



**Total Market
Approach
Stewardship
Capacity
Assessment Report**

**Reproductive
Health Supplies
Coalition Innovation
Grant
V 1.0**

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Acronyms

FP/RH	Family planning / reproductive health
HIV/AIDS	Human immunodeficiency virus, acquired immunodeficiency syndrome
JSI	John Snow, Inc.
M&E	Monitoring and evaluation
MDA	Market Development Approaches
MOH	Ministry of Health
MSI	Marie Stopes International
NGO	Non-governmental organization
PSI	Population Services International
RHSC	Reproductive Health Supplies Coalition
SHOPS	Strengthening Health Outcomes through the Private Sector
TMA	Total Market Approach
TMASCT	Total Market Approach Stewardship Capacity Tool
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development

1. Background

1.1 Objectives

Despite increased support for Total Market Approaches that leverage the public, NGO and commercial sectors to meet the need for health products and services, government-led TMAs are rare. This activity is in response to a need identified by the Reproductive health Supplies Coalition (RHSC) to assist governments in playing a stewardship role in the implementation of TMAs.

The stewardship role of the government involves collecting and analyzing data, engaging other sectors, regulating the quality of Family Planning and Reproductive Health (FP/RH) supplies, and monitoring progress along TMA indicators. This would enable the public sector to ensure commodity security and equity, and improve the targeting of subsidies. With the proper indicators, tool and implementation strategy, efforts to build capacity for TMAs within the public health sector can be measured and lead to evidence-based policies and programs.

In April 2015, the Reproductive Health Supplies Coalition (RHSC) awarded an Innovation grant to Abt Associates to develop and test a tool to assess the capacity of a government to steward a TMA for FP/RH commodities. The Total Market Approach Stewardship Capacity Tool (TMASCT) was developed in three stages, including a design stage, a stakeholder engagement and field-testing stage, and a revision stage. This report describes the methodology used to develop the tool, and presents the findings of the field testing and subsequent revisions to the tool and indicators.

2. Assessment methodology

2.1 Design stage

The TMASCT was developed to assess a government's ability to steward a TMA and is intended for use by an external evaluator, hired by the government, donor or technical assistance organization. Users of the tool would be able to generate scores, Excel tables and charts to be used in assessment reports. The tool was conceived as an Access database with the capability to aggregate remotely-collected data from different countries.

The initial version of the tool was organized around three main responsibilities of stewardship capacity: market understanding, ability to act, and willingness to act. These categories were broken up into characteristics that could be measured to estimate stewardship capacity, as illustrated below.

Responsibility	Market Understanding	Ability to Act	Willingness to Act
Components	Data Collection	Mandate	Communication
	Data Management	Human Resources	Plan
	Data Dissemination	Legal Framework	Regulate
	Data Quality	Reliable Funding	Governance
	Data Use	Partners	Need
			Perception
			Experience

Primary indicators were then developed to measure each component of stewardship capacity. Next, secondary and tertiary indicators were created to determine the existence of the component, how to measure it, and whether the government is actually undertaking the activities required to lead a TMA.

The assessment tool was designed in an Excel document to facilitate the production of tables and charts that could be included in a report of analysis and recommendations. The detail contained in the tertiary indicators can be used to guide specific capacity building interventions.

2.2 Review stage

The second stage of the tool development was a review of the initial design and indicators by members of the RHSC Market Development Approaches Working Group contributing to this effort. The definition of stewardship capacity and the scope of responsibilities received positive feedback from the working group members, but the number of criteria and indicators included in the tool was deemed overwhelming. Indicators would have to be proxies, limited to just a few for each component.

Next, a more limited version of the tool was created using primary indicators that best capture key responsibilities to measure for each component. This refined list of indicators was then vetted by local stakeholders to complete the review stage.

2.3 Field testing

The objective of the field testing was to assess the feasibility and usefulness of the proposed tool. An Abt Monitoring and Evaluation specialist (referred to as the Assessor) conducted interviews of government officials in Malawi and Tanzania with responsibility in the areas of regulation, policy development, and commodity management. For an external perspective, the Assessor met with representatives of NGOs and donor agencies including Marie Stopes International (MSI), PSI, John Snow International (JSI), the United Nations Population Fund (NFPA) and the United States Agency for International development (USAID).

2.3.1 Key informant selection

The primary focus of the field testing was the public health sector. Informants were selected from areas of the MOH most likely to be involved in a TMA, such as FP/RH program officers, Commodities Procurement officers, Health Information System officers, and drug regulatory agency officers. The Assessor worked with a local Abt representative in each country to identify informants, and private sector organizations facilitated meetings with site office representatives.

Securing appointments at the Ministry of Health in both countries was complicated by the need to obtain authorizations from ministry gatekeepers to access key informants. Although the objective of the assessment was described in formal letters of introduction, miscommunications occurred and delayed responses from potential informants. The use of an anonymous Likert scale in the collection tool, however, greatly facilitated participation and no informant contacted declined to be interviewed.

Another significant challenge was the difficulty of securing interviews in the public sector within the 5 days allotted for the assessment. Last-minute conflicts caused cancellations by two informants that could not be rescheduled. Some informants had limited decision-making authority or knowledge of MOH bureaucracy, but nevertheless provided valuable insight, particularly into potential data sources. Every effort was made to meet with private sector stakeholders, though priority was given to securing appointments with public sector informants.

2.3.2 Field test data collection

The Assessor tested the proposed list of indicators using a questionnaire (ANNEX A) based on a Likert scale. By asking individuals to agree or disagree with statements describing the proposed indicators, the Assessor intended to trigger questions and discussion that would shine some light on the likely interpretation of indicators.

Informants were asked to indicate, on a scale of 1-5, whether they agreed that a specific indicator was useful and feasible, using the following criteria:

- **Relevance:** The indicator provides information related to the government's ability to steward a TMA. This first measure of usefulness helps eliminate indicators that are not direct measures of government stewardship capacity.

- **Importance:** The indicator is necessary to measure the government's stewardship ability. This second measure of usefulness helps eliminate indicators that are not critical to measuring a government's ability to steward a TMA.
- **Easy to measure:** The indicator can be easily measured consistently and accurately. This is the first measure of feasibility, likely to trigger discussion of data sources and expectations of quality.
- **Easy to achieve:** The indicator will be easy to achieve. This is the second measure of feasibility, intended to encourage a frank discussion of the government's ability to achieve the indicator and discuss potential challenges.

3. Findings from the field testing

The objective of the field assessment was to test the feasibility and usefulness of the indicators and tool, and identifying areas that may need to be improved through technical assistance. The two countries selected for the field testing were Malawi and Tanzania. The following findings were common to both countries:

- **The Total Market Approach concept is not well understood in the public sector.** A TMA was defined for the purpose of this assessment as a “strategic and analytical approach to leverage the comparative advantages of different sectors in meeting the family planning commodity needs of the population”. Stewardship was defined as leading and coordinating a TMA strategy among different sectors. While the operational definition and benefits of a TMA triggered discussions at the beginning of each meeting, the definition chosen for the assessment was deemed acceptable by all informants. Private sector informants were more likely to provide a concise definition of a TMA and to have thought about the issue, than respondents in the public sector.
- **There was no consensus on how easily stewardship capacity could be measured.** Some informants stated that indicators would be easy to measure but subsequently acknowledged that data sources might not exist, or that the data might be infrequently collected or unreliable. Because of the possible confusion between expectations and reality, the tool now requires identifying actual data sources for assessment measurements.
- **Several informants felt that commercial sales data would be difficult to obtain.** Private companies have an incentive to underreport sales to reduce their tax liability, therefore commercial sales data may not be reliable or complete. The indicator is sufficiently critical to be included in the tool, but it may have to be replaced by a demand-side proxy (such as a market share indicator using population-based sourcing data). One informant suggested that a national health insurance scheme may be able to require and collect pricing data and saw TMAs as a way to promote a national insurance program.
- **Respondents had different perceptions of the government’s stewardship capacity.** Public sector informants generally believed that the government was capable of leading a TMA but private sector stakeholders were politely skeptical. Informants in both sectors suggested that the government would need to fulfil its own responsibilities in the area of FP commodity supply in order to be perceived as capable of leading a TMA. Although perceptions of capacity are useful qualitative information to include in the assessment report, a decision was made to use only objective indicators of capacity in order to keep the tool simple.
- **Respondents recommended additional indicator for customer satisfaction and M&E.** The tool originally addressed customer satisfaction under a “communication” category but this was not intuitive to most informants. Customer satisfaction was elevated and moved to “data collection and analysis”. Informants in both countries and in both sectors, but primarily the private sector, also recommended the inclusion of monitoring & evaluation indicators. Monitoring and evaluation has been retained as a component in the final version of the tool.
- **TMA stewardship capacity is seen as predicated on the ability to conduct studies.** Several informants in both countries and sectors believed that research capacity is lacking in the public sector. Government employees are typically not trained to undertake in-depth, complex research,

FINDINGS FROM THE FIELD TESTING

and little funding is available to build this capacity outside of the government's HMIS and Statistics offices. This indicator however was seen as valuable because improvements in research capacity might be realistic and possible in the short term.

- **Several public sector informants suggested that the tool be used for self-assessments.** This finding contributed to the decision to develop a questionnaire and report template to consistently and correctly guide data collection, analysis, and reporting. The tool would need precise directions or a training program to ensure correct and consistent use. The report template is intended to streamline analysis and reporting so more people could use the tool, for informal and formal assessments and produce reports that would be easily understood.

4. Assessment tool redesign

The assessment tool retained most of its original design after the field testing but significant changes were made to the indicators. A questionnaire and a report template were created to help assessors correctly score indicators and analyze results. The scope of the assessment was narrowed to a single government agency because a TMA is more effective if it is led and managed by a single entity rather than through shared responsibility among several agencies. An exception would be the market regulation aspect of the government's stewardship responsibility (particularly the enforcement of product registration and quality standards) which is typically assumed by a dedicated regulatory agency. Finally, the responsibilities and components were reorganized to reflect the key stewardship responsibilities of the government in leading a TMA.

Responsibility	Policy & Dialogue	Regulation	Data Collection and Analysis
Components	Mandate	Regulation	Data Collection
	Sufficient Funding Sources	Sufficient Funding Sources	Data Analysis
	Recognized Need	Legal Framework	Data Management
	Dialogue		Data Quality
	Monitoring & Evaluation		Data Dissemination
	Human Resources		Data Use

Drawing from the feedback obtained from informants, the Abt Assessor revised indicators and selected more appropriate measurements. These changes gave more importance to the availability and quality of data and aimed to address concerns about subjectivity; allow precise data definitions to be generalizable; and avoid scores based on opinions that cannot be compared.

The original design included a data definitions manual describing assessment procedures for consistent reporting but this approach was found to be too confusing. The manual was replaced by a questionnaire using precise criteria for each indicator to ensure that the assessment is based on objective scores. Finally, the tool was adapted to synthesize results from the questionnaire. These changes, together with the accompanying report template, should facilitate data analysis and generate actionable assessment results.

5. Additional findings

In the course of the field testing, informants shared opinions with the Assessor that drifted beyond the tool and indicators, but constitute useful information for future TMA initiatives.

- Informants overwhelmingly accepted the concept of a government-led TMA to meet the population's needs for family planning commodities, despite occasional doubts in both countries about the government's current ability to lead. There were no strong differences between feedback from the private and public sector, suggesting that building capacity in the government to lead TMAs would be a worthwhile endeavor.
- At least one informant suggested that an NGO could be empowered by the government to fill the TMA coordination role, as is the case in Malawi.
- Informants from both sectors repeatedly referenced government HIV/AIDS programs as having better data sources and stewardship capacity than FP programs. Replicating successful HIV/AIDS systems and approaches may be relevant to building stewardship capacity for family planning.
- Several informants mentioned the need to incentivize the commercial sector to participate in TMAs. When pressed for suggestions, more than one respondent suggested tying licensing to the submission of provider data but no concrete strategies for incentivizing the submission of commercial sales data.
- Several informants from both sectors were concerned about the availability of funding for the assessment and follow-on activities. Governments have limited resources and may not be able to take on additional responsibilities based on the findings of the assessment. It seems as if the government itself might need to be incentivized to improve its stewardship capacity, for example with technical assistance in research and private sector engagement.
- Some public sector informants expressed frustration about "earmarked" funding and felt that the need to compromise on priorities can undermine a government's overall stewardship capacity.

6. Recommendations and next steps

The tool is submitted with high expectations for its success. The recommendations below are intended to ensure

- **Allow enough time for the assessment and plan for delays and schedule changes.** The Abt Assessor spent five working days in each country but found it challenging to manage delays and cancellations while ensuring that external stakeholders were included in the field-testing. It is recommended that the actual stewardship capacity assessment be conducted over a 2-week period, in order to allow enough time for interviews and the verification of data sources.
- **The scope of the assessment should be focused on a single agency.** Requests from country informants and external contributors to simplify the tool required that we narrow the scope of the assessment to a single government entity (referred to as Agency). The tool should be used to assess government stewardship capacity following the pre-selection of the most likely implementing agency
- **Build consensus on the definition of TMA.** The definition used for this activity was acceptable. The effectiveness of the assessment may be limited if a different definition of TMA is used. There were no significant alternative definitions presented in the review or field test of the indicators but this may change. Any variation of the definition would require a review and possible modifications of the indicators.
- **Ensure enabling conditions for government leadership of TMAs.** Clear communication about the purpose of the assessment and some advocacy may be necessary to ensure collaboration from government managers. Beyond ensuring the successful completion of the assessment (which may involve training if used for self-assessment), prior engagement of the agency to be assessed will greatly facilitate subsequent plans to build its capacity. A road map based on the findings of the assessment could support targeted capacity building, with the caveat that a single assessment may not be deep enough to address all shortcomings.
- **Identify a mitigation strategy when commercial sales data is not available.** A TMA can still be effective without precise commercial data as long as multi sector engagement is effective and sustained. Assessing the ability and willingness of the government to fulfill a coordination role is the key element of determining its stewardship capacity. To estimate commercial market share and sales growth, population-based data may be used in lieu of actual sales.
- **Consider the possibility of mixed responsibilities between the public and private sectors.** Although the government still bears a regulatory responsibility, another entity might better fulfill the coordination role. The tool can easily be adapted to identify and test the capacity of the entity best suited for this function.
- **Pilot and improve the tool.** The field testing of the assessment tool and indicators was acceptable to stakeholders because it focused on validating a process. It may be more difficult to obtain buy-in for an actual assessment of government capacity; therefore we recommend that a pilot assessment be conducted before using the tool widely. Future evaluators should be encouraged to provide feedback on the tool, after the pilot phase to allow for further improvements. For example, it indicators can continue to be updated to reflect the most accurate

measure of a governments ability to steward a TMA. One of the main benefits of the field testing of the tool was to make sure that indicators would be easy to understand and useful for decision-making. Additional guidance can be provided by the creator of the tool, should users experience difficulties applying the indicators and tool.

- **It is possible to centralize results from countries willing to share.** The Excel document can be converted into an Access database and assessors can remotely upload results to a comprehensive database maintained by a global organization (such as UNFPA). Results could be shared and tracked over time if capacity building interventions are implemented and an agency is reassessed. Also, management by a single source could ensure greater supervision to ensure consistent scoring and viability of results.

7. Annex 1: Field test evaluation tool (v2.0)

Primary Indicators of a Government’s ability to steward a TMA

Fill in using the Likert scale score:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

Note observations and comments. Note data sources for indicators.

MARKET UNDERSTANDING										
TASK	PRIMARY INDICATOR					SECONDARY INDICATOR				
Data Collection	The government FP commodity agencies manage data collection	Relevant	Important	Easy to measure	Easy to achieve	The government FP commodity agencies manage data collection	Relevant	Important	Easy to measure	Easy to achieve
	The commercial sector produces FP commodity data available to the government for use	Relevant	Important	Easy to measure	Easy to achieve	The commercial sector produces FP commodity data available to the government for use	Relevant	Important	Easy to measure	Easy to achieve
	NGOs produces FP commodity	Relevant	Important	Easy to	Easy to	NGOs produces FP commodity	Relevant	Important	Easy to	Easy to

ANNEX 1: FIELD TEST EVALUATION TOOL

	data available to the government for use			measure	achieve	data available to the government for use			measure	achieve
	The government receives all the supply data it needs to steward a FP commodity programs	Relevant	Important	Easy to measure	Easy to achieve	The government receives all the supply data it needs to run its FP commodity programs	Relevant	Important	Easy to measure	Easy to achieve
						Logistics Management system produces useful data	Relevant	Important	Easy to measure	Easy to achieve
	Information Systems generate relevant FP commodity data	Relevant	Important	Easy to measure	Easy to achieve	HIS is a consistent and accurate source of FP commodity data	Relevant	Important	Easy to measure	Easy to achieve
						The FP agencies use other government Information Systems to monitor FP commodity activities	Relevant	Important	Easy to measure	Easy to achieve
						FP agencies understand the staffing situation for government FP commodities activities	Relevant	Important	Easy to measure	Easy to achieve

ANNEX 1: FIELD TEST EVALUATION TOOL

						Government data is used by other stakeholders: Partners, the commercial sector and NGOs provide unique data	Relevant	Important	Easy to measure	Easy to achieve
						The government leverages other data sources to understand the FP commodities situation	Relevant	Important	Easy to measure	Easy to achieve
	The FP needs of all population segments is understood	Relevant	Important	Easy to measure	Easy to achieve	The FP commodity needs of all population segments is understood	Relevant	Important	Easy to measure	Easy to achieve
	<i>Price data are available</i>	Relevant	Important	Easy to measure	Easy to achieve	Commercial Sector price data are available	Relevant	Important	Easy to measure	Easy to achieve
NGO price data are available						Relevant	Important	Easy to measure	Easy to achieve	
	The government receives all the demand data it needs to run its FP commodity programs	Relevant	Important	Easy to measure	Easy to achieve	The government receives all the demand data it needs to run its FP commodity programs	Relevant	Important	Easy to measure	Easy to achieve
	<i>Sales data are</i>	Relevant	Important	Easy to	Easy	Commercial Sector sales	Relevant	Important	Easy to	Easy

ANNEX 1: FIELD TEST EVALUATION TOOL

	<i>available</i>			measure	to achieve	data are available			measure	to achieve
						NGO sales data are available	Relevant	Important	Easy to measure	Easy to achieve
Data Dissemination	<i>FP Commodity data is disseminated</i>	Relevant	Important	Easy to measure	Easy to achieve	FP Commodity data is disseminated	Relevant	Important	Easy to measure	Easy to achieve
Data Management	FP Commodity data is managed appropriately for use to steward a TMA	Relevant	Important	Easy to measure	Easy to achieve	FP Commodity data is managed appropriately for use to steward a TMA	Relevant	Important	Easy to measure	Easy to achieve
	The government can conduct in-depth research into FP commodities	Relevant	Important	Easy to measure	Easy to achieve	The government can conduct in-depth research into FP commodities	Relevant	Important	Easy to measure	Easy to achieve
Data Quality	Standards of Data Quality are known and maintained to accurately steward a TMA	Relevant	Important	Easy to measure	Easy to achieve	Standards of Data Quality are known and maintained to accurately steward a TMA	Relevant	Important	Easy to measure	Easy to achieve
Data Use	The FP Commodities market organization data system is understood	Relevant	Important	Easy to measure	Easy to achieve	The FP Commodities market organization is understood	Relevant	Important	Easy to measure	Easy to achieve
	FP Commodity data is used for evidence-based decision making	Relevant	Important	Easy to measure	Easy to achieve	Data is used by government FP agencies/agency agencies to	Relevant	Important	Easy to measure	Easy to achieve

ANNEX 1: FIELD TEST EVALUATION TOOL

	to steward a TMA					make FP commodity decisions				
						The Planning agency uses demand data to supply facilities with RH/FP commodities	Relevant	Important	Easy to measure	Easy to achieve
						Data is used by actors to make FP commodity decisions	Relevant	Important	Easy to measure	Easy to achieve

Market Understanding Additional Notes

Additional Tasks?	
Additional Indicators?	
Additional Notes	

ANNEX 1: FIELD TEST EVALUATION TOOL

ABILITY TO ACT										
TASK	PRIMARY INDICATOR					SECONDARY INDICATOR				
HR	Human Resources are effectively managed for the government FP commodity agencies to enable stewardship of a TMA HR	Relevant	Important	Easy to measure	Easy to achieve	Human Resources are effectively managed for the government FP commodity agencies to enable stewardship of a TMA	Relevant	Important	Easy to measure	Easy to achieve
Legal	Laws facilitate management of a TMA	Relevant	Important	Easy to measure	Easy to achieve	Laws facilitate management of a TMA	Relevant	Important	Easy to measure	Easy to achieve
						Sanctions enforce the rule of law to support management of a TMA				
Mandate	The Government has the responsibility to plan, regulate and fulfill the FP commodity needs of the population	Relevant	Important	Easy to measure	Easy to achieve	The government regulates the FP market	Relevant	Important	Easy to measure	Easy to achieve
						The government can coordinate planning, regulation, and fulfillment of supply and demand of FP Commodities	Relevant	Important	Easy to measure	Easy to achieve
						The government has a mission statement or clear objectives regarding family	Relevant	Important	Easy to measure	Easy to achieve

ANNEX 1: FIELD TEST EVALUATION TOOL

						planning commodities				
						The government has instituted a clear organizational structure for the management of FP commodities	Relevant	Important	Easy to measure	Easy to achieve
						FP government entities are audited or reviewed regularly	Relevant	Important	Easy to measure	Easy to achieve
Partners	Partners can be leveraged to steward an FP Commodity TMA	Relevant	Important	Easy to measure	Easy to achieve	The government has a defined relationship with actors in the FP commodity market	Relevant	Important	Easy to measure	Easy to achieve
						FP Commodity partners and players are known to the government	Relevant	Important	Easy to measure	Easy to achieve
						There are no gaps in coverage for FP commodities	Relevant	Important	Easy to measure	Easy to achieve
						The government can effectively leverage the commercial sector, NGOs and partners to most effectively and efficiently meet the FP needs of the population	Relevant	Important	Easy to measure	Easy to achieve
Physical Assets Mgmt	Government agencies possess the necessary physical assets to steward an	Relevant	Important	Easy to measure	Easy to achieve	Government agencies possess the necessary physical assets to steward FP Commodity activities	Relevant	Important	Easy to measure	Easy to achieve

ANNEX 1: FIELD TEST EVALUATION TOOL

	FP Commodity TMA									
Reliable Funding Sources	The FP commodity agency/agencies receive reliable and sufficient funding to fulfill tasks related to stewarding a TMA	Relevant	Important	Easy to measure	Easy to achieve	The FP commodity agency/agencies and governing bodies receive regular and reliable funding	Relevant	Important	Easy to measure	Easy to achieve
						The FP commodity agency/agencies and governing bodies are authorized to manage their own financial situation	Relevant	Important	Easy to measure	Easy to achieve

Ability to Act Additional Notes

Additional Tasks?	
Additional Indicators?	
Additional Notes	

ANNEX 1: FIELD TEST EVALUATION TOOL

WILLINGNESS TO ACT										
TASK	PRIMARY INDICATOR					SECONDARY INDICATOR				
Communication	The government can effectively communicate to steward a TMA	Relevant	Important	Easy to measure	Easy to achieve	The Govt communicates effectively with private sector FP Commodity actors	Relevant	Important	Easy to measure	Easy to achieve
						The Government effectively communicates with community organizations	Relevant	Important	Easy to measure	Easy to achieve
						The Community level can engage the government to meet FP commodity needs	Relevant	Important	Easy to measure	Easy to achieve
						Individuals can engage the government to meet FP needs	Relevant	Important	Easy to measure	Easy to achieve
						Cultural or community leaders who talk about FP commodities are engaged as partners	Relevant	Important	Easy to measure	Easy to achieve
						The Government communicates effectively with NGOs involved in FP Commodities	Relevant	Important	Easy to measure	Easy to achieve
						There is a formal mechanism by which the government can solicit feedback from	Relevant	Important	Easy to measure	Easy to achieve

ANNEX 1: FIELD TEST EVALUATION TOOL

						donor partners				
						The government arranges meetings that can facilitate stewardship of a TMA	Relevant	Important	Easy to measure	Easy to achieve
Experience	The government has experience relevant to managing a cross-sector approach	Relevant	Important	Easy to measure	Easy to achieve	The government has participated in a total market approach in the past	Relevant	Important	Easy to measure	Easy to achieve
						The government has participated in a PPP	Relevant	Important	Easy to measure	Easy to achieve
Fulfill	The government fulfills its own FP commodity responsibilities to support a TMA	Relevant	Important	Easy to measure	Easy to achieve	There is a functional supply chain management agency	Relevant	Important	Easy to measure	Easy to achieve
						There is a functional agency to manage FP commodity logistics	Relevant	Important	Easy to measure	Easy to achieve
						There is a functional agency to ensure contraceptive security	Relevant	Important	Easy to measure	Easy to achieve
						There is a functional agency to educate the population on family planning methods	Relevant	Important	Easy to measure	Easy to achieve
Governance	The government actively pursues good governance policies to facilitate a TMA	Relevant	Important	Easy to measure	Easy to achieve	The government actively pursues good governance policies to facilitate a TMA	Relevant	Important	Easy to measure	Easy to achieve

ANNEX 1: FIELD TEST EVALUATION TOOL

Need	A need for a TMA has been recognized	Relevant	Important	Easy to measure	Easy to achieve	A need for a TMA has been recognized	Relevant	Important	Easy to measure	Easy to achieve
Perception	The government is perceived to be capable of coordinating a TMA	Relevant	Important	Easy to measure	Easy to achieve	The government is perceived to be capable of coordinating a TMA	Relevant	Important	Easy to measure	Easy to achieve
						Partners are perceived to be willing to cooperate	Relevant	Important	Easy to measure	Easy to achieve
Plan	The Government conducts planning to meet the FP commodity needs of the population	Relevant	Important	Easy to measure	Easy to achieve	There is a functional Planning Agency for FP commodities	Relevant	Important	Easy to measure	Easy to achieve
						The Planning Agency can activate the workforce to meet FP commodity planning needs	Relevant	Important	Easy to measure	Easy to achieve
Regulate	The Government regulates the FP commodity market to meet the needs of the population	Relevant	Important	Easy to measure	Easy to achieve	The Regulating Agency can activate the workforce to meet FP commodity regulation needs	Relevant	Important	Easy to measure	Easy to achieve
						There is a Functional Regulatory agency for FP commodities	Relevant	Important	Easy to measure	Easy to achieve

Willingness to Act Additional Notes

Additional Tasks?	
Additional Indicators?	
Additional Notes	

8. Annex 2: Contact list

Malawi

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