Supply Chain Information Systems Maturity Model

USAID GLOBAL HEALTH SUPPLY CHAIN PROGRAM

Procurement and Supply Management

USAID FROM THE AMERICAN PEOPLE

PEPFAR U.S. President's Emergency Plan for AIDS Relief

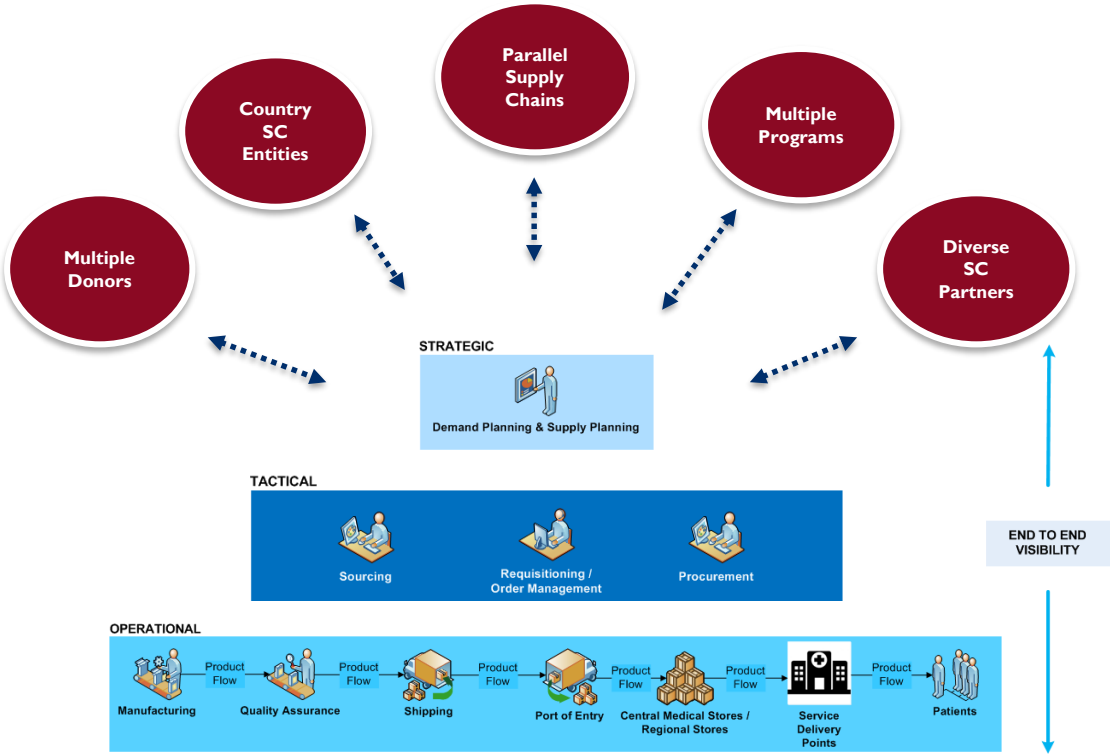
USAID FROM THE AMERICAN PEOPLE CDC U.S. President's Malaria Initiative

Agenda

- Supply Chain Information Systems
- Supply Chain Information Systems Maturity Model
- The Nepal Example
- Feedback and Q&A

Supply Chain Information Systems

What is Today's Supply Chain?



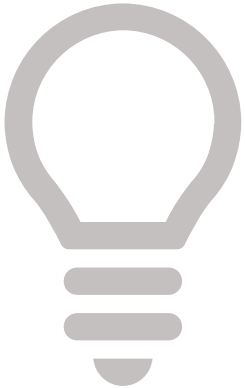
Supply Chain Complexities

- Expanding beyond traditional flows of commodities from manufacturers to end consumers/patients
- Orchestrating all processes from planning to execution to final consumption
- Increasing number of diverse SC partners, donor initiatives, and resulting parallel SCs

Key

- While such factors make Public Health SC more complex, it is imperative to adopt a holistic approach to organize & operate our SC.

How do we address Complexities?



Learning to rethink our approach to focus on:

- Efficient and effective supply chains with well coordinated processes & timely information exchange
- Transforming from reporting or data entry system to real time transaction processing system
- Systems that are overarching across critical processes and not just limited to specific supply chain areas or levels or specific

Existing system approaches concentrate mostly on:

- A limited number of supply chain areas such as warehousing or inventory management
- Specific supply chain levels such as Central Medical Stores, District Pharmacies
- Specific programs/initiatives such as USAID Task Order 1 (HIV) or Task Order 3 (Reproductive Health)

What are Supply Chain Information Systems (SCIS)?

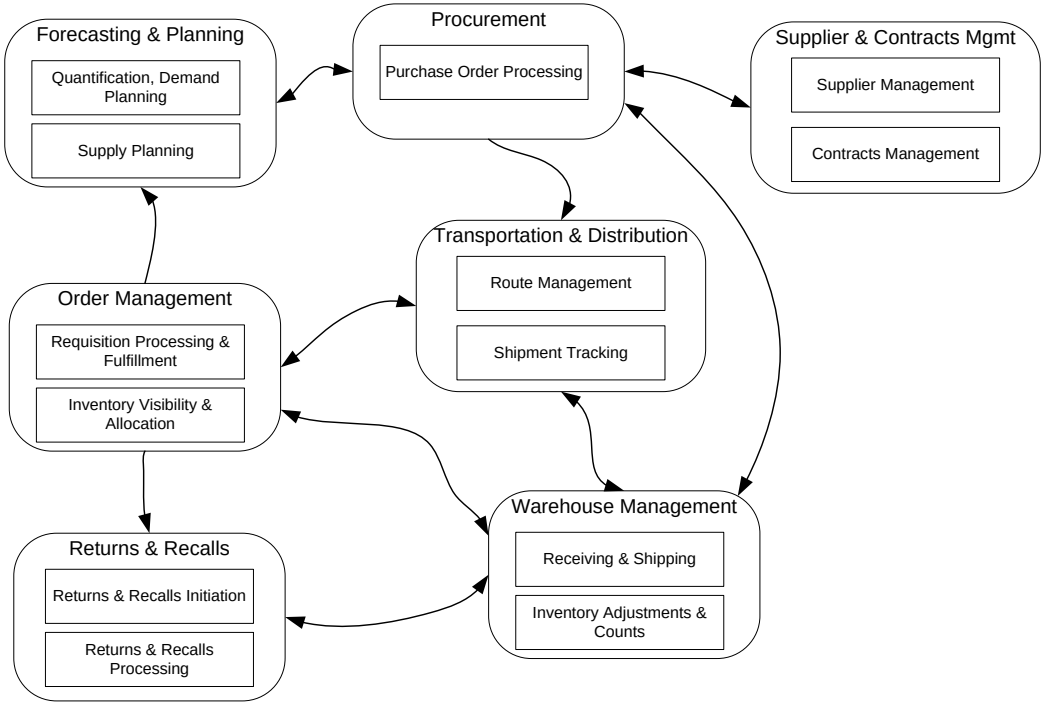
SCIS are foundational in supporting efficient flow of physical commodities from manufacturer to patients.

In addition, SCIS are essential in facilitating strategic and tactical objectives including planning, control and decision making

Effective SCIS should

- Improve the **consistency** to deliver right products to patients
- Improve **efficiencies** across SC processes
- Reduce **lead times** in processing and delivering commodities
- Enhance the effectiveness of SC **decisions**
- Provide better **visibility and control** of the overall SC

Why are SCIS Important?

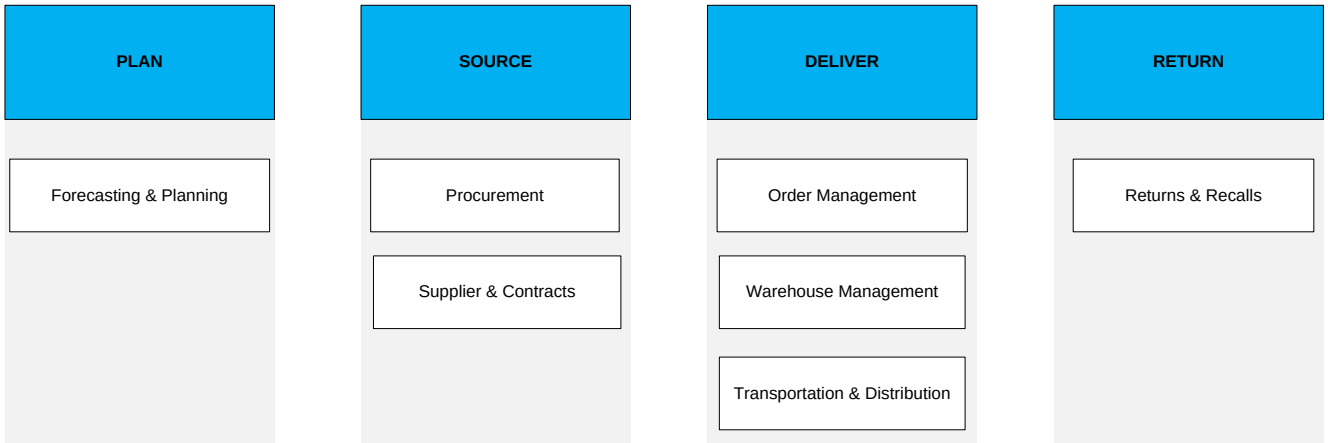


Importance of SCIS

- Coordinated execution of SC processes essential for efficient flow of commodities
- SCIS form the back bone in managing & coordinating the physical, informational & process flow from planning to consumption of commodities
- Without effective SCIS, commodities as well as data/information will move at a slower pace limiting visibility, impeding decision-making and ultimately impacting the ability to serve patients

What are key SCIS Functionalities?

- SCIS Functionalities have been organized based on the Supply Chain Operations Reference (SCOR) model and the American Productivity & Quality Center (APQC) Process Classification Framework.
- Key elements of SCOR model and APQC framework have been leveraged and tailored as appropriate:



*About SCOR & APQC

How are SCIS Organized?

Master Data Management
- Product Master
- Facility/Location Master
- Supplier Master

Interoperability

Track and Trace
- Commodity Tracking
- Traceability
- Product Authentication

Forecasting & Planning System
- Demand Planning
- Supply Planning
- Plan Distribution

Procurement System
- Procurement Processing
- Fulfillment Visibility

Warehouse Management System
- Inbound Processing
- Inventory Management
- Outbound Processing

Supplier & Contract Management System
- Sourcing & Contracting Strategies
- Tender Management
- Contract Authoring
- Supplier Information Management

Order Management System
- Requisitioning
- Requisition Approval
- Inventory Visibility
- Requisition Fulfillment
- Order Visibility

Transportation Management System
- Route Management
- Transportation Execution
- Freight Audit and Payment

Technical, Foundational and Cross-Cutting Capabilities

Supply Chain Functional Capabilities

How is this approach different?

	Existing Approaches	SCIS
Processes	Data is captured into the system after the transactions are performed	Systems drive the transactions thus capturing data real time as transactions are performed
Visibility	Delayed visibility of transactions & data	Real time data visibility
Data Integrity	Certain or most data captured manually impacting data integrity & quality	Systems driving the transactions ensure data integrity
Decision-making	Delayed access to data impedes effective decision making	Real time availability of data enhances decision making
Interoperability	Tend to operate in a siloed fashion	Holistic implementation ensures SC systems are integrated to facilitate transaction processing & trouble-shooting

Supply Chain Information Systems Maturity Model

What is the Model?

Warehouse Management System				
	Level 1	Level 2	Level 3	Level 4
Maturity Level	Basic Warehousing Operations (Manual, if not automated)	Warehousing Operations through electronic data, barcodes and system managed transactions	Realtime Transaction Processing and Automated workflow management for warehouse personnel	Advanced Warehousing including Serialization and Exception Management
Benefits	· Improved accuracy of inventory data · Improved inventory control and management	· Reduced manual effort in data entry/capture and processing transactions · Improved data integrity and hence accuracy Better tracking of inventory (at batch level) · Increased visibility of inventory statuses such as expiring etc	· Real time data provides superior accuracy in inventory visibility and hence decision-making · Increased efficiency of warehouse personnel	· Tracking and tracing of inventory at serial number level · Ability to act on inventory discrepancies on a timely manner minimizing stock outs
Capabilities	**Inbound Processing** · Capture inbound shipment details including shipment#, item, uom, quantity, and expiration date (at least through upload feature) on weekly basis · Enter or upload received items' details in to the system · Putaway to storage locations through adhoc moves from receiving dock **Inventory Management** · Manually generate cycle counts and provide ability to print cycle count sheets for warehouse personnel to perform counts · Manually generate physical counts and print physical count sheets for the cycle counts · Manually adjust for count discrepancies · Provide different inventory statuses · Allow ad hoc inventory adjustments **Outbound Processing** · Perform pick, pack and ship and update the status in the system, manually if not automated · Capture details of outgoing shipment (Requisitions) including Requisition #, products/items, quantities, expiration date and delivery dates (manually, if not automated, within a week of performing the transactions)	**Inbound Processing** · Capture inbound shipment details including batch details through EDI from the shipping facility/supplier · Receive items through use of barcode scanners · Manually putaway tasks to save as items are received · Manually assign putaway tasks to warehouse personnel · Generate barcodes for pallets/cases to be used during putaway, storage, picking etc · Define storage/bin locations within the warehouse - Receiving, Staging, QC, Forward Pick, Bulk Pick etc and assign location numbers (GLNs where applicable) **Inventory Management** · Generate cycle and physical counts automatically and print count sheets · Provide ability for supervisors to accept or reject count discrepancies · Track inventory at bin level (location, bin, aisle etc) · Track batch level details **Outbound Processing** · Capture requisition details through EDI · Generate picklists and tasks for warehouse personnel · Print picklists, pack lists etc · Generate packing labels and print · Generate details of outgoing shipment (Requisitions) including Requisition #, products/items, batch #, expiration date, quantities and delivery dates based on the associated outbound order in the system	**Inbound Processing** · Notify warehouse personnel about the incoming shipment so as to plan for space etc · Receive items through barcode scanners and associate against an existing ASN so as to close the ASN upon complete receipt · Assign putaway tasks to warehouse personnel based on factors such as skill, work load etc **Inventory Management** · Assign counts to warehouse personnel based on work load (randomly for cycle counts) · Integrate through EDI to provide real time process updates on inventory adjustments **Outbound Processing** · Assign picklists/tasks to warehouse personnel · Create shipments and assign carrier information · Publish shipment information to requisition management system and other systems such as reporting and to receiving facilities · Integrated with order management system to provide real time updates regarding the outbound shipment	**Inbound Processing** · Inspect received items and quarantine if required depending on damages etc · Identify receiving discrepancies and generate discrepancy reports **Inventory Management** · Use Handheld devices to perform counts · Track serial numbers **Outbound Processing** · Publish picking, packing tasks to handheld devices for warehouse personnel to perform · Consolidate picklists/tasks & optimize picking based on factors such as
Pre-Requisites	· Availability of master data such as Products/Items and Facilities/locations · Master data referenced across all processes and warehousing transactions · Data, such as inbound shipments and requisitions with key elements like item, facility, batch, expiration date and quantity etc available in uploadable format	· Physical facility setup such that locations/bins/aisles are accessible to perform warehousing operations such as putaway, picking, counting etc · Required infrastructure such as Barcode scanners, Label printers, Network etc in place · Upstream and downstream systems with integration/interoperability capabilities · Warehouse personnel trained on necessary tools such as scanners, printers, processes etc	· Interoperability capability within other integrating systems to provide and accept real time data · Proper SOPs for all warehouse transactions in place · Troubleshooting mechanisms and workarounds available for system exceptions and failures	· Serialization available from upstream SC partners · Academic system infrastructure capable of managing increased volumes of data such as serial numbers · System and process capability to aggregate and disaggregate serial numbers at different packaging levels
Supply Chain Levels	Central Medical Stores Regional/Provincial Medical Stores Health Facilities	Central Medical Stores Regional/Provincial Medical Stores Health Facilities	Central Medical Stores Regional/Provincial Medical Stores	Central Medical Stores Regional/Provincial Medical Stores Health Facilities

Maturity Levels

- SCIS capabilities have been categorized across four maturity levels
- Maturity levels defined to facilitate phased incremental implementation of capabilities
- Capabilities within each maturity level grouped to promote stabilization of SC processes before progressing to the next level

Microsoft Excel Worksheet

Who will use the Model?

Intended Users

- Country Field Office Team
- USAID Mission
- Country Supply Chain Leadership
- System Implementation Partners
- Other Donor Organization Teams

How will the Model be used?

Intended Usage

- As guidance to self-evaluate current capabilities & gaps
- As a framework to prioritize capabilities to be implemented based on desired benefits, strategic objectives, and constraints
- As a basis to define system requirements for desired SC capabilities during RFx events and system implementations
- As a tool to develop tailored roadmaps for implementing SCIS

SCISMM – Potential Next Steps

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Forecasting & Planning System	**Level 1** - Standardized templates to accumulate monthly demand & supply data - Simple forecasting methods to quantify	**Level 2** - Integration to accumulate weekly/monthly data from transactional systems - Collaboration with suppliers and other supply chain players	**Level 3** - Multiple forecasting templates and methods - Dynamic Adjustments to refine forecasts regularly	**Level 3** - Multi-level heirarchical enterprise planning - Managing planning exceptions - Key measures from other systems to contribute towards planning	**Level 4** - Real time planning by integrating with transactional systems - Include supplier capacity details to refine supply planning
Supplier & Contract Management System	**Level 1** - Supplier Master Data Management - Manage e-bidding/RFx events through the system and upload supplier responses to the system	**Level 2** - Annual/multi-year procurement plans based on forecasts - Manage e-bidding through supplier portal	**Level 3** - Supplier portal for suppliers to register - Supplier performance measurement using data from transactional systems	**Level 3** - Monitoring for contract expiry, ceiling and notifying automatically - Procurement plan integrated with budgeting	**Level 4** - Multiple stocking strategies such as VMI, drop ship - Integration with transactional system to enable real time analysis of supplier data
Procurement System	**Level 1** - Capture purchase order in the system close to real time (weekly) - Print POs generated in the system	**Level 2** - Use system generated/initiated POs - Product details align with GS1 standards	**Level 3** - Integrate with suppliers to send POs electronically - Integrate with financial systems for payment processing	**Level 3** - Track PO milestones for better planning - Monitor for exceptions and delays	**Level 4** - Integrate with other systems to facilitate forecasting, planning, sourcing etc - Integrate with OMS and WMS for drop shipping etc
Order Management System	**Level 1** - Capture re - Print requi				**Level 4** - Drop shipping integrating with procurement system - Integration with other systems to facilitate demand and supply planning
Warehouse Management System	**Level 1** - Capture da - Manage inventory levels by updating receipts, shipments,	- Realtime processing of all warehousing tasks;	- Real time updates to OMS and Procurement system		**Level 4** - Use of hand held devices for all warehousing tasks - Integrate with other systems to facilitate supply planning, management etc
Transportation Management System					k optimization; consolidation nd automated payment
Returns & Recalls System		- Adjust inventory manually		- Track recalls at serial number level	ns/recalls to the original requisition/PO for
Analytics	**Level 1** - Analytics performed using transactional systems - Data from transactional systems manually loaded into reporting/analytics tools (monthly basis)		**Level 2** - Aggregation is handled via exports and manually pulling and loading data (weekly basis)	**Level 3** - Data pulled into reporting/analytics tool on a daily basis (at least from key transactional systems such as OMS, WMS and Procurement)	**Level 4** - Data Warehouse with standard ETLs and analyze trend across years and slice & dice data
Interoperability	**Level 1** - Use of standardized data such as master data with placeholders for GS1 standards	**Level 2** - Master data management and synchronization across systems		**Level 3** - EDI integrations supported by GS1 standards such as GTIN, GLN through use of GDSN etc	**Level 4** - Continuous monitoring for data quality and any exceptions
Track & Trace				**Level 3** - Ability to track and trace from supplier to health post at a batch level	**Level 4** - Ability to track and trace from supplier to patient at a serial number level
Central Medical Stores	100%	100%	100%	100%	100%
Provincial Medical Stores	50%	100%	100%	100%	100%
District/Sub Provincial Stores	25%	50%	75%	100%	100%
Municipality Stores	25%	50%	75%	100%	100%
Health Posts	10%	30%	50%	75%	100%

Maturity Roadmap facilitates phased incremental implementation of SCIS

Maturity Roadmap is tailored to the unique needs and context of different countries

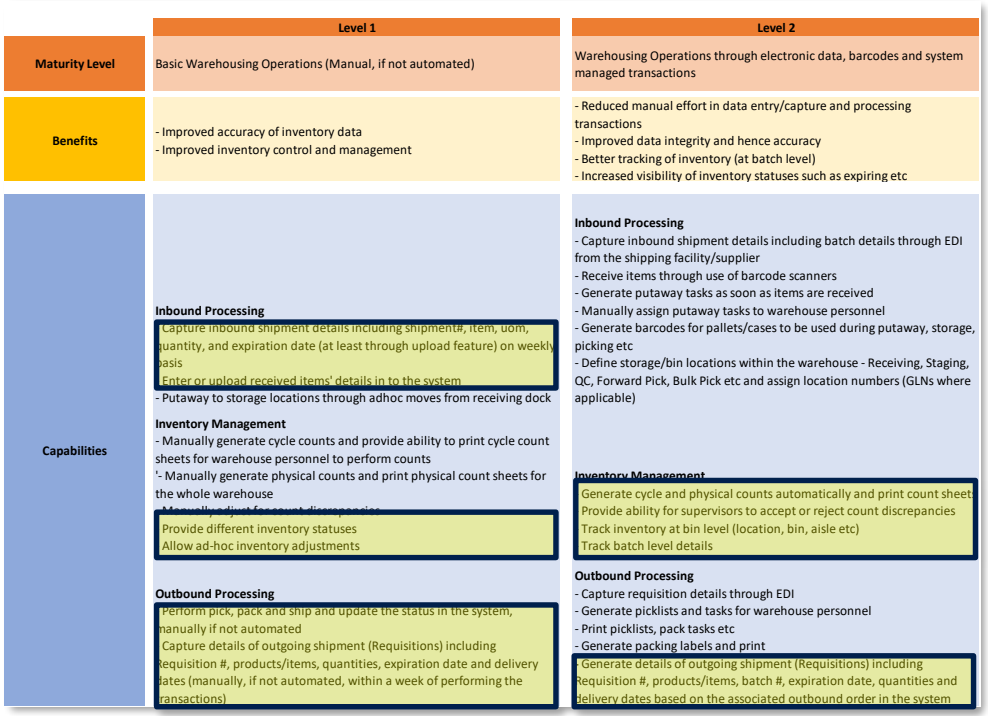
The Nepal Example

Approach to Building Nepal SCIS Roadmap

- Used eLMIS initiative to determine the target capabilities that would be introduced based on business requirements for planned implementation
- Evaluated current systems and processes to assess the gap between current and planned
- Evaluated the selected software to understand how these requirements would be addressed
- Began to layout planned future capabilities based on the Maturity Model versus 2017/2018 evaluation
- Assembled the roadmap of capabilities

SCISMM: Nepal Illustration

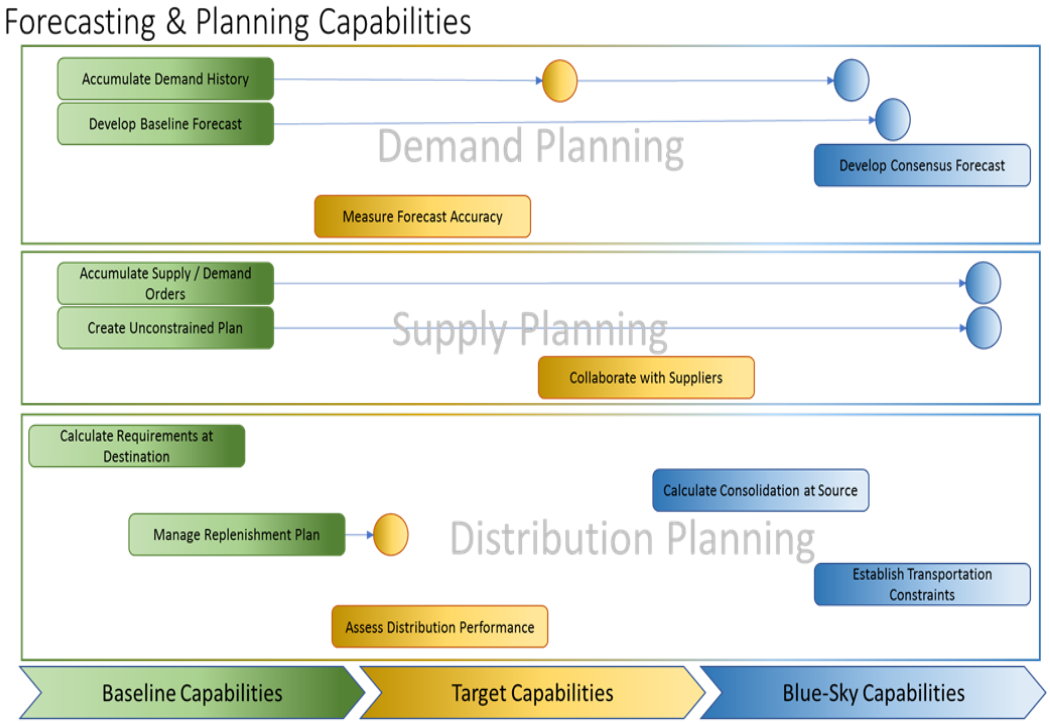
- Identified capabilities from the Maturity Model that were available in the eLMIS system and those planned to be deployed in 2017/2018
- Evaluated the current capabilities (pre eLMIS) to understand how the planned capabilities could be deployed
- Made adjustments based on how much of the gap could be accomplished



	Level 1	Level 2
Maturity Level	Basic Warehousing Operations (Manual, if not automated)	Warehousing Operations through electronic data, barcodes and system managed transactions
Benefits	- Improved accuracy of inventory data - Improved inventory control and management	- Reduced manual effort in data entry/capture and processing transactions - Improved data integrity and hence accuracy - Better tracking of inventory (at batch level) - Increased visibility of inventory statuses such as expiring etc
Capabilities	**Inbound Processing** Capture inbound shipment details including shipment#, item, uom, quantity, and expiration date (at least through upload feature) on weekly basis Enter or upload received items' details in to the system - Putaway to storage locations through adhoc moves from receiving dock **Inventory Management** - Manually generate cycle counts and provide ability to print cycle count sheets for warehouse personnel to perform counts - Manually generate physical counts and print physical count sheets for the whole warehouse Provide different inventory statuses Allow ad-hoc inventory adjustments **Outbound Processing** Perform pick, pack and ship and update the status in the system, manually if not automated Capture details of outgoing shipment (Requisitions) including Requisition #, products/items, quantities, expiration date and delivery dates (manually, if not automated, within a week of performing the transactions)	**Inbound Processing** - Capture inbound shipment details including batch details through EDI from the shipping facility/supplier - Receive items through use of barcode scanners - Generate putaway tasks as soon as items are received - Manually assign putaway tasks to warehouse personnel - Generate barcodes for pallets/cases to be used during putaway, storage, picking etc - Define storage/bin locations within the warehouse - Receiving, Staging, QC, Forward Pick, Bulk Pick etc and assign location numbers (GLNs where applicable) **Inventory Management** Generate cycle and physical counts automatically and print count sheets Provide ability for supervisors to accept or reject count discrepancies Track inventory at bin level (location, bin, aisle etc) Track batch level details **Outbound Processing** - Capture requisition details through EDI - Generate picklists and tasks for warehouse personnel - Print picklists, pack tasks etc - Generate packing labels and print Generate details of outgoing shipment (Requisitions) including Requisition #, products/items, batch #, expiration date, quantities and delivery dates based on the associated outbound order in the system

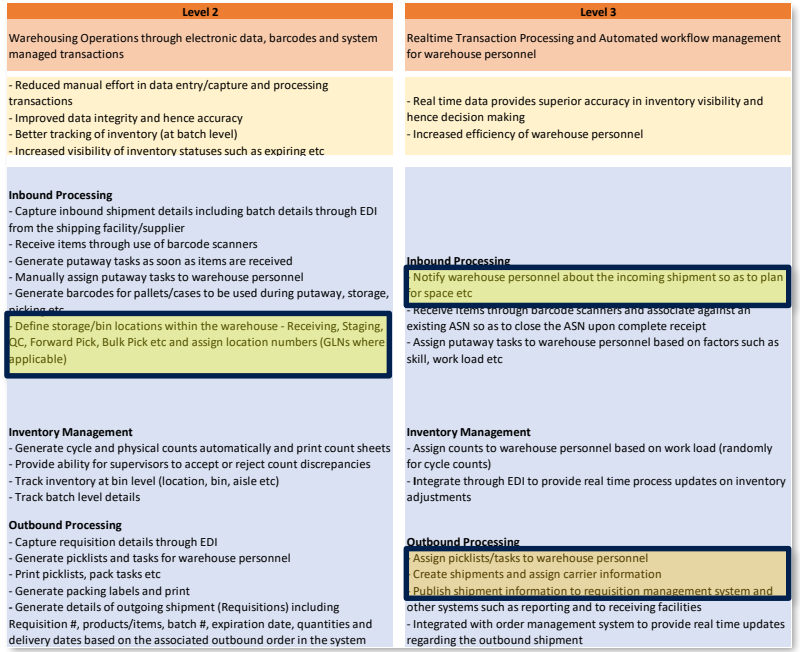
Current and Future Capabilities Mapped

- Assemble the current capabilities and assess what future capabilities should be targeted
- Reassess future capabilities based on capacity for change



Establish Priority of Capabilities

- Future capabilities were added to the roadmap based 1st on existing capabilities not yet deployed; 2nd based on need
- Existing
- Need
- Added capabilities throughout the project and limited others
- Will reassess the roadmap frequently to balance with what is actually being completed on the roadmap



Level 2	Level 3
Warehousing Operations through electronic data, barcodes and system managed transactions	Realtime Transaction Processing and Automated workflow management for warehouse personnel
- Reduced manual effort in data entry/capture and processing transactions - Improved data integrity and hence accuracy - Better tracking of inventory (at batch level) - Increased visibility of inventory statuses such as expiring etc	- Real time data provides superior accuracy in inventory visibility and hence decision making - Increased efficiency of warehouse personnel
Inbound Processing - Capture inbound shipment details including batch details through EDI from the shipping facility/supplier - Receive items through use of barcode scanners - Generate putaway tasks as soon as items are received - Manually assign putaway tasks to warehouse personnel - Generate barcodes for pallets/cases to be used during putaway, storage, picking etc - Define storage/bin locations within the warehouse - Receiving, Staging, QC, Forward Pick, Bulk Pick etc and assign location numbers (GLNs where applicable)	**Inbound Processing** - Notify warehouse personnel about the incoming shipment so as to plan for space etc - Receive items through barcode scanners and associate against an existing ASN so as to close the ASN upon complete receipt - Assign putaway tasks to warehouse personnel based on factors such as skill, work load etc
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Outbound Processing - Capture requisition details through EDI - Generate picklists and tasks for warehouse personnel - Print picklists, pack tasks etc - Generate packing labels and print - Generate details of outgoing shipment (Requisitions) including Requisition #, products/items, batch #, expiration date, quantities and delivery dates based on the associated outbound order in the system	**Outbound Processing** - Assign picklists/tasks to warehouse personnel - Create shipments and assign carrier information - Publish shipment information to requisition management system and other systems such as reporting and to receiving facilities - Integrated with order management system to provide real time updates regarding the outbound shipment

Nepal SCIS Roadmap

- The roadmap is capabilities (middle) achieved over time (top) across geography or organization (bottom)
- Current Capabilities inform the initial period
- Future periods are the roadmap, frequently reassessed
- Add capabilities for technology as needed

	2018	2019	2020	2021	2022
Forecasting & Planning System	**Level 1** - Standardized templates to accumulate monthly demand & supply data - Simple forecasting methods to quantify	**Level 2** - Integration to accumulate weekly/monthly data from transactional systems - Collaboration with suppliers and other supply chain players	**Level 3** - Multiple forecasting templates and methods - Dynamic Adjustments to refine forecasts regularly	**Level 3** - Multi-level heirarchical enterprise planning - Managing planning exceptions - Key measures from other systems to contribute towards planning	**Level 4** - Real time planning by integrating with transactional systems - Include supplier capacity details to refine supply planning
Supplier & Contract Management System	**Level 1** - Supplier Master Data Management - Manage e-bidding/RFx events through the system and upload supplier responses to the system	**Level 2** - Annual/multi-year procurement plans based on forecasts - Manage e-bidding through supplier portal	**Level 3** - Supplier portal for suppliers to register - Supplier performance measurement using data from transactional systems	**Level 3** - Monitoring for contract expiry, ceiling and notifying automatically - Procurement plan integrated with budgeting	**Level 4** - Multiple stocking strategies such as VMI, drop ship - Integration with transactional system to enable real time analysis of supplier data
Procurement System	**Level 1** - Capture purchase order in the system close to real time (weekly) - Print POs generated in the system	**Level 2** - Use system generated/initiated POs - Product details align with GS1 standards	**Level 3** - Integrate with suppliers to send POs electronically - Integrate with financial systems for payment processing	**Level 3** - Track PO milestones for better planning - Monitor for exceptions and delays	**Level 4** - Integrate with other systems to facilitate forecasting, planning, sourcing etc - Integrate with OMS and WMS for drop shipping etc
Order Management System	**Level 1** - Capture requisition in the system close to real time (weekly) - Print requisitions	**Level 2** - Capture and process requisitions real time through the system - Inventory visibility and batch level tracking	**Level 3** - Inventory visibility and allocation/reservation - Status tracking and serial number tracking	**Level 3** - Monitor for exceptions and delays - Track shipping/delivery status and goods reciept to increase visibility	**Level 4** - Drop shipping integrating with procurement system - Integration with other systems to facilitate demand and supply planning
Warehouse Management System	**Level 1** - Capture details of inbound shipments, outbound shipments (weekly) - Manage inventory levels by updating receipts, shipments, adjustmente (weekly)	**Level 2** - Capture inbound shipments, outbound requisitions through EDI - Realtime processing of all warehousing tasks; - Track bins, aisles, batch #s; bar code scanning	**Level 3** - Generate automated picklists, manage task assignment to personnel - Real time updates to OMS and Procurement system		**Level 4** - Use of hand held devices for all warehousing tasks - Integrate with other systems to facilitate supply planning, transportation management etc
Transportation Management System				**Level 3** - Track transportation status and update other systems such as OMS and WMS	**Level 4** - Route/Network optimization; consolidation - Freight audit and automated payment
Returns & Recalls System		**Level 1** - Capture details of return/recall in the system (within a week of initiating) - Adjust inventory manually	**Level 2** - Initiate returns/recalls through the system by searching for batch numbers	**Level 3** - Coordinate returns/recalls with shipping & receiving facilities electronically - Track recalls at serial number level	**Level 4** - Link the returns/recalls to the original requisition/PO for traceability
Analytics	**Level 1** - Analytics performed using transactional systems - Data from transactional systems manually loaded into reporting/analytics tools (monthly basis)		**Level 2** - Aggregation is handled via exports and manually pulling and loading data (weekly basis)	**Level 3** - Data pulled into reporting/analytics tool on a daily basis (at least from key transactional systems such as OMS, WMS and Procurement)	**Level 4** - Data Warehouse with standard ETLs and analyze trend across years and slice & dice data
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Keys to Assemble the Roadmap

- Prerequisite capabilities in the physical supply chain must be met in order to consider many of the system capabilities – e.g., managing inventory using a FEFO model is a prerequisite to a system's batch management functions
- Current capabilities include multiple systems to be analyzed
- Later phases include stretch goals that often rely on new technology investments
- Frequently reassess the future targets based on accomplishments

Feedback and Q&A

Additional Resources

ABOUT SCOR & APQC

About SCOR

The SCOR® model is the product of the Supply Chain Council (SCC), a global non-profit consortium whose methodology, diagnostic and benchmarking tools help organizations make dramatic and rapid improvements in supply-chain processes. SCC established the SCOR® process reference model for evaluating and comparing supply-chain activities and performance. The SCOR-model captures the Council's consensus view of supply chain management. It provides a unique framework that links business process, metrics, best practices and technology into a unified structure to support communication among supply chain partners and to improve the effectiveness of supply chain management and related supply chain improvement activities. The SCC was organized in 1996 and initially included 69 practitioner companies meeting in an informal consortium. Subsequently, the companies of the Council elected to form an independent not for profit trade association. The majority of the SCC's members are practitioners and represent a broad cross-section of industries, including manufacturers, distributors, and retailers. Equally important to the Council and the advancement of the SCOR model are the technology suppliers and implementers, the academicians, and the government organizations that participate in Council activities and the development and maintenance of the Model. At the time of this release, the Council has approximately 800 corporate members worldwide and has established international chapters in Australia/New Zealand, Latin America, Greater China, Europe, Japan, Southeast Asia, and Southern Africa with additional requests for regional chapters pending.

The Supply-Chain Council is interested in providing the widest possible dissemination of the SCOR model. The wide-spread use of the model results in better customer-supplier relationships, software systems that can better support members through the use of common measurements and terms, and the ability to rapidly recognize and adopt best practice no matter where it originates.

Global companies such as Intel, BASF, GE Oil & Gas and Ingersoll Rand use SCOR model to improve their supply chain efficiencies.

(Source:

1. Supply Chain Operations Reference Model Version 9.0, Supply Chain Council Inc.

2. *http://www.apics.org/apics-for-business/customer-stories)*

APICS - American Production and Inventory Control Society

About APQC

APQC (American Productivity & Quality Center) helps organizations work smarter, faster, and with greater confidence. It is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries. With more than 40 years of experience, APQC remains the world's leader in transforming organizations. APQC's Process Classification Framework®(PCF) is the most used process framework in the world. It creates a common language for organizations to communicate and define work processes comprehensively and without redundancies. Organizations are using it to support benchmarking, manage content, and perform other important performance management activities. Organizations such as HP, Royal Philips, Pearson and Children's Hospital of Philadelphia use APQC Process Classification Framework to implement process improvements.

(Source: https://www.apqc.org/about)

APQC – American Productivity & Quality Control

CONTACT: JSHOBE@GHSC-PSM.ORG; SJAYAPRAKASH@GHSC-PSM.ORG

The USAID Global Health Supply Chain-Procurement and Supply Management project provides commodity procurement and logistics services, strengthens supply chain systems, and promotes commodity security.
We support USAID programs and Presidential Initiatives in Africa, Asia, Latin America, and the Caribbean, focusing on HIV/AIDS, malaria, and population and reproductive health commodities.