

Global Health Supply Chain Maturity Model v8.0

Assessment Profile

1. Please include the following information: Country and Region/State/Country District/Organization/Other (optional) Date of completion: Name of individual or Team Completing the Evaluation: Type of Organization (Private, Public, or NGO) Is this assessment supported by a donor organization? <input type="checkbox"/> No <input type="checkbox"/> Yes (please name donor) Registration (choose one) – If you wish to enter both an email address and a registration code, please record the registration code in the District/Organization/Other field above. <input type="checkbox"/> Registration code <input type="checkbox"/> Self-assessment: (For self-assessment, you must provide an email address)	2. Please indicate the commodity type for which this assessment is being completed. (choose one) – If you are completing an assessment for COVID-19, please select Other as it falls in COVID-19. <input type="checkbox"/> Family Planning <input type="checkbox"/> Reproductive Health <input type="checkbox"/> Essential Medicines <input type="checkbox"/> Vaccines <input type="checkbox"/> HIV <input type="checkbox"/> Malaria <input type="checkbox"/> Tuberculosis <input type="checkbox"/> Integrated Commodities (please describe the commodity): <input type="checkbox"/> Other (please specify)	3. Which supply chain stakeholders are represented in the assessment? (choose all that apply) <input type="checkbox"/> National (identify by name) <input type="checkbox"/> State (identify by name) <input type="checkbox"/> County (identify by name) <input type="checkbox"/> Sub-county/Community (identify by name) <input type="checkbox"/> Site (identify by name) <input type="checkbox"/> Other (please specify)	4. How many assessments have been conducted previously with this same scope and supply chain? (choose one) <input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> More than 5 <input type="checkbox"/> Don't know	5. What is the primary source of the information for this assessment? (choose one) <input type="checkbox"/> First-hand experience <input type="checkbox"/> First-hand experience and second-hand information (from another person or information system) <input type="checkbox"/> Second-hand information (from another person or information system)
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Category	Category Description	Question	None	Bronze	Silver	Gold	Accredited	Not applicable	Don't know	Comments
I. Service Delivery Point (SDP)/Health Facility (HF) Inventory	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 SDP/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) 7. Please describe the visibility of upstream supply chain inventory information to the facility(ies) (choose one) 8. How is inventory information shared with supply chain partners (choose one)	Limited visibility of inventory and consumption at facilities (quarterly) No visibility of upstream supply-chain inventory information if/when received Inventory information is not shared with supply chain partners	Some visibility to inventory and consumption at some facilities, monthly (minimum of 80% of facilities) Upstream supply chain information is rarely available and only if requested Some inventory information is shared verbally, manually, or handwritten with supply chain partners	Some upstream supply chain information provided to facility to inform how much inventory should be kept in the facility(ies) Inventory information is shared electronically with supply chain partners	Some digital visibility (near real time 1 week or faster) to inventory and consumption at most facilities (minimum of 90% of facilities) Upstream supply chain information provided to all facilities Data connected to larger supply-chain digital platform or national logistics management information system	Digital visibility (near real time) to inventory and consumption at all facilities (100% of facilities) Automated upstream supply-chain information process connects to supply-chain digital platform Data connected to larger supply-chain digital platform or national logistics management information system with real-time dashboards for decision-making			9. Which of the following are constraints that prevent improvement of inventory visibility at facilities? (choose all that apply) <input type="checkbox"/> Human resources <input type="checkbox"/> Infrastructure <input type="checkbox"/> Enabling technologies <input type="checkbox"/> Leadership/guidance <input type="checkbox"/> National guidelines <input type="checkbox"/> Funding <input type="checkbox"/> Government support <input type="checkbox"/> No public/private collaboration <input type="checkbox"/> Other (please specify) <input type="checkbox"/> No constraints <input type="checkbox"/> Not applicable <input type="checkbox"/> Don't know
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 available.	10. How are inventory levels established? (choose one) 11. How frequently are physical stock counts conducted within the facility(ies)? (choose one)	No process to establish inventory levels No physical stock counts	Staff react to depleted inventory and stockouts Random physical stock counts	Policy/guidelines are in place to inform how much inventory should be kept in the facility(ies) Regular physical stock counts conducted (not quarterly)	Inventory segmentation used to calculate stocking levels (monthly) Regular physical stock counts conducted (monthly)	Dynamic segmentation used to calculate stocking levels (daily) Frequent physical counts (monthly) Inventory determined by inventory system			12. Which of the following are constraints that prevent improvement of inventory management at facilities? (choose all that apply) <input type="checkbox"/> Human resources <input type="checkbox"/> Infrastructure <input type="checkbox"/> Enabling technologies <input type="checkbox"/> Leadership/guidance <input type="checkbox"/> National guidelines <input type="checkbox"/> Funding <input type="checkbox"/> Government support <input type="checkbox"/> No public/private collaboration <input type="checkbox"/> Other (please specify) <input type="checkbox"/> No constraints <input type="checkbox"/> Not applicable <input type="checkbox"/> Don't know
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 SDP/HF in relation to inbound orders, outbound inventory, real-time demand, and budget.	13. How do facilities (the facility) determine the need to order inventory? 14. How is the order quantity for the facility(ies) determined? (choose one) 15. How are orders checked against the budget of the facility(ies) for the order? (choose one)	No process to determine the need to order inventory No process to determine order quantity Orders are not checked against the budget	Manual/visual process used to determine the need to order inventory Visual review of inventory determines order quantity for the facility(ies) Budget constraints are sometimes reviewed and can affect ordering	Ordering of inventory is based on inventory policies, guidelines, and/or SOPs Automated ordering for the facility(ies) based on inventory management strategy Order amount authorized by those with budget information	Digital order management process in place, or a process to digitalize within 1 day's notice Automated ordering that accounts for orders already placed, but not received Order amount electronically checked in real time against the facility's live budget	Orders are created on demand through consumption or demand calculated by an electronic inventory management system Order management is connected to the supply-chain digital platform that recommends supply based on demand and consumption			16. Which of the following are constraints that prevent improvement of order management at facilities? (choose all that apply) <input type="checkbox"/> Human resources <input type="checkbox"/> Infrastructure <input type="checkbox"/> Enabling technologies <input type="checkbox"/> Leadership/guidance <input type="checkbox"/> National guidelines <input type="checkbox"/> Funding <input type="checkbox"/> Government support <input type="checkbox"/> No public/private collaboration <input type="checkbox"/> Other (please specify) <input type="checkbox"/> No constraints <input type="checkbox"/> Not applicable <input type="checkbox"/> Don't know
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 are products located at the warehouse(s)/store(s)? (choose one) 18. Describe the ability to identify order status within the warehouse(s)/store(s) (choose one) 19. How is inventory information in the warehouse(s)/store(s) shared with others in the supply chain? (choose one)	Difficult and time-consuming to locate specific product within warehouse(s)/store(s) Not able to identify order status Inventory information is not shared with the supply chain	Warehouse(s)/store(s) is arranged to locate/identify the location of specific product Manual tools available to track product in warehouse(s)/store(s) Ability to track order status	Electronic WMS with batch and bin tracking used to track product in warehouse(s)/store(s) Visibility to incoming and outgoing inventory (past and future), event-driven decision-making or real-time dashboards WMS connected to supply-chain digital platform (WMS and logistics management and information system)	Real-time tracking and visibility of product in warehouse(s)/store(s) WMS connected to supply-chain digital platform with value of analysis and real-time, event-driven decision-making				20. Which of the following currently are constraints that prevent improvement of visibility at warehouse(s)/store(s)? (choose all that apply) <input type="checkbox"/> Human resources <input type="checkbox"/> Infrastructure <input type="checkbox"/> Enabling technologies <input type="checkbox"/> Leadership/guidance <input type="checkbox"/> National guidelines <input type="checkbox"/> Funding <input type="checkbox"/> Government support <input type="checkbox"/> No public/private collaboration <input type="checkbox"/> Other (please specify) <input type="checkbox"/> No constraints <input type="checkbox"/> Not applicable <input type="checkbox"/> Don't know
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 the warehouse(s)/store(s) define the minimum level of inventory to maintain? (choose one) 22. How is the current physical count of inventory in the warehouse(s)/store(s) determined? (choose one)	No method to define the optimum level of inventory No method to determine inventory physical count	Manual inventory management based on frequency of replenishment, stockouts, etc. Random audits to determine inventory physical count	Dynamic policy on how much inventory should be maintained in the warehouse(s)/store(s) Inventory policy used to determine inventory physical count	Inventory segmentation used to track product in warehouse(s)/store(s) Regular (at least quarterly) inventory physical count	Dynamic segmentation determined electronically by WMS or inventory management system Frequency of inventory physical count dynamically determined by WMS			23. Which of the following currently are constraints that prevent improvement of inventory management at warehouse(s)/store(s)? (choose all that apply) <input type="checkbox"/> Human resources <input type="checkbox"/> Infrastructure <input type="checkbox"/> Enabling technologies <input type="checkbox"/> Leadership/guidance <input type="checkbox"/> National guidelines <input type="checkbox"/> Funding <input type="checkbox"/> Government support <input type="checkbox"/> No public/private collaboration <input type="checkbox"/> Other (please specify) <input type="checkbox"/> No constraints <input type="checkbox"/> Not applicable <input type="checkbox"/> Don't know
VI. Warehouse/Store Order Management	Supply-chain warehouse(s)/store(s) 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 warehouse(s)/stores.	24. How are facility orders processed at the warehouse(s)/store(s)? (choose one) 25. What is the typical order ship-date request from the warehouse(s)/store(s) to SDP/HF? (choose one) 26. How are open orders in the warehouse(s)/store(s) identified and resolved? (choose one) 27. What is the completion and on-time delivery rate of warehouse(s)/store(s) to SDP/HF? (choose one)	Difficult to process facility orders No open ship-date requests provided No process to identify and resolve open orders Delivery rate is not tracked	Ability to get facility orders to review and process orders Orders have extensive ship-date requests (more than two weeks of order) Communication from SDP/HF triggers investigation into open order Less than 80%	Established frequency to review and process orders Orders have moderate ship-date requests (less than two weeks of order) Open orders occasionally reviewed and resolved if problematic 80% to 90%	Digital replenishment system (e.g., two-bin system) signals the need to process orders Order management is connected to the supply-chain digital platform, enabling ship-date requests of one day or order or SDP/HF's preferred date Open orders are actively managed and resolved via WMS and visible as supply-chain digital platform	Orders are created and processed immediately upon request for process orders Order management is connected to the supply-chain digital platform, enabling ship-date requests of one day or order or SDP/HF's preferred date Open orders are reviewed weekly and actively resolved Greater than 95%			28. Which of the following currently are constraints that prevent improvement of order management at warehouse(s)/store(s)? (choose all that apply) <input type="checkbox"/> Human resources <input type="checkbox"/> Infrastructure <input type="checkbox"/> Enabling technologies <input type="checkbox"/> Leadership/guidance <input type="checkbox"/> National guidelines <input type="checkbox"/> Funding <input type="checkbox"/> Government support <input type="checkbox"/> No public/private collaboration <input type="checkbox"/> Other (please specify) <input type="checkbox"/> No constraints <input type="checkbox"/> Not applicable <input type="checkbox"/> Don't know
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 providers. 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) 30. What is the inventory accuracy of the warehouse(s)/store(s)? (choose one) 31. What method of quality control is used in the warehouse(s)/store(s) to ensure product integrity? (choose one)	No process to determine when orders are shipped from warehouse(s)/store(s) Inventory accuracy not regularly tested No quality control method identified	Ability to prepare inventory for shipment in less than one week from order receipt Less than 80% Quality defects randomly identified	Service level agreements (SLAs) for receiving and shipping within a specified time period are met 80%-90% A quality inspection process is performed during receipt (i.e., quantity, damage, sample testing)	Orders are picked and staged ahead of transport arrival 90%-95% A quality inspection process is performed during receipt and staging	Orders are picked and staged with pick path routing determined by WMS Greater than 95% Quality inspection process is performed during all phases of operation (i.e., receipt, stocking, picking, staging)			32. Which of the following currently are constraints that prevent improvement of operations at warehouse(s)/store(s)? (choose all that apply) <input type="checkbox"/> Human resources <input type="checkbox"/> Infrastructure <input type="checkbox"/> Enabling technologies <input type="checkbox"/> Leadership/guidance <input type="checkbox"/> National guidelines <input type="checkbox"/> Funding <input type="checkbox"/> Government support <input type="checkbox"/> No public/private collaboration <input type="checkbox"/> Other (please specify) <input type="checkbox"/> No constraints <input type="checkbox"/> Not applicable <input type="checkbox"/> Don't know
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) 34. How are product deliveries communicated to facilities? (choose one) 35. How is the receipt of product at facilities verified? (choose one)	No standard method to schedule transportation No communication with facilities regarding deliveries No process to verify receipt of product at facilities	Schedule set ad hoc Facilities are informed of scheduled deliveries they require about 2 hrs. Facilities are informed of scheduled deliveries by upstream partner Completed POD is returned to warehouse(s)/store(s)	Transport arrives on time for warehouse/store appointments with defined service-level agreements (SLAs) that are measured and managed Facilities can access delivery schedules; transport deliveries on time to facility with defined service-level agreements (SLAs) that are measured and managed Electronic POD sent to warehouse(s)/store(s)	Transport arrives on time for warehouse/store appointments, SLAs are measured and managed, and real-time delivery tracking is visible as a supply-chain digital platform Transport delivers on time to facility, defined SLAs are measured and managed, and real-time delivery tracking is visible as a supply-chain digital platform Embedded devices (e.g., RFID tags) provide POD to warehouse management system				36. Which of the following currently are constraints that prevent improvement of transportation of product throughout the supply chain? (choose all that apply) <input type="checkbox"/> Human resources <input type="checkbox"/> Infrastructure <input type="checkbox"/> Enabling technologies <input type="checkbox"/> Leadership/guidance <input type="checkbox"/> National guidelines <input type="checkbox"/> Funding <input type="checkbox"/> Government support <input type="checkbox"/> No public/private collaboration <input type="checkbox"/> Other (please specify) <input type="checkbox"/> No constraints <input type="checkbox"/> Not applicable <input type="checkbox"/> Don't know

<p>IX. Espiry Management</p> <p>Comments: 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" FIFO policy systematic and maintained. Objective: Identify product in SDP/HFs and warehouses/stores near expiration, minimize expired product, and prevent unsafe release of expired product.</p>	<p>37. What policies, guidance, or SOPs are in place at the SDP/HF and warehouse/store levels to identify and manage expired product? (choose one)</p> <p>38. What practices are in place at SDP/HF and warehouse/store levels to dispose of expired product? (choose one)</p>	<p>No policies or processes</p> <p>No practices to dispose of expired product</p>	<p>Staff attempt to identify expired product on a regular basis</p> <p>Staff are able to identify expired product</p> <p>Staff actively track and document expired product</p>	<p>Policy, guidance, and/or SOPs for expiration management at facility in place</p> <p>Staff actively track and document expired product and pull it from storage</p>	<p>FIFO picking policy for expiration followed and audited</p> <p>Standardized FIFO picking process followed and audited and problem-solving occurs regularly</p>	<p>Procurement can be executed in less than 1 week, with process in place to compare supply-chain prices to national average at time of purchase</p>	<p>39. Which of the following currently are constraints that prevent improvement of expiry management? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>X. Procurement</p> <p>Comments: 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: Regularly procure the optimal amount of appropriately priced inventory to satisfy real-time demand.</p>	<p>40. How long does it take to procure product (purchase order to an existing contract)? (choose one)</p> <p>41. How is the procurement quantity determined? (choose one)</p> <p>42. What is the typical frequency for the procurement of product?</p>	<p>Procurement takes more than one month</p> <p>No standard process to determine procurement quantity</p> <p>Semiannually or less frequently</p>	<p>Procurement can be executed in less than one month</p> <p>Procurement quantity is based on cost of existing supply and/or procurement</p> <p>Quarterly</p>	<p>Procurement can be executed in less than 2 weeks</p> <p>Procurement quantity is based on beneficiary consumption</p> <p>Monthly</p>	<p>Procurement can be executed in less than 1 week</p> <p>Procurement quantity is based on supply plan</p> <p>Weekly</p>	<p>Procurement can be executed in less than 1 week, with process in place to compare supply-chain prices to national average at time of purchase</p>	<p>43. Which of the following currently are constraints that prevent improvement of procurement process? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XI. Infrastructure and Assets</p> <p>Comments: 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 technologically enabled.</p>	<p>44. How are products maintained in secure and sound condition at facilities? (choose one)</p> <p>45. To what extent is internet access available at facilities? (choose one)</p>	<p>No standard process to keep products in secure and sound condition</p> <p>Facilities have internet available</p>	<p>Facilities have policies/guidance/SOPs to keep product dry</p> <p>Internet is available at 50-80% of facilities</p>	<p>Conditions at all sites keep product dry</p> <p>Internet is available at 80% of facilities</p>	<p>Condition at all sites keep product dry, secure, and accessible only by authorized personnel</p> <p>Internet is available at 100% of facilities</p>	<p>All sites keep product dry, secure, accessible only by authorized personnel, and in optimal environmental conditions specific to product type</p> <p>Internet available at a 100% of facilities and among those transporting product</p>	<p>46. Which of the following currently are constraints that prevent improvement of supply-chain infrastructure and assets? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XII. Performance Management</p> <p>Comments: Each process in the supply chain has defined 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.</p>	<p>47. How are problems and opportunities for improvement identified? (choose one)</p> <p>48. Describe the skill level of staff in identifying and solving problems? (choose one)</p> <p>49. To what extent are teams empowered to solve problems independently? (choose one)</p>	<p>No process to identify problems and opportunities</p> <p>Problem identified but not occur</p> <p>Staff have no problem-solving skills</p> <p>Teams are not empowered to solve problems independently</p>	<p>Measurement of basic key performance indicators (KPIs)</p> <p>Some staff have awareness of problem-solving skills (e.g., root-cause analysis)</p> <p>Teams are encouraged to suggest solutions to problems</p>	<p>Decision-making processes are built upon reliable data inputs</p> <p>Regular scorecard/dashboard reviews are conducted</p> <p>Teams are able to take action on some KPIs (50% to 80%) prior to scheduled scorecard/dashboard reviews</p>	<p>Analytics-driven gap analysis</p> <p>Regular scorecard/dashboard reviews are conducted, with gap analysis driving problem-solving initiatives</p> <p>Teams are able to take action on all KPIs prior to scheduled scorecard/dashboard reviews</p>	<p>50. Which of the following currently are constraints that prevent improvement of performance management? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>	<p>50. Which of the following currently are constraints that prevent improvement of performance management? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XIII. Analysis and Evaluation</p> <p>Comments: 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.</p>	<p>51. How does data analysis and evaluation occur? (choose one)</p> <p>52. How frequently are analysis findings reviewed? (choose one)</p>	<p>No data analysis and evaluation</p> <p>Data analyzed when a problem occurs</p> <p>Reviews occur or random</p>	<p>Data analyzed for process deviation (e.g., missing orders, delays to prevent problems)</p> <p>Reviews of analysis findings occur at a regular frequency (quarterly or less often)</p>	<p>Dedicated team for ongoing analysis and evaluation</p> <p>Reviews of analysis findings occur at a regular frequency (at least monthly)</p>	<p>End-to-end supply-chain data analyzed to find areas for improvement</p> <p>Supply-chain visibility and analytics network (VAN) provides data to inform operational and strategic decisions, data is regularly reviewed, and actions taken to improve performance on an ongoing basis</p>	<p>53. Which of the following currently are constraints that prevent improvement of analysis and evaluation processes? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>	<p>53. Which of the following currently are constraints that prevent improvement of analysis and evaluation processes? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XIV. Demand Planning/Management</p> <p>Comments: 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.</p>	<p>54. How is the demand plan created? (choose one)</p> <p>55. How frequently is the demand plan checked for accuracy? (choose one)</p>	<p>There is no demand plan</p> <p>Demand plan is not checked for accuracy</p>	<p>Demand plan is being developed</p> <p>Demand plan can be tracked for accuracy (bi-monthly – twice a year)</p>	<p>Demand plan has been created (based on previous-year plan)</p> <p>Demand plan can be tracked for accuracy (monthly or quarterly)</p>	<p>Demand plan has been created (based on actual consumption)</p> <p>Demand plan can be tracked for accuracy (at least weekly)</p>	<p>Demand plan has been created (based on actual consumption, external variables, etc. and integrated into supply-chain digital platform)</p> <p>Automated and dynamic demand plan tracking</p>	<p>56. Which of the following currently are constraints that prevent improvement of demand planning/management? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XV. Supply Planning/Management</p> <p>Comments: 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 assets and inventories with the demand plan.</p>	<p>57. How is the supply plan created? (choose one)</p>	<p>There is no supply plan</p> <p>Supply plan is being developed</p>	<p>Supply plan has been created (from demand plan)</p>	<p>Supply plan has been created (based on inventory policies)</p>	<p>Supply plan has been created (based on inventory policies, working variables, etc.) and is included in supply-chain digital platform</p>	<p>58. Which of the following currently are constraints that prevent improvement of supply planning/management? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>	<p>58. Which of the following currently are constraints that prevent improvement of supply planning/management? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XVI. Fund Management</p> <p>Comments: 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.</p>	<p>59. How are funding sources and commitments tracked and monitored? (choose one)</p>	<p>Overall fund amount/Budget is not known and funds are not regularly released</p> <p>Overall fund amount/Budget is known and funds are released</p>	<p>Funding commitments are tracked and documented</p>	<p>Gaps in funding are identified based on analysis and actively managed</p>	<p>Budget and funding schedule are integrated into the supply-chain digital platform</p>	<p>60. Which of the following currently are constraints that prevent improvement of fund management? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>	<p>60. Which of the following currently are constraints that prevent improvement of fund management? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XVII. Financial Management and Costing</p> <p>Comments: 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.</p>	<p>61. How are supply-chain costs tracked? (choose one)</p>	<p>Little or no tracking of supply-chain costs</p> <p>Cost baseline completed</p>	<p>Ability to track supply-chain costs monthly</p>	<p>Financial deviations from target are actively managed</p>	<p>Full visibility to financials connected to the supply-chain digital platform</p>	<p>62. Which of the following currently are constraints that prevent improvement of financial management and costing? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>	<p>62. Which of the following currently are constraints that prevent improvement of financial management and costing? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XVIII. Governance</p> <p>Comments: 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.</p>	<p>63. To what extent are team roles and responsibilities within the supply chain understood? (choose one)</p> <p>64. How would you describe leadership roles within the supply chain? (choose one)</p>	<p>Team roles and responsibilities are not entirely clear</p> <p>Leadership roles are not fully staffed</p>	<p>Team roles and responsibilities are clearly documented (RACI matrix – Responsible, Accountable, Consulted, and Informed – or similar construct)</p> <p>Leadership roles are fully staffed</p>	<p>Team goals are defined, tracked, and actively managed on a regular frequency (rhythm of business)</p> <p>Leadership roles are fully staffed, with ongoing development of leadership capability</p>	<p>Processes between functional teams are understood and working</p> <p>Leadership roles are fully staffed, with ongoing development of leadership capability; leaders facilitate stakeholder collaboration across the supply chain</p>	<p>65. Which of the following currently are constraints that prevent improvement of governance processes? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>	<p>65. Which of the following currently are constraints that prevent improvement of governance processes? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XIX. Staff Training/Development</p> <p>Comments: 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 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.</p>	<p>66. How knowledgeable are staff regarding supply-chain management processes, practices, and tools? (choose one)</p> <p>67. What expertise do staff have in supply-chain improvements? (choose one)</p>	<p>Staff lack basic supply-chain knowledge</p> <p>Most staff have little or no experience with supply-chain improvements</p>	<p>Staff have basic supply-chain knowledge (inventory management, logistics, etc.)</p> <p>Some staff have experience with supply-chain improvements</p>	<p>Staff are cross-trained and provided options for development</p> <p>Most staff have experience with supply-chain improvements and basic skills required to be effective in their roles</p>	<p>Staff are encouraged to pursue additional supply-chain-related certifications</p> <p>All staff have experience with supply-chain improvements and expertise in the skills required to be effective in their roles, and most are able to train other staff</p>	<p>68. Which of the following currently are constraints that prevent improvement of staff training and development? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>	<p>68. Which of the following currently are constraints that prevent improvement of staff training and development? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Other (please specify):</p>
<p>XX. Patient-Focused Performance</p> <p>Comments: The supply chain and all parties within it ensure 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 SDP/HFs, and product/medicines are readily available and affordable.</p>	<p>69. Patient access to services is routinely challenging and/or patients experience excessive wait times at facilities? (choose one)</p> <p>70. Please rate the availability of product/medicines at the facility/ies? (choose one)</p> <p>71. How do facility procurement prices for product/medicines impact patients? (choose one)</p>	<p>Patient access to services is routinely challenging and/or patients experience excessive wait times at facilities</p> <p>Less than 50% of product/medicines are available</p> <p>Most prices (>70%) are cost-prohibitive and well above facility budgets – most product/medicines cannot be acquired for patients</p>	<p>Patient access to services is reasonable and/or patients may experience some wait times at facilities</p> <p>50-75% of product/medicines are available</p> <p>Many prices (50-70%) are cost-prohibitive and above facility budgets – many product/medicines cannot be acquired for patients</p>	<p>Processes that are reasonable and/or patients may experience some wait times at facilities</p> <p>75-90% of product/medicines are available</p> <p>Some prices (30-50%) are cost-prohibitive and above facility budgets – some product/medicines cannot be acquired for patients</p>	<p>Patient access to services is good and patients experience a minimum wait times at facilities</p> <p>All staff have experience with supply-chain improvements and expertise in the skills required to be effective in their roles, and most are able to train other staff</p> <p>Most prices (>70%) are affordable and within facility budgets – most product/medicines can be acquired for patients</p>	<p>72. Which of the following currently are constraints that prevent improvement of access, availability, and affordability? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Wait times at facilities</p>	<p>72. Which of the following currently are constraints that prevent improvement of access, availability, and affordability? (choose all that apply)</p> <p><input type="checkbox"/> Human resources <input type="checkbox"/> Funding <input type="checkbox"/> No constraints</p> <p><input type="checkbox"/> Improvement process knowledge <input type="checkbox"/> Infrastructure <input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Enabling technologies <input type="checkbox"/> Government support <input type="checkbox"/> Don't know</p> <p><input type="checkbox"/> Leadership/guidance <input type="checkbox"/> No public/private collaboration</p> <p><input type="checkbox"/> National guidelines <input type="checkbox"/> Wait times at facilities</p>