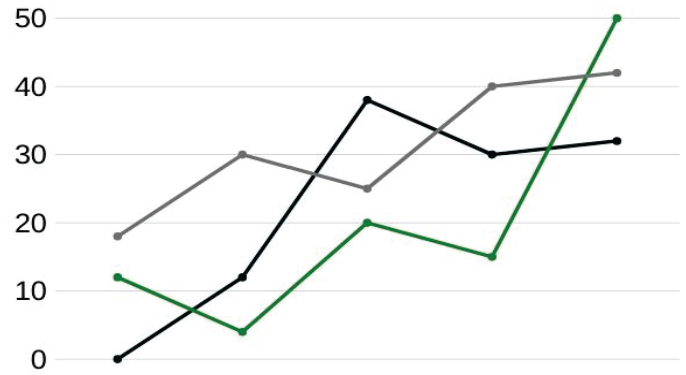
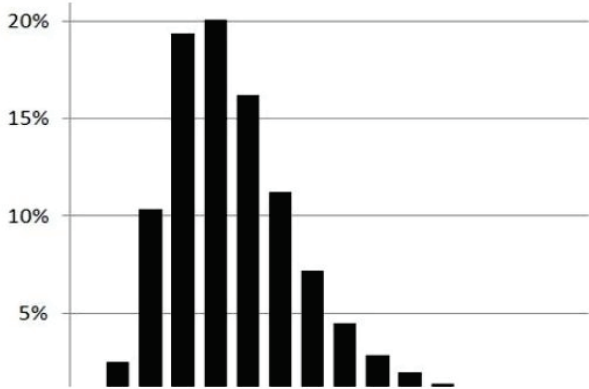
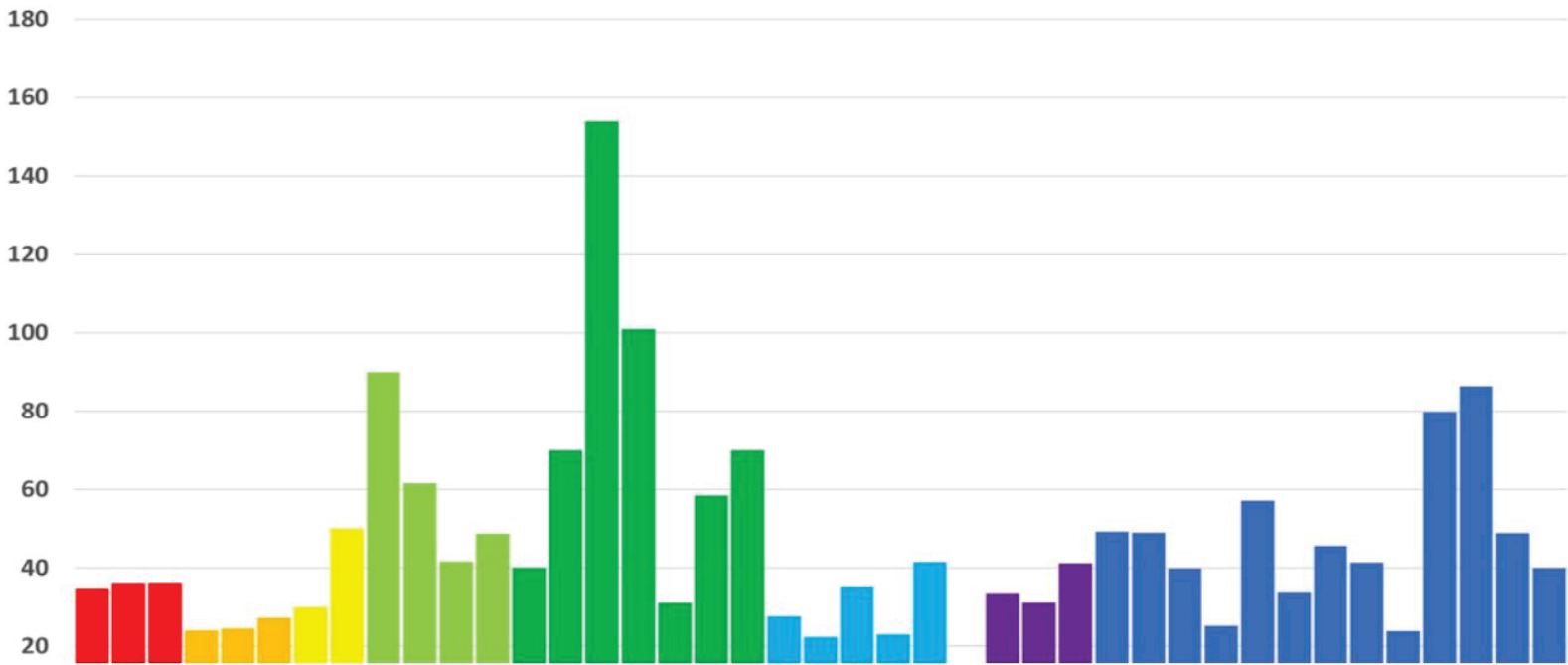


District Health Commodities Monitoring & Evaluation Guidelines



2020

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Disclaimer:

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ACRONYMS

AMC	Average monthly consumption
DHO	District health officer
DPWO	District population welfare officer
DQA	Data quality assessment
FEFO	First expiry first out
GHSC-PSM	Global Health Supply Chain Program-Procurement and Supply Management
HF _s	Health Facilities
HRM	Human resource management
KP	Khyber Pakhtunkhwa
KPI	Key performance indicator
LMIS	Logistics Management Information System
M&E	Monitoring and Evaluation
MIS _{es}	Management Information Systems
MOS	Month of stock
OJT	On the job training
SOH	Stock on hand
TB	Tuberculosis
USAID	U.S. Agency for International Development
WMS	Warehouse management system


ACKNOWLEDGEMENT

The key challenge encountered by the districts is the uninterrupted and timely supply of health commodities at all levels of supply chain, most critically the last mile. Admittedly, the outcome of ensuring commodity security at the last mile could only be effectively accomplished through cascading of the fundamental supply chain functions at the district and sub-district levels.

We proudly put forward the completed version of the District Level Supply Chain Package, which was prepared after months of effort. The package containing supply chain guidelines will help the district staff to ensure best supply chain practices at the district and below levels, contributing towards improved access of health commodities to the people.

The Health Department, Government of Khyber Pakhtunkhwa is committed to improve the health and quality of life for all, particularly women, children and marginalized communities, through access to essential quality health services which are accessible, equitable, culturally acceptable, affordable, and sustainable.

We acknowledge the invaluable leadership and technical assistance of Dr. Han Kang, Director, Health Office, USAID Pakistan, Mr. Khalid Mahmood, Project Management Specialist, USAID Pakistan, Dr. Muhammad Tariq, Country Director, USAID Global Health Supply Chain Program – Procurement and Supply Management (GHSC-PSM) project, Chemonics International and especially Mr. Babar Khisro of USAID Office, Khyber Pakhtunkhwa; and Mr. Muhammad Abbas Khan, Supply Chain Team Lead KP, Mr. Nabeel Ahmed Maqbool, Director, Vaccine Preventable Infectious Diseases, and Ms. Ambreen Khan, Director, Basic Health Services of GHSC-PSM project for their devoted efforts and support provided in the formulation of this package.



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PREFACE

The District Health Monitoring and Evaluation (M&E) Guidelines will serve as a key document for the officials working in Health Department and Population Welfare Department at district level who are involved directly or indirectly in managing and monitoring supply chain system including the District Health Officer, District Storekeeper, MIS operators, Service Providers at the health facilities and vertical program coordinators. The aim of these guidelines is to define the M&E best practices as well as propose standard operating procedures based on international best practices. These guidelines are widely applicable to a broad range of health commodities including but not limited to essential drugs for basic health services, vaccines, contraceptives, antimalarial and typhoid medicines, malaria rapid diagnostic tests, and tuberculosis (TB) medicines.

PREAMBLE

Monitoring and evaluation (M&E) acts as the backbone of any program or intervention and plays pivotal role in keeping programs on track. Further, the information generated through focused M&E activities helps health managers to strategize available resources, address challenges faced, fill the gap areas identified during the monitoring process and to keep track of the performance of programmatic activities. Ensuring commodity security is a crucial step in enabling health managers to provide service delivery to populations. The process of commodity security involves multiple steps including forecasting and quantification of selected products, procurement, storage and distribution. Commodity security relies on visibility of accurate and validated logistics data for decision makers and managers. To ensure that each product is available at the right time and place for the right people and at the right cost, every step of the product supply chain needs to be coordinated and monitored. It is crucial that the scope of the M&E is finalized before planning M&E activities. Geographical area and the programmatic indicators must be clearly outlined to address the scope of the M&E. At the district level, the geographical scope of M&E is the district store, sub-district (Tehsil) stores and HFs (Health facilities)), while the programmatic indicators cover the stock sufficiency (SOH, AMC, MOS etc.).

OBJECTIVE

At the provincial level, commodity availability has been improved by financing procurement and distribution and timely reporting in the contraceptive Logistics Management Information System (cLMIS). However, there has been little development at the district and sub-district (facility) levels. The USAID Global Health Supply Chain Program – Procurement and Supply Management (GHSC-PSM) project has been working with provincial and district governments to train the district health authorities on the essential supply chain functions. The objective of these guidelines is to establish a practical reference for those involved in managing and monitoring the supply chain of health commodities. These guidelines provide directions on developing M&E plans, performing desk analyses and field monitoring activities, conducting data quality assessments, generating, compiling and analyzing logistics reports, and building staff capacity. The guidelines will also help senior officials, supervisors and decision makers to identify gaps in logistics data reporting and take necessary measures per international best practices. The guidelines would also serve as a base document for the district authorities to revamp their existing logistic data visibility system and practices in line with the international best practices. The districts can also draw up costed plans and seek finances for establishing a robust supply chain feedback mechanism and implement human resource capacity development initiatives consistent with the following guidelines.

STANDARD GUIDELINES

I. MONITORING & EVALUATION: BASIC CONCEPTS

i. Glossary of key M&E Terms

Monitoring: Monitoring refers to the systematic collection of performance indicator data to track and measure progress towards a program objective. It is a routine process which occurs throughout the lifecycle of a program. It includes:

- Following the day to day activities during the implementation process to track progress
- Routine follow up to ensure activities are proceeding as planned
- Identifying problems during implementation and addressing them

Evaluation: Evaluation is the periodic assessment to determine if project activities are relevant, effective, and efficient at addressing objectives. It includes:

- Whether the inputs lead to planned outputs
- If there are more efficient ways to reach planned objectives

Baseline: It refers to the measurement of the situation prior to the start of any activity or program. It is necessary to establish a baseline in order to:

- Measure any change in indicators

Objective: Specific and measurable statement describing the desired accomplishments or results of an intervention or program;

Indicator: Specific, measurable and observable data point which helps in tracking and measuring progress toward planned results that a project or program is intended to achieve within stipulated time period.

M&E plan: The M&E plan refers to the indicator matrix and data collection plan that is critical for planning and monitoring program wellbeing. It also provides guidance regarding indicator data collection, analysis and reporting etc.

Quantitative data: Quantitative data is based on numerical measurements. It involves analysis using specific statistical techniques to answer questions like how much, what, where, when, how many, and how often.

Qualitative data: Qualitative is based on descriptive data that isn't quantified such as interviews, documents, observations, etc.

Inputs: Input are type or set of resources needed required to implement a program or activity including funds, policies, personnel, facilities, supplies, etc.

Process: it refers to set of activities and interventions (including training, supervision, reporting) which are used as part of project activities.

Outputs: Outputs are the results of project activities and are obtained after implementation of an activity at the program level. They are tangible and immediate results and intended products of an activity (examples include the number of people trained, and M&E materials developed and available for use).

Outcomes: These are ultimate changes caused by a program or activity at the ground level in the program (examples include an increased number in trained staff who can monitor and evaluate warehouses effectively).

Impact: It refers to long-term results or outcomes of project intervention also achieved at the population level (examples include reduction in the overall number of stockouts at the facility level because of successful commodity management at the warehouse).

Feedback: Presentation of actionable information to decisionmakers or personnel, based on information including outputs, outcomes, and impact.

2. TYPE OF MONITORING

Based on the mode of monitoring, we can divide the monitoring activity into two categories: desk monitoring and field monitoring. The table given below describes the concepts of both types of monitoring.

i. Desk monitoring

It refers to in-depth review and examination of collected data through M&E data source and checklist from target population. It includes various analysis techniques such as trend analysis etc. This is also called passive monitoring.

ii. Field monitoring

It refers to the process of collecting first-hand data from the field by adopting a systematic approach and tools.

iii. Difference between desk and field monitoring

Table 1: Desk monitoring vs field monitoring

Desk monitoring	Field monitoring
Requires review of records available	Requires collection of first-hand information and data through direct observation
Relies on already available data (monthly reports, stock registers, MIS logistics reports etc.) For an effective desk monitoring the available data must be reliable and accurate	New data is collected by the monitor using standardized data collection tool. Data accuracy and reliability is cross verified by using Data Quality Assessment tools.
Incomplete data availability may not reflect actual picture of performance and may not be useful for decision making process	Additional data in the form of monitors' observations is made use of while making any decision.
Requires less resources in terms of time, financial resources and human efforts.	Requires additional resources such financial and human resources

3. M&E GUIDELINES FOR DISTRICT SUPPLY CHAIN

i. Defining the context of monitoring

As described earlier, defining the context of monitoring is crucial before planning the monitoring activity at district level. District level monitoring activity involved monitoring of district, sub-district level and facility stores involved in the logistics cycle for prevention and control of infectious diseases.

ii. Developing an M&E plan

An M&E plan should encompass the complete supply chain landscape for monitoring and evaluation at district level. It links strategic information obtained from various data collection systems to decisions that will improve health programs. An M&E plan is different from, but related to, a program fiscal year activities. The program fiscal year activities lists a series of deliverables and activities that will be conducted throughout the upcoming year, while the M&E plan links those activities to the overall goals and objective defined in M&E plan and describes how these interventions will be measured and evaluated during the monitoring process.

The main steps in developing recommendations include the following:

- Develop a consolidated summary of the key points and observations during monitoring of a program or intervention (including strengths, weaknesses, opportunities, and threats).
- Identify key existing conditions and assumptions that are critical for program success and that may positively or negatively influence the project or program objectives and interventions.
- Compare results and integrate learning from past assessment and evaluation in to program design for any significant changes in program design etc.
- Outline recommendations for supply chain system strengthening.

The M&E findings should identify any identified problems, state the gravity of the problems and suggest any possible recommendations if possible. If and when possible, this should include improvement plans, identification of key personnel responsible for implementation, resources required, and expected timeframes, outputs and outcomes.

The objectives of the monitoring and assessment must be defined in the form of impact-oriented statements, with a clearly identified impact on the system, program, or population as a whole. An example of an objective is to reduce stockouts of all modern methods of family planning to less than 10 percent in five years. The next step is to identify the activities that will be carried out to achieve the objectives. An example of an intervention to support the objective listed above is to train all facility-level staff on how to report and order supplies by the end of year 2. After identification of the objectives and interventions, criteria should be defined to prioritize the activities according to their feasibility and the availability of resources.

Independently score the objectives then score the interventions within each objective to reflect the feasibility of accomplishing the overall objective or intervention. Score each objective and

intervention on a scale of 1–3, with 1 being low priority, feasibility, or level of resources; and 3 being high.

- For priority, consider how large and how broad the impact will be, whether this is an important pre-cursor or first step for, or synergy with, other objectives and initiatives.
- For feasibility, consider the extent of political support, relevant policies, logistics system infrastructure, and cultural support.
- For resources, consider if available resources (such as funds, materials, knowledge and skills) meet, exceed, or fail to meet the resource requirements. Assign a score that reflects the level of resources available, compared to what is required to accomplish each intervention.

4. KEY MONITORING ACTIVITIES

i. Performance tracking and monitoring

Performance tracking and monitoring is the major area of concern for the district level staff who are responsible for managing warehousing and distribution of commodities to the HFs (Health facilities).

It includes:

- Monitoring and analyzing trends of contraceptive and essential medicines availability through the program life cycle
- Analyzing and root causing the product consumption trends (incline or declined) in particular health facility
- Analyzing products stockouts and availability trend to improve commodity availability

ii. HR performance monitoring

The district manager needs to assess the HR performance involved at each level of supply chain including conducting Training need assessment and proposing capacity building plan for workforce as per need assessment findings and observations. Following workforce assessment could be carried out:

- Assessment of availability of trained store-keepers in all district, sub-district and HFS level stores
- Assessment of availability of trained MIS operators at least at the district level for ensuring timely collection, compilation, analysis and reporting of logistics data at all levels of district supply chain.
- Assessment of supply chain staff turnover ratio in district

Sources of data include HR records, staff daily attendance records, HRM MIS reports (if implemented) and workforce server and assessment.

iii. Supply chain performance monitoring

Supply chain performance monitoring is one the major part of conducting M&E at district level. The ultimate objective of Supply chain monitoring is to ensure the commodity availability at last mile. It includes close monitoring of complete supply chain system of a department in a district

To calculate the stock sufficiency at district and HFS level, understanding of some important terminologies and indicators is required. These terms are explained below:

Stock on hand: The quantities of usable stock available. Items that are unusable are not considered part of stock on hand; they are considered losses to the system.

Data Sources: The data source for this measurement includes stock ledger or register available at the HF, monthly logistics reports, and data collected during field monitoring visits to health facilities.

Consumption: The quantity of stock dispensed to users or used during a particular time period.

Data Sources: The data source for this measurement includes monthly reports generated by the HF e-g DHIS reports, LMIS monthly reports in case of vaccines and contraceptives, and data collected during field monitoring visits to health facilities

Losses and adjustments: Losses are the quantity of stock removed from the pipeline for any reason other than consumption by clients or use at the service delivery point (due to expiration, theft, damage, etc.). Adjustments are the quantities of stock issued to or received from other facilities at the same level of the pipeline.

Data Source: The data source for this measurement include stock ledgers, monthly reports, LMIS reports, and data collected during field monitoring visits to health facilities

Average monthly consumption: The term refers to the consumption of stock in last three months with non-zero consumption. The average of last three non-zero months is calculated by dividing the sum of consumption and dividing the resultant quantity by 3.

$$\text{Average Monthly Consumption} = \frac{\text{consumption of last 3 (non - zero) months}}{3}$$

Data Source: The data source for this measurement include stock ledgers, monthly reports, LMIS reports, and data collected during field monitoring visits to health facilities

Months of stock: This indicator is used to assess the stock sufficiency at any store. The measure allows the monitor to determine how long the supplies will last at the current rate of consumption for a given HF.

$$\text{Months of stock on hand} = \frac{\text{Stock on Hand}}{\text{Average Monthly Consumption}}$$

Data Source: The data source for this measurement include stock ledgers, monthly reports, LMIS reports, and data collected during field monitoring visits to health facilities

5. DATA QUALITY ASSESSMENT AND VALIDATION VISITS

i. Overview

Data quality assessment and validation visits are essential component of monitoring at the district level, which helps to validate findings and observations recorded during ongoing monitoring of program. This is carried out by conducting field visits to the selected HFs. In the

existing healthcare system, all the HFs report on pre-defined indicators. The HFs share their reports with the respective authorities in the districts through standardized protocols defined by the concerned departments and programs. Based on the analysis of the monthly reports, the district authorities may plan their field monitoring visits.

This becomes especially relevant in the case of logistics data because the district authorities need to assess and validate the stock levels and its data being reported in monthly performance reports by HFs.

The purposes of field monitoring visits include:

- Stock Monitoring
- Performance assessment (HR, supply chain system, reporting)
- Data Quality Assessment (Data Availability, Accuracy and Timeliness)
- Observations of storage warehousing conditions and practices
- Training needs assessments
- Identification of challenges and gap areas
- Supportive supervision and On the Job Training (OJTs) where required

ii. Monitoring tools and checklist

After determining the purpose and method of monitoring, and the data collection approach, the monitor requires a standard data collection tool for conducting monitoring visits. Because monitoring often involves different data collection approaches, it frequently requires different types of data collection tools, qualitative, quantitative, or a combination of both. The data collection tool is used to gather the data required to report on indicators selected for overall assessment of system performance. Existing monitoring tools and checklist can be used, or a new tool can be developed. However, tool development is an extensive process that requires testing and validation.

The district manager may be interested in knowing the number of HFs with stockouts in a given month for certain commodities, or the number of HFs with no designated staff for managing the commodity storage and distribution. Similarly, the managers may need insight into quantity of medicines with short date of expiry at the HFs.

The data collection and monitoring tools not only facilitate the collection and recording of relevant data, but also help in performing more structured and objective monitoring while filtering unnecessary details.

A sample monitoring and data collection tool for performance assessment and logistics performance is given as Annexure - A

iii. Steps involved in Planning DQA visits

Field monitoring must be carried out in a systematic way for better utilization of time, efforts and resources involved in field activity. Major steps involved in field monitoring are described in the figure I given below:

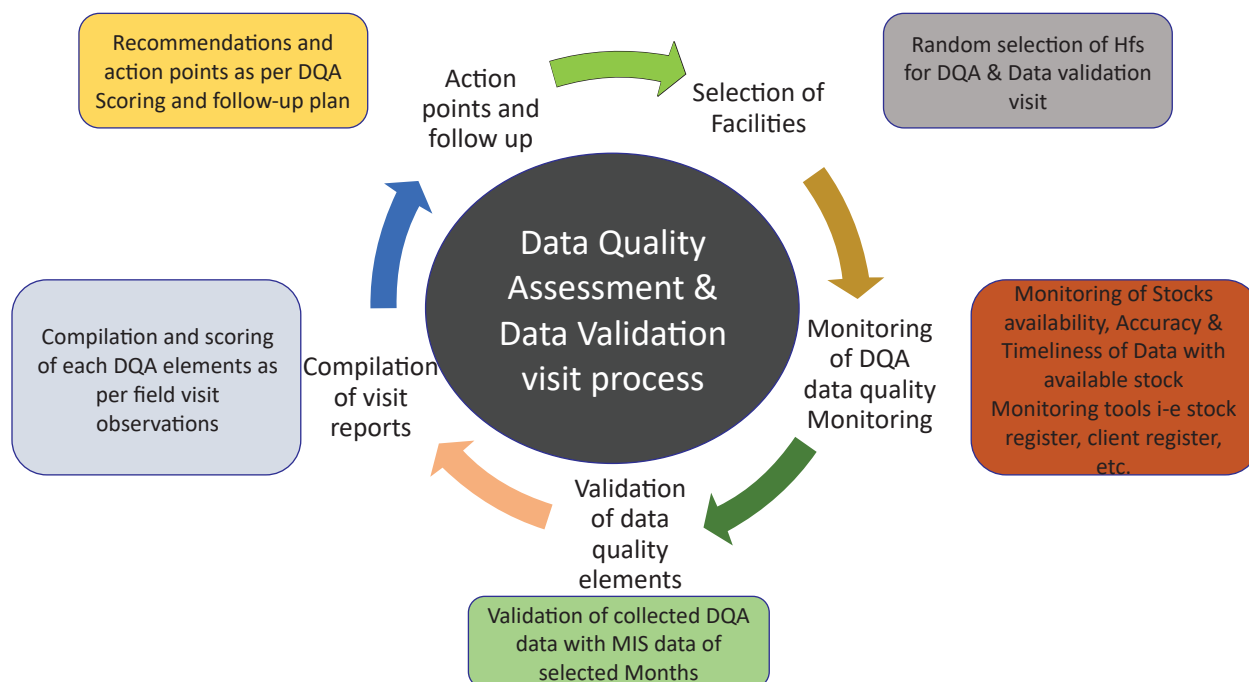


Figure 1: Field monitoring visit process

Selection of HFs

The first step includes the selection of HFs to be monitored during DQA visit. This selection will be made through random/convenient sampling method, depending upon the availability of time and resources including financial and human resource. As a general rule, at least 5% of the HFs of the districts must be monitored during DQA on monthly basis.

A stepwise practical guideline for planning and executing the monitoring field visit is given in Annexure-B

Monitoring of DQA elements

During the monitoring visit, the quality of supply chain components (receiving, storage, distribution, reporting) is being monitored, that generate critical information for decision makers, which is helpful to ensure commodity security in the district and HF level. During the DQA visit to selected HFs following DQA elements is being monitored.

- i. **Data Availability:** monitoring of the availability of contraceptive and medicine at HF
- ii. **Data Accuracy:** comparison of physical stock register entries with physical counts of contraceptive and medicines in HF
- iii. **Data Timeliness:** rating the timeliness of reporting by accessing last three previous months from MIS and rating it as per their reporting rate into MIS

Scoring of each DQA element

The field monitoring results must include commentary on the quality of data being reported and can be presented in the form of numbers, tables, bar diagrams, charts, pie charts, etc. Gaps in the data quality must clearly be identified along with possible reasons for these gaps.

Recommendations and action points

The monitoring activity becomes futile without the recommendations put forth for addressing the issues and challenges. The recommendations must objectively and clearly indicate the actions to be taken. Examples of recommendations include:

- The district storekeeper requires training on recording of logistics data in daily activity registers
- The HF XYZ store is overstocked with anti-malarial medicines so stocks must be relocated to nearest HF ABC where stocks of anti-malarial medicines are insufficient.
- Desktop computer at the District Store needs to be replaced.

6. MONTHLY PROGRESS REVIEW MEETINGS

As mentioned earlier, monitoring is a continuous process and different approaches for monitoring are adopted for this purpose. One of the important strategies is to hold monthly meetings of the relevant staff. This is a routine practice in department of health and vertical programs and includes the field staff at provincial and district levels on monthly and quarterly basis. These meetings not only provide an opportunity to field staff to interact with the higher authorities but also provide a forum for performance review.

The agenda of monthly review meetings must be clearly defined and must be objective to maximize the output of this activity. Some of the agenda points may be review of implementation status of decisions taken in earlier monthly meetings, periodic performance review, compilation of reports during intra- and inter-district meetings, providing feedback, and conveying instructions and distribution of commodities and supplies.

Review of logistics data reports must be an essential agenda point for these meetings. The district level managers must ensure recording of meetings minutes and sharing of these minutes with participants and relevant authorities within the district. A simplified template is shared below for recording meeting minutes.

N.B. An online module for recording and generating of meetings minutes is available in LMIS implemented at the provincial and district levels. The MIS operator of the district must enter the minutes of the meetings in the meeting module. As soon as the MIS operator enters the minutes of meeting in this module, the minutes will be shared with all the relevant staff with authorized access to WMS and LMIS.

7. CAPACITY BUILDING ON DATA USE AND ANALYSIS

It is very crucial to ensure that trained staff are available at all levels of the supply chain to perform their designated duties. As availability of trained personnel is crucial to commodity security, which in turn is a mandatory pre-requisite for uninterrupted service delivery by respective departments and programs.

Each staff member performs a specific function pertaining to establishment of a smooth supply chain system in their jurisdiction. Some of the staff members will be assigned to compile and analyze the logistics data from the HFs on regular intervals and others may be involved with the storage and distribution of supplies. Hence each staff member needs to fully understand their roles and must be capable to perform the assigned function.

Table 2: Roles and responsibilities of district and subdistrict level staff dealing with supply chain management

Level	Designation	Responsibilities related to supply chain Management	Capacities required
District	DHO and DPWOs	<ul style="list-style-type: none"> • Arrangement of commodities • Analysis of consolidated logistics data and reports of the district to assess stock sufficiency in the district • Conduct desk and field monitoring • Providing feedback • Capacity building of the staff • Conducting monthly review meetings 	<ul style="list-style-type: none"> • Understanding of procurement rules and regulations • Understanding of data quality assurance elements • Understanding of standard monitoring procedures and protocols • Skills to operate LMIS independently • Data analysis skills • Training skills
District	District storekeeper	<ul style="list-style-type: none"> • Ensure implementation of standard warehousing and storage practices • Inventory management • Maintaining stock ledgers • Capacity Building of Tehsil and HF level storekeepers • Monitoring of district and sub-district level stores 	<ul style="list-style-type: none"> • Understanding of best storage practices • Inventory management skills • Training skills • Understanding of standard monitoring procedures and protocols • Understanding of MIS
District	District MIS operators	<ul style="list-style-type: none"> • Compilation of monthly reports shared by HFs • Ensure visibility of logistics data through MIS • Training of MIS operators working at sub-district level stores and HFs 	<ul style="list-style-type: none"> • Hands on experience in operating MIS • Training skills
HF	HF in charge	<ul style="list-style-type: none"> • Ensure timely submission of monthly stock status reports • Monitoring of store located within the HF for best storage practices and inventory management • Regular review of stock status of commodities available in the store • Capacity building of the staff on best storage and inventory management practices 	<ul style="list-style-type: none"> • Understanding of data quality assurance elements • Understanding of standard monitoring procedures and protocols • Skills to operate LMIS independently • Data analysis skills • Training skills
Sub-District Level (Tehsils and HFs)	Sub-district level storekeepers	<ul style="list-style-type: none"> • Ensure implementation of standard warehousing storage practices • Inventory management (Receiving supplies from district) 	<ul style="list-style-type: none"> • Understanding of best storage practices • Inventory management skills • Understanding of MIS

Level	Designation	Responsibilities related to supply chain Management	Capacities required
		<ul style="list-style-type: none"> store and issue to the clients) • Maintaining stock ledgers • Ensure timely requisition of supplies 	
Sub-District Level MIS Operator	Data entry operators	<ul style="list-style-type: none"> • Generation of monthly reports for the respective store and HF • Ensure visibility of logistics data through MIS 	<ul style="list-style-type: none"> • Hands on experience in operating MIS

It is evident from the table given above that each staff member has a defined role and there is a set of skills required to perform that role efficiently. It is the responsibility of the managers to assess the training needs and ensure capacity building of staff. The capacity building can be conducted through formal training sessions and workshops, informal training during monthly review meetings, and on the job training during supportive supervision field visits. All key monitoring activities are summarized in the poster attached as Annexure-C.

ANNEXURE – A LOGISTICS MONITORING TOOL FOR DISTRICT STORE

Name of Storage Facility: _____ District: _____

Department (Health, PPHI, PWD, any other): _____ Facility Type: _____

Visit Date _____ Monitoring Officer _____

Name of facility In-charge: _____ Name of store-keeper: _____

Name of LMIS Operator: _____ Date / Year of training received: _____

Human Resource – Data entry operator Observe if the DEO is:	Observation	Comments
Able to log into the system independently. (User name and password)	Yes/No	
Able to browse through the application independently.	Yes/No	
Able to enter issuance data independently.	Yes/No	
Able to validate data from the system and stock register independently.	Yes/No	
Ask about the support mechanism to use LMIS? (If yes, name the concerned support person)	Yes/No	

Storage Condition:

Storage	Observations	Comment
Is there adequate space available for the storage of commodities?	Yes/No	
Is storage space cleaned properly?	Yes/No	
Direct sunlight observed	Yes/No	
Pallets/racks available	Yes/No	
Good cross ventilation	Yes/No	
Thermometer hanged on wall and temperature chart maintained	Yes/No	
Supplies properly stacked ¹	Yes/No	
FEFO ² methodology followed	Yes/No	

Inventory Control (Based on Observations of bin cards/stock cards and LMIS forms)

Inventory	Observations	Comments
Are bin cards used?	Yes/No	
If yes, entries are proper	Yes/No	

¹Placed the commodities in orderly manner i.e. bottles/pack/carton placed as per direction mentioned and their batch number and expiry visible from front

^{2,3} First Expiry First Out

FEFO ³ methodology followed	Yes/No	
Is stock register maintained till date according to prescribed procedures?	Yes/No	
Issue/receipt vouchers files are maintained?	Yes/No	
Do the supplies match with the quantities received from Central/ Provincial/ district store/ Donor? (compare Monthly Report with Requisition)	Yes/No	
Are the monthly inventory reports being prepared and submitted regularly?	Yes/No	
Are the commodities received regularly and from where (Provincial store/ Central warehouse)?	Yes/No	
What is the mechanism of the commodity distribution?	Yes/No	
Is there any product stock out ⁴ during last three months?	Yes/No	
Is requisition sent for resupply of commodities on monthly/quarterly basis as per prescribed procedure? (as per Contraceptive Logistic Manual/ Standard documents)	Yes/No	
Do physical stock count ⁵ of commodities confirms quantity in inventory record? On the date of visit	Yes/No	

Quantities of stock observed on the date of inspection

S. No	Name of the item	Quantity available in the stock register	Quantities physically verified	Average monthly consumption (AMC) ⁶	Sufficiency in number of months ⁷ (MOS)	Comments
1	ABC					
2	XYZ					

Comparison of LMIS with Stock Register and Monthly Report Data

Month/Year: _____

(In each box write the value listed)

Sr.No	Product	Stock Register Data		Monthly Report		LMIS		Remarks
		Opening Balance	Closing Balance	Opening Balance	Closing Balance	Opening Balance	Closing Balance	
1	ABC							

⁴ If stock available for less than a month time period

⁵ Verification of actual stock present in store/warehouse with stock register

⁶ Average consumption of last three non zero months. The formula given as AMC = last three non zero months / 3

⁷ Available stock/AMC

Observations, Actions and Recommendations:

Area	Major Observations/Issues	Action taken/Recommendation
HR issues		
Training Needs		
Storage Conditions		
Inventory Management		
Use of LMIS		
Data Quality		
Any other		

Findings:

- 1)
- 2)
- 3)

Recommendations:

- 1)
- 2)
- 3)

ANNEXURE – B STEP WISE APPROACH TO MONITORING FIELD VISIT

Field monitoring visit guidelines

I. Before starting monitoring field visit:

- Identify the objectives of the field monitoring and categories of health commodities to be studied (contraceptives, vaccines, medicines etc.).
- Secure financing for all the study teams' costs, including travel and accommodations.
- Standardize monitoring tool available to meet the objectives of field monitoring visit as well as to meet ongoing monitoring needs.
- Determine the appropriate sample size and develop the sampling frame of the facilities to be visited. The main purpose of the sampling design is to avoid a convenience sample. Randomly select the facilities as much as possible.

II. Calculating the sample size and selecting visit sites

- Compile a list of the total number of facilities in the district
- Document the total number of each type of facility (warehouse, hospital, service delivery point) and the location and distribution of facilities
- For a statistically significant sample, use a standard sampling formula, which often yields a large sample size. In case of resource constraints, visit a default number of a minimum of 5 percent of HFs

III. During monitoring

- Review completed data validation records to clarify any data inconsistencies. This is a very important step to ensure that the monitor is collecting complete and accurate data.
- Enter the data collected into the chosen database or spreadsheet for further analysis.

IV. Following the assessment

- Conduct data analysis.
- Present the preliminary results, conclusions, and recommendations based on the field monitoring.
- Write the report of results, conclusions, and recommendations.
- Disseminate the final report to key stakeholders.

ANNEXURE – C: MONITORING AND EVALUATION BEST PRACTICES

BEST M&E PRACTICES FOR IMPROVED COMMODITY SECURITY

Monitoring Activity	Details	Purpose	Frequency	Tools	Responsible
Performance tracking and reporting	Tracking and reporting of supply chain KPIs related to stock status (stockouts, over or under stock or adequate levels)	To ensure commodity availability & security at district and SDP levels	Quarterly and as needed basis	MIS dashboards and stock summary reports	MIS operator and storekeeper
Data quality assessment and validation visits	Random data quality assessment visits to ensure data validity, accuracy and timeliness	To promote data analysis decision making through the availability of quality data	Monthly (visit to 5% of SDPs through purposive sampling)	Field monitoring visit tool	DHO and DPWO Staff
Monthly progress review meeting	Progress review meetings to be conducted with district and health facilities staff to discuss and review performance	To improve overall performance and coordination among the team	Monthly	Meeting Minutes	DHO and DPWO facilities Staff
Capacity building on data use and analysis	Capacity building of storekeeper and MIS operator through refreshers, workshops and trainings on data use and analysis	To enhance capacities of existing workforce to use data stats for data driven decision making & preemptive action to perform in more efficient way	As per need basis	Certificates of training	DHO and DPWO Facilities staff



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