



Supply Chain Compass: An Online Diagnostic and Planning Tool

Results for Health Supply Chain Sample Report

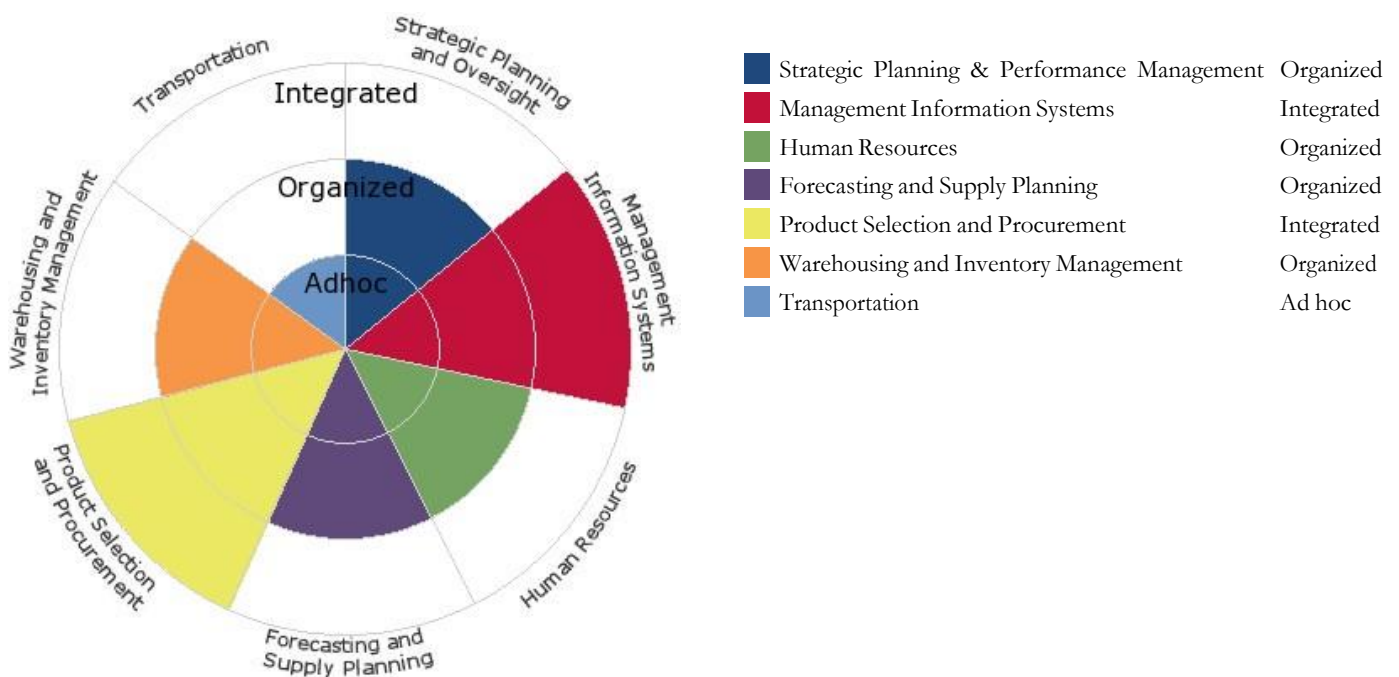
The Compass dashboard does NOT provide a comprehensive assessment your supply chain performance. It is a high-level, rapid diagnostic to help you learn about building integrated public health supply chains. Explore options for a more in-depth evaluation at www.jsi.com.

Using your answers to each question, your supply chain has been assigned a maturity phase (ad hoc, organized, or integrated). Each supply chain area has also been assigned a stage. This report provides you with activity-based interventions and resources, by supply chain area and stage, specifically selected to help advance your supply chain.



Your supply chain overall is in the organized phase.

This means standardized supply chain tools are defined and implemented, including LMIS; roles and procedures for basic logistics functions are clarified; and financial and human resources are mobilized to operate the system.



Strategic Planning & Performance Management



Strategic Planning & Performance Management is in the organized phase, which means that processes have been defined and implemented but they are not yet consistently available at all necessary locations, nor do they inform the activities of all key supply chain partners.

To improve your supply chain and move it from the organized to the integrated phase, consider using these interventions:

Guide Supply Chain Growth via a Strategy

- Conduct supply chain system assessment to determine areas for strengthening
- Engage all key stakeholders to identify and prioritize key supply chain challenges

Monitor Strategy with KPIs

- Advocate with decisionmakers and technical managers on the importance of data sharing and visibility to improve performance
- Automate manual performance monitoring tools to make key performance data visible to stakeholders
- Train and empower technical managers to routinely review key performance and cost data to improve supply chain performance

Optimize Network Structure and Business Processes

- Empower and train technical staff to routinely conduct network optimization analysis and institute business process improvements
- Collect and analyze logistics data and information on the effectiveness of business processes
- Use collected data to inform network optimization analysis

Review the following resources for guidance:

Guide Supply Chain Growth via a Strategy

- [Getting Products to People](#)
- [The Supply Chain Managers Handbook](#)
- [Planning and Implementing a Logistics System Design Activity](#)
- [Quick Reference to Logistics System Design](#)
- [Logistics Indicator Assessment Tool \(LIAT\)](#)
- [Logistics System Assessment Tool \(LSAT\)](#)
- [National Supply Chain Assessment Tool \(NSCA\)](#)

Monitor Strategy with KPIs

- [Measuring Supply Chain Performance](#)
- [WHO Harmonized Monitoring and Evaluation Indicators for Procurement and Supply Management Systems](#)

Optimize Network Structure and Business Processes

- [Planning and Implementing a Logistics System Design Activity](#)
- [The Supply Chain Managers Handbook](#)
- [The Logistics Handbook](#)
- [Optimizing Supply Chains for Improved Performance](#)
- [Kenya: 2020 Supply Chain Modeling](#)
- [Predicting the Supply Chains of 2020 \(Tanzania\)](#)
- [LLamasoft](#)
- [Univ. of Pittsburgh/HERMES](#)

Secure Sufficient Supply Chain Budget

- Assess and identify operational barriers to securing adequate financing and implementing incentives to improve supply chain performance
- Develop tools to calculate return on investment and cost-benefit analysis to optimize costs and understand benefits of supply chain investments
- Continuously advocate for sufficient funding for supply chain functions and the health and economic benefits of these investments

Build Supply Chain Coordinating Body

- Evaluate effectiveness of coordinating body
- Routinely review coordinating body terms of reference, role, responsibilities, and span of authority
- Reevaluate organizational and operating structure to determine obstacles to facilitating availability and access
- Respond to obstacles as identified
- Confirm or update roles, responsibilities, and span of authority with decisionmakers as appropriate
- Provide training and/or coaching, as needed

Utilize Costing Data to Guide Design Decision-Making

- Empower management staff to routinely review costs and the effect of strengthening efforts on system efficiency and performance
- Calculate return on investment and optimize resources based on cost and cost-benefit analysis

Manage Outside Vendor and Logistics Service Providers

- Monitor and evaluate implementation of the vendor management process
- Train relevant personnel on vendor management process
- Identify and implement vendor management process with other vendors as appropriate
- Share performance results with vendors and agree on any actions needed to improve vendor performance

Secure Sufficient Supply Chain Budget

- [Estimating the Global In-Country Supply Chain Costs of Meeting the MDGs by 2015](#)
- [Technical brief: Commercial Sector Performance-based Financing Offers Lessons for Public Health Supply Chains in Developing Countries](#)
- [Technical update: Performance-based Financing: Examples from Public Health Supply Chains in Developing Countries](#)
- [LAC Infographic on Getting Essential Medicines to Custom](#)
- [Economic Evaluation: Guide to Approaches for Public Health Supply Chains](#)

Build Supply Chain Coordinating Body

- [CapacityPlus HR for Health Stakeholder Leadership Groups](#)
- [Strategic Pathway to Reproductive Health Commodity Security](#)
- [Addressing the Health Workforce Crisis: a Toolkit for Health Professional Advocates, CapacityPlus](#)

Utilize Costing Data to Guide Design Decision-Making

- [The Right Cost: Analyzing Public Health Supply Chain Costs for Sustainability](#)
- [Supply Chain Costing: Visibility and Advocacy for the Public Health Supply Chain](#)
- [Zambia ARV Supply Chain Costs: A Pilot of the Supply Chain Costing Tool](#)
- [Zimbabwe: Supply Chain Costing of Health Commodities](#)
- [Mozambique and Nigeria: Using Results from Supply Chain Costing](#)

Manage Outside Vendor and Logistics Service Providers

- [Private Sector Role in Health Supply Chains: Review of the Role and Potential for Private Sector Engagement in Developing Country Health Supply Chains](#)
- [Emerging Trends in Supply Chain Management: Outsourcing Public Health Logistics in Developing Countries](#)
- [A Business Approach to Transforming Public Health Supply Chain Systems](#)
- [Selecting and Implementing Vendor Managed Inventory Systems for Public Health Supply Chains: A Guide for Public Sector Managers](#)

Analyze Total Health Product Marketplace to Meet Customer Needs

- Identify major market development challenges and opportunities
- Develop market segmentation strategies across public, private, and commercial sector health service and product providers

Analyze Total Health Product Marketplace to Meet Customer Needs

- [Market Development Approaches Working Group: Key Resources, Tools and Guidelines](#)
- [A Participatory Approach: Using Evidence to Support a Total Market Approach to Family Planning](#)
- [Local markets for global health technologies: lessons learned from advancing 6 new products](#)
- [Public Stewardship of Private Providers in Mixed Health Systems](#)
- [Enhancing Family Planning Market Knowledge](#)

Management Information Systems



Management Information Systems is in the integrated phase, which means that processes have been defined and implemented and are consistently available at all necessary locations, inform the activities of all key supply chain partners, and are routinely reviewed for continuous improvement.

To sustain the integrated phase, consider using these interventions:

Manage Data with Best-in-Class Tools

- Integrate logistics management information systems (LMIS) into other business processes (e.g., human resources financial, sales)
- Build interface that supports other donors' data

Report Complete, Timely, and Accurate Data

- Develop interface where all data from all supply chain programs are in one place
- Review and update tools for data collection and reporting for ordering and resupply and feedback
- Review and update format for displaying and utilizing data for decisionmaking

Monitor LMIS with KPIs

- Routinely review KPIs

Review the following resources for guidance:

Manage Data with Best-in-Class Tools

- [Computerizing Logistics Management Information Systems: A Program Manager's Guide](#)
- [Improving Health Supply Chains in Zambia: How Zambia Successfully Developed the eLMIS to Improve Health Outcomes](#)
- [Open LMIS](#)

Report Complete, Timely, and Accurate Data

- [Critical Success Factors for Deploying Digital LMIS](#)
- [eLMIS Selection Guide](#)
- [Turning the Digital Corner: Essential Questions for Planning for a Computerized Logistics Management Information Systems](#)
- [Malawi: Business Case for an Electronic Logistics Management Information System](#)
- [Data Management, Brief #6 in the Promising Practices in Supply Chain Management Series](#)

Monitor LMIS with KPIs

- [Measuring Supply Chain Performance](#)

Human Resources



Human Resources is in the organized phase, which means that processes have been defined and implemented but they are not yet consistently available at all necessary locations, nor do they inform the activities of all key supply chain partners.

To improve your supply chain and move it from the organized to the integrated phase, consider using these interventions:

Build Supply Chain Leadership

- Assess organizational and operating structure to determine obstacles to authority
- Confirm or update roles, responsibilities, and span of authority with managing authority as appropriate
- Provide training and/or leadership coaching, as needed

Develop Centralized Supply Chain Management Entity

- Assess organizational and operating structure to determine obstacles to oversight for supply chain operations
- Confirm or update organizational structure (e.g., mandate, roles, responsibilities, and span of authority) with decisionmakers as appropriate

Train Skilled Supply Chain Workers

- Confirm competency requirements by role to training
- Identify competency gaps in staff; map to training
- Confirm and expand training plan by role and administration process to all workers and levels

Review the following resources for guidance:

Build Supply Chain Leadership

- [Developing Leadership Program, MSH](#)
- [Center for Leadership and Management, MSH](#)
- [Global Leadership Resource Page, CapacityPlus](#)
- [Leadership Programs, Center for Creative Leadership](#)

Develop Centralized Supply Chain Management Entity

- [Logistics Management Units: What, Why, and How of Central Commodity Supply Chain Management](#)
- [Guidelines for Assessing the Management and Organizational Capacity of National Malaria Control Programs, Health Systems 20/20](#)
- [Functional Job Analysis: Guidelines for Task Analysis and Job Design, CapacityPlus](#)
- [Addressing the Health Workforce Crisis: a Toolkit for Health Professional Advocates, CapacityPlus](#)
- [McKinsey Organizational Health Index](#)
- [Organizational Design Forum](#)
- [Organizational Design Resource Page, Harvard Business Review](#)
- [Center for Organizational Design](#)

Train Skilled Supply Chain Workers

- [CapacityPlus Training](#)
- [Supply Chain Online](#)
- [Pre-Service Training](#)
- [Building a Strong Supply Chain Workforce: The Role of Pre-Service Training](#)
- [Initiating In-Country Pre-Service Training in Supply Chain Management for Commodities: Process Guide and Sample Curriculum Outline](#)
- [JSI e-Learning Courses](#)
- [K4Health Pre-Service Roadmap](#)

Build Supply Chain Worker Performance

- Confirm performance expectations for each supply chain role
- Confirm competency gaps in staff
- Define an administrative process for implementation of the performance management plan
- Authorize with appropriate authorities

Incentivize Supply Chain Workers

- Evaluate effectiveness of incentives (financial or non-financial) for supply chain roles by level and function
- Develop advocacy messages and present to key decisionmakers to illustrate benefits of fully funding incentive program

Staff Supply Chain Roles

- Evaluate effectiveness of workforce plan
- Routinely review workforce plan

Build Supply Chain Worker Performance

- [US Government Office of Personnel Management Performance Management Guidelines](#)
- [Career One Stop](#)
- [APICS Supply Chain Manager Competency Model](#)
- [Bio Supply Alliance Competency Model](#)
- [Bridgespan Performance Management Resource Page](#)
- [CapacityPlus Workforce Effectiveness Resource Page](#)
- [Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool](#)

Incentivize Supply Chain Workers

- [Performance-Based Financing: Examples from Public Health Supply Chains in Developing Countries](#)
- [Commercial Sector Performance-based Financing Offers Lessons for Public Health Supply Chains in Developing Countries](#)
- [Options Guide: Performance-Based Incentives to Strengthen Public Health Supply Chains--Version 1](#)
- [Inventory of Performance-based Incentive Schemes](#)
- [Blog Post: Four Performance-based Financing Lessons Public Health Supply Chain Managers Can Learn from the Commercial Sector](#)

Staff Supply Chain Roles

- [iHRIS, CapacityPlus](#)
- [Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool](#)

Forecasting and Supply Planning



Forecasting and Supply Planning is in the organized phase, which means that processes have been defined and implemented but they are not yet consistently available at all necessary locations, nor do they inform the activities of all key supply chain partners.

To improve your supply chain and move it from the organized to the integrated phase, consider using these interventions:

Build Forecasting and Supply Planning Management Processes

- Train all relevant staff in processes and tool use

Monitor Forecasting and Procurement with KPIs

- Identify relevant metrics and develop basic tools for performance monitoring
- Include cost monitoring metrics within performance monitoring tools

Utilize Multi-year Commodity Forecasts for Planning

- Institute forecasting and supply planning to occur regularly with periodic updates
- Conduct advocacy efforts to introduce commodity budget line into government budget
- Share quantification results with appropriate planning and coordination committees, policymakers, and funding agents

Update Forecasts and Supply Plans Regularly

- Institute supply planning to occur semi-annually or quarterly in conjunction with quantification update
- Update quantification and supply plan with up-to-date logistics data and procurement and shipment schedules
- Share quantification and supply plan updates with key stakeholders

Review the following resources for guidance:

Build Forecasting and Supply Planning Management Processes

- [The Art and Science of Forecasting Video](#)
- [IAPHL Resource Library, Category: Forecasting & Supply Planning](#)
- [SCMS Forecasting and Supply Planning Resources](#)
- [Quantification: Forecasting and Supply Planning: Brief #1 in the Promising Practices in Supply Chain Management Series](#)

Monitor Forecasting and Procurement with KPIs

- [Measuring Supply Chain Performance](#)
- [WHO Harmonized Monitoring and Evaluation Indicators for Procurement and Supply Management Systems](#)

Utilize Multi-year Commodity Forecasts for Planning

- [Quantification of Health Commodities: A Guide to Forecasting and Supply Planning for Procurement](#)
- [Quantification of Public Health Commodities Toolkit](#)
- [The Global Fund to Fight AIDS, Tuberculosis and Malaria Fourth Replenishment \(2014-2016\): Needs Assessment](#)
- [Health Policy Project: Software and Models](#)
- [Zambia: National Long Term Forecasting and Quantification for Family Planning Commodities, 2009 - 2015](#)
- [Nigeria: Nationwide Forecast and Funding Gap Analysis: Maternal, Newborn, and Child Health Commodities](#)

Update Forecasts and Supply Plans Regularly

- [Quantification of Health Commodities: A Guide to Forecasting and Supply Planning for Procurement](#)
- [Quantification of Public Health Commodities Toolkit](#)
- [Pipeline Software](#)
- [PSM Toolbox](#)
- [The Four Agreements – In Demand Planning and Forecasting](#)

Product Selection and Procurement



Product Selection and Procurement is in the integrated phase, which means that processes have been defined and implemented and are consistently available at all necessary locations, inform the activities of all key supply chain partners, and are routinely reviewed for continuous improvement.

To sustain the integrated phase, consider using these interventions:

Build Sourcing and Procurement Processes

- Empower management and procurement staff to routinely review and improve procurement processes and tools, and update standard operating procedures, if needed

Monitor Procurement Performance with KPIs

- Continuously review key performance indicators to ensure supply chain strategy is rectifying supply chain challenges
- Routinely review cost metrics and optimize cost efficiency

Drive Coordination and Decisionmaking with Product List Managed by Committee

- Convene regularly scheduled meetings of the committee to carry out activities according to the terms of reference
- Routinely review and update list of recognized, registered products according to national disease profile

Institute Quality Control Measures

- Assess quality control measures
- Resolve policy and operational barriers to adequate quality control

Review the following resources for guidance:

Build Sourcing and Procurement Processes

- [WHO Drug Procurement](#)
- [Global Fund Procurement and Supply Management of Health Products](#)
- [Procurement Capacity Toolkit: Tools and Resources for Procurement of Reproductive Health Supplies, Version 2](#)
- [Multi-Supplier Sourcing Strategies for Global Health Products](#)
- [The Supply Chain Managers Handbook](#)

Monitor Procurement Performance with KPIs

- [Procurement Performance Indicators Guide—Using Procurement Performance Indicators to Strengthen the Procurement Process for Public Health Commodities](#)
- [Procurement Performance Indicators Dashboard](#)
- [Key Performance Indicators Strengthen Procurement in Latin America](#)
- [Pharmaceutical Indicators - Version 1.0 - PAHO/WHO](#)

Drive Coordination and Decisionmaking with Product List Managed by Committee

- [WHO Essential Medicines](#)
- [WHO Model Essential Medicines Lists](#)
- [SIAPS: Essential Medicines Lists](#)

Institute Quality Control Measures

- [WHO good practices for pharmaceutical quality control laboratories](#)

Use Internationally Recognized Specifications for Product Lines

- Review all technical specifications to ensure they are adequate and streamlined
- Review the list of recognized, registered products to identify new or special products for which specifications need to be developed

Use Internationally Recognized Specifications for Product Lines

- [WHO Specifications for Pharmaceutical Preparations](#)
- [World Bank: Section VII. Technical Specifications](#)
- [PATH Procurement Toolkit: Specifications](#)

Plan Procurements Long-term and Use Flexible Procurement Mechanisms

- Continuously monitor procurement performance and environment to ensure efficient use of resources, and that regulatory and policy environment is supporting optimized procurement for all essential health products

Plan Procurements Long-term and Use Flexible Procurement Mechanisms

- [Health Systems Assessment Approach: A How-To Manual: CHAPTER 10: PHARMACEUTICAL MANAGEMENT MODULE \(HS 2020\)](#)
- [Procurement Capacity Toolkit: Tools and Resources for Procurement of Reproductive Health Supplies, Version 2](#)
- [Lessons from Latin America and Caribbean for Improving Contraceptive Procurement](#)
- [Improving Contraceptive Procurement by Building a South-to-South Exchange Network in the Latin America and Caribbean Region](#)

Warehousing and Inventory Management



Warehousing and Inventory Management is in the organized phase, which means that processes have been defined and implemented but they are not yet consistently available at all necessary locations, nor do they inform the activities of all key supply chain partners.

To improve your supply chain and move it from the organized to the integrated phase, consider using these interventions:

Manage Warehouse and Inventory Management with IT Tools

- Design manual or electronic inventory management tools (records ,reports)

Monitor Warehousing and Inventory Control with KPIs

- Train relevant staff on tracking and use of cost and other supply chain metrics tools to monitor and improve performance

Manage Warehouse Storage According to WHO Standards

- Develop and periodically review capacity requirements
- Optimize warehousing and distribution network

Resupply Stock According to Set Inventory Controls

- Review and revise processes to increase automation, include optimization approaches
- Where possible, leverage vendor capacity through vendor-managed inventory

Review the following resources for guidance:

Manage Warehouse and Inventory Management with IT Tools

- [Supply Chain Manager Software](#)
- [The Logistics Handbook](#)
- [The Supply Chain Managers Handbook](#)

Monitor Warehousing and Inventory Control with KPIs

- [Measuring Supply Chain Performance](#)
- [WHO Harmonized Monitoring and Evaluation Indicators for Procurement and Supply Management Systems](#)

Manage Warehouse Storage According to WHO Standards

- [Guidelines for the Proper Storage of Health Commodities \(wall chart, 24" x 36"\)](#)
- [Guidelines for the Storage of Essentials Medicines and Other Health Commodities](#)
- [The Logistics Handbook](#)
- [Guidelines for Warehousing Health Commodities](#)
- [Emerging Trends in Supply Chain Management: Outsourcing Public Health Logistics in Developing Countries](#)
- [Kenya: 2020 Supply Chain Modeling](#)
- [The Supply Chain Managers Handbook](#)

Resupply Stock According to Set Inventory Controls

- [The Logistics Handbook](#)
- [The Supply Chain Managers Handbook](#)
- [Planning and Implementing a Logistics System Design Activity](#)
- [Vendor Managed Inventory: Is It Right for Your Supply Chain?](#)
- [Selecting and Implementing Vendor Managed Inventory Systems for Public Health Supply Chains: A Guide for Public Sector Managers](#)
- [Kenya: 2020 Supply Chain Modeling](#)
- [Tanzania: 2020 Supply Chain Modeling. Forecasting Demand from 2020–2024](#)

Utilize Waste Management Processes

- Review and revise processes to improve system execution

Utilize Waste Management Processes

- [Logistics of Health Care Waste Management: Information and Approaches for Developing Country Settings](#)
- [A Guide to Health Care Waste Management for the Community Health Worker](#)
- [Health Care Waste Management of Malaria Rapid Diagnostic Tests in Health Clinics](#)
- [Voluntary Medical Male Circumcision: A Guide to Safer Health Care Waste Management Practices - Program Management Guide](#)
- [Preparation of National Health-Care Waste Management Plans in Sub-Saharan Countries \(WHO\)](#)

Transportation



Transportation is in the ad hoc phase, which means that processes have not been defined and implemented.

To improve your supply chain and move it from the ad hoc to the organized phase, consider using these interventions:

Manage Transportation with IT Tools

- Design manual or electronic transportation management tools (records ,reports)

Monitor Transportation with KPIs

- Train relevant staff on tracking and use of cost and other supply chain metrics tools to monitor and improve performance

Meet Deliveries through Fleet Management

- Develop basic distribution design
- Develop guidance on transport operations and vehicle use, including job aids and standard operating procedures

Review the following resources for guidance:

Manage Transportation with IT Tools

- [Transport Management: A Self-Learning Guide for Local Transport Managers of Public Health Services](#)

Monitor Transportation with KPIs

- [Measuring Supply Chain Performance](#)
- [WHO Harmonized Monitoring and Evaluation Indicators for Procurement and Supply Management Systems](#)

Meet Deliveries through Fleet Management

- [The Logistics Handbook](#)
- [Transport Management: A Self-Learning Guide for Local Transport Managers of Public Health Services](#)
- [Measuring Supply Chain Performance](#)
- [Emerging Trends in Supply Chain Management: Outsourcing Public Health Logistics in Developing Countries](#)
- [LLamasoft Transportation Optimization](#)

John Snow, Inc.
1616 Fort Myer Drive, 16th Floor Arlington, VA 22209 USA
Phone: 703-528-7474
Fax: 703-528-7480
www.jsi.com