



Memorandum

Date January 5, 1987

From Anthony A. Hudgins, M.A.S., Public Health Analyst and Mark W. Oberle, M.D., M.P.H., Assistant Chief, Program Evaluation Branch (PEB), Division of Reproductive Health (DRH), Center for Health Promotion and Education (CHPE)

Subject Foreign Trip Report (AID/RSSA): Mexico City and Manzanillo, Mexico, October 22-23 and November 17-28, 1986--Workshop on Logistics Management For Priority Health Programs

To James O. Mason, M.D., Dr.P.H.
Director, CDC

Through: Assistant Director for Science, CHPE *JOM*

SUMMARY

- I. PLACES, DATES, AND PURPOSE OF TRAVEL
- II. PRINCIPAL CONTACTS
- III. LOGISTICS MANAGEMENT WORKSHOP
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SUMMARY

From November 17 to November 28, 1986, Mark Oberle and Anthony Hudgins of the Division of Reproductive Health visited Mexico to assist the Ministry of Health (MOH) in the preparation and presentation of a Logistics Management Workshop focusing on five priority health programs (Family Planning, Nutrition, Oral Rehydration, Immunization, and Malaria Control). The workshop was largely based on material developed by DRH for an International Contraceptive Logistics Management Workshop conducted in Bogota, Colombia, in January 1986.

The first week was spent reviewing workshop materials and in planning discussions with workshop faculty at the MOH headquarters in Mexico City. During the second week (November 24-28), the workshop was held in Manzanillo for 24 participants from 12 States. Although, to our chagrin, much of the important didactic content was deleted at the last minute by the host government, the workshop provided a useful forum for the States to define their working relationship with the Federal level. However, most of the training objectives for contraceptive logistics management were not attained.

I. PLACES, DATES AND PURPOSE OF TRAVEL

From November 16 to November 29, 1986, Mark Oberle and Anthony A. Hudgins traveled to Mexico City and Manzanillo, Mexico, to assist the MOH in preparing and presenting a 1-week workshop in logistics management for 24 participants from 12 States. Dr. Oberle also assisted the MOH in preliminary planning for

the workshop from October 22-23, in conjunction with travel to Panama. Previous trips related to this workshop were carried out by Mark Oberle (See Oberle Foreign Trip Reports dated August 19, and September 15, 1986). This travel was carried out at the request of AID/S&T/POP/FPSD and USAID/Mexico City and was in accordance with the Resource Support Services Agreement between AID and CDC/CHPE/DRH.

II. PRINCIPAL CONTACTS

A. Ministry of Health, Family Planning Directorate

1. Dr. Manuel Urbina, Director General
2. Lic. Jose Luis Palma, Chief, Logistics and Planning Department (LPD)
3. Georgina Torres, Assistant Chief, LPD
4. Marisela Camacho Pineda, Chief of Logistics

B. Ministry of Health, Other Directorates

1. Ing. Alfonso Cardena, Administration
2. Dr. Ramiro Moreno, Immunization
3. Dr. Edmundo Hernandez, Malaria
4. Dra. Rosalinda Torres, Nutrition and Oral Rehydration
5. Ing. David Cabello, Region II
6. C. P. Rodolfo Hernandez, Central Warehouse

C. USAID/Mexico City

1. Sam Taylor, Health and Population Officer
2. Magdalena Cantun

D. Development Associates

1. Dr. Raul Guillermo Toledo

III. LOGISTICS MANAGEMENT WORKSHOP

The workshop was developed to train administrators and planners from the 12 decentralized State health offices in the management of supplies for the 5 priority health programs: Nutrition, Oral Rehydration, Immunization, Malaria, and Family Planning. In the past, State health offices were under close control of the Federal office; under "decentralization" they have considerable autonomy, including purchase of some supplies. The workshop was based largely on an earlier international workshop on contraceptive logistics management presented by CDC and Development Associates in Bogota, Colombia (See Colombia Foreign Trip Report dated February 7, 1986). The Colombia workshop had been attended by Jose Luis Palma, who was the coordinator for the Mexico workshop and Ing. Cardena and Ms. Camacho. The Mexico workshop design was such that theoretical material was presented using modifications of CDC-developed training modules, followed by presentations specific to each of the five priority programs.

The first week spent in Mexico City was devoted to review of the training material and discussions with workshop faculty concerning content of sessions. The individual programs, including family planning, prepared additional material which we were not given the opportunity to review. With the addition of these supplemental items, the written materials weighed 17 pounds per participant, and program specific material (with the exception of the family planning materials) contained little solid information related to logistics.

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While there were plans to rehearse many of the sessions, this effort was hampered by the fact that Thursday of the week in Mexico City was a National holiday, and many took Friday off, as well.

The workshop was held at Tenacatita, near Manzanillo. There were 2 participants from each of the 12 decentralized States, for a total of 24. The schedule is attached as Attachment A, and a list of participants is Attachment B.

The workshop fulfilled only part of its objectives: to establish a basic understanding of logistics principles, and to allow for an interchange between the States and the Federal offices. There was very little tendency for the State participants to focus on their logistics systems in a problem-solving and planning manner. Since so much of the time was spent in detailed, often irrelevant and repetitive presentations from each of the five priority programs, there was no time for many of the module exercises, which were designed to focus the participants onto their logistics system. In general, however, the workshop was considered valuable to the participants, for it established some common terminology and gave an opportunity to clarify newly established State-National government relationships. Some specific comments relating to the major modules follow:

Introduction to the Logistics Cycle

The exercise programmed for this module was arbitrarily replaced at the last moment by our Mexican counterparts. This was a major mistake, since the exercise which was not used is designed to focus the participants on the data they need to manage their logistics system, and forms a basis for the modules which follow. The "exercise" which was used instead (a vague "what are your problems" exposition) diverted the participants from their own logistics system into generalities involving intergovernmental communication problems.

Programming (needs projections)

With the exception of the family planning presentation, this section was repetitive and nonspecific. A major result of the presentations was the sense that projections and planning cannot be done at lower levels, and that it should be centralized and supplies pushed out to lower levels.

Acquisition

Too much attention focused on the legal aspects of purchasing for government agencies. Although an exercise was scheduled, it was deleted by our Mexican counterparts.

Distribution

Because of a lack of formal practice in the previous week, the presentation of this key session was not adequate, and participants did not leave with a full understanding of the importance of certain basic principles, such as establishment of a maximum/minimum logistics system. There was no discussion regarding push and pull systems, and the push/pull exercise, which would have focused the participants on local problems, was omitted.

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Warehousing

Because of the length of program-specific presentations, there was no time to discuss certain subjects under this topic.

Computerization

Because of the substitution of the first exercise, the participants did not know what specific information they needed to run their logistics systems; so the utility of the logistics monitoring programs was not apparent. There was a presentation of the capabilities of the system used at the national level for logistics management. However, it was not clear how such a system could be useful at the State or local level.

Problem-Solving

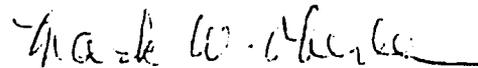
This session was totally changed at the last minute. The didactic section became a summary of the workshop, and the exercise was deleted. The original exercise, again, was designed to focus attention on local problems.

IV. CONCLUDING COMMENTS

Although the workshop succeeded in improving State/Federal relations, very little improvement in logistics will result from this workshop. Since the State participants focused largely on concerns outside their own States, there was no immediate demand for further workshops within States. However, two States, Jalisco and Colima, expressed interest in receiving technical assistance from CDC in logistics management, including microcomputerization of their logistics systems. These States could be pilot locations for more general computer applications in Mexico.



Anthony A. Hudgins, M.A.S.



Mark W. Oberle, M.D., M.P.H.

Attachment A

SEMINARIO DE LOGISTICA DE SUMINISTROS PARA LOS PROGRAMAS
PRIORITARIOS DE LA SSA EN LOS ESTADOS DESCENTRALIZADOSPROGRAMA DE ACTIVIDADES

Lunes 24 de noviembre, 1986

H O R A	T E M A	EXPOSITOR
8:30-8:40	INAUGURACION	DR. MIGUEL CASTELLANOS
	I. PRESENTACION	
8:40-8:50	1. Objetivos	DR. MANUEL URBINA F.
8:50-9:00	2. Dinámica de trabajo del Seminario	LIC. JOSE LUIS PALMA
9:00-10:15	3. Descripción Gral. de los Programas (15 min. c/u)	Responsables Nivel Central
10:15-10:30	R E C E S O	
	II. INTRODUCCION AL CICLO LO GISTICO	
10:30-10:40	1. Concepto	ING. ALFONSO CARDEÑA
10:40-10:50	2. Importancia de la Lo- gística	ING. ALFONSO CARDEÑA
10:50-11:10	3. Descripción del ciclo Logístico	ING. ALFONSO CARDEÑA
11:10-11:35	4. Ejercicio	Participantes de los estados
	III. PROGRAMACION	
11:35-11:50	1. Introducción	DR. GUILLERMO TOLEDO
11:50-12:20	2. Método de Programación	DR. GUILLERMO TOLEDO
12:20-12:40	3. Fuentes de Información	DR. GUILLERMO TOLEDO
12:40-13:00	4. Bases de Programación en los Programas Prio ritarios (20 min. C/U)	Responsables Nivel Central
13:00-14:30	C O M I D A	
14:30-15:50	4. (cont.) Bases de Prog.	Responsables Nivel Central
15:50-16:05	R E C E S O	
16:05-18:00	Elaboración de planes de acción	Grupos de trabajo
18:00	Reunión de Representan tes de grupo	

Martes 25 de noviembre, 1986

HORA	TEMA	EXPOSITOR
IV. ADQUISICION		
8:30- 8:40	1. Introducción	ING. ALFONSO CARDEÑA
8:40- 9:00	2. Marco Normativo	ING. ALFONSO CARDEÑA
9:00- 9:20	3. Fuentes de Adquisición	ING. ALFONSO CARDEÑA
9:20- 10:00	4. Ejercicio	Participantes de los estados
10:00-11:00	5. La Adquisición el los Programas Prioritarios	Responsables de nivel central
11:00-11:15	R E C E S O	
V. DISTRIBUCION		
11:15-11:25	1. Introducción	LIC. GEORGINA TORRES
11:25-11:40	2. Tipos de Información	LIC. GEORGINA TORRES
11:40-12:10	3. Mínimos y Máximos	LIC. GEORGINA TORRES
12:10-12:30	4. Determinación de Suministros	LIC. MARISELA CAMACHO
12:30-13:00	5. Ejercicio	Participantes de los estados
13:00-14:30	C O M I D A	
14:30-14:45	6. Sistema de Asignación y Requisición	LIC. MARISELA CAMACHO
14:45-15:20	7. Ejercicio	Participantes de los estados
15:20-15:45	8. Evaluación del estado de existencias	LIC. JOSE LUIS PALMA
15:45-16:00	R E C E S O	
16:00-17:30	9. Ejercicio	Grupos de estados
17:30-18:00	10. Lineamientos de la DGA para la distribución	LIC. RODOLFO HERNANDEZ
18:00-	Reunión de Representantes de grupo	

Miercoles 26 de noviembre, 1985

H O R A	T E M A	EXPOSITOR
V. DISTRIBUCION (cont.)		
8:30-9:30	11. La Distribución en los Programas Prioritarios	Responsables del Nivel Central
9:30-10:10	12. Sistemas de Distribución en los Estados	Grupos de estados
10:10-10:30	13. Conclusiones de los grupos	
VI. ALMACENAMIENTO		
10:30-10:40	1. Introduucción	DR. MARK OBERLE
10:40-11:05	2. Pautas para Almacenamiento	DR. MARK OBERLE
R E C E S O		
11:05-11:20		
11:20-11:40	3. Ejercicio	Participantes de los estados
11:40-12:00	4. Requerimientos de espacio	DR. MARK OBERLE
12:00-12:15	5. Control de existencias	DR. MARK OBERLE
12:15-12:45	6. Ejercicio	Participantes de los estados
12:45-13:00	7. Resumen	DR. MARK OBERLE
13:00-14:00	Elaboración de planes de Acción	Grupos de trabajo
Reunión de Representantes de grupos		
C O M I D A		

Jueves 27 de noviembre, 1986

H O R A	T E M A	EXPOSITOR
VI. ALMACENAMIENTO (cont.)		
8:30- 9:00	8. Lineamientos de la DGA para el Almacenamiento	LIC. JORGE GRANILLO
9:00-10:15	9. Almacenamiento de los suministros de los Programas Prioritarios	Responsables del Nivel Central
10:15-11:00	10. Sistemas de Almacenamiento en los Estados	Grupos de estados
R E C E S O		
11:00-11:15		
11:15-11:45	11. Conclusiones de los grupos	
VII. COMPUTACION		
11:45-12:15	1. Presentación de un paquete para Logística	
12:15-13:00	2. Sistema microcómputo de la DGA	LIC. ANTHONY HUDGINS ING. ALFONSO CARDEÑA
C O M I D A		
13:00-14:30		
VIII. SOLUCION DE PROBLEMAS		
14:30-14:50	1. Elementos para la solución práctica de problemas	DR. CELSO CAMPOS
14:50-15:20	2. Ejercicios	Participantes de los estados
15:20-15:40	IX. RESUMEN DEL SEMINARIO	
15:40-15:55	LIC. JOSE LUIS PALMA	
R E C E S O		
15:55-16:30	X. DIAGNOSTICO Y LINEAS DE ACCION DE LA DGA	
16:30-18:00	Elaboración de Planes de Acción	Grupos de trabajo
18:00	Reunión de representantes de grupo	

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Viernes 28 de noviembre, 1986

H O R A	T E M A	EXPOSITOR
8:30-10:30	Elaboración de planes de Acción	Grupos de trabajo
10:30-11:45	Integración de la relatoría	Representantes de los grupos
11:45-12:00	R E C E S O	
12:00-13:00	Presentación de resultados	Relatores
13:00-13:30	Conclusiones	DR. OSCAR HERRERA I. DR. GABRIEL GARCIA P. DR. MANUEL URBINA F.
	CLAUSURA	LIC. ROBERTO ORTEGA L.

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Attachment B

Workshop Participants

State

Baja California Sur	Ing. Luis Jimenez Campos Lic. Ismael Garcia Meza
Colima	Dr. Jose de Jesus Alcaraz Mercado Ing. Jorge Arturo Tellez Aguilar
Guanajuato	Lic Rosendo Fernandez Gutierrez Ing. Alfredo Herrera Rocha
Guerrero	C.P. Olivia Jimenez Herrera
Jalisco	C.P. Guillermo Elizalde Gutierrez
Mexico State	Dr. Heriberto Vilchis Hernandez Ing. Ernesto Aburto y Olivas Dr. Carlos Gonzalez Ramirez
Morelos	Lic. Ma. de Lourdes Acevedo Vargas C.P. Carlos C. Olvera Cruz
Nuevo Leon	Lic. Luis Gerardo Gomez Guzman C.P. Eloy Gonzalez Canales
Queretaro	Lic. Victor M. Velazquez Ramirez C.P. Teresa Pina Coronel
Sonora	Dr. Andres Corrales C.P. Manuel Orrantia Fonseca
Tabasco	Lic David Castro Garcia C.P. Lauro Alvarez Zurita
Tlaxcala	Lic. Ma. Del Carmen Diaz y Cruz Lic. Luis Corona Velazquez