



USAID | **DELIVER PROJECT**
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Performance-Based Incentives for Public Health Supply Chains

Training Toolkit



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Performance-Based Incentives for Public Health Supply Chains

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USAID | DELIVER PROJECT, Task Order 4

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Abstract

This training toolkit introduces the basics of performance-based incentive (PBI) schemes for the public health supply chain. It includes everything trainers need to conduct a training workshop, from a training PowerPoint and facilitator notes to a sample agenda and PBI flash cards.

Cover photo: USAID | DELIVER PROJECT staff member Mubambe Kintu is reviewing the computerized LMIS monthly report for family planning commodities with Pharmacy Technician Christabel Mwila Katengulwa at Mwachisompola Demonstration Rural Health Center in Central Province, Zambia. September 2013. Photo credit: USAID | DELIVER PROJECT

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Contents

- Introduction 1
- Facilitator Notes 3
 - Introduction to Performance-Based Incentives for Supply Chain Improvement 3
- Introduction to Performance-Based Incentives for Supply Chain Improvement 23
 - Agenda..... 23
- Checklist for Identifying Performance-Based Incentives Opportunities for Your Supply Chain..... 25
- PBI Cards 27
- Identifying Opportunities for Using Performance-Based Incentives to Improve Supply Chain Performance..... 33
 - Case Study 33
- Glossary of a Few PBI Terms 37
- Resources for Performance-Based Incentives 39

Introduction

The USAID | DELIVER PROJECT has developed a short training module that introduces the basics of performance based incentive (PBI) schemes for the public health supply chain. You can use the module to train yourself or others on implementing performance incentives to strengthen supply chains. [Click here to download the Word template version.](#)

This module comprises eight items:

- A [PowerPoint presentation](#) with speaker notes can be used for self-paced learning.
- **Facilitator notes** will guide you through the entire training process.
- You can use the **sample agenda** to schedule the training session.
- Do not forget to have a look at the performance based incentives **checklist**. It presents ten preconditions that must be fulfilled to successfully implement PBI schemes that target supply chain improvement.
- The module also includes **cards** that list common PBI terminologies and their definitions. You can use the cards to start off a general discussion ("ice-breaker") at the beginning your training.
- The cards are supplemented by a **glossary** of terms.
- A list of **further resources** on performance based incentives is also included.
- Finally, the module offers a short **case-study** of one country where PBI has been used to improve supply chain performance. You can review the case study as a group or on your own to see if you can identify some options for PBI schemes in the supply chain.

We hope you will find this module engaging, and that it will stimulate you to identify opportunities for PBI schemes in your supply chain.

Facilitator Notes

Introduction to Performance-Based Incentives for Supply Chain Improvement

Session Objectives:

By the end of the session participants will be able to—

1. Define what is meant by performance-based incentives (PBI).
2. Identify possible benefits of PBI to management of health commodities.
3. Identify examples of how PBI has been used to improve supply chain performance—for both the commercial- and public-sector.
4. Identify opportunities for applying PBI to improve the performance of *the participants'* supply chain, or for another supply chain in a given situation.
5. Identify sources of information/resources for learning more about PBI for supply chains, and how to design and implement a scheme.

Time: 180 minutes

Materials:

- PBI acronym cards
- Samples of different PBI resources (publications, website screen prints, Microsoft Excel printouts).

Handouts:

- Glossary of a few PBI terms
- PowerPoint slides
- Checklist for identifying PBI opportunities for participants' supply chain.
- Supply chain case study (see note to trainer)
- Resources for PBI
- PBI training session evaluation.

PowerPoint Slides:

1. Session Title Slide
2. Icebreaker instructions
3. General definition of PBI

4. Session Objectives
5. PBI in the Commercial Sector
6. PBI in the Commercial Sector (cont.)
7. Discuss with your neighbor (mid-PPT activity)
8. PBI Lessons from the Commercial Sector
9. PBI in Public Health Supply Chain Management
10. PBI in Public Health Supply Chain Management (cont.)
11. Other Potential Areas for Using PBI in the Public Sector
12. Applying PBI – Small Group Assignment.

Trainer Preparation:

1. Print PBI acronym cards on card stock and cut into individual squares. Place one card at each participant seat, or distribute to participants as they enter the room.

Note to Trainer:

Activity 3 assumes that participants are actively working in a supply chain, are providing technical assistance to a specific supply chain system, and are familiar with the management of that supply chain. It also assumes that more than one participant is familiar with any specific supply chain so participants may work in small groups or pairs. If participants identify PBI opportunities for their country supply chain, it would be helpful to have documents that describe the current state of that supply chain—including standard operation procedures manuals, recent LMIS feedback reports, results of recent assessments, etc.—readily available.

If participants are not working in or are not familiar with a supply chain, give them the case study of a supply chain to use when they work through the exercise.

Learning Activities Summary:

Title	Type	Time in Minutes
1. What is PBI?	Icebreaker and discussion	25
2. Supply Chain Improvement through PBI: Public & Commercial Sector	Interactive lecturette and presentation	30
3. Applying PBI for SC Improvement	Lecturette, brainstorm, small group work; large group discussion	90
4. Learning More About PBI	Pairs' activity and presentation	25
5. Closing	Interactive lecturette	10

Learning Activities:

1. What is PBI? Icebreaker and Introductory

Lecturette: 25 minutes

- Tell participants to find a card at their place. Note that an acronym related to performance-based incentives or a definition is written on the card.
- Ask participants to find another person who has either the same definition or acronym card. When they do, they should— (facilitator display PPT **slide 2**)
 - introduce themselves
 - briefly discuss how the concept on the card could be used to improve supply chain performance
 - be prepared to introduce their new partner to the large group.
- After 10 minutes, ask pairs of participants to introduce themselves to the large group, name the term that brought them together, and tell the group the definition of the term.
- Note the range of terms; explain that in this workshop we will consider PBI in the broadest sense, showing the general definition of PBI (facilitator: show PPT **slide 3**).

Cash or non-monetary benefit provided against measurable actions or achievement of a defined performance target

- Distribute **handout, Glossary of a Few PBI Terms**—note that we just reviewed these terms.
- Review **session objectives, PPT slide 4**.
- Explain that we are now going to look at some examples of PBI in the public- and commercial sector, and continue the discussion on how PBI can help improve supply chain performance.

2. Supply Chain Improvement through PBI : Public & Commercial Sector

Interactive lecturette and presentation—30 minutes

- Ask participants if they have any direct experience with any form of PBI in their work in the field, or do they have examples from the private sector. Ask them to discuss them briefly.
- Present PPT **slides 5-6** on examples of PBI in commercial, adding specific examples, as appropriate.
Examples may include—
 - Sales-Based Performance Offers (SBPO): Buy one, get one free deals, commissions for selling tires to companies that run haulage fleets
 - Supply Chain Performance-Based Incentives (SCPBI): Airline engine suppliers
 - Gain sharing: Think symbiosis—e.g., contractual agreements for warehousing between phone distributors and mobile carriers.
- Show PPT **slide 7**: Ask participants to discuss with their neighbor for a few minutes, “What lessons can we learn from commercial-sector PBI that might benefit public health supply chain managers?”
- After several minutes, ask a few people to share some of their ideas.

- **Show PPT slide 8.** Summarize the lessons.
- **Show PPT slides 9–11.** Present examples of PBI in public health supply chains.
- Note that the ideas on **PPT slide 11** were developed during the USAID | DELIVER PROJECT and SCMS Supply Chain Strategic Leadership Summit.
- After reviewing the slides, ask participants to name any benefits that PBI can have to improve supply chain performance.
- Distribute handout and **PPT slides**.

3. **Applying PBI for SC Improvement**

Lecturette, brainstorm, small group work, large group discussion—90 minutes

Note to Trainer:

Choose the appropriate activity option based on the profile of the participants. If the session is in-country, or if participants are very familiar with a country specific supply chain, then participants can use the system they know to propose specific PBI activities for consideration. Participants should use their personal knowledge of their system for the activity. If participants are not familiar with a country-specific supply chain, they should use the case study example.

- Tell participants they are going to spend some time considering how they might apply PBI to improve the performance of *their* supply chain. Note that if they do not work in or are knowledgeable about a specific supply chain, they will work with a case study of a supply chain to identify ways to use PBI to improve performance.
- Distribute handout **Checklist for Identifying PBI Opportunities for Your Supply Chain**, and review the content of the checklist.
Ideally, these conditions should be in place to make implementation of a PBI initiative more feasible. Tell participants to use this checklist to help guide their discussion.
- Ask participants to brainstorm supply chain problems commonly found in public health supply chains. Write their answers on a flip chart; ask participants to name the problems that they are more likely to be able to address using PBI. Briefly discuss their ideas.
- Divide participants into small groups (up to 5 people) to work on the activity. If all participants are from or familiar with the same country, the facilitator can group them by level in the system, or by geographical location. If they are from several countries, group them in specific country groups. If participants are not actively working in or providing assistance to a supply chain, they can be randomly grouped.
- If applicable, give participant groups country-specific documents that describe the current state of the supply chain.
- Show participants **PPT slide 12 and review the Small Group Assignment**. Tell participants to use the checklist provided to identify several ways that PBI could be used to improve the performance of their supply chain. They have 45 minutes to complete the assignment.

Note to Trainer:

If you think the participants will need less than 45 minutes, add the following:

“If time allows, identify indicators and targets to measure progress in solving the problem, and identify mechanisms to verify progress against the indicators.”

- Ask the groups to select a notetaker who will write down the discussion points to share with the larger group.
- After 45 minutes, ask groups to share their discussions and present
- Encourage participants to ask other groups questions and to offer ideas.
- Summarize and note that if they are working with a supply chain, they should continue to use this process beyond this session and to incorporate it into the work planning for their supply chain improvement.
- Explain that in the final activity of this session, they will consider some resources that could help them to take their ideas of using PBI to the next step.

4. Learning More about PBI

Pairs/Trio Activity and Presentation—25 minutes

- Ask participants to form a group with one or two other participants.
- Distribute to each pair/trio of participants one of the resources available on PBI—a publication, screenshot from a website, page from a Microsoft Excel spreadsheet, etc.
- Give the groups 5 minutes to quickly review the resource and prepare a two-sentence summary of how the resource can be used to learn more about PBI.
- After about 5 minutes, ask participants to volunteer to share their summaries.
- Distribute the handout, **Resources for PBI**.

Note that the resources they looked at and others are listed here. Explain that these resources can be used as general background and to guide them in planning to how to design and implement a PBI scheme to improve supply chain performance in their countries.

5. Closing

5 minutes

- Thank participants and ask if they have any remaining questions.
- Ask for initial feedback on the session.
- Distribute handout, **PBI Training Sessions Evaluation**.
Ask participants to take a few minutes to provide their feedback on the session; we will use their comments to improve subsequent sessions.

[Click here to download this PPT](#) file from the USAID | DELIVER PROJECT website.



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Introduction to Performance-Based Incentives for Supply Chain Improvement



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Icebreaker instructions:

- Find your match.
- Introduce yourself.
- Briefly discuss how the concept on the card could be used to improve supply chain performance.
- Be prepared to introduce your partner to the large group.



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General Definition of Performance-Based Incentives

- Cash or non-monetary benefit provided against measurable actions or achievement of a defined performance target.



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Session Objectives:

- Define what performance-based incentives (PBI) means.
- Identify possible benefits of PBI for managing health commodities.
- Explain examples of how PBI was used to improve supply chain performance—both commercial- and public-sector.
- Identify opportunities for applying PBI to improve performance of *their* supply chain, or a supply chain in a given situation.
- Identify sources of information/resources to find out more about PBI for supply chains and how to design and implement a scheme.



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PBI in the Commercial Sector

- Sales-Based Performance Offers (SBPO)
Discounts or additional *free* product offered by supplier to customers purchasing high volumes:
 - Engenders customer loyalty and attracts new customers
 - Increases volume of sales and profit for both supplier and customer.



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PBI in the Commercial Sector (cont.)

- Supply Chain Performance-Based Incentives (SCPBI)

Rewards partners in supply chain when they achieve a measureable goal:

- Used to manage supplier relationships

Example: Bonus pay for consistent on-time delivery during a specific period.



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PBI in the Commercial Sector (cont.)

- Gain sharing
 - Supply chain partner shares a percentage of revenue with one or more of their third party logistics providers (3PLs), based on achieving mutually beneficial, measureable performance goal
 - Builds relationships and aligns performance objectives.
- Individual payment increases, incentives, and bonuses
 - Individuals in supply chain rewarded for specific, measureable performance goal
 - Bonus, salary increase, stock option, *company car*.



Discuss with your neighbor...

1. What lessons can we learn from commercial-sector PBI that might benefit public health supply chain managers?
2. What successful PBIs does the commercial sector have in place or use that the public sector could also use?





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PBI Lessons from Commercial Sector

- Performance indicators are well-defined.
- Supply chain partner objectives are aligned.
- Partners have autonomy and authority to change and innovate to meet goals.
- Information system is needed to provide valid and reliable performance data.
- Need to verify data and adjust goals over time (*raise the bar*).



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PBI in Public Sector Supply Chain Management

- Addressing LMIS performance
 - Paraguay: Family planning managers with no stockouts attended training or conference; received additional cash bonus.
 - Nicaragua: District health management units received computers and other equipment for high performance measured against 20 indicators related to using automated LMIS and data.
 - Ghana: Focus Regional Health Project awarded equipment to region with best performance on timely, accurate submission of data and training on reporting system.
 - Rwanda: Pay-for-reporting incentives given to CHW cooperatives for timely submission of quality reports.



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PBI in Public Sector Supply Chain Management (cont.)

- Commodity availability
 - Haiti, Liberia, and Afghanistan: Donor-supported performance-based contracting with NGOs. Percentage of budget and bonuses for NGOs only paid based on indicators of commodity availability in the regions where NGOs are offering health services
 - Tanzania: Performance-based contracting incentivizes wholesaler distribution of essential medicines; wholesalers received bonus for achieving 95% commodity availability.



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Other Potential Areas for Using PBI in the Public Sector

- Human resource
 - Motivate staff working in remote settings with bonus payments
- Civil society
 - Find, support, and reward high-profile champions
- Data visibility
 - Incentivize good performance by using real-time data at country level between partners/ client
 - Link data to performance indicators and health outcomes
- Customers
 - Recognize and reward SDPs for good data submissions.



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Applying PBI—Small Group Assignment

- Assign a notetaker and presenter for the group.

Working as a group—

- Identify one or more supply chain performance problems in your system or the case study provided, that you think could be addressed using a PBI initiative.
- Work through the checklist to determine the feasibility of using PBI to address the problem.
- If time allows, identify indicators and targets to measure progress in solving the problem, and mechanisms to verify progress against the indicators.
- Prepare a brief report of the problem and how PBI could be used to address the problem.

Introduction to Performance-Based Incentives for Supply Chain Improvement

Agenda

Title	Type	Time
1. What are Performance-Based Incentives?	Icebreaker and discussion	9:00–9:25 am
2. Supply Chain Improvement through PBI: Public & Commercial Sector	Interactive lecturette and presentation	9:25–9:55 am
Break		9:55–10:05 am
3. Applying PBI for SC Improvement	Lecturette, brainstorm, small group work; large group discussion	10:05–11:35 am
4. Learning More about PBI	Pairs' activity and presentation	11:35–12:00 pm
5. Closing	Interactive lecturette	12:00– 12:10 pm
Lunch and complete evaluation		12:10–1:00 pm

Checklist for Identifying Performance-Based Incentives Opportunities for Your Supply Chain

- 1. The problem(s) with the supply chain have been clearly defined.
- 2. The underlying causes of the problem have been identified.
- 3. A logistics information system provides valid and reliable data.
- 4. A person or group of people who are responsible for the low level of performance of the supply chain can be identified.
- 5. The performance of the supply chain has been objectively evaluated or arrangements for an evaluation can be easily made (e.g., LIAT/LSAT).
- 6. The relationships between the different stakeholders and their responsibilities in the supply chain are clear (e.g., supervision arrangements, job descriptions, reporting schedules).
- 7. It is possible to set performance targets for groups working within the supply chain or between different levels of the supply chain.
- 8. Stakeholders can make changes in their work that will enable them to achieve the performance targets.
- 9. Performance targets are measurable and achievable within a given timeframe.
- 10. Funds for the reward are available or a substantial non-monetary incentive can be identified.

PBI Cards

PBF

**Performance-Based
Financing**

**Cash or non-monetary
benefit provided against
measurable actions or
achievement; often
synonymous with RBF and
PBI.**

RBF

Results-Based Financing

Cash or non-monetary benefit provided against measureable actions or achievement; often synonymous with PBF and PBI.

PBI

Performance-Based Incentives

Cash or non-monetary benefit provided against measureable actions or achievement; often synonymous with PBF and RBF.

P4P

Pay-for-Performance

Payment for pre-determined performance target. Often synonymous with PBF, PBI, RBF. Often associated with healthcare delivery.

PBC

Performance-Based Contracting

Legal or formal agreement governing procurement of services.

Three forms are—

- 1. contracting in**
- 2. contracting out**
- 3. management contracting.**

PBG

Performance-Based Granting

Provides support for a recipient's program versus PBC, which is procurement; an important distinction for USAID-funded activities.

OBA

Output-Based Aid

A subset of RBF or PBF, it uses donor aid as a financial reward to governments (or sometimes nongovernmental organizations for achieving outputs or outcomes.

COD

Cash-on-Delivery

Similar to OBA, but with emphasizes outcomes over outputs.

CCT

Conditional Cash Transfers

Cash provided to patients for use of specific services; e.g., immunizing children.

PBA

Performance-Based Agreement

Synonymous with PBC.

Legal or formal agreement governing procurement of services.

Three forms are—

- 1. contracting in**
- 2. contracting out**
- 3. management contracting.**

Identifying Opportunities for Using Performance-Based Incentives to Improve Supply Chain Performance

Case Study

Instructions: Use the information below and the checklist provided to—

1. Identify one or more supply chain performance problems that you think a PBI initiative could be used to solve.
2. Review the checklist to determine the possibility of using PBI to address the problem.
3. If time allows, identify indicators and targets to measure progress in solving the problem, and identify mechanisms to verify progress against the indicators.
4. Prepare a brief presentation of the problem and how PBI could be used to address the problem.

The Integrated Health Supply System of Anyland (IHSSA) provides essential medicines and program products to service delivery points (SDPs) nationwide using a storage and distribution pipeline operated by the Central Medical Stores, and managed in close collaboration with the Ministry of Health (MOH). See below for specific roles and responsibilities for supply chain partners, and details of the logistics management information system (LMIS) and the inventory control system, including a pipeline diagram.

A recent quantitative and qualitative assessment of supply chain performance indicated that—

- Because of an insufficient supply of products, SDPs do not fully resupply community health workers (CHWs), which leads to frequent stockouts at the CHW level; 67 percent of CHWs had a stockout of at least one of the five tracer products in the three months prior to the assessment.
- Thirty-eight percent of SDP reports are received by the district after the 10th of the month; districts do not send SDP requests to the RMS if the Report and Request if the report is not received by the 10th of the month.
- Twenty-three percent of SDP reports submitted to the district are incomplete.
- More than 40 percent of stock cards at the SDP were out of date or had inaccurate stock balances.

Focus group discussions conducted during the assessment indicated that SDP staff do not fully understand the relationship between the data they report and the quantities of commodities they receive; therefore, they do not prioritize recording and reporting activities. They are discouraged when they do not receive sufficient quantities to serve their clients and to resupply the CHWs. “Even if we report on time, we don’t get what we need to serve our clients.”

The lack of data has hampered the ability of the MOH program managers to work effectively with donors to identify resource requirements and develop supply plans. Several donors have committed to fund activities to try to solve the problems identified by the recent assessment; they have encouraged the MOH to take action quickly and to consider innovative solutions.

Supply Chain Partner Roles:

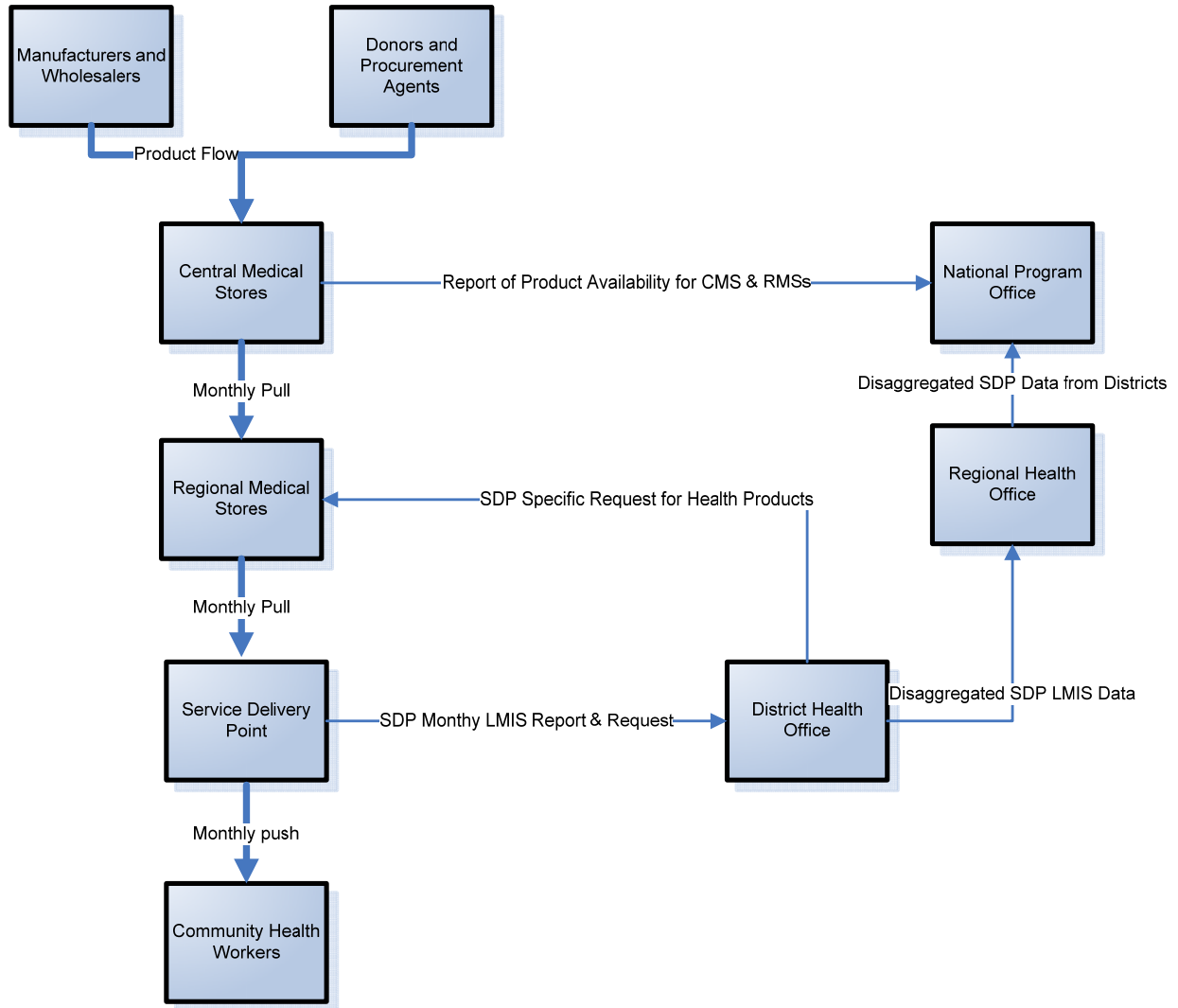
- National Program Office (NPO): program management and monitoring, quantification, resource mobilization, policy
- Donors: funding for commodity procurement
- Manufacturers: product production, and sales and supply
- Wholesalers and procurement agents: produce procurement and supply
- Regional health office (RHO): program management and monitoring, policy enforcement
- District health office (DHO): supervisor, budget management, program management and monitoring
- Central Medical Stores: procurement, quality monitoring, storage and distribution to regional medical stores (RMS)
- RMS: storage and distribution to SDPs
- SDPs: serving clients, storage and distribution to CHWs
- CHW: serving clients, storage.

LMIS:

- Stock data from CHW collected by SDP and consumption calculated; loss data not collected. CHW data aggregated into SDP report.
- SDP reports stock on hand, losses, consumption to DHO
- DHO reports SDP data to RHO, which then reports disaggregated data to NPO
- NPO aggregates data to use in quantification and procurement, and program monitoring

Inventory Control System:

- Monthly forced ordering maximum-minimum between SDPs and RMS; SDP sends LMIS report and request form to district for budget approval before forwarding to RMS for resupply
- CHWs bring drug box to monthly meetings at the SDP; SDP staff do physical count and resupply, as possible.



Glossary of a Few PBI Terms

Performance-Based Financing (PBF)	Cash or non-monetary benefit provided against measureable actions or achievement; often synonymous with RBF and PBI.
Results-Based Financing (RBF)	Cash or non-monetary benefit provided against measureable actions or achievement; often synonymous with PBF and PBI.
Performance-Based Incentives (PBI)	Cash or non-monetary benefit provided against measureable actions or achievement; often synonymous with PBF and RBF.
Pay-for-Performance (P4P)	Payment for pre-determined performance target. Often synonymous with PBF, PBI, and RBF. Often associated with healthcare delivery.
Performance-Based Contracting (PBC)	Legal or formal agreement governing procurement of services. Three forms include— <ol style="list-style-type: none">1. contracting in2. contracting out3. management contracting .
Performance-Based Granting (PBG)	Provides support for a recipient’s program versus PBC, which is procurement, an important distinction for USAID-funded activities.
Output-Based Aid (OBA)	A subset of RBF or PBF that uses donor aid as a financial reward to governments, or sometimes nongovernmental organizations, to achieve outputs or outcomes.
Cash on Delivery (COD)	Similar to OBA, but with an emphasis on outcomes instead of outputs.
Conditional Cash Transfers (CCT)	Cash provided to patients for using specific services; e.g., immunizing children.
Performance-Based Agreement (PBA)	Synonymous with PBC.

Resources for Performance-Based Incentives

Publications

- Eichler, Rena, Alex Ergo, Brian Serumaga, James Rosen, Greg Miles, and Mavere Tukai. August 2012. *Options Guide: Performance-Based Incentives to Strengthen Public Health Supply Chains – Version 1*. Bethesda, MD: Health Systems 20/20 project, Abt Associates Inc.
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Websites

- USAID | DELIVER PROJECT PBF website: <http://deliver.jsi.com/dhome/whatwedo/commsecurity/csfinancing/cspfbasedfinancing>
- Health Systems 20/20: <http://www.healthsystems2020.org/section/topics/P4P>
- Center for Global Development: http://www.cgdev.org/section/initiatives/_active/ghprn/workinggroups/performance
- World Bank: <http://www.rbfhealth.org>

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