

May 2020

# Maturity Model Training

Technical Report



Submitted to:  
By George Okello and Mohamud Amin  
Ground Floor, Acacia Building,  
Westlands Office Park,  
Nairobi, Kenya.  
Tel: 254 739 393 844

# Contents

[Acronyms](#)

[Executive summary](#)

[Climate Setting Session](#)

[Maturity Model \(MM\) Training Objectives](#)

[Pre-test training assessment results](#)

[Association for Supply Chain Management \(ASCM\) At-a-Glance](#)

[Bill and Melinda Gates Foundation Investment in ASCM](#)

[Global Health Supply-Chain Maturity Model fosters continuous improvement](#)

[Overview](#)

[Progress measurement](#)

[Continued removal of constraints](#)

[The Supply Chain Maturity Model helps increase performance by](#)

[Theory of Constraints](#)

[What's New on the Online Version](#)

[Key Takeaways & Insights from the Training](#)

[Maturity Model Applicability at Last Mile Service Delivery Point](#)

[Maturity Model Applicability for Last Mile Partners](#)

[Maturity Model Applicability to Last Mile Supply Chain](#)

[Ways to Use the Model as inSupply Health](#)

[Assessment Profile: Key Instructions](#)

[MM categories on the various Domains of Supply Chain](#)

[Way forward:](#)

# Acronyms

CHA	Community Health Assistant
CHMT	County Health Management Team
CHV	Community Health Volunteer
HCD	Human Centered Design
IMPACT	Information Mobilized for Performance Analysis and Continuous Transformation
JSI	John Snow Inc.
MOH	Ministry of Health
SCALE	Supply Chain Alternatives for Last Mile Equity
TOT	Trainer of Trainers
UHC	Universal Health Coverage
ASCM	Association for Supply Chain Management
MNCH	Maternal and Child Health
GHSC MM	Global Health Supply-Chain Maturity Model
ARC	Africa Resource Centre
CIPS	Chartered Institute of Supplies
CHAI	Clinton Health Access Initiative
IRC	International Rescue Committee
GHSC	Global Health Supply Chain
MM-V8	Maturity Model -Version 8
MM	Maturity Model
APICS	American Production and Inventory Control Society
SC	Supply Chain

## Executive summary

Global health supply chain management learning materials are available at the Association for Supply Chain Management (ASCM) Supply Chain Learning Center. They are presented as online subscriptions (90 days) for a fee of USD \$150.00 (general public) or USD \$75.00 (ASCM members). These courses allow attendees to set their own pace as they engage with assigned reading, video highlights, and activities. Course participants can also earn APICS certification maintenance points. To access these materials, go to [ASCM.org](https://www.ascm.org) and find "Principles on Demand" within the "Learning & Development" page.

inSupply Health is one of the partners with a large number of staff utilizing these courses. Technical staff with a public health background from the Ministry of Health, implementing partners, and inSupply Health staff took this training to gain more skills and sharpen their technical capacities. Participants represented various companies and organizations, including Kaizen Institute, inSupply Health, ARC, Help Logistic, CIPS, CHAI, IRC, and ASCM (over 70 members participated). Training was conducted on May 19th and 20th, 2020, virtually due to COVID-19. We completed a practicum session during which we took members through an online website for assessing Ministry of Health staff on commodity management.

The majority of the members had a handful of experience in supply chain and management of commodities in various countries, mainly in Africa.

## Climate Setting Session

The training started with a word of prayer from one of the participants, which was followed by introductions, online registrations, zoom housekeeping, setting the group norms, and the participants sharing their expectations, moderated by Erick Wakaria.

## Maturity Model (MM) Training Objectives

By the end of the course, the participants were to be equipped with the knowledge and skills to do the following:

1. Describe the rationale for the Global Health Supply-Chain (GHSC) Maturity Model.
2. Outline the GHSC Maturity Model process.
3. Describe the advance planning necessary for an effective assessment.
4. Describe the GHSC MM categories and associated questions.
5. Explain the GHSC Maturity Model outputs.

6. Describe how to use the results of the Maturity Model assessment to develop improvement Projects.

## **Pre-test training assessment results**

The pretest was completed by everyone via the PollEverywhere application on their phones for prompt responses to the session questions. The questions ranged from prior interactions with the old version of MM-V8 to what are some of the new areas in the online version of the MM.

## **Association for Supply Chain Management (ASCM) At-a-Glance**

- The world's largest professional supply chain organization.
- APICS was founded in 1959; in 2014, it merged with the Supply Chain Council; in 2015, it merged with the American Society of Transportation and Logistics; and in 2019, it launched ASCM.
- Certifications for top global supply chain professionals and corporate transformation
- Over 300 partners globally, in 46 countries.

## **Bill and Melinda Gates Foundation Investment in ASCM**

Key outcomes

- Increase institutional knowledge as it relates to supply chains in these markets, enabling ASCM to be an effective association.
- Increase localized technical capability building efforts in professional communities in target markets.
- Manage and continually improve the supply chain maturity model through community engagement.
- Support country-based projects that improve last mile product availability in public health facilities.

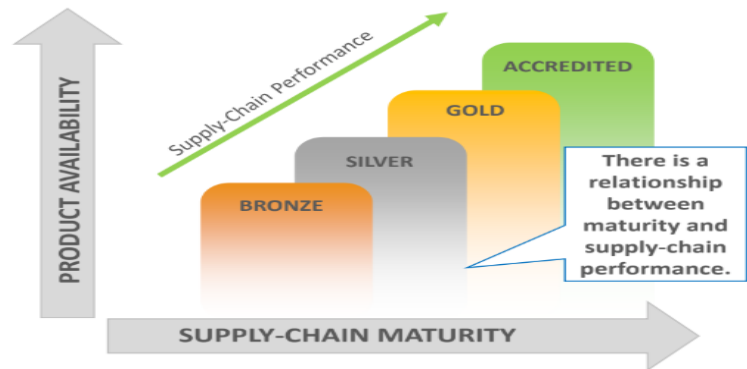
# **Global Health Supply-Chain Maturity Model fosters continuous improvement**

## **Overview**

- Self-assessment tool that helps sites, SCs, counties, regions, and countries independently assess SC needs.

## Progress measurement

- Periodic self-assessments
- Identify bottlenecks and gaps in performance
- Prioritize improvement opportunities



## Continued removal of constraints

- Improved visibility
- Increased product availability
- Greater supply-chain efficiency
- Maximize investments

## The Supply Chain Maturity Model helps increase performance by

1. Focusing efforts on improving the weakest-link constraints
2. Helping teams stay on top of the dynamically shifting weakest link, which changes as a supply chain matures
3. Highlighting areas where maturity impacts the supply chain's ability to function in a given market environment

MM highlights the most problematic constraint, or "weakest link," to achieving supply-chain goals.

## Theory of Constraints

The lowest performing element of the supply chain decreases overall performance. Removing this "weakest link" is a fast and effective way to improve performance.

## What's New on the Online Version

- Update of the Goals and Stories Section of the Dashboard
- Three dashboards are available after the assessment: Stakeholder overview, Team Dashboard (reveals supply-chain strengths and weaknesses), which also visualizes performance per category and the identified category constraints if any, Assessments

Overview (helps visualize performance progress overtime, both overall and per category), and MM Dashboard (effectiveness of corrective actions can be visualized).

- The platform allows for goal definition and monitoring at a strategic level

## Key Takeaways & Insights from the Training

1. Some donors and partners tend to focus on the lower maturity range of supply chains. For instance, a supply chain functioning at a gold or accredited level is often self-reliant or very clear about its needs from funders (levels are canvas-->bronze-->silver--> gold -->accredited with canvas being the lowest rating and accredited being the highest).
2. It is expected that the supply chains will progress to a gold or accredited level and that this level of performance will be sufficient to support the public health system. However, given ongoing resource constraints, the progress will keep on oscillating.
3. Vertical supply chain systems that focus on a single area (HIV, Family Planning, MNCH, Routine Immunization) are very often externally funded and have more resources than the locally or county-funded supply chains, and integration efforts to combine processes from more than one supply chain will most likely take on the maturity level of the lower performing supply chain.

## Maturity Model Applicability at Last Mile Service Delivery Point

The maturity level of the supply chain that supports individual service delivery points can set expectations for last-mile staff and potential beneficiaries, as well as create a connection between last-mile action and supply chain performance.

## Maturity Model Applicability for Last Mile Partners

The maturity level of the supply chain supported by last mile partners can indicate the type of technical support, assistance, and focus that is most needed from a last-mile partner to improve supply chain performance.

## Maturity Model Applicability to Last Mile Supply Chain

The role of the last-mile supply chain agency is vital. Identifying and improving the maturity level of the supply chain that supports the last mile can prioritize the team's time and focus on external offers of support. This team may be at the state, region, or district level.

## Ways to Use the Model as inSupply Health

1. As a fit-for-purpose current-state assessment that is "light" enough to be completed in a few hours and repeated at least quarterly. Many supply chains requiring external funding support are functioning at canvas or bronze levels (levels are canvas-->bronze-->silver-->gold -->accredited with canvas being the lowest rating and accredited being the highest). These supply chains do not always need a comprehensive, in-depth assessment of their current-state capabilities and performance.
2. As a proxy measure to showcase supply chain performance in the case that data is unavailable or unable to be shared. This is a powerful mechanism to use to build trust among partners, reduce the burden on supply chain and partner staff (who often are required to do multiple surveys to capture the current state), and celebrate capability improvements.
3. As a guide for activity prioritization, where teams focus their funding and efforts on areas that are constrained. In the case that many supply chains are under consideration, priority can be set based on patterns and trends in the areas where many supply chains are constrained.
4. As short-term-plan generators, where teams can select one or two critical components that are currently constrained. They can create short-term plans of three to six months to address these constraints and make progress in eradicating them.
5. For mid-range planning, where teams can observe the overall trends of constraints and create the right plans to address them, if several constraints emerge that relate to financial management and performance management, mid-range plans of about six to 18 months can be created and executed, focusing on building staff skill-sets and capabilities to address these constraints.
6. As input into a long-term strategy where teams identify their next major maturity level and create the mechanisms to achieve it, if visibility categories have been the biggest constraining areas, the team can develop a visibility strategy and execute it in the months ahead.
7. As a model for developing a self-sustaining supply chain. For many years, the development community has focused on "sustainability" across many areas of public health. We find that "sustainability" can have several definitions and meanings for different stakeholders, which makes it challenging to have a clear conversation with the government.

## Assessment Profile: Key Instructions

Country and Region/State/County (required)



- Use the demo link: [https://research.mpi-group.com/jfe/form/SV\\_b3FE0qq84f1cWhf](https://research.mpi-group.com/jfe/form/SV_b3FE0qq84f1cWhf)
- Select the country of your choice
- Date of completion
- Select today's date

## MM categories on the various Domains of Supply Chain

Levels of the MM highlight multidimensional progress for each MM category. There is a need to identify constraints that prevent improvement of the supply-chain category.

1. Service-Delivery Point (SDP)/Health Facility (HF) Visibility
2. SDP/HF Inventory Management
3. Order Management for SDP/HF
4. Warehouse/Store Visibility
5. Warehouse/Store Inventory Management
6. Warehouse/Store Order Management
7. Warehouse/Store Operations
8. Transportation
9. Expiry Management
10. Procurement
11. Infrastructure and Assets
12. Performance Management
13. Analysis and Evaluation
14. Demand Planning
15. Supply Planning
16. Fund Management
17. Financial Management
18. Governance
19. Staff Training/Development
20. Patient-Focused Performance

### Way forward:

1. ACSM will complete the web-based online assessment platform for use
2. Some of the criteria wording will be changed
3. Partners, regions, and counties will inform ACSM whenever they are ready to conduct the assessment for support-share dates
4. Teams will go over and double-check the dashboards now that they are live