## GLOBAL HEALTH SUPPLY CHAIN

Assessment Profile										_	
Please include the following information:		ype for which	3. Which supply-chain stakeholder	rs are represented in	4. How many assessments have be	en conducted previously	S. What is the primary source	e of the information for this assessment? (cho	ase one)		
Country: and Region/State/Country (required)	the assessment is being completed. (choose one)  O Family Planning		the assessment? (choose all that apply)  National (identify by name):		with this same scope and supply ch  O 0	ain? (choose one)	First-hand experience     First-hand experience and second-hand information (from another person or information system)				
District/Organization/Other: (optional) Date of Completion:	O Reproductive Health		National (identify by name):     State (identify by name):     County (identify by name):     Sub-county/Community (identify by name):		0 0 0 1 0 2 0 3 0 4 0 5		Hirst-hand experience and second-hand information (from another person or information system)     Second-hand information (from another person or information system)				
	O Reproductive Health O Essential Medicines O Vaccines		☐ County (identify by name):	destifulus sameli	0 2						
Type of Organization (Private, Public, or NGO) Is this assessment supported by a donor organization?				Dentitry by name;	0 4						
O No O Yes (please name donor):	O Malaria O Tuberculosis		☐ Other (please specify):		O 5 O More than 5						
Registration: (choose one)	O Integrated Commodities (p O Other (please specify):	leases describe the commodities):			O Don't know						
Registration code:     Self-assessment: (For self-assessment, you must provide an email address)	O Other (prease specify):										
Category Category Description	Question	Canvas	Bronze	Silver	Gold	Accredited	Not applicable Don't kno	w	Constraints		
I. Service Delivery Point (SDP)/Health Facility (HF) Visibility  Service Delivery Points/Health Faciliti	es generate data regarding the inve	ntory levels and consumption of pro	duct on site. As maturity increases,	the supply chain increasingly receiv	es real-time data from SDPs/HFs tha	t feeds into a broader supply-chain di	gital platform. Objective: Im	prove the visibility and tracking of inventory	at the SDP/HF.		
Comments:											
Commence	6. Please describe the visibility to	Limited visibility of inventory and	Some visibility to inventory and consumption at some facilities	Visibility to inventory and	Some digital visibility (near real time: 1 week or faster) to inventor	Digital visibility (near real time) to		9 Which of the following are constraint	s that prevent improvement of inventor	ry visibility at faciliti	
	inventory and consumption from the facility(ies): (choose one)	consumption at facilities (quarterly)	monthly (minimum of 80% of	consumption at most facilities, twice per month (minimum of 809 of facilities)	and consumption at most facilities (minimum of 90% of facilities)	inventory and consumption at all facilities (100% of facilities)		(choose all that apply)		,	
	7. Please describe the visibility of		facilities)	Some undream ounniverbain	(minimum of 90% of facilities)						
	<ol> <li>Please describe the visibility of upstream supply-chain inventory</li> </ol>	No visibility of upstream supply- chain inventory information	Upstream supply-chain	information provided to facilities	Upstream supply-chain	Automated upstream supply-chain		☐ Human resources ☐ Improvement-process knowledge	Funding Infrastructure Government support No public/private collaboration Other (please specify):	☐ No constrain ☐ Not applicab	
	upstream supply-chain inventory information to the facility(ies): (choose one)	chain inventory information	only if requested	(about warehouse/store inventory, upcoming shipments, health	facilities	information process connects to supply-chain digital platform		☐ Enabling technologies ☐ Leadership/guidance	<ul> <li>□ Government support</li> <li>□ No public/private collaboration</li> </ul>	☐ Don't know	
				programsi				Human resources Improvement-process knowledge Enabling technologies Leadership/guidance National guidelines	☐ Other (please specify):		
	8. How is inventory information within the facility(ies) shared with	Inventory information is not	shared verbally, manually, or	Inventory information is shared electronically with supply-chain	Data connected to larger supply- chain digital platform or national	Data connected to larger supply- chain digital platform or national					
	supply-chain partners?(choose	shared with supply-chain partners	handwritten with supply-chain	partners	logistics management information	logistics management information system with real-time dashboards					
	uney		partition		system.	for decision-making					
II. SDP/HF Inventory Management Inventory in the facilities is segmented practices at SDP/HF to ensure that opt	f into simple product categories to i imal levels of inventory are always a	mprove data (e.g., quantities, expira vailable.	stion dates, stockouts) and provide	a clearer sense of what products are	needed. As maturity increases, regu	ular audits are conducted to ensure a	curate product levels and a	lherence to policies to maintain appropriate	stock levels. Objective: Standardize inv	entory-handling	
Comments:	10 How are ignostory levels	No process to establish inventory	Staff react to depleted inventory	Policy/guidelines are in place to inform how much inventory	Inventory segmentation used to	Dynamic segmentation used to		12. Which of the following are constrain	nts that prevent improvement of invento	ory management at	
	within the facility(les) established?(choose one)	levels	and stockouts	inform how much inventory should be kept in the facility(ies)	calculate stocking levels (monthly)	Dynamic segmentation used to calculate stocking levels (daily)		facilities? (choose all that apply)			
	11. How frequently are physical stock					Frequency of physical counts		☐ Human resources ☐ Improvement process knowledge	☐ Funding ☐ Infrastructure	☐ No constrain	
	counts conducted within the	No physical stock counts	Random physical stock counts	Regular physical stock counts conducted	Regular physical stock counts conducte (monthly)	dynamically determined by inventory		☐ Improvement-process knowledge ☐ Enabling technologies	Infrastructure   Government support   No public/private collaboration   Other (please specify):	☐ Don't know	
	facility(ies)? (choose one)			(as mass quarterly)	(manny)	control system		☐ Leadership/guidance ☐ National guidelines	Other (please specify):	No constrain Not applicat Don't know  real-time demand, and	
III. SDP/HF Order Management The facility can determine the need to	order more inventory, identify that	an order is based on inventory polic	ies, and execute the order in a tim	elv manner. As maturity increases, o	rders are created within a broader :	aupoly-chain digital platform on dema	nd. Objective: Execute orde	management at the SDP/HF in relation to in		al-time demand, an	
III. SDP/HF Order Management SDP/HF budget.							,				
Comments:	13. How do/does the facility(ies)	No nencess to determine the need	Manual/visual process used to	Ordering of inventory is based on	Digital order management process	Orders are created on demand		16. Which of the following transportation	nts that prevent improvement of order m	20 20 20 20 20 20 20 20 20 20 20 20 20 2	
	determine the need to order inventory? (choose one)	to order inventory	determine the need to order	Ordering of inventory is based on inventory policies, guidelines, and/or SOPs	is in place, or a process to digitize within 1 day exists	through consumption or demand calculated by an electronic		facilities? (choose all that apply)	to that prevent improvement or order in	anagement at	
						in ventory management system		☐ Human resources	□ Funding	□ No constrair	
	14. How is the order quantity for	No process to determine order	Visual review of inventory	Automated ordering for the facility(ies) based on inventory	Automated ordering that accounts	Order management is connected to the supply-chain digital platform		<ul> <li>Improvement-process knowledge</li> <li>□ Enabling technologies</li> </ul>	Funding Infrastructure Government support No public/private collaboration Other (please specify):	☐ Not applicat	
	the facility(ies) determined? (choose one)	No process to determine order quantity	determines order quantity for the facility(ies)	management strategy	for orders already placed, but not received	the supply-chain digital platform that recommends resupply based on demand and consumption		☐ Leadership/guidance	☐ No public/private collaboration	Li boiltaibe	
								☐ National guidelines	U Other (please specify):		
	15. How are orders checked against	Orders are not checked against the	Budget constraints are sometimes	Order amount authorized by those	Order amount considers the	Order amount electronically					
	the budget of the facility(ies) for the order? (choose one)	budget	recognized and can affect ordering	with budget information	facility's (ies') budget	checked in real time against the facility's (ies') budget					
unatt deltttt		and and are seen to a lide out the death of the	atherine as the shelf labored as			The state of the s		ain platform, which allows the warehouse/st		to other	
IV. Warehouse/Store Visibility Improve the visibility and tracking of in	ventory within the warehouse(s)/sl	ore(s).	i they are on the aren, mounts, or	outdould. As illaculty illcreases, to	a supply Claim has a war emouse ma	ingenien system (www.s) tilst is toni	ected to a di oader adppry-ci	an platform, which allows the waterloose, so	are to demine specific inventory reverse	nez. objective.	
Comments:	<ol> <li>How is product located at the warehouse(s)/store(s)? (choose</li> </ol>	Difficult and time-consuming to locate specific product within	Warehouse(s)/store(s) is arranged	Manual tools available to track	Electronic WMS with batch and bin tracking used to track product	Real-time tracking and visibility of product in warehouse(s)/store(s)		20. Which of the following currently are const	raints that prevent improvement of visibility a	at warehouse(s)/store)	
	one)	warehouse(s)/store(s)	to ease identifying the location of specific product	product in warehouse(s)/store(s)	in warehouse(s)/store(s)	product in warehouse(s)/store(s)		(choose all that apply)			
	40 0					Visibility to incoming and		☐ Human resources ☐ Improvement process knowledge	☐ Funding ☐ Infrastructure	☐ No constrai	
	18. Describe the ability to identify order status within the	Not able to identify order status	Difficult to identify order status	Ability to track order status	Visibility to incoming and	outgoing inventory (past and future) through an inventory		Improvement-process knowledge Enabling technologies Leadership/guidance	Infrastructure   Government support   No public/private collaboration   Other (please specify):	☐ Not applical ☐ Don't know	
	warehouse(s)/store(s)? (choose one)	rect size to ruentry order status	Dillicult to Identify Order Amida	Pality to track order status	outgoing inventory (past and future)	management system with real- time, event-driven decision-		☐ Leadership/guidance ☐ National guidelines	Other (please specify):		
	.,					making or real-time dashboards					
	<ol> <li>How is inventory information in the warehouse(s)/store(s) shared</li> </ol>	Inventory information is not	Some inventory information	Inventory information sent to	WMS connected to supply-chain digital platform/LMIS (logistics	WMS connected to supply-chain digital platform with what-if					
	with others in the supply chain?	shared with the supply chain	shared upon request	supply chain periodically	management and information	analysis and real-time, event-					
V. Warehouse/Store Inventory At the warehouse/store level, there is	(choose one)	sch product that should be maintain			syzem)	anner account manife		els and adherence to policies to maintain ap			
V. Warehouse/Store Inventory At the warehouse/store level, there is Management handling practices at the warehouse(s)	store(s) to ensure optimal levels of	'inventory are available.	ed, based on demand. These levels	are not rixed and should be updated	on a regular basis. As maturity incre	rases, regular audits are conducted to	ensure accurate product les	ers and adherence to policies to maintain ap	propriate stocking levels. Objective: sca	ndardize inventory	
Comments:	21. How does/do the		Manual inventory management	Dynamic policy on how much		Dynamic segmentation					
	warehouse(s)/store(s) define the optimum level of inventory to	No method to define the optimum level of inventory	based on frequency of replenishment, stockouts, etc.	inventory should be maintained at the warehouse(s]/store(s) with	Inventory segmentation used (reviewed quarterly)	determined electronically by WMS or inventory management system		<ol> <li>Which of the following currently are management at warehouse(s)/store(s)? (</li> </ol>	constraints that prevent improvement choose all that apply)	of inventory	
	maintain? (choose one)		reprenishment, stockouts, etc.	defined min/max levels		or inventory management system		☐ Human resources	☐ Funding	☐ No constraint	
	22. How is the current physical count of inventory in the	No method to determine inventory	Random audits to determine	Inventory policy used to determine	Regular (at least quarterly)	Frequency of inventory physical count dynamically determined by		☐ Improvement process knowledge ☐ Enabling technologies ☐ Leadership/guidance	☐ Funding ☐ Infrastructure ☐ Government support ☐ No public/private collaboration	□ No constraint □ Not applicabl □ Don't know	
	warehouse(s)/store(s) determined? (choose one)	physical count	inventory physical count	inventory physical count	inventory physical count	count dynamically determined by WMS		☐ Leadership/guidance ☐ National guidelines	☐ No public/private collaboration☐ Other (please specify):		
Supelu chain wasohowas (storas can d		order more investory that the ord	ar is based on immedant policies, as	of then execute the order. As matur	the increases and are two created with	hin a broader connlu chain digital als	tform or accorded. Objection:	Coordinate order management at the wareh		from SDB/HEr and	
VI. Warehouse/Store Order Management other warehouses/stores.	etermine that the location needs to	order more inventory, that the ord	er is based on inventory policies, ar	id then execute the order. As matur	ity increases, orders are created wit	min a proaper supply-chain digital pla	tiorm as needed. Objective:	coordinate order management at the waren	use(s)/store(s) with real-time demand	from SUP/ RFS and	
Comments:	24. How are facility orders				Visual replenishment system (e.g.,	Orders are created and processed					
	processed at the warehouse(s)/store(s)? (choose	Difficult to process facility orders	Ability to get facility orders to warehousels/store(s)	Established frequency to review and process orders	two-bin system) signals the need to process orders	immediately upon request for product from SDP(s]/HF(s) or other		<ol> <li>Which of the following currently are at warehouse(s)/store(s)? (choose all tha</li> </ol>	constraints that prevent improvement in diagoly)	of order manageme	
	one)			.,	process orders	warehouse(s)/store(s)		Human resources		□ No constrain	
	25. What is the typical order ship- date request from the	No order ship-date requests	Orders have extensive ship-date	Orders have moderate ship-date	Orders have short ship-date	Order management is connected to the supply-chain digital platform,		☐ Improvement-process knowledge ☐ Enabling technologies	Funding   Infrastructure   Government support   No public/private collaboration   Other (please specify):	No constrain Not applicabl	
	warehouse(s)/store(s) to	No order ship-date requests provided	requests (more than two weeks of	requests (one to two weeks of order)	Orders have short ship-date requests (within one week of order	enabling ship-date requests of one day of order or SDP(s)/HF(s)		improvement-process knowledge Enabling technologies Leadership/guidance National guidelines	□ No public/private collaboration		
	SDP(s)/HF(s)? (choose one)		under)	order)		preferred date		Li National guidelines	Li Other (prease specify):		
	26. How are open orders in the warehouse(s)/store(s) identified	No process to identify and resolve	Communication from SDP(s)/HF(s) triggers investigation into open	Open orders occasionally reviewed	Open orders are reviewed weekly	Open orders are actively managed and resolved via WMS and visible		1			
	and resolved? (choose one)	open orders	order	and resolved if problematic	and actively resolved	via supply-chain digital platform					
	27. What is the complete and on- time delivery rate of										
	warehouses/stores to SDPs/HFs?	Delivery rate is not tracked	Less than 80%	80% to 90%	90% to 95%	Greater than 95%					
	(choose one)										
VII. Warehouse/Store Operations Each warehouse/store can promptly re	ceive, prepare, and ship inventory	as required. As maturity increases, o	rders are picked accurately and mo	ved efficiently to transportation pro	vider(s). Objective: Standardize wa	rehouse/store stocking, picking, hand	lling, and staging processes a	nd eliminate wasteful steps to ensure produc	t quality and increase process speed.		
Comments:	29. How are orders prepared for	No process to determine when	Ability to prepare inventory for	Service level agreements (SLAs) for	0-4	Orders are picked and staged with		32. Which of the following currently are		of operations at	
	shipment? (choose one)	orders are shipped from warehouse(s)/store(s)	shipment in less than one week	receiving and shipping within a specified time period are met	Orders are picked and staged ahead of transport arrival	pick path/routing determined by WMS		warehouse(s)/store(s)? (choose all that a	ippiy)	or operations at	
	30. What is the inventory accuracy of the warehouse(s)/store(s)? (choose	Inventory accuracy not regularly						☐ Human resources	□ Funding	☐ No constrain	
	the warehouse(s)/store(s)? (choose	tracked	Less than 80%	80%-90%	90%-97%	Greater than 97%		☐ Improvement-process knowledge ☐ Enabling technologies	☐ Infrastructure ☐ Government support	☐ Not applicabl ☐ Don't know	
	31. What method of quality			Aquality inspection process is	Aquality inspection process is	A quality inspection process is performed during all phases of		☐ Leadership/guidance ☐ National guidelines	Funding   Infrastructure   Government support   No public/private collaboration   Other (please specify):		
	control is used in warehouse(s)/store(s) to ensure	No quality control method	Quality defects randomly identified	performed during receipt (i.e. quantity, damage, sample testing)	performed during receipt and stocking	operation (e.g., receipt, stocking,					
	product integrity? (choose one)					picking, staging)					
VIII. Transportation The supply chain can deliver product to efficiency of inventory transportation.	o service delivery points. Each locati	ion is documented, has a delivery sc	hedule, knows what the delivery sc	hedule is, and has a Proof of Delivery	(POD) system in place. As maturity	increases, route planning is conducts	d, appointments are defined	l, and product-delivery timing is measured an	d tracked. Objective: Improve accuracy	,, timeliness, and	
emiciency of inventory transportation.				1							
Commission of the Commission o	33. How is the movement of goods				Transport arrives on time for warehouse/store appointments	Transport arrives on time for warehouse/store appointments,		1			
	33. How is the movement of goods throughout the supply chain determined? (choose one)	No standard method to schedule transportation	Schedules set ad hoc	Basic scheduled delivery mechanism	with defined service level	warehouse/store appointments, SLAs are measured and managed, and real-time delivery tracking is		36. Which of the following currently are product throughout the supply chain? (		of transportation or	
	determined? (choose one)	,			with defined service level agreements (SLAs) that are measured and managed	visible via supply-chain digital					
					Facilities can accord delivery	pratform.		☐ Human resources ☐ Improvement-process knowledge	☐ Funding ☐ Infrastructure	☐ No constrain☐ Not applicabl	
	34. How are product deliveries	No communication with facilities	Facilities are informed of	Facilities are informed of	schedules; transport delivers on time to facility with defined service	Transport delivers on time to facility, defined SLAs are measured		☐ Improvement-process knowledge ☐ Enabling technologies ☐ Leadership/guidance ☐ National guidelines	Government support No public/private collaboration Other (please specify):	☐ Not applicabl ☐ Don't know	
	communicated to facilities? (choose one)	regarding deliveries	scheduled deliveries if they inquire about them	scheduled deliveries by upstream parties	level agreements (SLAs) that are	and managed, and real-time delivery tracking is visible via		☐ National guidelines	☐ Other (please specify):		
					measured and managed	supply-chain platform		_			
	35. How is the receipt of product	No process to verify receipt of	Random proof of delivery (POD) by	Completed POD is returned to	Electronic POD sent to	Embedded devices (e.g., RFID tags)					

IX. Expiry Management	Both warehouses/stores and service do		e expired product. As maturity incre	ases, quarantine areas are maintai	ned and a "first-expired, first-out" (F	EFO) policy is systematic and maint		SDP/HFs and warehouse(s	s]/store(s) near	r expiration, minimize expired produ	ct, and prevent unsafe release of e	xpired product.
Comments:		<ol> <li>What policies, guidance, and/or SOPs are in place at the SDP/HF and warehouse/store levels to identify and manage expired product? (choose one)</li> </ol>	No policies or processes	Staff attempt to identify expired product on a regular basis	Policy, guidance, and/or SOPs for expiration management at facility is in place	FEFO picking policy for expiration is followed and audited	Standardized FEFO picking process is followed and audited and problem-solving occurs regularly to minimize potential for expired product		(cho	Which of the following currently are co lose all that apply) Human resources	☐ Funding	☐ No constraints
		38. What practices are in place at SDP/HF and warehouse/store levels to dispose of expired product? (choose one)	No practices to dispose of expired product	Staff are able to identify expired product	Staff actively track and document expired product	Staff actively track and document expired product and pull it from storage	Staff actively track and document expired product, pull it from storage, and dispose of it at designated sites according to		0000	Improvement-process knowledge Enabling technologies Leadership/guidance National guidelines	□ Infrastructure □ Government support □ No public/private collaboration □ Other (please specify):	☐ Not applicable☐ Don't know
X Programman	The procurement process for product of	can be executed in a reasonable time	r frame. Within this maturity model	, procurement is defined as the issu	uance of a purchase order to a previo	usly established supplier, the appr	policy/guidance/SOPs oval of said purchase order by the ven	ndor(s), shipment of goods	s, and receipt o	of goods. As maturity increases, the sp	seed of the procurement process in	ncreases, levels are base
X. Procurement  Comments:	on demand, and prices are competitive	e with national standards. Objective:	Rapidly procure the optimal amous	nt of appropriately priced inventor	y to satisfy real-time demand.		Procurement can be executed in					
Comments		40. How long does it take to procure product (purchase order under an existing contract)? (choose one)	Procurement takes more than one month	Procurement can be executed in less than one month	Procurement can be executed in less than 2 weeks	Procurement can be executed in less than 1 week	Procurement can be executed in less than 1 week, with a process in place to compare supply-chain prices to national average at time of purchase		proc	Which of the following currently are co cesses? (choose all that apply)		
		41. How is the procurement quantity determined? (choose one)	No standard process to determine procurement quantity	Procurement quantity is based on count of existing supply and/or	Procurement quantity is based on beneficiary consumption	Procurement quantity is based on supply plan	Procurement quantity is based on current system inventory levels		8	Human resources Improvement-process knowledge Enabling technologies Leadership/guidance	Funding     Infrastructure     Government support     No public/private collaboration     Other (please specify):	□ No constraints □ Not applicable □ Don't know
		42. What is the typical frequency for the procurement of product?	Semiannually or less frequently	Quarterly	Monthly	Weekly	and real-time demand forecasts  As needed		- 6	National guidelines	Other (please specify):	
XI. Infrastructure and Assets	The buildings in the supply chain are ap		products in sound condition. As mat	urity increases internet access is n	revalent at all locations and facility r	ides are identified and managed. (II	viertive: Establish buildings for produ	ert and nersonnel that are	safe serure a	and technology enabled		
Comments:							All sites keep product dry, secure.			Which of the following currently are co	no straints that provent improvemen	nt of ounniverhain
		44. How are products maintained in secure and sound condition at facilities? (choose one)	No standard process to keep products in secure and sound condition	Facilities have policies/guidance/SOPs to keep product dry	Conditions at all sites keep product dry	Conditions at all sites keep productions, secure, and accessible only by authorized personnel	t accessible only by authorized personnel, and in optimal environmental conditions specific to product type		infra	infrastructure and assets? (choose all that a	apply)    Funding   Infrastructure   Government support   No public/private collaboration	□ No constraints □ Not applicable □ Don't know
		45. To what extent is internet access available at facilities? (rhouse one)	Few facilities have internet available	Internet is available at 50-80% of facilities	Internet is available at 80% of facilities	Internet is available at 100% of facilities	Internet available at a 100% of facilities and among those transporting product			Leadership/guidance National guidelines	☐ No public/private collaboration ☐ Other (please specify):	
XII. Performance Management	Each process in the supply chain has a d	defined set of performance indicator	s that are managed, and effort is ma	de to improve them over time. Dec	cision-making processes are driven by	supply-chain data that populates		ta analytics are used in det	termining and i	improving supply-chain and staff perf	ormance. Objective: Establish a sys	stem to align and
Comments:	continuously improve performance at	all sites consistent with overall supp 47. How are problems and	1						I			
		opportunities for improvement identified? (choose one)	No process to identify problems and opportunities	Problems identified as they occur	Measurement of basic key performance indicators (KPIs)	Decision-making processes are built upon reliable data inputs	Analytics drive gap analysis		mana	Which of the following currently are co agement? (choose all that apply)		
	48. Describe the skill level of staff in identifying and solving problems? (choose one)	Staff have no problem-solving skills	Some staff have awareness of problem solving skills (e.g., root- cause analysis)	Staff trained in basic problem- solving skills and lean tools (e.g., process-mapping, standardized work, 5 Whys)	Regular scorecard/dashboard reviews are conducted	Regular scorecard/dashboard reviews are conducted, with gap analysis driving problem-solving initiatives			Human resources	☐ Funding ☐ Infrastructure ☐ Government support ☐ No public/private collaboration ☐ Other (please specify):	No constraints Not applicable Don't know	
	49. To what extent are teams empowered to solve problems independently? (choose one)	Teams are not empowered to solve problems independently	Teams are encouraged to suggest solutions to problems	Teams are able to take action on some KPIs (less than 50%) prior to scheduled scorecard/dashboard	Teams are able to take action on most KPIs (50% to 80%) prior to scheduled scorecard/dashboard	Teams are able to take action on all KPIs prior to scheduled scorecard/dashboard reviews						
XIII. Analysis and Evaluation	The supply chain uses data to understa	and properly functioning processes ar	ed to identify deviations from the no	erm. Data from orders, shipments, r	reviews receipts, and other supply-chain ever	reviews nts are tracked to monitor process		eam reviews of supply-cha	ain data and ana	alytics identify areas for improvemen	t. Objective: Establish capabilities	whereby data alerts sites
XIII. Analysis and Evaluation  Comments:	and the overall supply chain to probler	ms and opportunities for improveme	nt.		Data analyzed for process deviation							
Comments		51. How does data analysis and evaluation occur? (choose one)	No data analysis and evaluation	Data analyzed when a problem occurs	(e.g., missing orders, delays) to prevent problems	Dedicated team for ongoing analysis and evaluation	End to-end supply-chain data analyzed to find areas for improvement Supply chain visibility and analytics network (VAN) provides		evalu	Which of the following currently are co uation processes? (choose all that appl Human resources Improvement-process knowledge	ly)  Funding	□ No constraints
		52. How frequently are analysis findings reviewed? (choose one)	No review of analysis findings	Reviews occur at random	Reviews of analysis findings occur at a regular frequency (quarterly or less often)	Reviews of analysis findings occur at a regular frequency (at least monthly)	data to make operational and strategic decisions, data is regularly reviewed, and actions taken to improve performance on an ongoing basis		000	Improvement-process knowledge Enabling technologies Leadership/guidance National guidelines	Infrastructure   Government support   No public/private collaboration   Other (please specify):	□ Don't know
XIV. Demand Planning/Management	The supply chain quantifies consumption automate forecasting capabilities.	ion and creates a forecast for future c	ommodity requirements based on r	nultiple factors (historical usage, kr	nown fluctuations, etc.). As maturity	increases, the demand assumption	s and plan are held in the broader sup	pply-chain digital platform	n to influence d	decision-making. Objective: Improve	the accuracy of demand forecastin	g and eventually
Comments:		54. How is the demand plan created? (choose one)	There is no demand plan	Demand plan is being developed	Demand plan has been created (based on previous-year plan)	Demand plan has been created (based on actual consumption)	Demand plan has been created (based on actual consumption, external variables, etc.) and integrated into supply-chain digital platform		plan	Which of the following currently are co ming/management? (choose all that ap Human resources Improvement-process knowledge	D. Contine	No constraints
		55. How frequently is the demand plan checked for accuracy? (choose	Demand plan is not checked for accuracy	Demand plan can be tracked for accuracy (biannual — twice a year)	Demand plan can be tracked for accuracy (monthly or quarterly)	Demand plan can be tracked for accuracy (at least weekly)	Automated and dynamic demand plan tracking			Improvement-process knowledge Enabling technologies Leadership/guidance National guidelines	Infrastructure   Government support   No public/private collaboration   Other (please specify):	□ Not applicable □ Don't know
		one)					gital platform. Objective: Plan and tig					
XV. Supply Planning/Management		y chain will maintain appropriate lev										
Commonts					On demand and inventory, and is the	CREATITION OF ORDERS ADAPTY CHRISTION	gital platform. Objective. File and ug	gnitry coordinate suppry-cr			nesteriote that proved improvemen	at of consts
Comments:		57. How is the supply plan created? (choose one)	There is no supply plan	Supply plan is being developed	Supply plan has been created (from demand plan)	Supply plan has been created (based o inventory policies)	Supply plan has been created (based on inventory policies, sourcing variables, etc.) and is included in supply-chain digital platform	gently Coordinate supply-cn	58. V plani	Which of the following currently are co ining/management? (choose all that ap	C. Continu	No constraints Not applicable Don't know
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