>Amélioration de la visibilité des produits RUTF tout au long de la chaine afin d'éviter les ruptures et pertes.</td>
<td>Mettre en place des outils de suivi destiné à surveiller les intrants tout au long de la chaîne d'approvisionnement afin d'identifier tout manquement ou tout type de perte à n'importe quel niveau de la chaîne. ceci concerne le suivi depuis l'importation, entreposage au niveau national (Central), ainsi que tout au long du processus de distribution jusqu'au beneficiaire au dernière kilomètre.</td>
<td>Point focal Nutrition, DEGAP, DN Et Pharmacie</td>
<td>Point focal Nutrition, DEGAP, DN Et Pharmacie</td>
<td>Decembre 2020</td>
<td>FFP</td>
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<tr>
<td></td>
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<td>Généralités</td>
<td>Modélisation du system/System design : Lancement d'un projet Pilot dans le 2 régions durant 6 mois. Evaluations et restitution de résultat au près du Ministère de la sante</td>
<td>Les activités qui intègrent au moins une des composantes techniques susmentionnées, comme les évaluations portant sur le degré de maturité des chaines d'approvisionnement et les opportunités d'échange de connaissance et techniques d'apprentissage. Il est important de relever que ces activités doivent être bien définies et articulées autour des produits nutritionnels.</td>
<td>Point focal Nutrition, DEGAP, DN Et Pharmacie</td>
<td>Point focal Nutrition, DEGAP, DN Et Pharmacie</td>
<td>Decembre 2020</td>
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What have been the benefits as well as challenges?

- **Challenges:**
- Inconsistent Gov't System design, along the value chain
- Poor visibility of the in-country SC system
- Delays on resource mobilization at last mile
- Poor community involvement in the current Gov't value chain
- UNICEF Supply teams is highly focused on transactional tasks and less advisory and support role

- **Benefits of MM:**
- MM helps in identifying Gov't shortfalls along the SC system
- MM can be used as support for UNICEF supply teams to shift from transactional tasks-focused to more advisory role
- MM can be used to assess, monitor the Gov't capacity and progress in the SC integration process

Jorge Mazuze, Application of MM for Government Supply Chain Strengthening in WCAR
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Introduction to the Strategic Vaccine Procurement Assessment Toolbox

Krista Hund

Planning Specialist, Vaccine Centre (VC), UNICEF

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The journey to strengthen public systems is an iterative one

WHY

UNICEF is working together with national governments to ensure that countries can timely access affordable, quality vaccines.

WHO

Target audience is vaccine procurement specialists.

Strategic Vaccine Procurement Assessment Toolbox

MM LINK

Deep dive into specific SC area, vaccine procurement, to identify gaps & priorities for action

WHAT

A methodology to identify key aspects of the procurement system for immunization supplies that need to be covered in an assessment

QUESTIONS and ANSWERS

Using your Q&A function please:

- Type in your question – please identify which speaker you are addressing (Krista, Jorge, Innocent or Manuel)

- Upvote for other questions you would like to see prioritized

- Write in supplementary answers to questions with your own knowledge and expertise

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Thank You

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