**Global Health Supply Chain Maturity Model v8.0**

Please complete questions in all 20 Maturity Model categories. Each category appears on a separate page. As you complete a category, your responses will automatically be saved in the event you inadvertently exit the assessment website or lose your internet connection.

**Assessment Profile**

1. Please include the following information:

Country and Region/State/Country: (required) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

District/Organization/Other: (optional) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of Completion: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Names of Individuals or Team Completing the Evaluation: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Type of Organization (Private, Public, or NGO) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Is this assessment supported by a donor organization?

* No
* Yes (please name donor)

Registration: (choose one)

* Registration code: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Self-assessment: (For self-assessment, you must provide an email address below)

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2. Please indicate the commodity type for which the assessment is being completed. (choose one)

* Family Planning
* Reproductive Health
* Essential Medicines
* Vaccines
* HIV
* Malaria
* Tuberculosis
* Integrated Commodities (please describe the commodities): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. Which supply-chain stakeholders are represented in the assessment? (choose all that apply)

* National (identify by name): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* State (identify by name): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* County (identify by name): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Sub-county/Community (identify by name): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Site (identify by name): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4. How many assessments have been conducted previously with this same scope and supply chain? (choose one)

* 0
* 1
* 2
* 3
* 4
* 5
* More than 5
* Don’t know

5. What is the primary source of the information for this assessment? (choose one)

* First-hand experience
* First-hand experience and second-hand information (from another person or information system)
* Second-hand information (from another person or information system)

**Service Delivery Point (SDP)/Health Facility (HF)**

**I. SDP/HF Visibility**

**Service Delivery Points/Health Facilities generate data regarding the inventory levels and consumption of product on site. As maturity increases, the supply chain increasingly receives real-time data from SDPs/HFs that feeds into a broader supply-chain digital platform.**

**Objective: Improve the visibility and tracking of inventory at the SDP/HF.**

6. Please describe the visibility of inventory and consumption from the facility(ies): (choose one)

* Limited visibility to inventory and consumption at facilities (quarterly)
* Some visibility to inventory and consumption at some facilities, monthly (minimum of 80% of facilities)
* Visibility to inventory and consumption at most facilities, twice per month (minimum of 80% of facilities)
* Some digital visibility (near real time; 1 week or faster) to inventory and consumption at most facilities (minimum of 90% of facilities)
* Digital visibility (near real time) to inventory and consumption at all facilities (100% of facilities)
* Not applicable
* Don’t know

7. Please describe the visibility of upstream supply-chain inventory information to the facility(ies): (choose one)

* No visibility of upstream supply-chain inventory information
* Upstream supply-chain information is rarely available and only if requested
* Some upstream supply-chain information provided to facilities (about warehouse/store inventory, upcoming shipments, health programs)
* Upstream supply-chain information provided to all facilities
* Automated upstream supply-chain information process connects to supply-chain digital platform
* Not applicable
* Don’t know

8. How is inventory information within the facility(ies) shared with supply-chain partners?(choose one)

* Inventory information is not shared with supply-chain partners
* Some inventory information is shared verbally, manually, or handwritten with supply-chain partners
* Inventory information is shared electronically with supply-chain partners
* Data connected to larger supply-chain digital platform or national logistics management information system
* Data connected to larger supply-chain digital platform or national logistics management information system with real-time dashboards for decision-making
* Not applicable
* Don’t know

9. Which of the following are constraints that prevent improvement of inventory visibility at facilities? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**II. SDP/HF Inventory Management**

**Inventory in the facilities is segmented into simple product categories to improve data (e.g., quantities, expiration dates, stockouts) and provide a clearer sense of what products are needed. As maturity increases, regular audits are conducted to ensure accurate product levels and adherence to policies to maintain appropriate stock levels.**

***Objective: Standardize inventory-handling practices at SDP/HF to ensure that optimal levels of inventory are always available.***

10. How are inventory levels within the facility(ies) established?(choose one)

* No process to establish inventory levels
* Staff react to depleted inventory and stockouts
* Policy/guidelines are in place to inform how much inventory should be kept in the facility(ies)
* Inventory segmentation used to calculate stocking levels (monthly)
* Dynamic segmentation used to calculate stocking levels (daily)
* Not applicable
* Don’t know

11. How frequently are physical stock counts conducted within the facility(ies)? (choose one)

* No physical stock counts
* Random physical stock counts
* Regular physical stock counts conducted (at least quarterly)
* Regular physical stock counts conducted (monthly)
* Frequency of physical counts dynamically determined by inventory control system
* Not applicable
* Don’t know

12. Which of the following are constraints that prevent improvement of inventory management at facilities? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**III. SDP/HF Order Management**

**The facility can determine the need to order more inventory, identify that an order is based on inventory policies, and execute the order in a timely manner. As maturity increases, orders are created within a broader supply-chain digital platform on demand.**

***Objective: Execute order management at the SDP/HF in relation to inbound orders, outbound inventory, real-time demand, and SDP/HF budget.***

13. How do/does the facility(ies) determine the need to order inventory? (choose one)

* No process to determine the need to order inventory
* Manual/visual process used to determine the need to order inventory
* Ordering of inventory is based on inventory policies, guidelines, and/or SOPs
* Digital order management process is in place, or a process to digitize within 1 day exists
* Orders are created on demand through consumption or demand calculated by an electronic inventory management system
* Not applicable
* Don’t know

14. How is the order quantity for the facility(ies) determined? (choose one)

* No process to determine order quantity
* Visual review of inventory determines order quantity for the facility(ies)
* Automated ordering for the facility(ies) based on inventory management strategy
* Automated ordering that accounts for orders already placed, but not received
* Order management is connected to the supply-chain digital platform that recommends resupply based on demand and consumption
* Not applicable
* Don’t know

15. How are orders checked against the budget of the facility(ies) for the order? (choose one)

* Orders are not checked against the budget
* Budget constraints are sometimes recognized and can affect ordering
* Order amount authorized by those with budget information
* Order amount considers the facility’s (ies’) budget
* Order amount electronically checked in real time against the facility’s (ies’) budget
* Not applicable
* Don’t know

16. Which of the following are constraints that prevent improvement of order management at facilities? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**Warehouse/Store**

**IV. Warehouse/Store Visibility**

**Within supply-chain warehouse(s)/store(s), all products, inventory levels, and orders can be identified whether they are on the shelf, inbound, or outbound. As maturity increases. the supply chain has a Warehouse Management System (WMS) that is connected to a broader supply-chain platform, which allows the warehouse/store to define specific inventory level rules.**

***Objective: Improve the visibility and tracking of inventory within the warehouse(s)/store(s).***

17. How is product located at the warehouse(s)/store(s)? (choose one)

* Difficult and time-consuming to locate specific product within warehouse(s)/store(s)
* Warehouse(s)/store(s) is arranged to ease identifying the location of specific product
* Manual tools available to track product in warehouse(s)/store(s)
* Electronic WMS with batch and bin tracking used to track product in warehouse(s)/store(s)
* Real-time tracking and visibility of product in warehouse(s)/store(s)
* Not applicable
* Don’t know

18. Describe the ability to identify order status within the warehouse(s)/store(s)? (choose one)

* 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)
* Visibility to incoming and outgoing inventory (past and future) through an inventory management system with real-time, event-driven decision-making or real-time dashboards
* Not applicable
* Don’t know

19. How is inventory information in the warehouse(s)/store(s) shared with others in the supply chain? (choose one)

* Inventory information is not shared with the supply chain
* Some inventory information shared upon request
* Inventory information sent to supply chain periodically
* WMS connected to supply-chain digital platform/LMIS (logistics management and information system)
* WMS connected to supply-chain digital platform with what-if analysis and real-time, event-driven decision-making
* Not applicable
* Don’t know

20. Which of the following currently are constraints that prevent improvement of visibility at warehouse(s)/store(s)? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**V. Warehouse/Store Inventory Management**

**At the warehouse/store level, there is a defined amount of inventory of each product that should be maintained, based on demand. These levels are not fixed and should be updated on a regular basis. As maturity increases, regular audits are conducted to ensure accurate product levels and adherence to policies to maintain appropriate stocking levels.**

***Objective: Standardize inventory-handling practices at the warehouse(s)/store(s) to ensure optimal levels of inventory are available.***

21. How does/do the warehouse(s)/store(s) define the optimum level of inventory to maintain? (choose one)

* No method to define the optimum level of inventory
* Manual inventory management based on frequency of replenishment, stockouts, etc.
* Dynamic policy on how much inventory should be maintained at the warehouse(s)/store(s) with defined min/max levels
* Inventory segmentation used (reviewed quarterly)
* Dynamic segmentation determined electronically by WMS or inventory management system
* Not applicable
* Don’t know

22. How is the current physical count of inventory in the warehouse(s)/store(s) determined? (choose one)

* No method to determine inventory physical count
* Random audits to determine inventory physical count
* Inventory policy used to determine inventory physical count
* Regular (at least quarterly) inventory physical count
* Frequency of inventory physical count dynamically determined by WMS
* Not applicable
* Don’t know

23. Which of the following currently are constraints that prevent improvement of inventory management at warehouse(s)/store(s)? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**VI. Warehouse/Store Order Management**

**Supply-chain warehouses/stores can determine that the location needs to order more inventory, that the order is based on inventory policies, and then execute the order. As maturity increases, orders are created within a broader supply-chain digital platform as needed.**

***Objective: Coordinate order management at the warehouse(s)/store(s) with real-time demand from SDP/HFs and other warehouses/stores.***

24. How are facility orders processed at the warehouse(s)/store(s)? (choose one)

* Difficult to process facility orders
* Ability to get facility orders to warehouse(s)/store(s)
* Established frequency to review and process orders
* Visual replenishment system (e.g., two-bin system) signals the need to process orders
* Orders are created and processed immediately upon request for product from SDP(s)/HF(s) or other warehouse(s)/store(s)
* Not applicable
* Don’t know

25. What is the typical order ship-date request from the warehouse(s)/store(s) to SDP(s)/HF(s)? (choose one)

* No order ship-date requests provided
* Orders have extensive ship-date requests (more than two weeks of order)
* Orders have moderate ship-date requests (one to two weeks of order)
* Orders have short ship-date requests (within one week of order)
* Order management is connected to the supply-chain digital platform, enabling ship-date requests of one day of order or SDP(s)/HF(s) preferred date
* Not applicable
* Don’t know

26. How are open orders in the warehouse(s)/store(s) identified and resolved? (choose one)

* No process to identify and resolve open orders
* Communication from SDP(s)/HF(s) triggers investigation into open order
* Open orders occasionally reviewed and resolved if problematic
* Open orders are reviewed weekly and actively resolved
* Open orders are actively managed and resolved via WMS and visible via supply-chain digital platform
* Not applicable
* Don’t know

27. What is the complete-and-on-time delivery rate of warehouses/stores to SDPs/HFs? (choose one)

* Delivery rate is not tracked
* Less than 80%
* 80% to 90%
* 90% to 95%
* Greater than 95%
* Not applicable
* Don’t know

28. Which of the following currently are constraints that prevent improvement of order management at warehouse(s)/store(s)? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**VII. Warehouse/Store Operations**

**Each warehouse/store can promptly receive, prepare, and ship inventory as required. As maturity increases, orders are picked accurately and moved efficiently to transportation provider(s).**

***Objective: Standardize warehouse/store stocking, picking, handling, and staging processes and eliminate wasteful steps to ensure product quality and increase process speed.***

29. How are orders prepared for shipment? (choose one)

* No process to determine when orders are shipped from warehouse(s)/store(s)
* Ability to prepare inventory for shipment in less than one week from order receipt
* Service level agreements (SLAs) for receiving and shipping within a specified time period are met
* Orders are picked and staged ahead of transport arrival
* Orders are picked and staged with pick path/routing determined by WMS
* Not applicable
* Don’t know

30. What is the inventory accuracy of the warehouse(s)/store(s)? (choose one)

* Inventory accuracy not regularly tracked
* Less than 80%
* 80%-90%
* 90%-97%
* Greater than 97%
* Not applicable
* Don’t know

31. What method of quality control is used in warehouse(s)/store(s) to ensure product integrity? (choose one)

* No quality control method
* Quality defects randomly identified
* A quality inspection process is performed during receipt (i.e. quantity, damage, sample testing)
* A quality inspection process is performed during receipt and stocking
* A quality inspection process is performed during all phases of operation (e.g., receipt, stocking, picking, staging)
* Not applicable
* Don’t know

32. Which of the following currently are constraints that prevent improvement of operations at warehouse(s)/store(s)? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**Supply-Chain Components**

**VIII. Transportation**

**The supply chain can deliver product to service delivery points. Each location is documented, has a delivery schedule, knows what the delivery schedule is, and has a Proof of Delivery (POD) system in place. As maturity increases, route planning is conducted, appointments are defined, and product-delivery timing is measured and tracked.**

***Objective: Improve accuracy, timeliness, and efficiency of inventory transportation.***

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
* Transport arrives on time for warehouse/store appointments with defined service level agreements (SLAs) that are measured and managed
* Transport arrives on time for warehouse/store appointments, SLAs are measured and managed, and real-time delivery tracking is visible via supply-chain digital platform.
* Not applicable
* Don’t know

34. How are product deliveries communicated to facilities? (choose one)

* No communication with facilities regarding deliveries
* Facilities are informed of scheduled deliveries if they inquire about them
* Facilities are informed of scheduled deliveries by upstream parties
* Facilities can access delivery schedules; transport delivers on time to facility with defined service level agreements (SLAs) that are measured and managed
* Transport delivers on time to facility, defined SLAs are measured and managed, and real-time delivery tracking is visible via supply-chain platform
* Not applicable
* Don’t know

35. How is the receipt of product at facilities verified? (choose one)

* No process to verify receipt of product at facilities
* Random proof of delivery (POD) by transporters
* Completed POD is returned to warehouse(s)/store(s)
* Electronic POD sent to warehouse(s)/store(s)
* Embedded devices (e.g., RFID tags) provide POD to warehouse management system
* Not applicable
* Don’t know

36. Which of the following currently are constraints that prevent improvement of transportation of product throughout the supply chain? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**IX. Expiry Management**

**Both warehouses/stores and service delivery points have policies to handle expired product. As maturity increases, quarantine areas are maintained and a “first- expired, first-out” (FEFO) policy is systematic and maintained.**

***Objective: Identify product in SDP/HFs and warehouse(s)/store(s) near expiration, minimize expired product, and prevent unsafe release of expired product.***

37. 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)

* 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 problems-solving occurs regularly to minimize potential for expired product
* Not applicable
* Don’t know

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 policy/guidance/SOPs
* Not applicable
* Don’t know

39. Which of the following currently are constraints that prevent improvement of expiry management? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**X. Procurement**

**The procurement process for product can be executed in a reasonable time frame. Within this maturity model, procurement is defined as the issuance of a purchase order to a previously established supplier, the approval of said purchase order by the vendor(s), shipment of goods, and receipt of goods. As maturity increases, the speed of the procurement process increases, levels are based on demand, and prices are competitive with national standards.**

***Objective: Rapidly procure the optimal amount of appropriately priced inventory to satisfy real-time demand.***

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
* Not applicable
* Don’t know

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 stockouts
* Procurement quantity is based on beneficiary consumption
* Procurement quantity is based on supply plan
* Procurement quantity is based on current system inventory levels and real-time demand forecasts
* Not applicable
* Don’t know

42. What is the typical frequency for the procurement of product?

* Semiannually or less frequently
* Quarterly
* Monthly
* Weekly
* As needed
* Not applicable
* Don’t know

43. Which of the following currently are constraints that prevent improvement of procurement processes? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XI. Infrastructure and Assets**

**The buildings in the supply chain are appropriate for storing and managing products in sound condition. As maturity increases, internet access is prevalent at all locations and facility risks are identified and managed.**

***Objective: Establish buildings for product and personnel that are safe, secure, and technology-enabled.***

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 product dry, secure, and accessible only by authorized personnel
* All sites keep product dry, secure, accessible only by authorized personnel, and in optimal environmental conditions specific to product type
* Not applicable
* Don’t know

45. To what extent is internet access available at facilities? (choose 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
* Not applicable
* Don’t know

46. Which of the following currently are constraints that prevent improvement of supply-chain infrastructure and assets? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XII. Performance Management**

**Each process in the supply chain has a defined set of performance indicators that are managed, and effort is made to improve them over time. Decision-making processes are driven by supply-chain data that populates scorecards. As maturity increases, data analytics are used in determining and improving supply-chain and staff performance.**

***Objective: Establish a system to align and continuously improve performance at all sites consistent with overall supply-chain goals.***

47. How are problems and 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
* Not applicable
* Don’t know

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
* 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 reviews
* Teams are able to take action on most KPIs (50% to 80%) prior to scheduled scorecard/dashboard reviews
* Teams are able to take action on all KPIs prior to scheduled scorecard/dashboard reviews
* Not applicable
* Don’t know

50. Which of the following currently are constraints that prevent improvement of performance management? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XIII. Analysis and Evaluation**

**The supply chain uses data to understand properly functioning processes and to identify deviations from the norm. Data from orders, shipments, receipts, and other supply-chain events are tracked to monitor process flow. As maturity increases, regular team reviews of supply-chain data and analytics identify areas for improvement.**

***Objective: Establish capabilities whereby data alerts sites and the overall supply chain to problems and opportunities for improvement.***

51. How does data analysis and evaluation occur? (choose one)

* No data analysis and evaluation
* Data analyzed when a problem occurs
* Data analyzed for process deviation (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
* Not applicable
* Don’t know

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)
* Supply chain visibility and analytics network (VAN) provides data to make operational and strategic decisions, data is regularly reviewed, and actions taken to improve performance on an ongoing basis
* Not applicable
* Don’t know

53. Which of the following currently are constraints that prevent improvement of analysis and evaluation processes? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XIV. Demand Planning/Management**

**The supply chain quantifies consumption and creates a forecast for future commodity requirements based on multiple factors (historical usage, known fluctuations, etc.). As maturity increases, the demand assumptions and plan are held in the broader supply-chain digital platform to influence decision-making.**

***Objective: Improve the accuracy of demand forecasting and eventually automate forecasting capabilities.***

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
* Not applicable
* Don’t know

55. How frequently is the demand plan checked for accuracy? (choose one)

* 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
* Not applicable
* Don’t know

56. Which of the following currently are constraints that prevent improvement of demand planning/management? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XV. Supply Planning/Management**

**A strategy is in place for how the supply chain will maintain appropriate levels of each commodity. As maturity increases, the supply plan is based on demand and inventory, and is tracked in the broader supply-chain digital platform.**

***Objective: Plan and tightly coordinate supply-chain actions and inventories with the demand plan.***

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 on inventory policies)
* Supply plan has been created (based on inventory policies, sourcing variables, etc.) and is included in supply-chain digital platform
* Not applicable
* Don’t know

58. Which of the following currently are constraints that prevent improvement of supply planning/management? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XVI. Fund Management**

**The sources of funds available to the supply chain are known, and commitments are documented and tracked. As maturity increases, funding needs are identified and managed actively in a broader supply-chain digital platform.**

***Objective: Improve accuracy and timeliness of fund-tracking in order to proactively pursue new funds to address emerging needs.***

59. How are funding sources and commitments tracked and monitored? (choose one)

* Overall fund amount/budget is not known and funds are not regularly released
* Overall fund amount/budget is known and funds are released
* Funding commitments are tracked and documented
* Gaps in funding are identified based on analysis and actively managed
* Budget and funding schedule are connected to the supply-chain digital platform
* Not applicable
* Don’t know

60. Which of the following currently are constraints that prevent improvement of fund management? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XVII. Financial Management and Costing**

**Supply-chain costs incurred from procurement to receipt by the beneficiary are documented. As maturity increases, the supply chain establishes budgets based on known costs for each function at each facility, actively manages deviations, and has full visibility to the financials at each level.**

***Objective: Improve accuracy and timeliness of financial tracking across the supply chain to ensure optimal use of funds and establish appropriate budgets for the sites/overall supply chain.***

61. How are supply-chain costs tracked? (choose one)

* Little or no tracking of supply chain costs
* Cost baseline completed
* Ability to track supply-chain costs monthly
* Financial deviations from target are actively managed
* Full visibility to financials connected to the supply-chain digital platform
* Not applicable
* Don’t know

62. Which of the following currently are constraints that prevent improvement of financial management and costing? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XVIII. Governance**

**Appropriate structure is established to define roles and responsibilities for teams, individuals, and change agents within the supply chain. Teams have established goals and performance-management structures. As maturity increases, all processes are documented.**

***Objective: Roles for individuals, teams, and sites are clearly documented and understood, creating opportunities for collaboration, empowerment, and knowledge development.***

63. To what extent are team roles and responsibilities within the supply chain understood? (choose one)

* Team roles and responsibilities are not entirely clear
* Team roles and responsibilities are clearly documented (RACI matrix — Responsible, Accountable, Consulted, and Informed — or similar completed)
* Team goals are defined, tracked, and actively managed on a regular frequency (rhythm of business)
* Processes between functional teams are understood and working
* End-to-end team processes and performances are documented
* Not applicable
* Don’t know

64. How would you describe leadership roles within the supply chain? (choose one)

* Leadership roles are not fully staffed
* Leadership roles are fully staffed
* Leadership roles are fully staffed, with ongoing development of leadership capability
* Leadership roles are fully staffed, with ongoing development of leadership capability; leaders facilitate stakeholder collaboration across the supply chain
* Leadership roles are fully staffed, with ongoing development of leadership capability; leaders facilitate stakeholder collaboration across the supply chain and foster knowledge transfer from mature regions to regions that require improvement
* Not applicable
* Don’t know

65. Which of the following currently are constraints that prevent improvement of governance processes? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XIX. Staff Training/Development**

**Staff have the skills to perform well in their positions. As maturity increases, staff have access to certifications, training and cross-training, and tools that will support their continued development.**

***Objective: Engage, educate/develop, and empower staff across the supply chain, improving their abilities to identify and solve supply-chain problems.***

66. How knowledgeable are staff regarding supply-chain management processes, practices, and tools? (choose one)

* Staff lack basic supply-chain knowledge
* Staff have basic supply-chain knowledge (inventory management, logistics, etc.)
* Staff are cross-trained and provided options for development
* Staff are encouraged to pursue additional supply-chain related certifications
* Staff collaborate closely with industry to keep the training/programs refreshed with latest trends/tools in supply-chain management.
* Not applicable
* Don’t know

67. What expertise do staff have in supply-chain improvements? (choose one)

* Most staff have little or no experience with supply-chain improvements
* Some staff have experience with supply-chain improvements
* Most staff have experience with supply-chain improvements and basic skills required to be effective in their roles
* All staff have experience with supply-chain improvements and expertise in the skills required to be effective in their roles
* All staff have experience with supply-chain improvements, expertise in the skills required to be effective in their roles, and most are able to train other staff
* Not applicable
* Don’t know

68. Which of the following currently are constraints that prevent improvement of staff training and development? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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**XX Patient-Focused Performance**

**The supply chain and all parties within it measure last-mile product/medicine access, availability, and affordability, and collaboratively work to eliminate problems that impact product/medicine access, availability, and affordability.**

***Objective: Patients have efficient access to SDPs/HFs, and product/medicines are readily available and affordable.***

69. Please rate patients’ access to facilities and services. (choose one)

* Patient access to services is extremely challenging and/or patients experience excessive wait times at facilities
* Patients access to services is difficult and/or patients experience moderate to long wait times at facilities
* Patients access to services is reasonable and/or patients may experience some wait times at facilities
* Patients access to services is good and patients experience minimum wait times at facilities
* Patients access to services is excellent — including out-of-facility delivery options — and patients experience no wait times
* Not applicable
* Don’t know

70. Please rate the availability of product/medicines at the facility(ies). (choose one)

* Less than 50% of products/medicines are available
* 50-75% of products/medicines are available
* 76-90% of products/medicines are available
* 91-99% of products/medicines are available
* 100% of products/medicines are available
* Not applicable
* Don’t know

71. How do facility procurement prices for products/medicines impact patients? (choose one)

* Most prices (>70%) are cost-prohibitive and well above facility budgets — most products/medicines cannot be acquired for patients
* Many prices (50-70%) are cost-prohibitive and above facility budgets — many products/medicines cannot be acquired for patients
* Some prices (30-50%) are cost-prohibitive and above facility budgets — some products/medicines cannot be acquired for patients
* Most prices (>70%) are affordable and within facility budgets — most products/medicines can be acquired for patients
* All prices are affordable and within facility budgets — all products/medicines can be acquired for patients
* Not applicable
* Don’t know

72. Which of the following currently are constraints that prevent improvement of access, availability, and affordability? (choose all that apply)

* Human resources
* Improvement-process knowledge
* Enabling technologies
* Leadership/guidance
* National guidelines
* Funding
* Infrastructure
* Government support
* No public/private collaboration
* Wait times at facilities
* Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No constraints
* Not applicable
* Don’t know

Comments/notes for this category:

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