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# LOGISTICS SYSTEM ASSESSMENT TOOL (LSAT)

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**USAID | DELIVER PROJECT, Task Order 1**

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**USAID | DELIVER PROJECT**

John Snow, Inc.  
1616 Fort Myer Drive, 11th Floor  
Arlington, VA 22209 USA  
Phone: 703-528-7474  
Fax: 703-528-7480  
E-mail: [askdeliver@jsi.com](mailto:askdeliver@jsi.com)  
Internet: [deliver.jsi.com](http://deliver.jsi.com)

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# ACRONYMS

ARV	antiretroviral
CPR	contraceptive prevalence rate
CS	commodity security
DOT	directly observed treatment short-course
FEFO	first-to-expire, first-out
HMIS	health management information system
IEC	information, education, and communication
IUD	intrauterine device
LIAT	Logistics Indicators Assessment Tool
LMIS	logistics management information system
LSAT	Logistics System Assessment Tool
MOH	Ministry of Health
NA	not applicable
NGO	nongovernmental organization
PRSP	Poverty Reduction Strategy Plan
RH	reproductive health
SDP	service delivery point
STI	sexually transmitted infection
SWAp	sector wide approach
TB	tuberculosis





# **LOGISTICS SYSTEM ASSESSMENT TOOL (LSAT)**

## **USER'S GUIDE**



## **BACKGROUND AND INTENDED USE**

The Logistics System Assessment Tool (LSAT), one of two data-gathering tools (with the Logistics Indicators Assessment Tool) developed by the DELIVER project, is used to assess a logistics system and the system's environment. The LSAT, a diagnostic and monitoring tool, can be used to complete an annual assessment as an integral part of the work planning process. The information collected using the LSAT is analyzed to identify issues and opportunities and, from those, used to outline further assessment and/or appropriate interventions.

Because assessments using the LSAT are conducted and analyzed in successive years, the results can be used to monitor and improve system performance; and to provide critical data that can identify a country's commodity security strengths and weaknesses. Either public or private sector supply chains can use the LSAT.

## **BENEFITS**

The LSAT can—

- provide stakeholders with a comprehensive view of all aspects of a logistics system
- be used as a diagnostic tool to identify logistics and commodity security issues and opportunities
- raise collective awareness and ownership of system performance and goals for improvement
- be used by country personnel as a monitoring tool (to learn and continually improve performance)
- provide input for work planning.

## **OVERALL PROCESS**

### **ASSESSMENT PERIOD/CYCLE**

The LSAT can be conducted annually, or as agreed upon, within selected countries; ideally, it should be conducted within the three-month period prior to work planning or strategic planning exercises.

### **DATA COLLECTION**

Two methods for data collection are—

1. discussion groups (preferred approach) that involve either (a) a central-level discussion group and a separate lower-level discussion group (e.g., district representatives), or (b) a joint discussion group comprised of central- and lower-level participants; plan to conduct, at a minimum, one discussion group of central-level people
2. as a guide to conduct key informant interviews at both the central and lower levels.

It is highly recommended that the discussion group participants or interviewer and interviewees complete a limited number of field visits. These visits can be made pre-data collection to sample current circumstances, or post-data collection to follow-up on issues that arise during data collection.

## **Data Analysis and Recommendations for Work Plan**

Data analysis and development of recommendations and a work plan should take place immediately following data collection. To develop and prioritize a set of objectives and interventions that will address issues raised during the LSAT exercise, this process should include a thorough review of system strengths and weaknesses.

## **Annual Learning and Performance Improvement**

Each year, to measure progress, the findings from the current and prior year's assessments should be compared. Likewise, the results of interventions and the assumptions they are based on should be examined so the experience can be applied to the coming year's work plan.

## **PLANNING FOR THE LSAT**

### **Preparatory Research**

Some aspects of the LSAT should be researched before the group discussion or interviews. This information should be presented and validated during the course of the assessment.

### **Choosing the data collection method**

In consultation with program managers or country counterparts, agree on the approach to be used.

Large discussion groups may require sessions that last one day to one and a half days to gain the breadth and depth of data required and to provide an adequate opportunity for full participation. If work planning is part of the exercise, it will extend the time needed for the sessions.

Using the LSAT as a guide for key informant interviews can take up to two weeks or more because of the time required to schedule and conduct multiple interviews with the people who have knowledge about the many components of the logistics system.

### ***Option 1: Discussion groups***

- Separate central-level and lower-level discussion groups

***Central-level:*** This group session should include approximately 10-25 participants. This discussion group is the minimum requirement when using this method of information collection.

***Lower-level:*** If product selection, forecasting, procurement, and the organizational structure are defined and carried out at the central level, then only seven of the 11 LSAT topic areas need to be represented from the lower level. If these functions are decentralized to a lower level, the people with those knowledge areas should be included. This session should include representatives who have that knowledge. Typically, this group comprises a cross-section of units (e.g., districts), although it may be necessary to select a different subset, such as a particular geographic area or units under a particular set of circumstances. This option will require at least one day to complete at each site.

- Joint discussion group (recommended)

Both central-level and lower-level participants are brought together in one session. This session will probably include 15–25 participants and will require skilled facilitation. This will probably take one to two days to complete, depending on the number of participants and the level of work planning included in the exercise.

### **Option 2: Key informant interviews**

With this option, use the LSAT as an interview guide to collect information from key informants. Because this will involve interviewing numerous people, the interviewer(s) will need to consolidate and reconcile the results into one final assessment report. To ensure that all the topic areas are covered, this entire process can take one week or more, depending on the number of people that need to be interviewed.

One disadvantage to this approach is that it does not allow for group discussion between people working in different areas of the supply chain (during information gathering). If this approach is used, it is recommended that a stakeholders' meeting be held to present and discuss the assessment findings. A participatory group exercise can also be used during the data analysis portion of the LSAT.

### **Selecting Discussion Group Participants/Interviewees**

To collect accurate data about the functioning of each aspect of the logistics system, it is important to select the appropriate set of people.

For the discussion group option, continue to include core group participants during the following years to build internal capability and to improve the reliability of the data. Consider already existing groups (such as logistics committees) as a source of participants.

Each discussion group participant/interviewee should have—

- good information about one or more of the knowledge areas covered in the LSAT (see table 1)
- hands-on experience with how the logistics system functions at the level the person is representing (central- or lower-level).

Program managers should identify appropriate participants/interviewees. Consider international donors and/or the Ministry of Finance for the finance knowledge area. Include someone with policy expertise as a participant/interviewee, because policy questions are incorporated into several sections. In selecting participants/interviewees, refer to table 1 to ensure that the information required in the LSAT is collected.

Table 1. Required Knowledge Areas of Participants and Interviewees

<b>Knows About:</b>	<b>Central Level*</b>	<b>Lower Level</b>
Organization and Staffing**		**
LMIS		
Product Selection**		**
Forecasting**		**
Procurement**		**
Inventory Control Procedures		
Warehousing and Storage		
Transport and Distribution		
Organizational Support		
Product Use		

<b>Knows About:</b>	<b>Central Level*</b>	<b>Lower Level</b>
<b>Finance/Donor Coordination/CS Planning</b>		

\* Central-level discussion group or interviews should include participants or interviewees with a knowledge base in all LSAT areas.

\*\* If these logistics functions are centralized, these four areas may be excluded from any separate lower-level discussion group. To capture the knowledge base in all LSAT areas, participants should represent each component at each level (e.g., district).

## **PLANNING FIELD VISITS**

It is recommended that facilitators or interviewers make field visits. Field visits made prior to the discussion sessions/interviews will provide a sample of the current context or circumstances, which will add additional insight into the information collection.

Visits made following the discussions/interviews offer an opportunity to further explore the issues identified during the discussions/interviews, enhance the quality of the information gathered, and allow for additional data collection. Individuals making the field visits can focus on unanswered LSAT questions; mixed, unsure, or contested data; and disparate or wide-ranging responses to questions. Program managers or country counterparts can help plan the appropriate number of field visits before and/or after the exercise.

### **Using the LSAT in a Decentralized Health System**

The 1990's saw an increasing number of developing countries implementing health sector reform programs in an attempt to improve the equity, access, quality, and financial sustainability of health services. Bilateral donors, multilateral agencies, and development banks have supported the reforms, which often bring about significant changes in the financial structure and support systems of the ministries of health (MOH). In many countries, health sector reform has resulted in the decentralization of public health systems.

The most common forms of decentralization include—

- *devolution*: transfer of authority and responsibilities to local municipalities, provinces, and districts
- *deconcentration*: occurs within the MOH from central level to regions and districts
- *delegation*: transfers responsibilities to semi-autonomous agencies.

Whatever form of decentralization is implemented, the process creates challenges that local governments and health managers must address as they take responsibility for managing their health programs.

Because decentralization occurs frequently as a bi-product of health sector reform, you should consider the following questions BEFORE deciding whether you can implement the LSAT in the standard form as presented in this manual, or if you need to adapt it for a decentralized health system:

1. Are there plans to decentralize health/family planning services? When? To what level?
2. Is decentralization already underway? If so, when did the process begin?
3. What form of decentralization is being implemented/planned (devolution, deconcentration, delegation)?
4. Is there a central-level body/committee overseeing the decentralization process?

5. As a result of decentralizing, what is the relationship between the central level and other levels?
6. If the system is devolved, it is likely that the previous formal relationship between the central level and the newly devolved level will be weakened and, in some cases, the central level will have fully transferred the authority for programmatic decisions to the devolved level.
7. What supply chains are affected by decentralization?
8. What supply chains will be affected in the future?

### **Deconcentrated or Delegated Health Systems**

In general, you should be able to use the standard LSAT, as presented in this manual, in situations where there is deconcentration or delegation, as the central level still plays an important role in those systems. In either one of those decentralized settings, however, some questions may need slight modifications to ensure applicability to the existing situation. Further, the exercise will be more meaningful if lower-level personnel are included. With these considerations, however, you should be able to use the standard LSAT in these types of decentralized settings.

### **Devolved Health Systems**

If the health system in your country is in some stage of devolution, the relationships between central-level agencies and the newly devolved agencies probably do not exist as they previously did; and conditions, policies, and processes may vary greatly from one part of the country to another. In such settings, you will obtain more meaningful LSAT results by implementing an adapted form of the LSAT in selected provinces/regions/districts (wherever authority has devolved). If the newly devolved agencies/levels are making their own programmatic decisions, they need to be consulted directly, because it is likely that the responses to LSAT questions from the central level will be quite different from responses that lower levels would give.

For LSAT applications in such settings, each region or district can be assessed separately using a complete and adapted LSAT. Results will be useful mainly at the level of application. Each region or district can use the results for planning and management purposes, and for monitoring progress over time. Results may be more useful locally than if you attempt to aggregate them to determine national level conditions, depending on the national supply chain design. In most devolved settings, therefore, the best approach is to encourage as many regions or districts as possible to use the LSAT for their own purposes and benefits at the level of devolved authority. To gain a national-level perspective on logistics system performance, you can take a representative sample of regions and districts and average the LSAT results from the sites of application. Such an exercise will be useful for questions that are asked at all the levels of the application.

After a decision is made as to where to apply the LSAT within the devolved environment, it is best to adapt the questions in the standard LSAT by bringing together selected participants that represent the target level/s. This could be done in a one to two day workshop, where each question of the LSAT would be reviewed and discussed. Some questions may need to be deleted phrased differently to better reflect the level. The notes below offer some guidelines to consider when you reach the point of adapting each LSAT section.

With the existing LSAT, consider the following adjustments/additions when implementing the LSAT in a devolved system where authority has shifted to lower levels.

## **Section I: Organization and Staffing**

Most of the questions apply to a devolved setting. Change the *national level* to reflect the devolved level (i.e., province, region, and district).

## **Section II: Logistics Management Information System (LMIS)**

In addition to the questions asked in this section, it might be helpful to understand the relationship between central and other levels when collecting and using LMIS data. Is information still being sent to the central level? If so, how is it being used? Keep in mind that most LMISs developed for a centralized system collect the data that the central-level decision maker's need. Is this information still valid for the newly devolved level? It is also feasible that, as decentralization evolves, other agencies (nongovernmental organizations [NGOs], private sector) will begin to play a role as partnerships are created to address issues. If this is the case, what information do these partners need? Does the existing LMIS need to be completely updated to ensure that the information the partners need is collected?

## **Section III: Product Selection**

This section is particularly important because, in a centralized system, product selection is usually a national policy decision. You need to explore this with the devolved levels to see how this situation might have changed. Is the central government still maintaining its role in creating policies on product selection, registration, essential services, etc.? If not, is there a designated position at the devolved level that is responsible for product selection for the area? What is their level of authority for making product selection changes?

## **Section IV: Forecasting**

Forecasting is another task usually undertaken by the central level; therefore, in a devolved setting you need to identify who is now responsible for this. If you learn that forecasting has shifted to the devolved level, it will be important to ask questions on existing staff capabilities. This is also an excellent technical assistance role that can be carried out by the central level, because it is most common that the skills and expertise in forecasting reside at the central level. If forecasting responsibilities have been devolved, all the questions apply; the wording of the questions should include the level you are assessing.

## **Section V: Obtaining Supplies/Procurement**

As with forecasting, procurement was most likely done at the central level. In devolved systems, how is this being handled? It is possible that the central level will maintain some responsibility for procurement—dividing some with the devolved level. Like forecasting, explore the capabilities of the existing staff to procure.

## **Section VI: Inventory Control Procedures**

An inventory control system probably exists, having been put in place in a centralized system. Explore how appropriate this inventory control system is now that authority for managing commodities has shifted from the central level. Do the inventory control procedures still apply? Do they need to be revised/updated? Do the current personnel at the devolved level have the authority to make changes in the inventory control procedures?



## **Section VII: Warehousing and Storage**

All questions are relevant. Explore how the devolved level plans to handle the disposal of products. Will they continue to follow the procedures established by the central level/government? Are they able to develop their own regulations on product disposal?

## **Section VIII: Transport and Distribution**

All questions are relevant.

## **Section IX: Organizational Support for Logistics**

Most of the questions in this section are relevant, although they should be rephrased to reflect the role the devolved level should/will have in supporting logistics, from an organizational point of view.

## **Section X: Product Use**

Most likely, the central level will have developed product use guidelines. Explore if the devolved level plans to follow these guidelines and what human resources are available to do so.

## **Section XI: Finance/Donor Coordination/Commodity Security Planning**

Financing is a critical area to explore in a devolved system. It is likely that while the central government will continue to allocate funds to the devolved level, the government might also expect the devolved level to begin spending its own monies, taking on more and more responsibility over a specified time period. It is also important to explore what nongovernmental sources (private sector, NGOs, etc.) exist at the devolved level to help finance services.

## **APPLYING THE LSAT**

### **Option 1: Conducting group discussion sessions**

*Discussion group introductory comments:* Set the tone for the session by explaining how the participants' input will be used. Also, explain that you want to hear from each person about his/her area(s) of knowledge and expertise and how they see the technical areas relating to and impacting one another. The sample agenda below shows that it is advisable to complete the first section of the tool with the whole plenary. This will introduce participants to the tool format and explain how each section is to be completed. Identify participants for each breakout section in advance, based on their areas of expertise.

If some questions in each section can be satisfactorily completed prior to the session, you can reduce the time needed to complete the remaining questions. However, if this is not possible, you will probably need to have follow-up discussions about specific questions.

The closing can be 30–60 minutes or half a day, depending on whether you use it to summarize, or to also prioritize and plan interventions.

*Level-specific data:* Central group participants will know more about the central level and the circumstances in the next level down. Use the lower-level focus group for more real-life responses to questions about district and service delivery point-level (SDP) settings and practices.

*Discussion group facilitation:* We recommend that the group include a skilled facilitator and at least one recorder; both should be very familiar with the tool.

Field experience has shown that multiple recorders produce high-quality information.

**The guidelines for session timing are—**

8:30–9:00 a.m.	Introduction, Objectives, and Agenda
9:00–10:00	Organization and Staffing Section
10:00–10:15	Break
10:15–1:00	Group Work
1:00–2:00	Lunch
2:00–2:30	Group Work Presentation Preparation
2:30 - 4:30	Presentations on Section Strengths, Weaknesses and Recommendations and Discussion
4:30–5:00	Synthesis and Closure

**Suggested section pairing includes—**

- Group I: LSAT Components: Logistic Management Information System (LMIS)
- Group II: LSAT Components: Forecasting, Procurement, Product Selection (please do last)
- Group III: LSAT Components: Inventory Control, Product Use
- Group IV: LSAT Components: Warehousing and Storage, Transportation and Distribution
- Group V: LSAT Components: Organizational Support
- Group VI: Finance/Donor Coordination/Commodity Security

**Instructions for group work:**

1. Choose a group facilitator and presenter.
2. Complete the relevant questionnaire sections/components for your group.
3. Identify relevant issues to be discussed with the group for validation, if any.
4. Determine at least three strengths and three weaknesses.
5. Provide associated recommendations for each section.
6. Write group work results on a flip chart or create a PowerPoint presentation.
7. Present the group work.

**Perimeters to consider for the recommendation formulation:**

Try, as much as possible, to apply SMART-I parameters in your recommendation formulation.

N formulation: Try as much as possible to apply SMART-I.

SMART-I stands for—

S = Specific/Strategic

M = Measurable

A = Attainable

R= Realistic

T = Time-bound

I = Implementable.

## **Option 2: Using the LSAT as an interview guide**

**Presentation of the results:** Present the information collected through key informant interviews in a meeting with stakeholders; you can discuss findings and their implications. The facilitator or interviewer will also need to compile the results in a report. The collected information should identify the key strengths and weaknesses of the system. Using the criteria described in the analysis section below to identify objectives, it should also lead to the development of the recommendations and a work plan.

## **ANALYSIS OF THE COLLECTED INFORMATION**

The information collected using the LSAT can be part of the work planning process and/or to monitor progress over time. These are discussed separately below.

### **Work Planning**

To inform the work planning, users can review the strengths and weaknesses of the logistics system and use the information to develop appropriate objectives and interventions as part of an effective work plan. If time allows, it is highly recommended that a participatory analysis of the LSAT discussion results be done. This is especially recommended if a group discussion is used because the participants are already together; the analysis can also be arranged if option 2 is used. The session can take up to one day, and it can occur on a separate day, with a slightly different participant mix (most participants should attend both sessions).

The main steps include—

- Develop a consolidated summary of the key points and observations (e.g., strengths and weaknesses).
- If an LSAT has already been done, compare the current and prior year's LSAT findings and note the reasons for any significant changes, including assumptions that did not work.
- Identify key existing conditions or circumstances (the context) that will influence the choice of objectives and interventions.
- Identify your objectives or reevaluate objectives from last year. Describe the objectives as the desired state, to the extent possible. For each objective, to generate intervention ideas, review the LSAT questions and responses in the areas identified as areas of strength or weakness.
- Use the set of criteria provided in table 2 to select intervention ideas.

Use a scale of 1–3, lowest to highest, for each criterion per objective and per intervention selected. List as many objectives as participants think are necessary and as many interventions as necessary to achieve each objective.

If advisors elect to use the LSAT as the basis for a strategic planning process in commodity security, then it is likely that country stakeholders from other sectors, in addition to logistics, will need to be included as part of the main steps described above.

**Use the following decision criteria to complete table 2:**

- For *priority*, consider how large and how wide the impact will be, whether this is an important pre-cursor/ first step, or synergism with other objectives/initiatives.
- For *feasibility*, consider the extent of political support, relevant policies, country and logistics system infrastructure, and cultural support. Independently score the objectives and then score the interventions within each objective to reflect the feasibility of accomplishing the overall objective or intervention.
- For *resources*, consider if available resources (e.g., funds, materials, knowledge/skills) meet, exceed, or fail to meet the resource requirements. The score assigned should reflect the level of resources available, compared to what is required to accomplish each intervention.

Table 2. Objectives and Interventions Worksheet

	Priority	Feasibility	Available Resources (vs. requirements)
<b>Objective 1:</b>			
Interventions			
<b>Objective 2:</b>			
Interventions			

\*Scale: 1 = low    2 = medium    3 = high

Use the results to develop a work plan consistent with the program’s policies and procedures. Focus on the objectives and interventions with the greatest need, greatest likelihood of success, and/or available resources. If the priority and feasibility are high, but resources are not available, develop a resource development plan.

To assist in developing the work plan, complete table 3 by identifying the following:

- a description of the *desired state* that each intervention is expected to produce
- resources* for each intervention and their sources

- C. *key assumptions* underlying each intervention; what needs to be in place to carry out the intervention
- D. *indicators* for measuring progress toward completing the interventions and, therefore, toward achieving the objectives
- E. *data sources* for each indicator.



Table 3. Workplan Worksheet

**Comment [ER1]:** Please insert a column for person/s responsible and lines between interventions  
Paula: pls insert the column

	Desired State	Resources	Assumptions	Indicators	Data Sources	Person/s Responsible
<b>Objective 1:</b>						
Interventions						
•						
•						
•						
<b>Objective 2:</b>						
Interventions						
•						
•						
•						





# SCORING AND MONITORING LSAT RESULTS

To monitor results over time, focus on practices that will have the greatest influence on measurable logistics system performance and practices. The scoring sheet below and on the following pages contains one mechanism for synthesizing data into a manageable number of questions, which together paint an overall picture of the logistics system. The scoring sheet contains core questions for all 11 sections of the LSAT; instructions on scoring; and summary boxes for strengths, weaknesses, and general recommendations.

To complete the scoring sheet, transfer the results for these core questions from the LSAT form to the scoring sheet, as well as the key strengths and weaknesses.

For each question with response categories for different levels of the system, add or delete a level according to the structure of the logistics system. The total maximum score for some questions and some sections will change accordingly. Follow the instructions in the footnotes to reallocate scores appropriately.

When the question number in the LSAT tool differs from the question number in this scoring sheet, the corresponding LSAT question number is given in parenthesis.

Commodity security is becoming an increasing global concern, as scarcity of resources combined with increased awareness and use of products creates uncertainty about the coming years; supplies are failing to meet demand. Proper management of health products when they are received, and then ensuring that they reach the end users for whom they are intended, are key elements in meeting the challenge of providing commodity security.

Ideally, to monitor changes in the logistics system over time, the LSAT should be carried out at regular intervals, for example, once per year. Scores can be compared using the LSAT Scores Table at the end of the scoring section.

---

## Logistics Systems Assessment Tool (LSAT) — Scoring Sheet

---

**Country:**

---

**Name of program:**

---

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

Contraceptives

STI drugs

HIV test kits

Essential drugs

Essential drugs kits

ARVs

TB drugs

Vaccines

. Other \_\_\_\_\_

---

**Date of LSAT:**

---

<b>SECTION I: Organization and Staffing</b>		<b>Score</b>	<b>Maximum Score</b>
1. Does the national level have a logistics management unit?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<i>If no, please check no in question 2 a–h.</i>			
2. Is the logistics management unit fully responsible for the following activities:			
a. managing and using the logistics management information system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. forecasting quantities needed?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. procurement?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. inventory management, storage, and distribution?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
e. product selection?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
f. staffing of logistics positions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
g. budgeting for the logistics system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
h. supervision and logistic staff development?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
3. Are there documented guidelines for:			
a. managing and using the logistics management information system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. forecasting quantities needed?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. procurement?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. inventory management, storage, and distribution?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
e. product selection?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
f. staffing of logistics positions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
g. budgeting for the logistics system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
h. supervision and staff development?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
4. Is there a central-level position dedicated to logistics?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<i>If no, check no in question 5.</i>			
5. Does the logistics officer(s) have the same level of authority for decision making as other functional unit heads?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>

<b>SECTION I: Organization and Staffing</b>		<b>Score</b>	<b>Maximum Score</b>
6. Does the logistics system have a strategic plan that covers the next 1–3 years? (Question 10)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
7. Are there laws and regulations that promote the importation or local production of the health commodities being assessed? (Question 15)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
8. Are there laws and regulations that hinder the importation or local production of the health commodities being assessed? (Question 16) Note: (No = 1, Yes = 0)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<b>TOTAL</b>			<b>11</b>
<b>SCORE FOR THE SECTION</b>			<b>100%</b>
<b>SCORE FOR THE SECTION = TOTAL SCORE/MAXIMUM TOTAL SCORE* x 100</b>			

<b>SECTION II: Logistics Management Information System (LMIS)</b>		<b>Score</b>	<b>Maximum Score</b>
1. Is there a logistics management information system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
2. Does the information system (LMIS, HMIS, other) include: (Question 3)			
a. stockkeeping records (e.g., inventory control cards, bin cards, stock registers) at all levels?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.4</b>
b. requisition and issue records (e.g., bills of lading, shipping records, requisition/issue vouchers) at all levels?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.4</b>
c. dispensed-to-user records at service delivery points?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.4</b>
d. summaries of consumption data at levels above service delivery points (e.g., districts, regions, central, etc.)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.4</b>
e. stock on hand?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.4</b>
3. Do information system reports at all levels of the system show: (Question 4)			
a. the inventory balance (stock on hand)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
b. quantity dispensed or issued during a specified reporting period?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
c. losses and adjustments?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
d. quantities received?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
4. Do LMIS or other information system reports received at the central level provide information on stock status at the health facility level? (Question 6)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
5. What is the approximate percentage of information system reports received in time to be used for logistics decisions (ordering, distribution etc.) at the following each level of the system?* (Question 9)			

<b>SECTION II: Logistics Management Information System (LMIS)</b>	<b>Reporting %</b>	<b>Score</b>	<b>Maximum Score</b>
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If 90–100% then score 1, if 89–75% then score 0.5, if below 75% then score 0. *If necessary, delete or add a level according to the structure of the logistics system.*

<b>Levels</b>	<b>Reporting %</b>		
a. central			<b>1</b>
b. regional			<b>1</b>
c. district			<b>1</b>

6. What decisions are based on information system reports? (Question 17)

**If answers a–e are all checked, then score 1; if not all, but some, then score 0.5.**

a. forecasting			<b>1</b>
b. procurement			
c. transport/delivery			
d. scheduling supervisory visits			
e. resupply quantities			
f. other _____			

7. Are logistics data used at each level of the system as appropriate for: (Question 18)

a. continuous monitoring of stock balances?*			
central	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>.25</b>
regional	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>.25</b>
district	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>.25</b>
service delivery point	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>.25</b>
b. calculating quantities for resupply?*			
central	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>.25</b>
regional	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>.25</b>
district	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>.25</b>
service delivery point	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>.25</b>

8. What feedback mechanisms are in place to channel logistics information back to lower levels? (Question 19)

**If (a) then score 0; if any other answer is checked, then score 1 (even if multiple choices were selected).**

<b>SECTION II: Logistics Management Information System (LMIS)</b>	<b>Reporting %</b>	<b>Score</b>	<b>Maximum Score</b>
a. none			1
b. telephone call			
c. reports			
d. meetings			
e. supervisory visit			
f. other			
<b>TOTAL</b>			<b>15*</b>
<b>SCORE FOR THE SECTION</b>			<b>100%</b>

**SCORE FOR THE SECTION = TOTAL SCORE/MAXIMUM TOTAL SCORE × 100**

\* Adjust maximum score to eliminate questions that are not applicable (e.g., if there is no regional level, then delete question 4b; adjust questions 6a and 6b so that the maximum score for each is equal to 1 and the score is calculated as (total score /13) × 100).

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>RECOMMENDATIONS</b>	

<b>SECTION III: Product Selection</b>		<b>Score</b>	<b>Maximum Score</b>
1. Is there a national drug policy document?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<i>If no, skip to question 3.</i>			
2. Does the national drug policy contain written guidelines for donation of products? (Question 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
3. Is duty tax imposed on imported drugs or products? (Question 4) (No=1, Yes=0)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
4. Are donated commodities exempt from duty tax? (Question 5)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
5. Does the program have a written policy for maintaining continuity of brands and avoiding unnecessary duplication of interchangeable products? (Question 7)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
6. Is there a national essential drug list? (Question 9)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<i>If question 6 is no, check no for question 7.</i>			
7. Are all products in the supply chain being assessed included on the essential drug list? (Question 10)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<b>TOTAL</b>			<b>7</b>
<b>SCORE FOR THE SECTION</b>			<b>100%</b>
<b>SCORE FOR THE SECTION = TOTAL SCORE/MAXIMUM TOTAL SCORE x 100</b>			

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>RECOMMENDATIONS</b>	



<b>SECTION IV: Forecasting</b>		<b>Score</b>	<b>Maximum Score</b>
1. Are forecasts developed using: (Question 2)			
a. dispensed-to-user data?			
b. distribution/issues data?			
c. stock on hand at all levels?			
2. Are forecasts developed using: (Question 3)			
a. demographic data or disease prevalence/morbidity?			
b. service statistics?			
3. Are forecasts validated by comparing previous estimated consumption with actual consumption? (Question 4)	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Are forecasts updated at least annually? (Question 12)	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. Are forecasts prepared on a schedule that coincides with local budgeting and procurement cycles? (Question 13)	<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>TOTAL</b>			
<b>SCORE FOR THE SECTION</b>			
<b>SCORE FOR THE SECTION = TOTAL SCORE/ MAXIMUM TOTAL SCORE x 100</b>			

<b>SECTION V: Obtaining Supplies/Procurement</b>		<b>Score</b>	<b>Maximum Score</b>
1. Are short-term procurement plans based on forecasted needs? (Question 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
2. Do these procurement plans take into account the following logistics systems elements: (Question 4)			
a. current inventory levels (stock on hand)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
b. consumption (dispensed to user or issues)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
c. losses and adjustments?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
d. required order lead times of suppliers/donors?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
e. established stock levels, if relevant (i.e., maximum and minimum levels)?*	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
f. shipment and handling schedules?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
g. need for safety stock?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
3. In general, are the correct amounts of all products procured and obtained at the appropriate time, at the following levels:** (Question 7)			
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
4. Is the pipeline status regularly monitored so procurement decisions can be made to avoid stockouts? (Question 10)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<b>TOTAL</b>			<b>10*</b>
<b>SCORE FOR THE SECTION</b>			<b>100%</b>
<b>SCORE FOR THE SECTION = TOTAL SCORE/MAXIMUM TOTAL SCORE* × 100</b>			

\* Delete this question for products that are not in full supply and do not have established maximum and minimum stock levels; the maximum possible score for this section becomes 9.

\*\* If necessary, add or delete a level according to the structure of the logistics system, and ensure that the subquestions are scored in such a way that the maximum possible score for question 3 is 1.

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

<b>SECTION VI: Inventory Control Procedures</b>		<b>Score</b>	<b>Maximum Score</b>
1. Are there guidelines and established policies for maximum and minimum stock levels at which full supply products should be maintained: (Question 3)*			
a. at the central level of the supply chain?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.5</b>
b. at the regional level of the supply chain?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.5</b>
c. at the district level of the supply chain?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.5</b>
d. at the service delivery point level of the supply chain?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.5</b>
2. Are there written provisions for the redistribution of overstocked supplies? (Question 7)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
3. 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? (Question 9)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
4. In practice, does the program manage and issue stock according to FEFO inventory control procedures at all levels? (Question 10)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
5. Are damaged/expired products physically separated from inventory and removed from stock records at the following levels: (Question 11)*	<input type="checkbox"/> Yes <input type="checkbox"/> No		
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
6. Does the program have a system for tracking product losses and other adjustments? (Question 13)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
7. Have stockouts occurred for any product in the last 12 months at the following levels:* (Question 16)			
Score 1 for no stockouts; score 0 if there has been a stockout for each level of the system.			
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>

<b>SECTION VI: Inventory Control Procedures</b>		<b>Score</b>	<b>Maximum Score</b>
8. Are there established procedures for placing emergency orders? (Question 19)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<b>TOTAL</b>			<b>12**</b>
<b>SCORE FOR THE SECTION</b>			<b>100%</b>

**SCORE FOR THE SECTION = TOTAL SCORE/MAXIMUM TOTAL SCORE\*\* x 100**

\* If necessary, add or delete a level for questions 1, 5, and 7, according to the structure of the logistics system. For question 1, ensure that the subquestions are scored in such a way that the maximum score is equal to 2. For question 5, ensure that the subquestions are scored in such a way that the maximum score (combined) is equal to 1.

\*\* If necessary, adjust the maximum score to eliminate questions that are not applicable, or add questions that are not reflected (e.g., if there is no regional level, then delete subquestion 7b, and the score for the section is calculated as [total score /11\*100]. However, if a zonal level exists, add a subquestion to question 1 and 7 and adjust the maximum total score accordingly).

<b>STRENGTHS</b>	<b>WEAKNESSES</b>

**RECOMMENDATIONS**

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<b>SECTION VII: Warehousing and Storage</b>		<b>Score</b>	<b>Maximum Score</b>
1. Does the program have written guidelines for storage and handling of all products, at all levels of the system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
2. Are there written guidelines for disposal of sharps, biohazardous material, and other medical waste?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
3. Does the program conduct at least one physical inventory of all products annually at storage facilities at the following levels:*			
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
4. Is the existing storage capacity adequate to handle the current quantities of products at the following levels:*( Question 7)			
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
5. Are visual quality assurance inspections of products conducted at the storage facility at the following levels:*( Question 14)			
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
6. Are there written procedures or guidelines for destroying damaged and expired products? (Question 15)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
7. In practice, are damaged and expired products destroyed according to the program's disposal guidelines, at the following levels:*( Question 17)			
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>

<b>SECTION VII: Warehousing and Storage</b>	<b>Score</b>	<b>Maximum Score</b>
<b>TOTAL</b>		<b>7</b>
<b>SCORE FOR THE SECTION</b>		<b>100%</b>

**SCORE FOR THE SECTION = TOTAL SCORE/MAXIMUM TOTAL SCORE × 100**

\* Add or delete a level according to the structure of the logistics system, and ensure that the subquestions are scored in such a way that the maximum possible score for questions 3, 4, 5, and 7 is equal to 1.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>

**RECOMMENDATIONS**

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<b>SECTION VIII: Transport and Distribution</b>		<b>Score</b>	<b>Maximum Score</b>
1. Do written procedures specify what type of distribution system should be used to distribute products between each level? (Question 2)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
2. Is there a documented distribution schedule for all levels? (Question 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
3. Are a sufficient number of functioning vehicles available, with petrol and drivers, at appropriate levels, to meet the desired distribution schedule? (Question 5)			
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.50</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.50</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.50</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.50</b>
4. In general, are orders delivered as scheduled at the following levels:*(Question 11)			
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.50</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.50</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.50</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.50</b>
<b>TOTAL</b>			<b>6</b>
<b>SCORE FOR THE SECTION</b>			<b>100%</b>

**SCORE FOR THE SECTION = TOTAL SCORE/MAXIMUM TOTAL SCORE × 100**

\* Add or delete a level according to the structure of the logistics system, and ensure that the subquestions are scored in such a way that the maximum possible score for questions 3 and 4 is equal to 2.



STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

<b>SECTION IX: Organizational Support for Logistics System</b>	<b>Score</b>	<b>Maximum Score</b>
1. How often do personnel at the following levels communicate?*		
<i>Score 0 for never; score .33 for any other response</i>		
a. Central-level logistics staff with staff from the next level below (e.g., region, province, district)?	<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually	<b>0.33</b>
b. Regional level logistics staff with staff from the or next level below (e.g., district)?	<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually	<b>0.33</b>
c. District-level logistics staff with staff from service delivery point level?	<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually	<b>0.33</b>
2. Is there a process in place for improving any gaps in the knowledge and skills of logistics personnel at the following levels?* (Question 5)		
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>0.25</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>0.25</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>0.25</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>0.25</b>
3. Are there written procedures and guidelines (e.g., manuals, job aids, standards) to help staff carry out their logistics responsibilities? (Question 6)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>1</b>
4. Do staff who manage commodities have a written job description that includes logistics responsibilities at the following levels:* (Question 9)		
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>0.25</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>0.25</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>0.25</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>0.25</b>
5. Are supervisory responsibilities described in written job descriptions? (Question 13)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<b>1</b>

<b>SECTION IX: Organizational Support for Logistics System</b>		<b>Score</b>	<b>Maximum Score</b>
6. Are guidelines available for how the supervisor is to conduct the supervisory visit? (Question 14)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
7. Are tools available that describe what to cover when conducting a supervisory visit? (Question 15)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
8. Are supervisory visits conducted for staff at the following levels:*( Question 17)			
a. central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. district?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
9. Is there a documented schedule for supervision? (Question 19)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
10. Has training been given to current staff at all appropriate levels in the following areas: (Question 24)			
a. completion and submission of LMIS reports?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
b. proper storage of health products?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
c. maintaining proper stock levels?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
d. determining order quantities?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
e. determining issue quantities?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
f. estimating annual needs?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
g. reviewing reports and records?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
h. other?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>0.25</b>
<b>TOTAL</b>			<b>11</b>
<b>SCORE FOR THE SECTION</b>			<b>100%</b>

**SCORE FOR THE SECTION = THE TOTAL SCORE/MAXIMUM TOTAL SCORE × 100**

\* Add or delete a level according to the structure of the logistics system, and ensure that the subquestions are scored in such a way that the maximum possible score for questions 1, 2, 4, and 8 is each equal to 1.

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

<b>SECTION X: Product Use</b>		<b>Score</b>	<b>Maximum Score</b>
1. Do written standard treatment guidelines exist for conditions that use commodities in the supply chain being assessed?	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<i>If no to question 1, score 0 for question 2.</i>			
2. Are standard treatment guidelines distributed to all the service delivery points? (Question 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
3. Are there written procedures for monitoring and supervising prescribing practices? (Question 4)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<i>If no to question 3, score 0 for question 4.</i>			
4. Are the written procedures distributed to service providers at all levels? (Question 5)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
5. Do written universal safety precaution guidelines exist? (Question 6)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<i>If no to question 5, score 0 for question 6.</i>			
6. Are precaution guidelines distributed to service providers at all levels? (Question 7)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
7. Are commodities provided only to facilities that have staff trained and are equipped to use them? (Question 9)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
8. Are prescribing practices monitored and compared to standard treatment guidelines? (Question 10)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<b>TOTAL</b>			<b>8</b>
<b>SCORE FOR THE SECTION</b>			<b>100%</b>
<b>SCORE FOR THE SECTION = THE TOTAL SCORE/MAXIMUM TOTAL SCORE x 100</b>			

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>RECOMMENDATIONS</b>	

<b>SECTION XI: Finance/Donor Coordination/CS Planning</b>	<b>Score</b>	<b>Maximum Score</b>
1. Is the funding level either “adequate” or “more than adequate” for the following supply chain components:		
a. products?	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
b. warehousing/storage?	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
c. logistics management information system?	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
d. transportation?	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
e. logistics staff development?	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
f. salaries for logistics staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
g. waste management?	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
2. Is there a commodity financing gap currently or in the short term (1 to 3 years)?* (no = 1, yes = 0) (Question 11)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
3. Is there a commodity financing gap in the medium term (3 to 5 years)?* (no = 1, yes = 0) (Question 12)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
4. Is the country engaged in a poverty reduction strategy plan (PRSP)? (Question 14)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
5. Are the commodities in this supply chain explicitly included in the SWAp? (Question 16)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
6. Is there a committee or task force for CS? (Question 19)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
7. Does the committee involve all of the relevant stakeholders (donors, MOH, NGOs, commercial provider representatives, other providers, social marketing groups, etc.)? (Question 21)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
8. Does the committee hold meetings at specified intervals (e.g., quarterly, annually)? (Question 22)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
9. Is there a local commodity security champion with decision-making authority? (Question 24)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
10. Has the ministry, with other stakeholders, developed a national CS strategic plan? (Question 25)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
11. Is the national CS strategic plan fully financed/resourced? (Question 27)	<input type="checkbox"/> Yes <input type="checkbox"/> No	1
12. Is the national CS strategic plan being	<input type="checkbox"/> Yes <input type="checkbox"/> No	1

<b>SECTION XI: Finance/Donor Coordination/CS Planning</b>		<b>Score</b>	<b>Maximum Score</b>
implemented? (Question 28)			
13. Does the plan include/commit government funds to purchase health commodities included in this supply chain? (Question 29)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<b>1</b>
<b>TOTAL</b>			<b>19</b>
<b>SCORE FOR THE SECTION</b>			<b>100%</b>
<b>SCORE FOR THE SECTION = THE TOTAL SCORE/MAXIMUM TOTAL SCORE x 100</b>			

\* For questions 2 and 3, score 1 for no product financing gap; score 0 if there is a financing gap.

<b>LSAT TOTAL SCORES</b>	<b>Score</b>
<b>SECTION</b>	
I. Organization and Staffing	
II. Logistics Management Information System (LMIS)	
III. Product Selection	
IV. Forecasting	
V. Obtaining Supplies/Procurement	
VI. Inventory Control Procedures	
VII. Warehousing and Storage	
VIII. Transport and Distribution	
IX. Organizational Support for Logistics System	
X. Product Use	
XI. Finance/Donor Coordination/CS Planning	
<b>TOTAL</b>	



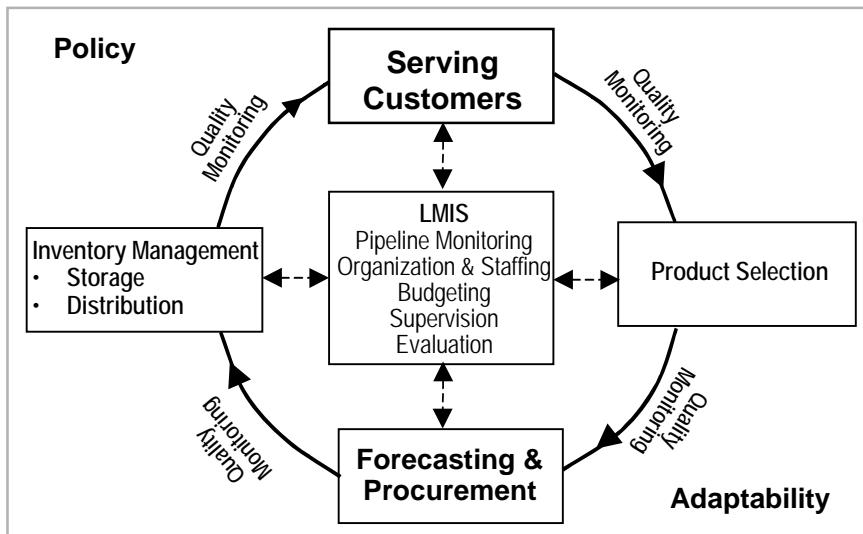
# **LOGISTICS SYSTEM ASSESSMENT TOOL (LSAT)**



# INTRODUCTION

The Logistics System Assessment Tool (LSAT) can be used for a comprehensive system-level assessment of the performance of a logistics system for any health program, managing any health commodity. The tool follows the logistics cycle (see figure 1) and includes questions on all components of the cycle. It can be used with the Logistics Indicators Assessment Tool (LIAT)\* to provide an overall assessment of a program’s ability to ensure the continuous availability of health commodities at service delivery points (SDPs).

**Figure 1. Logistics Cycle**



The background and use of the logistics cycle, and the overall process and analysis, are described in the *LSAT User’s Guide*.

The overall purpose of the LSAT is to—

- Diagnose areas that need improvement.
- Monitor the system’s performance.
- Raise stakeholders collective awareness about system performance.
- Gather informants’ (logistics) knowledge, and use results from the analysis for work planning.

For more information on the process of completing and analyzing the LSAT, see the *LSAT User’s Guide*.

\* The LIAT is a quantitative evaluation tool that measures five logistics indicators: stock status, stockout frequency, storage condition, forecast accuracy, and data quality. It can be accessed at [www.deliver.jsi.com](http://www.deliver.jsi.com)



# LOGISTICS SYSTEM ASSESSMENT TOOL (LSAT)

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## Background Information

---

Date: \_\_\_\_\_ (DD/MM/YY)

Facilitator: \_\_\_\_\_ Country: \_\_\_\_\_

Note-taker: \_\_\_\_\_

Name of

program: \_\_\_\_\_

Type of program:  Government  NGO  Social Marketing  Private  
 Other (specify): \_\_\_\_\_

Number of facilities visited: \_\_\_\_\_

Before the exercise

After the exercise

Levels visited:  Central  Regional  District  
 Service Delivery Point  Other

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

- Contraceptives  STI Drugs  HIV Test Kits  Essential Drugs  
 Essential Drugs Kits  TB Drug  Vaccines  ARVs  
 Malaria (Drugs)  Malaria (ITNs)  Avian Influenza (AI)  
 Other

Total number of products managed in the system being assessed: \_\_\_\_\_

List all the products managed by the supply chain being assessed (or attach a copy of the list):

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

---

**Background Information**

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**Background Information**

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List the name and title of participants (or provide attached list):

---

<b>Name Information</b>	<b>Title</b>	<b>Organization</b>	<b>Contact</b>
_____	_____ _____	_____	
_____	_____ _____	_____	
_____	_____ _____	_____	
_____	_____ _____	_____	
_____	_____ _____	_____	
_____	_____ _____	_____	

---

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.

---

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:

---



---

**SECTION I: Organization and Staffing**

---

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 staff development?

Yes  No    Comments:

---

4. Is there a central-level position dedicated to logistics?

Yes  No    Comments:

---

*If no, skip to question 6.*

---

5. Does the logistics officer(s) 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?

- |  |   |
|--|---|
| <input type="checkbox"/> none                | <input type="checkbox"/> formal meetings        |
| <input type="checkbox"/> joint work plans    | <input type="checkbox"/> written communications |
| <input type="checkbox"/> department meetings | <input type="checkbox"/> 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). *(It is advisable to request this document in advance, before the actual LSAT activity.)*

---

---

**SECTION I: Organization and Staffing**

---

10. Does the logistics system have a strategic plan that covers the next 1–3 years? Please attach.  
 Yes  No      Comments:

---

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 policy on the health program being assessed (specify commodity types covered: TB, malaria, family planning, etc.)?  
 Yes  No      Comments:

---

*If no, skip to question 19.*

---

13. Does the national policy address commodity security? Please explain.  
 Yes  No      Comments:

---

14. Does the policy influence the annual planning process? Please explain.  
 Yes  No      Comments:

---

15. Are there laws and regulations that promote the importation or local production of the health commodities being assessed? If yes, give examples.  
 Yes  No      Comments:

---

16. Are there laws and regulations that hinder the importation or local production of the health commodities being assessed? If yes, give examples.  
 Yes  No      Comments:

---

17. Are there policies or other restrictions that limit or encourage client access to services or commodities?  
 Yes  No      Comments:

---

---

**SECTION I: Organization and Staffing**

---

*In no, skip to question 19.*

---

18. Describe the policies.

---

19. How are policymakers engaged in improving access to health commodities?

---

20. Other comments on organization and staffing:

---

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

---

**SECTION II: Logistics Management Information System (LMIS)**

---

1. Is there a logistics management information system?

Yes  No    Comments:

---

*If yes, go to question 3.*

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

Yes  No

---

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

a. stockkeeping records (e.g., inventory control 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:

---

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:

---

---

**SECTION II: Logistics Management Information System (LMIS)**

---

5. Describe the flow of information from the health facility to central level. Please include information about forms used, frequency of reporting, who's responsible, and where data is aggregated. Attach a diagram.

---

6. Do LMIS or other information system reports received at the central level provide information on stock status at the health facility level (i.e., do central-level staff have accurate routine information on which facilities are stocked out, understocked, adequately stocked, or overstocked)? Please explain.

Yes     No    Comments:

---

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

---

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

---

9. 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)**

---

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

Yes    No

a. If yes, how is this done?

b. How often?

---

11. 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:

---

*If no to questions 11 a–d, skip to 13.*

---

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

---

---

**SECTION II: Logistics Management Information System (LMIS)**

---

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

---

14. Is the information system used to monitor and evaluate the program's performance?  
 Yes  No    Comments:

---

15. How is logistics data recorded, managed, analyzed, and used at each level?

---

16. 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?

---

17. What decisions are based on information system reports?

forecasting       procurement       transport/delivery       scheduling supervisory visits  
 inventory management       how much to resupply \_\_\_\_\_  other

---



---

**SECTION II: Logistics Management Information System (LMIS)**

---

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

a. continuous monitoring of stock balances?

central?

Yes  No      Comments:

regional?

Yes  No      Comments:

district?

Yes  No      Comments:

service delivery point?

Yes  No      Comments:

b. calculating quantities for resupply?

central?

Yes  No      Comments:

regional?

Yes  No      Comments:

district?

Yes  No      Comments:

service delivery point?

Yes  No      Comments:

---

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

telephone     reports     meetings     supervisory visit  
 other         none

Comments:

---

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

Yes  No      Comments:

---

*If no, skip to 22.*

---

---

**SECTION II: Logistics Management Information System (LMIS)**

---

21. 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?

- 
22. a. Is logistics information provided to the 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?

---

23. Other comments on the 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, or different types of ACTs for treatment of malaria)?  
 Yes  No    Comments:

- 
8. a. Is there an essential services package?  
 Yes  No

b. If yes, what services are included?

- 
9. Is there a national essential drug list? If yes, please obtain a copy of the list ahead of time.  
 Yes  No    Comments:

---

*If no, skip to question 14.*

---

---

**SECTION III: Product Selection**

---

10. Are all products in the supply chain being assessed included on the essential drug list?

- Yes  No

---

11. Are all the commodities used in this health program on the essential drug list?

- Yes  No    Comments:

---

12. What criteria are used to select a product for the list?

---

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

- central       regional  
 district       service delivery point

---

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

---

15. 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:

---
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 forecasts discrepancies in the past 2 years (+/- 25%)?  
  
b. Which ones?  
  
c. Which products had the smallest forecast discrepancies?  
  

---
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.)?  
  

---

---

**SECTION IV: Forecasting**

---

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 forecasts?  
 Yes  No

b. If yes, by whom?

---

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

---

11. How does the private sector participate in the forecasting process?

---

12. Are forecasts updated at least annually?  
 Yes  No Comments:

---

13. Are forecasts prepared on a schedule that coincides with local budgeting and procurement cycles?  
 Yes  No Comments:

---

14. Are long-term (e.g., 3 or more years) forecasts prepared?  
 Yes  No Comments:

---



---

**SECTION IV: Forecasting**

---

15. Does the MOH and/or other donors cost out forecasts and incorporate them into the budget planning?  
Explain.

---

16. Other comments on forecasting:

---

<b>STRENGTHS</b>	<b>WEAKNESSES</b>

---

**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  NA Comments:

---

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

a. current inventory levels (stock on hand)?

Yes  No  NA Comments:

b. consumption (dispensed to user or issues)?

Yes  No  NA Comments:

c. losses and adjustments?

Yes  No  NA Comments:

d. required order lead times of suppliers/donors?

Yes  No  NA Comments:

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

Yes  No  NA Comments:

f. shipment and handling schedules?

Yes  No  NA Comments:

g. need for safety stock?

Yes  No  NA Comments:

---

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.)?

Yes  No Comments:

---

---

**SECTION V: Obtaining Supplies/Procurement**

---

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 is the process for adjusting procurement plans in case of a budget shortfall?

b. What are the procedures and time frames for ordering products from suppliers and donors?

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

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

---

**SECTION V: Obtaining Supplies/Procurement**

---

10. a. Is pipeline status regularly monitored so procurement decisions can be made 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? Please explain.  
 Yes    No            Comments:

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

- 
14. Is there a procedure for recording and reporting complaints about product quality to suppliers? Please explain.  
 Yes    No            Comments:
-

---

**SECTION V: Obtaining Supplies/Procurement**

---

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

---

16. Other comments on procurement:

---

---

STRENGTHS	WEAKNESSES

---

**RECOMMENDATIONS**

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**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/attach 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 not?

---

---

**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?  
 Yes  No  NA

---

6. How are products that cannot be maintained in full supply allocated 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 points?  
 Yes  No  NA      Comments:

---

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?  
 Yes  No  NA      Comments:

b. regional?  
 Yes  No  NA      Comments:

c. district?  
 Yes  No  NA      Comments:

d. service delivery points?  
 Yes  No  NA      Comments:

---

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:



---

**SECTION VI: Inventory Control Procedures**

---

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:

---

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

a. central?

Comments:

b. regional?

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  NA

Comments:

b. regional?

Yes  No  NA

Comments:

c. district?

Yes  No  NA

Comments:

d. service delivery points?

Yes  No  NA

Comments:

---

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

---

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. How successfully are emergency orders filled for the following levels?  
i. central?  
ii. regional?  
iii. district?  
iv. service delivery points?

---

21. Other comments on inventory control:

---

STRENGTHS	WEAKNESSES
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 annually 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 \_\_\_\_\_

---

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

---

---

**SECTION VII: Warehousing and Storage**

---

8. Can the existing storage capacity handle all the quantities needed to ensure that no stockouts occur 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:
- 

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

---

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?  
 Yes  No      Comments:
- 

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

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

---

**SECTION VII: Warehousing and Storage**

---

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 18.*

---

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

---

---

**SECTION VII: Warehousing and Storage**

---

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

---

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.

---

19. Other comments on warehousing and storage:

---

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	



---

**SECTION VIII: Transport and Distribution**

---

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

---

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

Yes  No    Comments:

---

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

Yes  No    Comments:

---

4. 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.

---

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

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:

---

6. Are vehicles regularly available for supervision?

a. central?

Yes  No    Comments:

b. regional?

Yes  No    Comments:

c. district?

Yes  No    Comments:

---

---

**SECTION VIII: Transport and Distribution**

---

7. 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.).

---

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?  
 Yes  No      Comments:

b. regional?  
 Yes  No      Comments:

c. district?  
 Yes  No      Comments:

d. service delivery point?  
 Yes  No      Comments:

---

---

**SECTION VIII: Transport and Distribution**

---

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

Yes  No

b. If yes, how effective has it been?

---

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

a. vehicles?

Yes  No  NA    Comments:

b. fuel?

Yes  No  NA    Comments:

c. spare vehicle parts?

Yes  No  NA    Comments:

d. vehicle maintenance and repair?

Yes  No  NA    Comments:

e. per diem?

Yes  No  NA    Comments:

f. salaries for drivers?

Yes  No  NA    Comments:

---

14. 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?

---

15. Other comments on transport and distribution:

---

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

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**SECTION IX: Organizational Support for Logistics System**

---

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

---

a. Central-level logistics staff with staff from the next level below (e.g., region, province, district)  
 Never  Weekly  Monthly  Quarterly  Annually      Comments:

---

b. Regional-level logistics staff with staff from the next level below (e.g. district)  
 Never  Weekly  Monthly  Quarterly  Annually      Comments:

---

c. District-level logistics staff with the service delivery point  
 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:

---

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? *If yes, please describe process.*

a. central?  
 Yes  No      Comments:

b. regional?  
 Yes  No      Comments:

c. district?  
 Yes  No      Comments:

---

---

**SECTION IX: Organizational Support for Logistics System**

---

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 their logistics responsibilities?

Yes  No

Comments:

---

*If no, skip to question 8.*

---

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

---

8. Are the procedures and guidelines distributed to staff 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:

---

9. Do staff who manage commodities have a written job description that includes logistics responsibilities 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:

---

---

**SECTION IX: Organizational Support for Logistics System**

---

10. Do logistics staff have the tools and resources they need to do their jobs, at the following 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?

Yes  No

Comments:

b. regional?

Yes  No

Comments:

c. district?

Yes  No

Comments:

d. service delivery point?

Yes  No

Comments:

---

11. a. Is external assistance (from other NGOs, donors, or partners) used to complete management and supervision activities?

Yes  No

Comments:

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

---

12. Describe supervisory structure 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.*

---

---

**SECTION IX: Organizational Support for Logistics System**

---

16. Do the supervisors use these guidelines and tools?

---

17. Are supervisory visits conducted for staff 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:

---

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

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

a. review procedures for forecasting needs?

Yes  No

Comments:

b. review procedures for ordering products?

Yes  No

Comments:

c. observe product storage?

Yes  No

Comments:

d. conduct physical inventory?

Yes  No

Comments:

e. review logistics records and reports?

Yes  No

Comments:

f. discuss budgeting for logistics activities?

Yes  No

Comments:

g. review changes made since last supervisory visit?

Yes  No

Comments:

h. on-the-job training to improve job performance?

Yes  No

Comments:

i. discuss what is working and what is not working?

Yes  No

Comments:

j. discuss what help is needed (staff, equipment, forms, etc.)?

---



---

**SECTION IX: Organizational Support for Logistics System**

---

Yes  No      Comments:

---

19. Is there a documented schedule for supervision?

Yes  No      Comments:

---

*If no, skip to question 21.*

---

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

b. How often do they take place?

---

21. Are there any constraints to conducting supervisory visits?

Yes  No      Comments:

---

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

a. in-service training?

Yes  No      Comments:

b. on-the-job training?

Yes  No      Comments:

c. written instructions on how to improve?

Yes  No      Comments:

d. a coach or mentor?

Yes  No      Comments:

e. other? (describe)

---

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

Yes  No      Comments:

---

---

**SECTION IX: Organizational Support for Logistics System**

---

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

a. completion and submission of LMIS reports?

Yes  No            Comments:

b. proper storage of health products?

Yes  No            Comments:

c. maintaining proper stock levels?

Yes  No            Comments:

d. determining order quantities?

Yes  No            Comments:

e. determining issue quantities?

Yes  No            Comments:

---

f. estimating annual needs?

Yes  No            Comments:

g. reviewing reports and records?

Yes  No            Comments:

h. other? (list):

Yes  No            Comments:

---

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

---

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

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**SECTION X: Product Use**

---

1. Do written standard treatment guidelines exist for conditions that use commodities in the supply chain being assessed?  
 Yes  No Comments:
- 

*If no, skip to question 4.*

---

2. List the commodities being assessed in this supply chain that are required to comply with the standard treatment guidelines.
- 

3. Are standard treatment 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 written 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?
- 

9. Are commodities provided only to facilities that have staff trained and are equipped to use them (e.g., TB drugs only to DOT-trained facilities, IUDs only to sites with trained providers)?  
 Yes  No Comments:
-

---

**SECTION X: Product Use**

---

10. a. Are prescribing practices monitored and compared to standard treatment guidelines?  
 Yes  No    Comments:

b. If so, how often?

c. By whom?

---

*If contraceptives are included in the supply chain you are assessing, answer questions 11–15. If not, skip to question 16.*

---

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:

---

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: \_\_\_\_\_

Commodity	Government		NGO		Commercial	
	Year 1	Year 5	Year 1	Year 5	Year 1	Year 5
Pill						
Condom, Male						
Condom, Female						
Injectable						
IUD						
Implant						
Sterilization						

---

**SECTION X: Product Use**

---

14. What is the current contraceptive method mix? Please describe.

---

15. Have decision makers assessed the implications of the contraceptive method mix? Explain/provide examples.

Yes  No

---

16. a. Are there behavior change communication campaigns underway (or undertaken in the previous 2–3 years) that promote product use for prevention and/or treatment? (e.g. use of bed nets for malaria prevention, use of modern contraceptive methods, or voluntary counseling and testing (VCT)?

Yes  No    Comments:

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

---

17. Do the following barriers limit client access to services that use products from the supply chain being assessed 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? (specify)

Yes  No    Comments:

---

---

**SECTION X: Product Use**

---

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

- a. public?  
 Yes  No      Comments:
  
- b. NGO?  
 Yes  No      Comments:
  
- c. social marketing?  
 Yes  No      Comments:
  
- d. private/commercial?  
 Yes  No      Comments:
  
- e. other? (specify)  
 Yes  No      Comments:

---

*If no to 18 a–e, skip to question 20*

---

19. What are the problems most commonly expressed regarding perceived quality?

---

20. Other comments on product use:

---

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	



---

**SECTION XI: Finance/Donor Coordination/CS Planning**

---

1. Describe the funding level for each supply chain component:
- a. products?  
 Does not exist  Not adequate  Adequate  More than adequate Comments:
  
  - b. warehousing/storage?  
 Does not exist  Not adequate  Adequate  More than adequate Comments:
  
  - c. logistics management information system?  
 Does not exist  Not adequate  Adequate  More than adequate Comments:
  
  - d. transportation?  
 Does not exist  Not adequate  Adequate  More than adequate Comments:
  
  - e. logistics staff development?  
 Does not exist  Not adequate  Adequate  More than adequate Comments:
  
  - f. salaries for logistics staff?  
 Does not exist  Not adequate  Adequate  More than adequate Comments:
  
  - g. waste management?  
 Does not exist  Not adequate  Adequate  More than adequate Comments:

- 
2. What is the program's annual budget and expenditure from all sources for:
- |                              |                          |                     |
|------------------------------|--------------------------|---------------------|
| Drug budget? _____           | Annual expenditure _____ | Reported year _____ |
| Logistic budget? _____       | Annual expenditure _____ | Reported year _____ |
| Contraceptive budget?* _____ | Annual expenditure _____ | Reported year _____ |

*\*Skip if not assessing contraceptives.*

- 
3. a. Who finances the program's annual budget?
- b. What percentage of the cost of products procured is government financed?

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

---

**SECTION XI: Finance/Donor Coordination/CS Planning**

---

5. Estimate the percentage of products bought from domestic versus international suppliers.

---

6. Is there a cost recovery system for:

a. services?  
 Yes  No      Comments:

b. commodities?  
 Yes  No      Comments:

---

*If no to question 6 a and b, skip to question 10.*

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

a. commodity costs?  
 Yes  No      Comments:

b. logistics costs?  
 Yes  No      Comments:

c. services?  
 Yes  No      Comments:

d. other costs?  
 Yes  No      Comments:

---

8. What approximate percentage of costs is recovered (e.g., through user's fees)?

a. commodity costs? \_\_\_\_\_%      Comments:

b. logistics costs? \_\_\_\_\_%      Comments:

c. services? \_\_\_\_\_%      Comments:

d. other costs \_\_\_\_\_%      Comments:

---

9. Is there a waiver system for those who cannot afford to pay for services and/or products?

Yes  No      Comments:

---

---

**SECTION XI: Finance/Donor Coordination/CS Planning**

---

10. What are the average annual out-of-pocket (household) expenditures for the commodities in this supply chain?

---

11. Is there a commodity financing gap currently, or in the short-term (1 to 3 years)?

Yes  No      Comments:

If yes, quantify amount annually.

---

12. Is there a commodity financing gap in the medium term (3 to 5 years)?

Yes  No      Comments:

If yes, quantify amount annually.

---

13. What percentage of the commodity market is financed from the public and private sector?

---

14. Is the country engaged in a poverty reduction strategy plan (PRSP)?

Yes  No      Comments:

---

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

Yes  No      Comments:

---

16. Are the commodities in this supply chain explicitly included in the SWAp?

Yes  No      Comments:

---

17. How efficiently do the sectors (public, private, NGO, etc.) collectively cover the whole market in terms of clients' income, location, preferred methods?

---

---

**SECTION XI: Finance/Donor Coordination/CS Planning**

---

18. (For RH commodities) Is method use dominated by certain methods or types of methods (for example, short-term resupply methods or long acting and permanent methods)?

---

19. Is there a committee or task force for CS?

Yes  No

Comments:

---

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

Yes  No

Comments:

---

21. Does the committee involve all the relevant stakeholders (donors, MOH, NGOs, commercial provider representatives, other providers, social marketing groups, etc.)?

Yes  No

Comments:

---

22. Does the committee hold meetings at specified intervals (e.g., quarterly, annually)?

Yes  No

Comments:

---

23. Describe decisions made and actions taken by the committee.

---

24. Is there a local commodity security champion with decision-making authority?

Yes  No

Comments:

---

25. Has the Ministry, with other stakeholders, developed a national CS strategic plan?

Yes  No

Comments:

---

*If no, skip to 30.*

---

---

**SECTION XI: Finance/Donor Coordination/CS Planning**

---

26. Describe the strategic plan.

---

27. Is the national CS strategic plan fully financed/resourced?

Yes  No

Comments:

---

28. Is the national CS strategic plan being implemented?

Yes  No

Comments:

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

---

29. Does the plan include/commit government funds to purchase health commodities included in this supply chain?

Yes  No

Comments:

---

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

---

31. Other comments on finance/donor coordination/CS planning:

---

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	



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**USAID | DELIVER PROJECT**

**John Snow, Inc.**

1616 Fort Myer Drive, 11th Floor

Arlington, VA 22209 USA

Phone: 703-528-7474

Fax: 703-528-7480

Email: [askdeliver@jsi.com](mailto:askdeliver@jsi.com)

Internet: [deliver.jsi.com](http://deliver.jsi.com)