



# Supply Chain Compass

## Question List

### Area I of 7: Strategic Planning & Performance Management

#	Question	(To become organized)	(To become organized)	(To become integrated)	(To become integrated)	(To sustain integration)
1	<b>A supply chain strategy provides a long-term vision of total supply chain design, oversight, and performance and guides strengthening initiatives.</b>	Strategy has not been developed	Strategy is being developed.	Strategy has been developed and incorporates some key actors, activities and levels (central, regional, district, and/or municipal)	Strategy has been developed, consistently incorporates most key actors, activities and levels (central, regional, district, and/or municipal), and has been resourced (financial and human)	Strategy has been developed, incorporates all key actors, activities and levels (central, regional, district, and/or municipal), has been adequately resourced (financial and human), and is periodically updated to changing environmental conditions and objectives
2	<b>Key performance indicators (KPIs) are used to monitor, communicate, and improve supply chain performance.</b>	Indicators have not been defined.	Indicators are being defined.	Indicators have been defined for some supply chain activities and implemented by some key actors at various levels (central, regional, district, and/or municipal)	Indicators have been defined, implemented, and evaluated for most supply chain activities and shared among most key stakeholders at various levels (central, regional, district, and/or municipal) to help make supply chain management decisions	Indicators have been defined, implemented, and evaluated for all supply chain activities and shared among all key actors and levels (central, regional, district, and/or municipal) to help make supply chain management decisions and are periodically updated to reflect changing environmental conditions and objectives
3	<b>Network structure and business processes are defined and optimized and periodically reviewed to respond to changing demand.</b>	Network has not been designed.	Network is being designed.	Network has been designed and implemented for some key supply chain actors, activities and levels (e.g. regional, district, or municipal)	Network has been designed, implemented for most supply chain activities and evaluated by most key stakeholders and levels (eg. regional, district, or municipal)	Network has been designed and implemented for all supply chain activities and evaluated and modified by all key stakeholders and levels (eg. regional, district, or municipal) to optimize performance and respond to changing environmental conditions and objectives

4	<b>Sufficient budget for supply chain strengthening activities (e.g., human resources, capacity building, information systems) is determined, allocated, and effectively disbursed and expended.</b>	Budget has not been determined or allocated	Budget is being determined and allocated	Budget has been allocated and expended to cover the cost of some supply chain activities at various levels (central, regional, district, and/or municipal)	Budget has been allocated and expended to cover the cost of most supply chain activities at all levels (central, regional, district, and/or municipal)	Budget has been allocated, expended to cover the cost of all supply chain activities at all levels (central, regional, district, and/or municipal) and can be adapted and quickly mobilized to address changing supply chain challenges as they arise
5	<b>A coordinating body, including key actors across sectors (e.g. donors, MOH, NGOs, commercial partners), can support coordinated efforts to improve product availability and respond effectively to supply chain challenges.</b>	Coordinating body has not been established	Coordinating body is being established	Coordinating has been established and has authority to advocate on behalf of some supply chain actors and levels (central, regional, district, and/or municipal) and influence supply chain operational management decisions	Coordinating body has been established and has authority to advocate on behalf of most supply chain actors and levels (central, regional, district, and/or municipal) and influence supply chain operational management, resourcing, and policy decisions	Coordinating body has been established and has authority to advocate on behalf of all supply chain actors and levels (central, regional, district, and/or municipal) to influence supply chain operational management, resourcing, and policy decisions and adapt role and mandate to changing environmental conditions and objectives
6	<b>Operational supply chain costs are collected and costing data are used to manage resources and inform design.</b>	Costs have not been determined	Costs are being determined	Costs have been determined and are being used to monitor supply chain performance and efficiency for some supply activities and actors at various levels (central, regional, district, and/or municipal)	Costs have been determined and are being used to monitor supply chain performance and efficiency for most supply chain activities and actors at various levels (central, regional, district, and/or municipal)	Costs have been determined, are being used to monitor supply chain performance and efficiency for all supply activities and actors at all levels (eg. regional, district, or municipal) and can be adapted and updated to monitor changing supply chain challenges and environmental conditions
7	<b>The performance of vendors who provide products and/or services is actively and consistently managed.</b>	Vendor management process has not been defined	Vendor management process and performance indicators are being defined	Vendor management process has been implemented for some vendors	Vendor management process has been implemented for all vendors and most supply chain levels (central, regional, district, and/or municipal), as appropriate	Vendor management process has been implemented for all vendors, at all supply chain levels (central, regional, district, and/or municipal) and all supply chain actors collaborate and share information and performance goals to continuously improve overall supply chain performance
8	<b>A customer-centered approach increases availability of health products in all sectors (public, commercial, and non-governmental organizations (NGOs))</b>	Market has not been analyzed	Market is being analyzed	Market has been analyzed and strategies are defined for increasing availability of some priority health products and customer segments	Market has been analyzed and strategies defined for increasing availability of most priority health products and customers	Market has been analyzed, strategies defined for increasing availability of most priority health products and customers, and market development approaches are routinely adapted and updated to monitor changing supply chain challenges and environmental conditions

## Area of 2 of 7: Management Information Systems

#	Question	(To become organized)	(To become organized)	Organized (To become integrated)	(To become integrated)	Integrated (To sustain integration)
1	<b>Real-time national scale data from all levels is managed using best-in-class tools, which integrate with other functional tools.</b>	Tools for collecting data have not been designed	Tools for collecting data are being designed	Tools for collecting data have been designed, implemented for some supply chain activities, actors and levels (central, regional, district, and/or municipal) via automated processes	Tools for collecting data have been designed, implemented, and integrated for most supply chain activities, actors and levels (central, regional, district, and/or municipal) via automated processes	Tools for collecting data have been designed, implemented and integrated for all supply chain activities, actors and levels (central, regional, district, and/or municipal) via automated processes and are routinely updated to respond to changing environmental conditions and supply chain objectives
2	<b>Logistics management information system (LMIS) data is available and reported consistently in a complete, timely, and accurate manner.</b>	Data is not collected	Data is starting to be collected	Data is available and timely from some supply chain actors, activities and levels (central, regional, district, and/or municipal)	Data is consistently available and timely from most supply chain actors, activities and levels (central, regional, district, and/or municipal) and used to make supply chain operational management decisions	Data is consistently available, timely, and accurate from all supply chain actors, activities and levels (central, regional, district, and/or municipal) and used to continuously improve supply chain performance
3	<b>Key performance indicators (KPIs) are used to monitor, communicate, and improve performance of logistics management information systems (LMIS).</b>	Indicators have not been defined	Indicators are being defined	Indicators have been defined for some activities and implemented by some key actors at various levels (central, regional, district, and/or municipal)	Indicators have been defined, implemented, and evaluated for most activities and shared among most key stakeholders at various levels (central, regional, district, and/or municipal) to help make supply chain management decisions	Indicators have been defined, implemented, evaluated, and are routinely updated to reflect changing environmental conditions and supply chain objectives for all activities and data is shared among all key stakeholders at various levels (central, regional, district, and/or municipal)

## Area 3 of 7: Human Resources

#	Question	(To become organized)	(To become organized)	(To become integrated)	(To become integrated)	(To sustain integration)
1	<b>A leader/champion manages and advocates for a supply chain and applicable human and financial resources.</b>	Leadership does not exist	Leadership is being identified.	Leadership advocates and manages supply chain strengthening activities among some actors and levels (central, regional, district, and/or municipal)	Leadership advocates and manages supply chain strengthening activities among most actors and levels (central, regional, district, and/or municipal)	Leadership advocates and manages supply chain strengthening activities among all actors and levels (central, regional, district, and/or municipal) and updates management approaches to respond to changing environmental conditions and objectives
2	<b>A supply chain management entity (e.g., a logistics management unit) has oversight for supply chain resources (human and financial), operations, strengthening initiatives, and performance monitoring.</b>	Entity has not been established	Entity is being established	Entity has been established and has authority to advocate for and manage some supply chain activities, actors, and budget at various levels (central, regional, district and/or municipal)	Entity has been established and has authority to advocate for and manage most supply chain activities, actors, and budget at various levels (central, regional, district and/or municipal)	Has authority to advocate for and manage all supply chain activities, actors, and budget at various levels (central, regional, district and/or municipal) and is able to adapt role and mandate to changing environmental conditions
3	<b>Staff filling positions with supply chain responsibilities receive training (e.g., in-service, mentoring, distance) designed to build knowledge, skills, and abilities (KSAs).</b>	Training does not exist	Training is being developed	Training is developed, linked to supply chain knowledge, skills, and abilities (KSAs), and is administered and available to some workers	In-service training is developed, linked to supply chain knowledge, skills, and abilities (KSAs), and is administered and available to most workers who manage various supply chain activities and levels (central, regional, district, and/or municipal)	Pre- and in-service training is developed, linked to supply chain knowledge, skills, and abilities (KSAs), is administered and available to all workers, who manage various supply chain activities and levels (central, regional, district, and/or municipal), and is routinely updated to respond to changing environmental conditions and objectives
4	<b>Performance of staff with supply chain responsibilities is assessed annually in a fair and consistent manner according to standard operating procedures and stated competencies.</b>	Methods for assessing performance have not been developed	Methods for assessing performance are being developed	Competency based methods for assessing performance have been established, implemented, and linked to training opportunities and career growth for some supply chain actors	Competency based methods for assessing performance have been established, implemented, and linked to training opportunities and career growth for most supply chain actors	Competency based methods for assessing performance have been established, implemented, and linked to training opportunities and career growth for all supply chain actors and are updated to respond to changing environmental conditions and objectives

<p>5</p> <p><b>Incentives (financial or non-financial) are in place that encourage personnel performance to align with supply chain goals.</b></p>	<p>Incentives do not exist</p>	<p>An incentive plan is being developed and/or informal incentives exist</p>	<p>An incentive plan has been developed and implemented that links personnel performance to supply chain goals for some supply chain activities, actors, and levels (central, regional, district, and/or municipal)</p>	<p>An incentive plan has been developed, implemented, and funded that links personnel performance to supply chain goals across most supply chain activities, actors, and levels (central, regional, district, and/or municipal)</p>	<p>An incentive plan has been developed, implemented, and funded that links personnel performance to supply chain goals across all supply chain activities, actors, and levels (central, regional, district, and/or municipal) and can be adapted to changing environmental conditions and objectives</p>
<p>6</p> <p><b>There is an adequate number of qualified personnel operating and managing supply chain functions.</b></p>	<p>A workforce plan has not been developed and positions are mainly vacant and/or staffed with unqualified personnel</p>	<p>A workforce plan is being developed to link positions and competencies to supply chain goals and operations</p>	<p>A workforce plan has been developed and implemented, linking positions and competencies to supply chain goals and operations, and some positions are filled appropriately.</p>	<p>A workforce plan has been developed and implemented, linking positions and competencies to supply chain goals and operations and positions are filled appropriately for most supply chain actors and activities at various supply chain levels (central, regional, district, and/or municipal)</p>	<p>A workforce plan has been developed, implemented, and can be adapted to changing environmental conditions and objectives, and positions are filled appropriately for all supply chain actors and activities at various supply chain levels (central, regional, district, and/or municipal)</p>



## Area 4 of 7: Forecasting and Supply Planning

#	Question	(To become organized)	(To become organized)	(To become integrated)	(To become integrated)	(To sustain integration)
1	<b>Timing and order of activities, reporting, and data management associated with forecasting and supply planning are defined.</b>	Forecasting and supply planning management process has not been defined	Forecasting and supply planning management process is being defined	Forecasting and supply planning management process has been defined and implemented using some automated tools by some supply chain actors at various levels (central, regional, district, and/or municipal)	Forecasting and supply planning management process has been defined and implemented using mostly automated processes and tools by most supply chain actors at various levels (central, regional, district, and/or municipal)	Forecasting and supply planning management process has been defined, implemented and integrated using automated tools by all supply chain actors at various levels (central, regional, district, and/or municipal) and are routinely updated to respond to changing environmental conditions and supply chain objectives
2	<b>Key performance indicators (KPIs) are used to monitor, communicate, and improve forecasting and procurement</b>	Indicators have not been defined	Indicators are being defined	Indicators have been defined for some activities and implemented by some key actors at various levels (central, regional, district, or municipal)	Indicators have been defined, implemented, and evaluated for most activities and shared among most key stakeholders at various levels (central, regional, district, or municipal) to help make supply chain management decisions	Indicators have been defined, implemented, evaluated, and are routinely updated to reflect changing environmental conditions and supply chain objectives for all activities and data is shared among all key stakeholders at various levels (central, regional, district, or municipal)
3	<b>Multi-year commodity forecasts are used to plan funding levels, with consistent funding from government budget.</b>	A process for developing multi-year forecasts has not been developed	A process for developing multi-year forecasts is being developed	A process for developing multi-year forecasts has been developed and implemented; analysis is shared with some key actors at various levels (central, regional, district, and/or municipal); and some financing has been mobilized to cover estimated product needs	A process for developing multi-year forecasts has been developed and implemented; analysis is shared with most key actors at various levels (central, regional, district, and/or municipal); and most financing has been mobilized to cover estimated product needs	A process for developing multi-year forecasts has been developed, implemented, and routinely updated to adapt to changing environmental conditions and objectives; analysis is shared with all key actors at various levels (central, regional, district, and/or municipal); and all financing has been mobilized to cover estimated product needs
4	<b>Forecasts and supply plans are updated regularly with consumption and inventory data.</b>	Process and tools for updating forecasts and supply plans has not been defined	Process and tools for updating forecasts and supply plans is being defined	Process and tools for updating forecasts and supply plans have been defined and implemented; updated plans are shared with some key actors at various levels (central, regional, district, and/or municipal)	Process and tools for updating forecasts and supply plans have been defined and implemented; updated plans are shared with most key actors at various levels (central, regional, district, and/or municipal)	Process and tools for updating forecasts and supply plans have been defined, implemented, and optimized to address changing environmental conditions and objectives; updated plans are shared with all key actors at various levels (central, regional, district, and/or municipal)

## Area 5 of 7: Product Selection and Procurement

#	Question	(To become organized)	(To become organized)	(To become integrated)	(To become integrated)	(To sustain integration)
1	<b>Timing and order of activities, reporting, and information management associated with sourcing and procurement are coordinated and institutionalized.</b>	Sourcing and procurement management processes and tools have not been identified or defined	Sourcing and procurement management processes and tools are being identified and defined	Sourcing and procurement management processes have been defined and implemented using manual and automated processes and tools by some supply chain actors at various levels (central, regional, district, and/or municipal)	Sourcing and procurement management processes have been defined and implemented using mostly automated tools by most supply chain actors at various levels (central, regional, district, and/or municipal)	Sourcing and procurement management processes have been defined, implemented and integrated using automated tools by all supply chain actors at various levels (central, regional, district, and/or municipal) and are routinely updated to respond to changing environmental conditions and supply chain objectives
2	<b>Key performance indicators (KPIs) are used to monitor, communicate, and improve performance among supply chain departments and functions</b>	Indicators have not been defined	Indicators are being defined	Indicators have been defined for some activities and implemented by some key actors at various levels (central, regional, district, and/or municipal)	Indicators have been defined, implemented, and evaluated for most activities and shared among most key stakeholders at various levels (central, regional, district, and/or municipal) to help make supply chain management decisions	Indicators have been defined, implemented, evaluated, and are routinely updated to reflect changing environmental conditions and supply chain objectives for all activities and data is shared among all key stakeholders at various levels (central, regional, district, and/or municipal)
3	<b>A current list of officially recognized, registered products is managed by an expert committee and actively drives procurement and supply chain management decisions.</b>	A product list has not been developed	A product list is being developed	A product list has been developed, implemented, and shared among some key actors at various levels (central, regional, district and/or municipal)	A product list has been developed, implemented, and shared among most key actors at various levels (central, regional, district and/or municipal)	A product list has been developed, implemented, and shared among all key actors at various levels (central, regional, district and/or municipal) and can be adapted to changing environmental conditions and objectives
4	<b>Quality control encompasses consistent sampling and testing at accredited laboratory (e.g., a certified national, regional, or international facility).</b>	Quality control management processes have not been defined	Quality control management processes are being defined	Quality control management processes have been defined and implemented by some supply chain actors at various levels (central, regional, district, and/or municipal)	Quality control management processes have been defined and implemented by most supply chain actors at various levels (central, regional, district, and/or municipal)	Quality control management processes have been defined, implemented, and can be adapted to reflect changing environmental conditions and objectives by all supply chain actors at various levels (central, regional, district, and/or municipal)

5	<p><b>Standard and generic, internationally recognized specifications for all product lines procured have been developed and are used by the purchasing entity.</b></p>	<p>Specifications have not been defined</p>	<p>Specifications are being defined</p>	<p>Specifications have been defined and implemented to guide procurement for some priority health products</p>	<p>Specifications have been defined and implemented to guide procurement for most priority health products</p>	<p>Specifications have been defined and implemented to guide procurement for all priority health products and can be updated to changing environmental conditions and objectives</p>
6	<p><b>Procurement is planned and procurement mechanisms are used to provide flexibility in terms of product quantities and shipment timings/locations (e.g., spot purchases/purchase orders, longer-term or multi-year agreements are in place), as appropriate for program or organization needs.</b></p>	<p>A procurement plan, contracting process, and standard contracts are not developed</p>	<p>A procurement plan, contracting process, and standard contracts are being developed</p>	<p>A procurement plan, contracting process, and standard contracts have been developed, implemented, and drive purchases for some priority health products at various levels (central, regional, district and/or municipal)</p>	<p>A procurement plan, contracting process, and standard contracts have been developed, implemented, and drive purchases for most priority health products at various levels (central, regional, district and/or municipal)</p>	<p>A procurement plan, contracting process, and standard contracts have been developed, implemented, and drive purchases for all priority health products at various levels (central, regional, district and/or municipal) and the contracting process is periodically optimized to take advantage of procurement innovations (e.g. longer-term and multi-year agreements, e-procurement platforms, bulk negotiations)</p>



## Area 6 of 7: Warehousing and Inventory Management

#	Question	(To become organized)	(To become organized)	(To become integrated)	(To become integrated)	(To sustain integration)
1	<b>Information management tool is available to coordinate processes, reporting, and data management associated with warehousing and inventory management.</b>	Tools for collecting data have not been designed	Tools for collecting data are being designed	Tools for collecting data have been designed and implemented for some activities, at various levels (central, regional, district, and/or municipal), via automated processes	Tools for collecting data have been designed, implemented, and integrated for most activities at various levels (central, regional, district, and/or municipal) via automated processes	Tools for collecting data have been designed, implemented and integrated for all activities at various levels (central, regional, district, and/or municipal) via automated processes and are routinely updated to respond to changing environmental conditions and supply chain objectives
2	<b>Key performance Indicators (KPIs) are used to monitor, communicate, and improve performance of warehouse and inventory management</b>	Indicators have not been defined	Indicators are being defined	Indicators have been defined for some activities and implemented by some key actors at various levels (central, regional, district, and/or municipal)	Indicators have been defined, implemented, and evaluated for most activities and shared among most key actors at various levels (central, regional, district, and/or municipal) to help make supply chain management decisions	Indicators have been defined, implemented, evaluated, and are routinely updated to reflect changing environmental conditions and supply chain objectives for all activities; data is shared among all key stakeholders at various levels (central, regional, district, and/or municipal)
3	<b>Warehouses efficiently organized with appropriate equipment and conditions meeting World Health Organization (WHO) standards</b>	Warehousing and storage management process and standards have not been defined	Warehousing and storage management process and standards are being defined	Warehousing and storage management process and standards have been defined and implemented by some supply chain actors at various levels (central, regional, district, and/or municipal)	Warehousing and storage management process and standards have been defined and implemented by most supply chain actors at various levels (central, regional, district, and/or municipal)	Warehousing and storage management process and standards have been defined, and implemented by all supply chain actors at various levels (central, regional, district, and/or municipal) and are routinely optimized to respond to changing environmental conditions and supply chain objectives
4	<b>Resupply based on max/min, reorder level, lead time, and buffer stock.</b>	Inventory control procedures have not been defined	Inventory control procedures are being defined	Inventory control procedures have been defined and implemented by some supply chain actors at various levels (central, regional, district, and/or municipal)	Inventory control procedures have been defined and implemented by most supply chain actors at various levels (central, regional, district, and/or municipal)	Inventory control procedures have been defined and implemented by all supply chain actors at various levels (central, regional, district, and/or municipal) and are routinely updated to respond to changing environmental conditions and

					supply chain objectives	
5	<b>Waste management processes guide facility practice in secure and effective segregation and reverse logistics for all types of commodity waste</b>	Waste management process has not been defined	Waste management process is being defined	Waste management process has been defined and implemented by some supply chain actors at various levels (central, regional, district, and/or municipal)	Waste management process has been defined and implemented by most supply chain actors at various levels (central, regional, district, and/or municipal)	Waste management process has been defined and implemented by all supply chain actors at various levels (central, regional, district, and/or municipal) and is routinely updated to respond to changing environmental conditions and supply chain objectives

## Area 7 of 7: Transportation

#	Question	(To become organized)	(To become organized)	(To become integrated)	(To become integrated)	(To sustain integration)
1	<b>Information management tool is available to coordinate processes, reporting, and data management associated with transportation planning.</b>	Tools for collecting data have not been designed	Tools for collecting data are being designed	Tools for collecting data have been designed and implemented for some activities, at various levels (central, regional, district, and/or municipal), via automated processes	Tools for collecting data have been designed, implemented, and integrated for most activities at various levels (central, regional, district, and/or municipal) via automated processes	Tools for collecting data have been designed, implemented and integrated for all activities at various levels (central, regional, district, and/or municipal) via automated processes and are routinely updated to respond to changing environmental conditions and supply chain objectives
2	<b>Key performance indicators (KPIs) are used to monitor, communicate, and improve transportation.</b>	Indicators have not been defined	Indicators are being defined	Indicators have been defined for some activities and implemented by some key actors at various levels (central, regional, district, and/or municipal)	Indicators have been defined, implemented, and evaluated for most activities and shared among most key actors at various levels (central, regional, district, and/or municipal) to help make supply chain management decisions	Indicators have been defined, implemented, evaluated, and are routinely updated to reflect changing environmental conditions and supply chain objectives for all activities; data is shared among all key stakeholders at various levels (central, regional, district, and/or municipal)
3	<b>Required service levels and emergency stockout deliveries met by available fleet capacity.</b>	Fleet management process has not been defined	Fleet management process is being defined	Fleet management process has been defined and implemented by some supply chain actors at various levels (central, regional, district, and/or municipal)	Fleet management process has been defined and implemented by most supply chain actors at various levels (central, regional, district, and/or municipal)	Fleet management process and standards has been defined, and implemented by all supply chain actors at various levels (central, regional, district, and/or municipal) and are routinely optimized to respond to changing environmental conditions and supply chain objectives

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