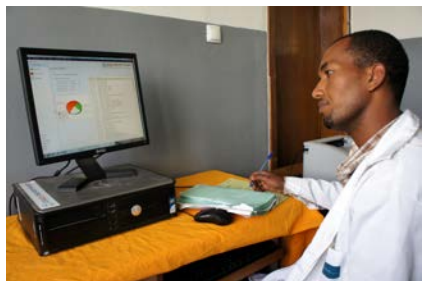




## Success Story

# Diagnosing Supply Chain Maturity: Supply Chain Compass Tool Helps Three Countries



USAID | DELIVER PROJECT 2013

An HMIS officer pulls information for decisionmaking. This information can also be used to inform the Supply Chain Compass and to diagnose the supply chain.

**The Supply Chain Compass can help diagnose the health of a supply chain and point to resources and intervention to assess and improve performance.**

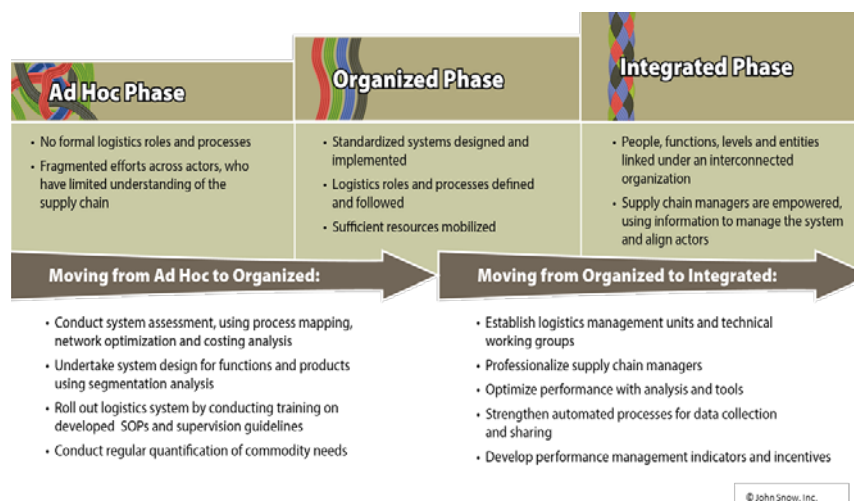
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An integrated supply chain is cost-effective, responsive, and reliable, and helps reduce stockouts. An integrated supply chain links all the actors involved in managing health products into one cohesive supply chain management organization.

Countries typically move through an evolution process to achieve an integrated public health supply chain. While every country is different, the path to integration usually evolves, over time, through three sequential phases: (1) the ad hoc phase, where stakeholders have little common understanding of what the supply chain looks like; (2) the organized phase, where roles and procedures for basic logistics functions are clarified and sufficient financial and human resources are mobilized; and (3) the integrated phase, where people, functions, levels, and entities in the supply chain are linked and managed through an interconnected supply chain organization.

**Figure 1. Supply Chain Phases**



To improve supply chain performance, it is essential to clearly understand how public health supply chain capabilities mature over time. The supply chain integration framework, developed by JSI, adapts commercial sector supply chain maturity models to public health. The project's Supply Chain Compass (Compass) has adapted this framework as an online tool that quickly diagnoses the health of a supply chain. Ministries of health, supply chain stakeholders, managers, donors in groups, or individuals can use this web-based tool. In addition to diagnosing the supply chain, Compass also lists a comprehensive set of resources for each phase, which will guide deeper in-depth assessments and performance improvement activities.

The project implemented the tool in India, Madagascar, and Zanzibar; each country's supply chain was at a different level of integration and engagement. Each country's experience shows the tool's flexibility in diagnosing a supply chain, the value in engaging stakeholders, and the usefulness in providing guidance for planning future interventions.

**INDIA:** Compass was used to map the landscape of the supply chain and to identify gaps and plan future interventions for an ad-hoc supply chain.

**MADAGASCAR:** Compass diagnostic was incorporated into a high-level national assessment to guide government planning for an organized supply chain.

**ZANZIBAR:** Compass was used in a strategic review of ongoing activities and functions to guide government investment for an ad-hoc to organized supply chain.



## India

The project used Compass to capture the initial information about the status of the HIV and AIDS and reproductive, maternal, newborn, child, and adolescent health supply chains in three Indian states. As a new country of engagement for the project, Compass helped identify bottlenecks in the supply chain and prioritize areas that needed immediate intervention.

In addition to providing a landscape of the supply chain, the exercise allowed the project to build relationships with key stakeholders and to reach consensus on intervention priorities.

## Madagascar

In Madagascar, the project used Compass to evaluate three separate supply chains, complemented by a more extensive assessment. The project gathered information from stakeholders, including nongovernmental organizations, government, and community-based partners. Compass helped diagnose the level of integration and provided recommendations for the logistics management information system.

The flexibility of Compass allowed for diagnosis across three distinct supply chains, producing one set of coordinated recommendations.

## Zanzibar

The Zanzibar Ministry of Health, District Health Team, and the project used Compass to identify gaps in the supply chain, specifically the functionality of the central medical stores. The results showed key areas where the government leveraged existing resources to mature and expand supply chain capacity.

Completing the tool with the stakeholders allowed the project to introduce the integration framework as a way of guiding long-term planning and capacity building.

*The USAID | DELIVER PROJECT, Task Order 4, is funded by the U.S. Agency for International Development, and implemented by John Snow, Inc. The project improves essential health commodity supply chains by strengthening logistics management information systems, streamlining distribution systems, identifying financial resources for procurement and supply chain operations, and enhancing forecasting and procurement planning. The project also encourages policymakers and donors to support logistics as a critical factor in the overall success of their health care mandates.*

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