



Transport Assessment Tool

Introduction

Health programs can use the Transport Assessment Tool to review the performance of a transport system that manages any health commodity. The tool includes questions on numerous components related directly and indirectly to transport. The answers to these questions can be used to document the system's strengths and the areas that require attention; and to help identify opportunities for improvements.

Overall Process

The Transport Assessment Tool can be useful to a variety of users. Facility-level staff can use it to conduct self-assessments; external assessors can use it to collect data from a number of facilities before they generate an assessment of a larger transport system. In either case, the tool will help determine which aspects of an ideal transport system are in place within a specific transport environment.

For Individuals Conducting Self-assessments

Use this assessment tool to review the current status of transport-related issues within your existing operations. You may find that, within your system, some of the components addressed in the survey are not currently implemented or operational. The assessment will introduce the key concepts that are at the foundation of a transport management system.

For Individuals Conducting Transport System Assessments

Interviewing staff at facilities

The Transport Assessment Tool is an interview guide to collect information from key informants. Because this may involve interviewing numerous people, the interviewer(s) will need to consolidate and reconcile the results into one final assessment report. This entire process can take one week or more, depending on the number of facilities visited. If you write one final report after the assessment is complete, it is recommended that a stakeholders' meeting be held to present and discuss the assessment findings.

Selecting participants/interviewees

To collect accurate data during an assessment about how each aspect of transport functions, you must have the right set of people with the right set of skills. Every participant/interviewee should have in-depth knowledge about one or more of the areas covered in the tool (see Key Areas).

SEPTEMBER 2010

This publication was produced for review by the U.S. Agency for International Development. It was prepared by the USAID | DELIVER PROJECT, Task Order I.

Physical inspections of facilities

Everyone that conducts the assessment should make field visits, when applicable. They may provide a sample of the current context or circumstances, adding additional insight into the information collection. During the field visits, use the assessment questionnaire.

Key Areas

- A. Administration
- B. Operations management
- C. Financial management
- D. Fleet management
- E. Human resources.

Assessment Questionnaire (Annex 1)

The assessment questionnaire in annex 1 synthesizes data into a manageable number of questions that, together, provide an overall picture of the transport system. The questionnaire contains general questions and more focused questions. Summary boxes for strengths, areas requiring improvement, and comments are also provided.

Assessment Questionnaire Results (Annex 2)

The results sheet is used to consolidate and summarize the data from the assessment questionnaire, as well as the key strengths and areas that require improvement. To complete the results sheet, transfer the *strengths* and the *areas requiring improvement* that are the most significant for each section.

Annex I: Transport Assessment Tool Questionnaire

Background Information

Date: _____ (dd/mm/yyyy)

Location: _____

Notetaker: _____

Name of program: _____

Type of program: Government NGO Social marketing Private

Other (specify): _____

Assessment level: Central Regional District

Service delivery point Other _____

List the name and title of assessment participants:

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

Section A: Administration

1. How many people use the transport available at this location for commodity transport? List the number of people per department or office.
2. Who makes decisions about the transport and management of vehicles?
3. How many facilities are supported from this location?
4. How often does this location communicate about transport with the following?
 - a. From this facility to the next level **above**?
 - Never
 - Weekly
 - Bi-Weekly
 - Monthly
 - Quarterly
 - Annually
 - b. From this facility to the next level **below**?
 - Never
 - Weekly
 - Bi-Weekly
 - Monthly
 - Quarterly
 - Annually

STRENGTHS	AREAS FOR IMPROVEMENT
-----------	-----------------------

HIGHLIGHTS (include interviewee name, if applicable)

Section B: Operations Management

Current Fleet

Compile a list of vehicles, by category (light goods, passenger, motorcycle, bicycle) and by location; summarize their condition—not in need of repair, in need of repair, beyond economic repair. Please attach it to this assessment.

1. How often does this facility distribute to lower-level facilities?
2. What is the total number of days required to complete delivery to all lower-level facilities?
Note: For facilities with more than one vehicle, total the number of days used for each vehicle.
3. On average, how many shipments are needed to supply facilities outside the normal distribution schedule? *Note: These are sometimes described as “emergency shipments”*
4. What would you expect to happen if you added a much larger volume of commodities to the current distribution system?

STRENGTHS	AREAS FOR IMPROVEMENT
-----------	-----------------------

HIGHLIGHTS (include interviewee name, if applicable)

Section C: Operations Management		Score (1 if “yes” 0 if “no”)	Please explain
1. Do the regular transport users participate in transport planning and scheduling?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Does this planning include trips not yet confirmed, but anticipated?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Does this planning review any specifics related to the places where the transport will travel?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Are transport users responsible for negotiating with other managers who sign trip authorities for joint trips?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. Are trips combined so that vehicles travel as full as possible?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. Is transport allocated to take into account the service delivery priorities?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
7. Is there a period movement plan/schedule?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
8. Are changes to the plan/schedule updated and the changes communicated to all concerned?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
9. Is there a routine analysis to compare actual trips to the scheduled trips?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
10. Are enough functioning vehicles available, with available fuel and drivers, to meet the desired distribution schedule?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
11. Is a record kept of the type of roads that are or could be impassable (e.g., due to floods, lack of security, or truck size)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
12. Is there a contingency plan in case the unpredictable happens (i.e., vehicle not functioning? Ex.: Using a third party)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
13. In general, are orders delivered to lower-level facilities as scheduled?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
14. Are problems in the health commodity supply chain identified through formal processes, such as periodic supervisions, etc.?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Total Global			

STRENGTHS	AREAS FOR IMPROVEMENT

HIGHLIGHTS (include interviewee name, if applicable)

Section D: Financial Management		Score (1 if “yes” 0 if “no”)	Please explain
1. Does the operations budget for this facility include line items for transport?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Do facility staff provide input into decisions regarding allocation of capital costs; for example, allocating resources to buy new vehicles?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Do staff with transport responsibilities have input into indicating potential funding shortfalls and identifying possible income strategies to meet those shortfalls?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Are guidelines in place for the selection and purchase of new vehicles?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. Do staff with transport responsibilities actively participate in budget planning and monitoring, and authorizing transactions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. Do staff with transport responsibilities monitor the costs of vehicle maintenance?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
7. Do staff with transport responsibilities budget for planned preventative maintenance?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
8. Do staff with transport responsibilities monitor fuel expenditures?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Total Global			

STRENGTHS	AREAS FOR IMPROVEMENT
------------------	------------------------------

--	--

HIGHLIGHTS (include interviewee name, if applicable)

Section E: Fleet Management and Monitoring: Transport		Score (1 if “yes” 0 if “no”)	Please explain
1. Are vehicles only operated by a specified driver?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Are log books kept in every vehicle and are they routinely used?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Is the number of kilometers traveled by each vehicle calculated on a monthly basis?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Is the truck/trailer fill-rate recorded?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. For each vehicle, is the number calculated for kilometers traveled per liter of fuel?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. For each vehicle, is the amount of time calculated and recorded for when it was unusable, undergoing maintenance, and/or ready for use?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
7. Are records kept of damages incurred on vehicles during transport?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
8. Is the efficiency/effectiveness of the loading and unloading procedures enhanced with the appropriate handling devices—trolleys, pallets, and forklifts?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
9. Are <i>receiving and shipping</i> areas separated from each other?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
10. Is access to health commodities limited to only authorized personnel?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
11. Are other measures to prevent pilferage of stock items in place?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

12. Is some form of waybill or proof of delivery document used for transport transactions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Total Global			

STRENGTHS	AREAS FOR IMPROVEMENT

HIGHLIGHTS (include interviewee name, if applicable)

Section F: Fleet Management and Monitoring: Vehicle Operations		Score (1 if “yes” 0 if “no”)	Please explain
1. Does a senior manager hold copies of driving licenses for authorized and approved drivers in a central location?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Are the manufacturers’ recommended standard maintenance procedures (e.g., replacement of fluids and filters) completed at the specified time?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Does a qualified mechanic conduct the manufacturers’ standard maintenance procedures?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Does each vehicle operator perform routine daily checks on the vehicle and report anything that requires attention?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. If a major defect is found, is the vehicle not used?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. Can someone on the staff manage and ensure the quality of work undertaken by outside service providers?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

7. Is someone responsible for ensuring that each vehicle operator performs routine daily checks on vehicles and reports faults that require attention?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
--	--	--	--

Total Global

STRENGTHS	AREAS FOR IMPROVEMENT
------------------	------------------------------

--	--

HIGHLIGHTS (include interviewee name, if applicable)

Section G: Health & Safety and Human Resources		Score (1 if "yes" 0 if "no")	Please explain
1. Does the facility have personnel responsible for transport management? Does everyone on the staff have clear job descriptions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Is there an organizational structure for the transport management system (an organizational chart clearly showing each transport-related post in an organization)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Is there sufficient staff capacity and authority to oversee transport management and to effectively run transport services?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Is training offered in fleet management?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. Is training offered in transport planning?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. Is training offered in budgeting and financial planning?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
7. Is training offered in health and safety?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

8. Is training offered in defensive driving?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
9. Do staff who manage transport have written job descriptions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Total Global			

STRENGTHS	AREAS FOR IMPROVEMENT

HIGHLIGHTS (include interviewee name, if applicable)

Section H: Policy and Policy Development		Score (1 if "yes" 0 if "no")	Please explain
1. Are standard operating procedures (SOPs) available for vehicle allocation?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2. Are SOPs available for vehicle usage?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
3. Are SOPs available for vehicle loans?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
4. Are SOPs available for vehicle safety?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
5. Are SOPs available for vehicle fueling?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
6. Are SOPs available for the use of log books?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
7. Are SOPs available for passengers?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
8. Are SOPs available for vehicle safety equipment?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
9. Are SOPs available for vehicle crash and incident reports?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
10. Are SOPs available for vehicle insurance?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

11. Are guidelines available for the disposal of old vehicles?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
12. Are guidelines available for the expenditure on repair of vehicles?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
13. Are guidelines available for crash and incident reporting procedures?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
14. Are guidelines available for contracting transport to private transport providers?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
15. Are SOPs and guidelines regularly reviewed and revised?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Total Global			

STRENGTHS	AREAS FOR IMPROVEMENT

HIGHLIGHTS (include interviewee name, if applicable)



Annex 2: Assessment Questionnaire Results Sheet

Section	Key Strength	Areas for Improvement	Score for the Section (If Applicable)
A.			
B.			
C.			
D.			
E.			
F.			
G.			
H.			

The USAID | DELIVER PROJECT, Task Order 1, is funded by the U.S. Agency for International Development, and implemented by John Snow, Inc. The project improves essential health commodity supply chains by strengthening logistics management information systems, streamlining distribution systems, identifying financial resources for procurement and supply chain operations, and enhancing forecasting and procurement planning. The project also encourages policymakers and donors to support logistics as a critical factor in the overall success of their health care mandates.

The authors' views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.

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

Internet: deliver.jsi.com