

# Ghana 2006 Logistics System Assessment Tool (LSAT)

## BACKGROUND INFORMATION

Date: 11/05/06 (DD/MM/YY)

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Country: Ghana

Name of program: MOH/GHS commodity logistics system

Type of program: ☐ Government ☐ NGO ☐ Private

Number of facilities visited: LIAT conducted which visited 141 facilities including CMS, PHRL, 10 RMS and over 100 hospitals and health centers

Levels visited: ☐ Central ☐ Regional ☐ District ☐ Service delivery point

Product categories covered in this assessment: (Check all that apply.)

☐ Contraceptives ☐ STI drugs ☐ HIV test kits ☐ Essential drugs

Total number of products managed in the system being assessed: See LIAT list of commodities and the GHS/MOH list of essential medicines (tracer drugs)

List the name and title of participants:

Name	Title	Name	Title
_____	_____	_____	_____
_____	_____	_____	_____

General notes:

Attach a copy of the organizational chart that describes the logistics personnel structure for the supply chain being assessed.

## SECTION I: ORGANIZATION AND STAFFING

1. Does the national level have a logistics management unit?

☐ Yes ☐ No

*Comments:*

*If no, please check NO in questions 2 a–h and follow instructions for question 2.*

2. Is the logistics management unit fully responsible for the following activities (If not, note the departments or positions responsible for each logistics task.):

- a. managing and using the logistics management information system?

☐ Yes ☐ No

*Comments:*

- b. forecasting quantities needed?

☐ Yes ☐ No

*Comments:*

- c. procurement?

☐ Yes ☐ No

*Comments:*

- d. inventory management, storage, and distribution?

☐ Yes ☐ No

*Comments:*

- e. product selection?

☐ Yes ☐ No

*Comments:*

- f. staffing of logistics positions?

☐ Yes ☐ No

*Comments:*

- g. budgeting for the logistics system?

☐ Yes ☐ No

*Comments:*

- h. supervision and logistic staff development?

☐ Yes ☐ No

*Comments:*

3. Are there documented guidelines for:

- a. managing and using the logistics management information system?

☐ Yes ☐ No

*Comments:*

- b. forecasting quantities needed?

☐ Yes ☐ No

*Comments:*

- c. procurement?

☐ Yes ☐ No

*Comments:*

- d. inventory management, storage, and distribution?

☐ Yes ☐ No

*Comments:*

- e. product selection?

☐ Yes ☐ No

*Comments:*

- f. staffing of logistics positions?

☐ Yes ☐ No

*Comments:*

- g. budgeting for the logistics system?

☐ Yes ☐ No

*Comments:*

## SECTION I: ORGANIZATION AND STAFFING

h. supervision and logistics staff development?

☐ Yes ☐ No

*Comments:*

4. Is there a full-time logistics officer-in-charge?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 6.*

5. Does the logistics officer(s)-in-charge have the same level of authority for decision making as other functional unit heads?

☐ Yes ☐ No

*Comments:*

6. What activities are used to coordinate key logistics tasks among those responsible for logistics?

☐ none

☐ formal meetings

☐ joint work plans

☐ written communications

☐ department meetings

☐ other \_\_\_\_\_

7. How many personnel positions have key logistics tasks?

8. How many of the positions with key logistics tasks are currently filled? If they are not filled, why not?

9. Provide or map an organogram that includes the relationship among key stakeholders, including government units, donors, other cooperating agencies and other supply chains (in terms of responsibilities for logistics activities).

10. Does the logistics system have a strategic plan that covers the next 1–3 years? Please attach.

☐ Yes ☐ No

*Comments:*

## SECTION I: ORGANIZATION AND STAFFING

11. What issues outside the supply chain impact the functioning of the supply chain?  
(Note: Include major political, cultural, or economic factors such as political events, labor disputes, etc.)

12. Is there a national population policy?

☐ Yes ☐ No

Comments:

*If no, skip to question 19.*

13. [CS] Does the national population policy address contraceptive security?

☐ Yes ☐ No

Comments:

14. Does the population policy address HIV/AIDS and/or the link between contraceptives and HIV/AIDS?

☐ Yes ☐ No

Comments:

15. Does the population policy influence the annual planning process?

☐ Yes ☐ No

Comments:

16. [CS] Are there laws and regulations that hinder the importation or local production of contraceptives/other reproductive health commodities? If yes, give examples.

☐ Yes ☐ No

Comments:

17. Are there policies or other restrictions that limit or encourage client access to family planning services or contraceptives?

☐ Yes ☐ No

Comments:

*In no, skip to question 19.*

## SECTION I: ORGANIZATION AND STAFFING

18. Describe the policies.

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19. How are policymakers engaged in improving access to contraceptives?

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20. Other comments on organization and staffing:

STRENGTHS	WEAKNESSES

## SECTION I: ORGANIZATION AND STAFFING

### RECOMMENDATIONS

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## SECTION II: Logistics Management Information System (LMIS) - Reproductive Health Program

1. Is there a logistics management information system?

☐ Yes ☐ No

Comments:

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*If yes, go to question 3.*

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2. Is logistics information collected through another information system (e.g., HMIS)? Describe briefly.

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3. Does the information system (LMIS, HMIS, other) include:

a. stockkeeping records (e.g., inventory control or tally cards, bin cards, stock registers) at all levels?

☐ Yes ☐ No

Comments:

b. requisition and issue records (e.g., bills of lading, shipping records, requisition/issue vouchers) at all levels?

☐ Yes ☐ No

Comments:

c. dispensed-to-user records at service delivery points?

☐ Yes ☐ No

Comments:

d. summaries of consumption data at levels above service delivery points (e.g., districts, regions, central, etc.)?

☐ Yes ☐ No

Comments:

e. stock on hand?

☐ Yes ☐ No

Comments:

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4. Do information system reports at all levels of the system show:

a. inventory balance (stock on hand)?

☐ Yes ☐ No

Comments:

b. quantity dispensed or issued during a specified reporting period?

☐ Yes ☐ No

Comments:

c. losses and adjustments?

☐ Yes ☐ No

Comments:

d. quantities received?

☐ Yes ☐ No

Comments:

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## SECTION II: Logistics Management Information System (LMIS) - Reproductive Health Program

5. Do LMIS or other information system reports received at the central level provide information on stock status at the SDP level (i.e., do central level staff have accurate routine information on which SDPs are stocked out, understocked, adequately stocked, or overstocked)?

☐ Yes ☐ No

*Comments:*

- 
6. How often are reports sent to each higher level of the system? Map the report flow.

- 
7. How do managers monitor reporting rates and follow-up to obtain missing logistics reports?

- 
8. What is the approximate percentage of information system reports received in time to be used for logistics decisions (ordering, distribution, etc.) at the following levels:

a. Central? \_\_\_\_\_

b. Regional? \_\_\_\_\_

c. District? \_\_\_\_\_

d. If below 100% at any level, explain why facilities don't report or don't report on time.



## SECTION II: Logistics Management Information System (LMIS) - Reproductive Health Program

9. Are information system records reconciled against physical inventories at each level?

☐ Yes ☐ No

a. If yes, how is this done?

b. How often?

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10. Is the information system automated at the following levels:

a. Central?

☐ Yes ☐ No

*Comments:*

b. Regional?

☐ Yes ☐ No

*Comments:*

c. District?

☐ Yes ☐ No

*Comments:*

d. Service delivery points?

☐ Yes ☐ No

*Comments:*

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*If no to questions 10 a–d, skip to 12.*

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11. Briefly describe the functions and processes that are automated.

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## SECTION II: Logistics Management Information System (LMIS) - Reproductive Health Program

12. Is external assistance provided to manage the information system? Describe.

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13. Is the information system used to monitor and evaluate the program's performance?

☐ Yes ☐ No

*Comments:*

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14. How is logistics data recorded, managed, analyzed, and used at each level (forms, reports)?

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15. What indicators related to logistics and/or product availability does the information system track (e.g., stockout rate, percentage of reporting, rational prescribing practices, etc.)?

a. Who tracks these indicators? How often?

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16. What decisions are based on information system reports (list what reports are used)?

- ☐ forecasting
  - ☐ procurement
  - ☐ transport/delivery
  - ☐ scheduling supervisory visits
  - ☐ inventory management
    - ☐ how much to resupply
    - ☐ other
-

## SECTION II: Logistics Management Information System (LMIS) - Reproductive Health Program

17. Are logistics data used at each level of the system as appropriate for:

a. continuous monitoring of stock balances?

Central

☐ Yes ☐ No

*Comments:*

Region

☐ Yes ☐ No

*Comments:*

District

☐ Yes ☐ No

*Comments:*

Service delivery point

☐ Yes ☐ No

*Comments:*

b. calculating quantities for resupply?

Central

☐ Yes ☐ No

*Comments:*

Region

☐ Yes ☐ No

*Comments:*

District

☐ Yes ☐ No

*Comments:*

Service delivery point

☐ Yes ☐ No

*Comments:*

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18. What feedback mechanisms are in place to channel logistics information back to lower levels?

☐ telephone ☐ reports ☐ meetings ☐ supervisory visit

☐ other ☐ none

*Comments:*

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19. Are issues data or dispensed-to-user data cross-checked against other data sources (e.g., service statistics, demographic surveys, etc.)?

☐ Yes ☐ No

*Comments:*

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*If none, skip to 21.*

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## SECTION II: Logistics Management Information System (LMIS) - Reproductive Health Program

20. a. What type of data are they checked against?  
☐ service statistics ☐ demographic statistics ☐ survey data ☐ supervisors reports  
☐ other \_\_\_\_\_
- b. How often are they checked against each data type?  
☐ quarterly ☐ semi-annually ☐ annually ☐ other \_\_\_\_\_
- c. Who is responsible for cross-checking?

- 
21. a. Is logistics information provided to appropriate decision makers for logistics planning (e.g., Ministry of Health, Ministry of Finance, UNFPA, USAID, World Bank, NGOs)?

☐ Yes ☐ No

*Comments:*

b. What information is provided?

c. Who provides the information?

d. Who receives the information?

e. How often?

☐ monthly ☐ quarterly ☐ semi-annually ☐ annually ☐ other \_\_\_\_\_

f. How is the information used?

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## SECTION II: Logistics Management Information System (LMIS) - Reproductive Health Program

22. Other comments on LMIS:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

### SECTION III: Product Selection

1. Is there a National Drug Policy document?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 4.*

2. a. When was the document published? Attach a copy.

b. Who developed it?

c. How often is it updated?

d. Who receives it?

e. How is it used?

3. Does the National Drug Policy contain written guidelines for donation of products?

☐ Yes ☐ No

*Comments:*

4. Is duty tax imposed on imported drugs or products?

☐ Yes ☐ No

*Comments:*

5. Are donated commodities exempt from duty tax?

☐ Yes ☐ No

*Comments:*

6. How are new drugs or products registered?

7. Does the program have a written policy for maintaining continuity of brands and avoiding unnecessary duplication of interchangeable products (e.g., hormonal formulations of contraceptives and socially marketed products)?

☐ Yes ☐ No

*Comments:*

### SECTION III: Product Selection

8. a. Is there an essential services package?

☐ Yes ☐ No

b. If yes, what services are included?

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9. Is there a national essential drug list?

☐ Yes ☐ No

*Comments:*

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*If no, skip to question 16.*

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10. What categories of products does the list include? (check all that apply)

☐ contraceptives

☐ STI

☐ HIV/AIDS

☐ TB

☐ malaria

☐ vaccines

☐ vitamin supplements

☐ injection safety supplies

☐ other

---

11. List all contraceptives that are available in the country, and specify which contraceptives are on the essential drug list.

---

12. How many products, including contraceptives, does the list contain? (Provide a copy of the list.)

---

13. What criteria is used to select a product for the list?

---

14. To which levels of the system is the national essential drugs list officially distributed?

☐ Central

☐ Regional

☐ District

☐ Service delivery point

### SECTION III: Product Selection

15. Is the list used for product selection and ordering commodities? If yes, explain how it is used.

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16. Other comments on product selection:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	



## SECTION IV: Forecasting

1. Describe the forecasting process
    - a. Who initiates it?
    - b. When does it take place?
    - c. How long does the process take?

---

  2. Are forecasts developed using:
    - a. dispensed-to-user data?  
☐ Yes ☐ No      *Comments:*
    - b. distribution/issues data?  
☐ Yes ☐ No      *Comments:*
    - c. stock on hand at all levels?  
☐ Yes ☐ No      *Comments:*

---

  3. Are forecasts developed using the following:
    - a. demographic data or disease prevalence/morbidity?  
☐ Yes ☐ No      *Comments:*
    - b. service statistics?  
☐ Yes ☐ No      *Comments:*

---

  4. Are forecasts validated by comparing previous estimated consumption with actual consumption?  
☐ Yes ☐ No      *Comments:*

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  5. How close have most forecasts been to actual consumption?  
☐ less than 0–10%   ☐ between 10–25%  
☐ between 25–50%   ☐ more than 50% discrepancy

---

  6.
    - a. How many products had serious forecast discrepancies in the past 2 years (+/- 25%)?
    - b. Which ones?
    - c. Which products had the smallest forecast discrepancies?
-

## SECTION IV: Forecasting

7. What other factors are considered in the preparation of forecasts (e.g., consolidating decentralized forecasts or quantifications, seasonal and regional variations, standard treatment guidelines, national essential drug list, stockout periods, etc.)?

- 
8. Do forecasts take into account programmatic plans (e.g., expansion of service outlets, training, IEC or behavior change campaigns, other organization's activities, etc.)? Describe.

- 
9. a. Is technical assistance provided to develop correct forecasts?

☐ Yes ☐ No

b. If yes, by whom?

- 
10. What is the role of regional or lower levels in the forecasting process?

- 
11. Are forecasts updated at least annually?

☐ Yes ☐ No

*Comments:*

- 
12. Are forecasts prepared on a schedule coinciding with local budgeting and procurement cycles?

☐ Yes ☐ No

*Comments:*

- 
13. Are long-term (e.g., 3 or more years) forecasts prepared?

☐ Yes ☐ No

*Comments:*

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#### SECTION IV: Forecasting

14. Are forecasts costed out and incorporated into budget planning by the MOH and/or donors? Explain.

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15. Other comments on forecasting:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

## SECTION V: Obtaining Supplies/Procurement

1. Who is responsible for procurement planning, and ordering and scheduling of shipments (e.g., logistics unit, procurement unit) at appropriate levels?

2. Describe the coordination between staff or unit(s) responsible for logistics activities and procurement staff.

- 
3. Are short-term procurement plans based on forecasted needs?

☐ Yes ☐ No

*Comments:*

- 
4. Do these procurement plans take into account the following logistics system elements:

- a. current inventory levels (stock on hand)?

☐ Yes ☐ No

*Comments:*

- b. consumption (dispensed to user or issues)?

☐ Yes ☐ No

*Comments:*

- c. losses and adjustments?

☐ Yes ☐ No

*Comments:*

- d. required order lead times of suppliers/donors?

☐ Yes ☐ No

*Comments:*

- e. established stock levels, if relevant (i.e., maximum and minimum levels)?

☐ Yes ☐ No

*Comments:*

- f. shipment and handling schedules?

☐ Yes ☐ No

*Comments:*

- g. need for safety stock?

☐ Yes ☐ No ☐ NA

*Comments:*

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## SECTION V: Obtaining Supplies/Procurement

5. Are procurement plans responsive to other factors related to product supply and demand (e.g., demographic trends, program changes or expansion, IEC campaigns, etc.)?

- 
6. Are procurements limited to:

a. pre-qualified suppliers?

☐ Yes ☐ No

*Comments:*

b. products on the national essential drugs list?

☐ Yes ☐ No

*Comments:*

- 
7. In general, are the correct amounts of all products procured and obtained at the appropriate time at the following levels:

a. Central? ☐ Yes ☐ No ☐ NA

*Comments:*

b. Regional? ☐ Yes ☐ No ☐ NA

*Comments:*

c. District? ☐ Yes ☐ No ☐ NA

*Comments:*

d. Service delivery point? ☐ Yes ☐ No ☐ NA

*Comments:*

Specify the products, if any, that do not arrive in a timely manner or in appropriate amounts and why.

- 
8. a. What are the procedures and time frames for ordering products from suppliers and donors?

b. Do these take into account trade, regulatory, and currency restrictions? How?

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## SECTION V: Obtaining Supplies/Procurement

9. What is done to monitor/manage the coordination of procurement plans among suppliers/donors?

---

10. a. Is pipeline status regularly monitored so that procurement decisions can be made and actions can be initiated in time to avoid stockouts?

☐ Yes ☐ No

*Comments:*

b. If yes, who does this and how?

c. How effective has this monitoring been? Explain.

---

11. Does the procurement unit or persons responsible for procurement:

a. write and issue tenders?

☐ Yes ☐ No

*Comments:*

b. evaluate bids?

☐ Yes ☐ No

*Comments:*

c. monitor supplier performance?

☐ Yes ☐ No

*Comments:*

---

12. Does the program have written procedures for ensuring that products meet defined standards of quality?

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## SECTION V: Obtaining Supplies/Procurement

13. What are the procedures for quality assurance, who is responsible, and how often are they done?

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14. Is there a procedure for recording and reporting complaints about product quality to suppliers?

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15. What other actions are carried out to ensure product quality?

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16. Other comments on procurement:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

## SECTION VI: Inventory Control Procedures

1. Specify what type of inventory control system is used (e.g., push, pull, etc.) and describe the system. Draw a diagram showing the relationships between the various levels.

- 
2. What products are considered by the program to be in full supply?

- 
3. Are there guidelines and established policies for maximum and minimum stock levels at which full supply products should be maintained (please note current maximum and minimum levels in comments section)?

- a. At the Central level?

☐ Yes ☐ No ☐ NA

*Comments:*

- b. At the Regional level?

☐ Yes ☐ No ☐ NA

*Comments:*

- c. At the District level?

☐ Yes ☐ No ☐ NA

*Comments:*

- d. At the service delivery point level?

☐ Yes ☐ No ☐ NA

*Comments:*

- 
4. a. Are the inventory control guidelines for full supply products respected at all levels so stock levels generally fall between maximum and minimum?

☐ Yes ☐ No ☐ NA

- b. If no, why?



## SECTION VI: Inventory Control Procedures

5. a. Are stock levels (maximum and minimum) for full supply products reviewed periodically?

☐ Yes ☐ No ☐ NA

- b. Do reviews take into account changes in transport and information availability?

- 
6. How are products that cannot be maintained in full supply allocated at the following levels:

a. Central?

b. Regional?

c. District?

d. Service delivery points?

- 
7. Are there written provisions for the redistribution of over-stocked supplies?

☐ Yes ☐ No

*Comments:*

- 
8. How are stock imbalances handled by supervisors/managers at the following levels:

a. Central?

b. Regional?

c. District?

d. Service delivery points?

- 
9. Does the program have a policy of storing and issuing stock according to first-to-expire, first-out (FEFO) inventory control procedures at all levels?

☐ Yes ☐ No

*Comments:*

If no, what system is used?

## SECTION VI: Inventory Control Procedures

10. In practice, does the program manage and issue stock according to FEFO inventory control procedures at all levels? Describe.

☐ Yes ☐ No

*Comments:*

- 
11. Are damaged/expired products physically separated from inventory and removed from stock records at the following levels:

a. Central? ☐ Yes ☐ No ☐ NA

*Comments:*

b. Regional? ☐ Yes ☐ No ☐ NA

*Comments:*

c. District? ☐ Yes ☐ No ☐ NA

*Comments:*

d. Service delivery point? ☐ Yes ☐ No ☐ NA

*Comments:*

- 
12. Note the approximate quantities of products that expired within the past two years.

- 
13. Does the program have a system for tracking product losses and other adjustments?

☐ Yes ☐ No

*Comments:*

- 
14. a. Are there significant losses and adjustments?

☐ Yes ☐ No

*Comments:*

b. If yes, how are they investigated?

☐ Yes ☐ No

*Comments:*

c. Are appropriate actions taken to prevent recurrence?

☐ Yes ☐ No

*Comments:*

## SECTION VI: Inventory Control Procedures

15. How does each level of the system calculate resupply quantities?

a. Central? *Comments:*

b. Region? *Comments:*

c. District? *Comments:*

d. Service delivery points? *Comments:*

---

16. Have stockouts occurred for any product in the last 12 months at the following levels:

a. Central?  
☐ Yes ☐ No *Comments:*

b. Regional?  
☐ Yes ☐ No *Comments:*

c. District?  
☐ Yes ☐ No *Comments:*

d. Service delivery points?  
☐ Yes ☐ No *Comments:*

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*If no to 16 a–d, skip to question 19.*

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17. a. Which products stockout most frequently?

b. How long do the stockouts normally last?

c. What causes these stockouts?

d. At which levels or what parts of the country do most stockouts occur?

---

## SECTION VI: Inventory Control Procedures

18. How did the stockouts affect program services and performance (specify which products and levels)?

---

19. Are there established procedures for placing emergency orders?

☐ Yes ☐ No

*Comments:*

---

20. a. How often are emergency orders placed by the following levels (include product):

i. Central?

ii. Regional?

iii. District?

iv. Service delivery points?

b. In general, how successfully are emergency orders filled?

---

Other comments on inventory control:

STRENGTHS	WEAKNESSES
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## SECTION VI: Inventory Control Procedures

### RECOMMENDATIONS

## SECTION VII: Warehousing and Storage

1. Does the program have written guidelines for storage and handling of all products, at all levels of the system (e.g., manuals, posters, etc.)?

☐ Yes ☐ No

*Comments:*

2. Are there written guidelines for disposal of sharps, biohazardous material, and other medical waste?

☐ Yes ☐ No

*Comments:*

3. Does the program conduct at least one physical inventory of all products every year at storage facilities at the following levels:

a. Central?

☐ Yes ☐ No

*Comments:*

b. Regional?

☐ Yes ☐ No

*Comments:*

c. District?

☐ Yes ☐ No

*Comments:*

d. Service delivery point?

☐ Yes ☐ No

*Comments:*

4. Are there cold chain requirements in this supply chain?

☐ Yes ☐ No ☐ NA

*Comments:*

*If no, skip to question 7.*

5. Are cold chain storage resources (e.g., refrigerator, paraffin/kerosene, and temperature chart) available at all levels of the system, where appropriate?

☐ Yes ☐ No ☐ NA

*Comments:*

6. How is the cold chain monitored to ensure that products are consistently maintained at appropriate temperatures? (Check all that apply.)

☐ written guidelines

☐ supervision

☐ temperature log sheets

☐ other \_\_\_\_\_

## SECTION VII: Warehousing and Storage

7. Is the existing storage capacity adequate to handle the current quantities of products at the following levels:

- |                            |  |                  |
|----------------------------|--|------------------|
| a. Central?                | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| b. Regional?               | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| c. District?               | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |

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8. Can the existing storage capacity handle all the quantities needed to ensure that no stockouts occur at the following levels?

- |                            |  |                  |
|----------------------------|--|------------------|
| a. Central?                | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| b. Regional?               | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| c. District?               | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |

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*If yes to all, skip to question 10.*

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9. How does the program cope with inadequate storage space at the following levels:

- a. Central?
- b. Regional?
- c. District?
- d. Service delivery point?

---

10. Does the program have plans for meeting storage requirements for at least the next five years?

- |  |                  |
|--|------------------|
| <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
|--|------------------|

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11. Describe the program's plans for accommodating growth (e.g., infrastructure, distribution, etc.).

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## SECTION VII: Warehousing and Storage

12. Specify storage conditions that need improvement, if any (e.g., cleanliness, organization, temperature, building structure, etc.).

- 
13. a. Is there a procedure for recording complaints about product quality at all levels?

☐ Yes ☐ No

*Comments:*

- b. If yes, how are they handled?

- 
14. Are visual quality assurance inspections of products conducted at the storage facility at the following levels:

Level	YES	NO	How Often?	Comments
Central?				
Regional?				
District?				
Service delivery point?				

- 
15. Are there written procedures or guidelines for destroying damaged and expired products?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 17.*

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## SECTION VII: Warehousing and Storage

16. Describe the written procedures/guidelines for destroying damaged and expired products.

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17. In practice, are damaged and expired products destroyed according to the program's disposal guidelines at the following levels:

- |                            |  |                  |
|----------------------------|--|------------------|
| a. Central?                | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. Regional?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. District?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |

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18. Describe notable problems encountered in the past year, if any, regarding wastage due to damage or expirations. Please note product, level, location, approximate amount of goods, and actions taken.

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19. Other comments on warehousing and storage:

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STRENGTHS	WEAKNESSES
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## SECTION VII: Warehousing and Storage

### RECOMMENDATIONS

## SECTION VIII: Transport and Distribution

1. Does the program's budget have a line item for:

a. vehicles?

☐ Yes ☐ No

*Comments:*

b. fuel?

☐ Yes ☐ No

*Comments:*

c. spare vehicle parts?

☐ Yes ☐ No

*Comments:*

d. vehicle maintenance and repair?

☐ Yes ☐ No

*Comments:*

e. per diem?

☐ Yes ☐ No

*Comments:*

f. salaries for drivers?

☐ Yes ☐ No

*Comments:*

2. a. Are any of the above items supported by external funds?

☐ Yes ☐ No

b. If yes, how much? By whom?

c. If yes, are there plans to phase out or end this support?

3. Do written procedures specify what type of distribution system should be used to distribute products between each level?

☐ Yes ☐ No

*Comments:*

## SECTION VIII: Transport and Distribution

4. How are products delivered between each level of the system (include frequency and means of transportation)? Specify between which levels. How are routes determined?

5. Is there a documented distribution schedule for all levels?

☐ Yes ☐ No

*Comments:*

6. Which essential health products are distributed together (e.g., contraceptives, essential drugs, TB drugs, STI and HIV test kits and drugs, laboratory supplies, etc.)? Specify by level.

7. a. Are a sufficient number of functioning vehicles available, with available petrol and drivers, at appropriate levels, to meet the desired product distribution schedule?

☐ Yes ☐ No

*Comments:*

- b. Are vehicles regularly available for supervision?

☐ Yes ☐ No

*Comments:*

- c. Are vehicles available for biohazardous material and sharps waste transport?

☐ Yes ☐ No

*Comments:*

8. Are vehicles used effectively for routine and emergency deliveries at all levels? Explain (e.g., maximum use of vehicle capacity, coordination of distribution routes, etc.).

## SECTION VIII: Transport and Distribution

9. a. Are all vehicles in running order?

b. How is vehicle maintenance handled at the different levels?

---

10. Where are the vehicles kept (at what levels of the system)?

---

11. In general, are orders delivered as scheduled at the following levels:

- |                            |  |                  |
|----------------------------|--|------------------|
| a. Central?                | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. Regional?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. District?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |

---

12. a. Is transportation outsourced at any level of the system?

☐ Yes ☐ No

b. If yes, how effective has it been?

---

## SECTION VIII: Transport and Distribution

13. Other comments on transport and distribution:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

## SECTION IX: Organizational Support for Logistics System

1. How often do personnel at the following levels communicate?

a. Central-level logistics staff and next level (e.g., region, province, district) staff

☐ Never ☐ Weekly ☐ Monthly ☐ Quarterly ☐ Annually *Comments:*

b. Regional-level (or level below central) of logistics staff with district level staff (or next level down) in their area

☐ Never ☐ Weekly ☐ Monthly ☐ Quarterly ☐ Annually *Comments:*

c. District-level logistics staff with the SDP level

☐ Never ☐ Weekly ☐ Monthly ☐ Quarterly ☐ Annually *Comments:*

---

*If never to question 1 a–c, skip to question 3.*

---

2. Describe what is done during meetings with staff with logistics responsibilities.

---

3. Is there a supervision system that covers logistics activities?

☐ Yes ☐ No

*Comments:*

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4. How often is supervision conducted at the service delivery points?

☐ Never ☐ Weekly ☐ Monthly ☐ Quarterly ☐ Annually *Comments:*

---

5. Is there a process in place for improving any gaps in the knowledge and skills of logistics personnel at the following levels?

a. Central? ☐ Yes ☐ No *Comments:*

b. Regional? ☐ Yes ☐ No *Comments:*

c. District? ☐ Yes ☐ No *Comments:*

d. Service delivery point? ☐ Yes ☐ No *Comments:*

---

6. Are there written procedures and guidelines (e.g., manuals, job aids, standards) to help staff carry out

---

## SECTION IX: Organizational Support for Logistics System

their logistics responsibilities?

☐ Yes ☐ No *Comments:*

*If no, skip to question 9.*

7. List all procedures/guidelines that cover logistics responsibilities.

8. Are the procedures and guidelines distributed to staff at the following levels:

- |                            |  |                  |
|----------------------------|--|------------------|
| a. Central?                | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. Regional?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. District?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |

9. Do staff who manage commodities have a written job description that includes logistics responsibilities at the following levels?

- |                            |  |                  |
|----------------------------|--|------------------|
| a. Central?                | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. Regional?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. District?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |

10. Do logistics staff have the tools and resources they need to do their jobs at all levels (e.g., job aids, forms, carbon paper, calculators, shelving, vehicles, funds for transport, etc.)? If not, which tools or resources are missing at the following levels:

- |                            |  |                  |
|----------------------------|--|------------------|
| a. Central?                | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. Regional?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. District?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |



## SECTION IX: Organizational Support for Logistics System

11. a. Is external assistance used to complete management and supervision activities?

☐ Yes ☐ No

*Comments:*

- b. If yes, describe the extent of the external assistance.

- 
12. Describe supervisory relationships by job position/title and by level. Indicate if any position receives supervision from more than one person or unit. Provide a chart if possible.

- 
13. Are supervisory responsibilities described in written job descriptions?

☐ Yes ☐ No

*Comments:*

14. Are guidelines available for how the supervisor is to conduct the supervisory visit (e.g., introductions, positive style of interaction, follow-up)?

☐ Yes ☐ No

*Comments:*

15. Are tools available that describe what to cover when conducting a supervisory visit (e.g., guidelines, a checklist)?

☐ Yes ☐ No

*Comments/describe:*

*If no to 13–15, skip to question 18.*

- 
16. Are these guidelines and tools used by supervisors?
-

## SECTION IX: Organizational Support for Logistics System

17. Are supervisory visits conducted for staff at the following levels:

- |                            |  |                  |
|----------------------------|--|------------------|
| a. Central?                | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. Regional?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. District?               | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |

---

*If no to 17 a–d, skip to question 21.*

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18. What types of activities take place during the visits:

- |   |  |                  |
|---|--|------------------|
| a. review procedures for forecasting needs?                     | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. review procedures for ordering products?                     | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. observe product storage?                                     | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. conduct physical inventory?                                  | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| e. review of logistics records and reports?                     | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| f. discuss budgeting for logistics activities?                  | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| g. review changes made since last supervisory visit?            | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| h. on-the-job training to improve job performance?              | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| i. discuss what is working and what is not working?             | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| j. discuss what help is needed (staff, equipment, forms, etc.)? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |

---

19. Is there a documented schedule for supervision?

- |  |                  |
|--|------------------|
| <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
|--|------------------|

20. a. Are supervisory visits conducted according to the established schedule? If not, why not?

b. How often do they take place?

c. Are there any constraints to conducting supervisory visits?

---

## SECTION IX: Organizational Support for Logistics System

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21. If a staff member's performance in logistics is not satisfactory, is the person provided with:

- |  |  |                  |
|--|--|------------------|
| a. in-service training?                    | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. on-the-job training?                    | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. written instructions on how to improve? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. a coach or mentor?                      | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| e. other? (describe)_____                  |  |                  |

---

22. Does the program conduct periodic staff development activities (e.g., classroom training, coaching, on-the-job training, etc.)?

- |  |                  |
|--|------------------|
| <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
|--|------------------|

---

23. Has training been given to current staff at all appropriate levels in the following areas:

- |  |                  |
|--|------------------|
| a. completion and submission of LMIS reports?            | <i>Comments:</i> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No |                  |
| b. proper storage of health products?                    | <i>Comments:</i> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No |                  |
| c. maintaining proper stock levels?                      | <i>Comments:</i> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No |                  |
| d. determining order quantities?                         | <i>Comments:</i> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No |                  |
| e. determining issue quantities?                         | <i>Comments:</i> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No |                  |
| f. estimating annual needs?                              | <i>Comments:</i> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No |                  |
| g. reviewing reports and records?                        | <i>Comments:</i> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No |                  |
| h. other? (list):_____                                   | <i>Comments:</i> |
| <input type="checkbox"/> Yes <input type="checkbox"/> No |                  |
-

## SECTION IX: Organizational Support for Logistics System

24. Other comments on organizational support for the logistics system:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

**SECTION X: Product Use**

1. Do written standard treatment guidelines exist for conditions that are treated with commodities in the supply chain being assessed?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 4.*

2. Specify the commodities in this supply chain that are required to comply with the standard treatment guidelines. Attach the list.

3. Are guidelines distributed to all the service delivery points?

☐ Yes ☐ No

*Comments:*

4. Are there written procedures for monitoring and supervising prescribing practices (e.g., monitoring number of products/drugs prescribed/dispensed per prescription)?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 6.*

5. Are the procedures distributed to service providers at all levels?

☐ Yes ☐ No

*Comments:*

6. Do written universal safety precaution guidelines exist (e.g., disposing of used needles, washing hands before and after contact with patient)?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 8.*

7. Are precaution guidelines distributed to service providers at all levels?

☐ Yes ☐ No

*Comments:*

8. a. What mechanisms and resources are in place to ensure the implementation of standard treatment guidelines and universal safety precautions?

b. To what extent are they followed?

c. If not followed, what are the barriers to putting them into practice?

## SECTION X: Product Use

9. Are commodities provided only to facilities that have staff trained and equipped to use them (e.g., TB drugs only to DOT-trained facilities, IUDs only to sites with trained providers)?

☐ Yes ☐ No

*Comments:*

10. a. Are prescribing practices monitored and compared to standard treatment guidelines?

☐ Yes ☐ No

*Comments:*

b. If so, how often?

c. By whom?

11. What contraceptive methods does each provider type offer (public, NGOs, social marketing, commercial, other government)?

12. Within the past five years has there been a change in the percentage of market share of methods provided by each supplier?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 14.*

13. Indicate the percentage of market share of methods provided by each supplier in year 1 (5 years ago) and year 5 (currently).

Source of information: \_\_\_\_\_

## SECTION X: Product Use

Commodity	Government		NGO		Commercial	
	Year 1	Year 5	Year 1	Year 5	Year 1	Year 5
Lo-Femenal						
Depo-Provera						
Male Condom						
Norplant						

14. Have implications of the contraceptive method mix been assessed by decision makers?

☐ Yes ☐ No

a. Explain/provide examples.

15. a. Are there behavior change communication campaigns underway (or undertaken in the previous 2–3 years) that encourage the use of modern contraceptive methods, especially long-term and/or permanent methods?

☐ Yes ☐ No

*Comments:*

b. If yes, describe campaigns and specify who is responsible for these activities.

16. Do the following barriers limit client access to services that use products from the supply chain being studied today?

a. programmatic? ☐ Yes ☐ No *Comments:*

b. operational? ☐ Yes ☐ No *Comments:*

c. cultural? ☐ Yes ☐ No *Comments:*

d. religious? ☐ Yes ☐ No *Comments:*

e. price? ☐ Yes ☐ No *Comments:*

f. other? ☐ Yes ☐ No (specify) *Comments:*

## SECTION X: Product Use

17. Is access to the programs services negatively affected by perceptions of quality at the following provider sites?

- |                      |  |                  |
|----------------------|--|------------------|
| a. public?           | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. NGO?              | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. social marketing? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. other? (specify)  | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |

*If no, skip to question 19.*

18. What are the problems most commonly expressed?

19. Other comments on product use:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	



## SECTION XI: Finance/Donor Coordination/RHCS Planning – Reproductive Health Program

1. Does the reproductive health program's budget include line items for (specify the program):

a. products?

☐ Yes ☐ No

*Comments:*

b. warehousing/storage?

☐ Yes ☐ No

*Comments:*

c. logistics management information system?

☐ Yes ☐ No

*Comments:*

d. transportation?

☐ Yes ☐ No

*Comments:*

e. logistics staff development?

☐ Yes ☐ No

*Comments:*

f. salaries for logistics staff?

☐ Yes ☐ No

*Comments:*

g. waste management?

☐ Yes ☐ No

*Comments:*

2. What is the RH program's annual budget and expenditure for:

Drug budget? \_\_\_\_\_ Reported year \_\_\_\_\_ Annual expenditure \_\_\_\_\_

Contraceptive budget? \_\_\_\_\_ Reported year \_\_\_\_\_ Annual expenditure \_\_\_\_\_

Logistic budget? \_\_\_\_\_ Reported year \_\_\_\_\_ Annual expenditure \_\_\_\_\_

3. a. Who finances the RH program's annual budget?

b. What percentage of the cost of products procured is locally financed?

4. What process is used to develop the RH program's budget?

## SECTION XI: Finance/Donor Coordination/RHCS Planning – Reproductive Health Program

5. Considering the last available year's expenditure (capital and operating costs), is the budget sufficient?

If not, why?

- 
6. Estimate the percentage of contraceptives bought from domestic versus international suppliers.

- 
7. Are clients charged for:

a. services? ☐ Yes ☐ No

Comments:

b. contraceptives? ☐ Yes ☐ No

Comments:

---

*If no to question 7 a and b, skip to instructions above question 11.*

- 
8. Are revenues generated from the cost recovery system used for:

a. commodity costs? ☐ Yes ☐ No

Comments:

b. logistics costs? ☐ Yes ☐ No

Comments:

c. other costs? ☐ Yes ☐ No

Comments:

- 
9. What approximate percentage of costs is recovered (e.g., through user's fees)? If possible, separate by commodity versus logistics.
-

## SECTION XI: Finance/Donor Coordination/RHCS Planning – Reproductive Health Program

10. a. Where is the cost recovery money physically kept and managed?

b. What is it used for?

11. Are pricing policies among RH suppliers supportive, neutral, or unsupportive toward encouraging competition from private and social marketing providers?

12. [CS] Is there a contraceptive financing gap currently or in the short-term (1 to 3 years)?

☐ Yes ☐ No

*Comments:*

If yes, quantify amount annually.

13. [CS] Is there a contraceptive financing gap in the medium-term (3 to 5 years)?

☐ Yes ☐ No

*Comments:*

If yes, quantify amount annually.

14. Estimate the annual amount spent on contraceptives provided by each of the following sources:

a. government direct expenditures (including World Bank credits)?

b. donors?

c. NGOs?

d. households?

e. other sources (list) (e.g., social insurance program, private insurance, employer-based programs, etc.).

## SECTION XI: Finance/Donor Coordination/RHCS Planning – Reproductive Health Program

15. Is the country engaged in a Poverty Reduction Strategy Plan (PRSP)?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 17.*

16. Is there a reference to CS as a precursor for attaining the Millennium Development Goals (MDG) targets in the PRSP?

☐ Yes ☐ No

*Comments:*

17. Has the country set up a sector wide approach (SWAp) for health, reproductive health, or family planning?

☐ Yes ☐ No

*Comments:*

18. [CS] Are contraceptive supplies addressed as an explicit government budget line item, either within or outside the SWAp?

☐ Yes ☐ No

*Comments:*

19. Is there a favorable environment that encourages the private sector to supply contraceptives?

20. Is there market segmentation of contraceptives?

21. What is the percentage of the private market for contraceptives?

22. [CS] Is there a process for coordinating with donors for contraceptive supply?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 27.*

23. Does this process occur at specified intervals?

☐ Yes ☐ No

*Comments:*

24. Describe the process and specify intervals.

25. [CS] Does the RH program initiate the coordination with donors?

## SECTION XI: Finance/Donor Coordination/RHCS Planning – Reproductive Health Program

☐ Yes ☐ No

*Comments:*

26. Is there a mechanism or a unit that currently coordinates procurement and product shipment with donors?

27. Are any contraceptive procured through a basket funding mechanism?

☐ Yes ☐ No

*Comments:*

*If no, skip to 30.*

28. Specify which contraceptives are procured through basket funding.

29. Describe the process (e.g., timing, donors, etc).

30. What are the program's future plans for local financing? Are there plans by donors to phase out or reduce donations during the next five years?

31. Has the MOH developed and convened a RHCS coordination meeting?

☐ Yes ☐ No

*Comments:*

*If no, skip to question 33.*

32. Please identify the stakeholders who regularly take part in these RHCS coordination meetings.

## SECTION XI: Finance/Donor Coordination/RHCS Planning – Reproductive Health Program

33. [CS] Is there a RHCS/CS committee?

☐ Yes ☐ No

Comments:

*If yes, skip to question 35.*

34. Are there other coordination mechanisms in place? If yes, give examples.

☐ Yes ☐ No

Comments:

35. Does the committee involve all of the relevant stakeholders (donors, MOH, NGOs, commercial provider representatives, other sectors, etc.)?

☐ Yes ☐ No

Comments:

36. [CS] Does the committee hold meetings at specified intervals (e.g., quarterly, annually)?

☐ Yes ☐ No

Comments:

37. Does the committee make decisions and take action? If yes, give examples.

☐ Yes ☐ No

Comments:

38. [CS] Is the committee effective in responding to external changes that affect CS?

☐ Yes ☐ No

Comments:

Describe a recent example.

39. [CS] Is there a local contraceptive security champion with decision-making authority?

☐ Yes ☐ No

Comments:

40. [CS] Has the Ministry, with other stakeholders, developed a national RHCS strategic plan?

☐ Yes ☐ No

Comments:

*If no, skip to question 45.*

41. Describe the plan.

## SECTION XI: Finance/Donor Coordination/RHCS Planning – Reproductive Health Program

42. [CS] Is the National RHCS strategic plan fully financed/resourced?

☐ Yes ☐ No

*Comments:*

43. a. [CS] Is the National RHCS strategic plan being implemented?

☐ Yes ☐ No

*Comments:*

b. How (e.g. nationally, regionally, locally)?

44. [CS] Does the plan include/commit governmental funds to purchase contraceptives?

☐ Yes ☐ No

*Comments:*

45. Other comments on finance/donor coordination/RHCS planning:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

## **SECTION XI: Finance/Donor Coordination/RHCS Planning – Reproductive Health Program**

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