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JAMAICA

FOREIGN TRIP REPORT

November 8-20, 1993

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U. S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
PUBLIC HEALTH SERVICE
CENTERS FOR DISEASE CONTROL AND PREVENTION
NATIONAL CENTER FOR CHRONIC DISEASE PREVENTION
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DIVISION OF REPRODUCTIVE HEALTH

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I. SUMMARY

A five-day Management Information System (MIS) Workshop was held for all senior staff of the National Family Planning Board (NFPB) over a two week period. The five-day workshop was to provide an introduction to the principles of MIS as well as to clarify in a working group format the information needs of the organization as a whole and the individual units within the organization including evaluation of reports. During the course of this trip discussion regarding expansion plans for the top-up distribution system, coordination between the Jamaica AIDS Program and the NFPB and the need for NORPLANT was undertaken. A future visit to assist with the expansion of the top-up system is tentatively planned for January.

II. PLACES, DATES AND PURPOSE OF TRAVEL

Mr. Graves arrived in Kingston November 8 and departed November 19. Ms. Schauer arrived November 14 and departed November 20. The main purpose of the trip was to assist with the FPMD/MSH Management Workshop coordinated by Nancy Murray, Kip Eckroad and Margaret Watt as well as check on plans for the expansion of the top-up system and facilitate coordination between the AIDS program and the NFPB regarding condom supply.

III. PRINCIPAL CONTACTS

A. USAID/Kingston, Office of Health, Population and Nutrition (HPN)

1. Mrs. Betsy Brown, Director
2. Mrs. Grace-Ann Grey, Program Assistant

B. National Family Planning Board (NFPB)

1. Mrs. Beryl Chevannes, Executive Director
2. Mr. Augustus Davidson, Warehouse Manager
3. Mr. Wayne Gordon, Assistant Warehouse Manager

C. Jamaica AIDS Program

1. Dr. Peter Figueroa, Director

D. Cooperating Agency: Management Sciences for Health (MSH)

1. Ms. Nancy Murray, Regional Director for Latin America\Caribbean, Family Planning Management Development Project (FPMD)

2. Mr. James (Kip) Eckroad, Senior Management Advisor, Management Information Systems

3. Ms. Margaret Watt, Program Associate, Management Information Systems

IV. BACKGROUND

This trip is a continuation of activities designed to assist the NFPB in becoming self-sufficient in contraceptive logistics, including procuring their own contraceptives before the end of the Family Planning Initiatives Project (FPIP) in 1997. Under the FPI project, AID will continue providing contraceptives for the social marketing project, which has been transferred to Grace Kennedy Ltd including all shipments scheduled in 1993. USAID will be providing 80% of the contraceptives for the clinic program in 1993. The provision of contraceptives by AID will be phased out at 20% per year through 1997.

The Centers for Disease Control and Prevention (CDC) has assisted USAID/Kingston and the NFPB in contraceptive needs forecasting and preparation of contraceptive procurement tables since 1983. As part of the FPIP more assistance is being given in family planning logistics including training NFPB staff to prepare forecasts, setting up a Logistics Management Information System (LMIS), a warehouse inventory system, and implementing the direct distribution top-up system of contraceptive deliveries.

Many cooperating agencies have been involved in different aspects of the FPI project. The Family Planning Management Development (FPMD) Project of Management Sciences for Health (MSH) was charged with setting up an overall management information system (MIS) which must link up with the Logistics Management Information System (LMIS) for accurate and effective program analysis. It is crucial that CDC and MSH work closely together to create this integrated system.

V. ACTIVITIES

A. Management Information System Workshop

A five-day workshop was spread over two weeks to minimize disruption of NFPB activities during this workshop involving all management staff as well as to allow for work in small groups. The workshop was designed to look at the elements of a MIS including LMIS and the indicators needed by the various departments and how they work together. The overall goal was to collect the information needed to design a system that provides only crucial information in a format can be easily used for decision making at the NFPB. (See Annexes 1 and 2 for course description, workshop schedule, calendar and participant list.) CDC staff gave presentations on logistics information and led small group exercises using logistics data as well as providing logistics expertise throughout the course of the workshop.

B. Meetings with NFPB Staff

Ad hoc meetings were held during breaks and after hours regarding expansion plans for the top-up system, procurement activities, expected shipments for the social marketing program, logistics manager position, Norplant needs, and updated forecast.

C. Meeting with AIDS Program

Mr. Graves met with Mrs. Chevannes and Dr. Figueroa regarding condoms for AIDS purposes.

VI. Findings and Recommendations

A. Staff in the workshop were able to look at logistics and service statistics data from the MIS and through graphing and compare them and consider the possibilities for discrepancies. Follow-up on the further use of this data is needed for targeted individual managers.

B. It became evident that plans for expansion were not clear and that activities necessary prior to expansion were not scheduled. It is recommended that a written workplan be developed including all necessary activities, persons responsible and timelines. See Annex 2 for an example of preliminary activities.

C. Procurement activities are coming along well. The new condoms being considered will be in boxes of 144 instead of 100 and in strips of two. It is recommended that all relevant staff be reminded that commodities should be counted in units of 1 (1 condom, 1 cycle pills, 1 IUD, 1 dose injectables) not in strips or boxes to avoid inventory discrepancies and order errors.

D. All shipments of social marketing condoms have been received, and the last shipment of 190,800 Noriday will be made in March 1994. These will be cleared through customs by the NFPB and delivered directly to Grace Kennedy, Ltd. All social marketing contraceptives in the NFPB warehouse have been turned over to Grace Kennedy, Ltd. as part of the sales agreement of the social marketing program.

E. The MIS workshop as well as the procurement activities accentuated the need for a senior level management position of Logistics Manager. The NFPB is currently searching for a person to assume this post. This individual will be responsible for negotiating with international agencies as well as the MOH, AIDS programs and other units of the NFPB and MOH. This person will also monitor logistics and other data and make management decisions affecting the efficiency of resource use and contraceptive flow.

F. It is recommended that senior logistics staff, especially the new Logistics Officer, attend the JSI Logistics Management training in Washington DC March 8 - 24. If the Logistics Manager is not employed by then, he/she should attend this training tentatively scheduled for the last two weeks of September.

G. It was confirmed that the NFPB will continue to manage the condoms for the AIDS program. The estimate of 600,000 condoms for AIDS purposes will be continued in the absence of data to indicate otherwise. A memorandum of agreement between the NFPB and AIDS Program will be drafted to ensure clarity for all parties and a smooth management of goods.

VII. FUTURE ACTIVITIES

A. CDC consultants should return in January. The scope of work at that time will include:

* preparation of a national implementation workplan for the Top-Up logistics system, including assistance with preparation of a delivery calender.

* review of problems found in evaluation of Top-Up system and the solutions proposed.

* Orientation of Logistics Manager

B. Logistics Management Training

As indicated above, senior logistics staff should attend the logistics training provided by the John Snow Family Planning Logistics Management Project in either March or September.

List of Annexes

I. Workshop Course Description, Schedule and Calendar

II. Workshop Participants

III. Checklist for Expansion Activities

COURSE DESCRIPTION

MIS WORKSHOP, JAMAICA NFPB

Management Information Systems Workshop
for the Jamaica National Family Planning Board

November 8 - 19, 1993

Wyndham Hotel, Kingston

Sponsored by the Family Planning Management Development Project (FPMD) of Management Sciences for Health, Boston, USA, with support from the United States Agency for International Development

The five-day workshop is designed to provide an overview of MIS theory and how it might be applied to the NFPB. Over the course of the workshop, participants will have the opportunity to reflect on the NFPB's needs and how an MIS could be structured to meet those needs. Based on this analysis, the participants will help specify the design of the MIS by defining appropriate indicators for their specific department activities and by drafting sample reports that they would like to receive.

So as not to disturb the participants' work schedule, as well as to create a more ideal workshop environment, the workshop has been designed to take place over a two-week period, allowing participants to attend in two small groups on alternating days.

WORKSHOP SCHEDULE

SESSION 1 - "INTRODUCTION TO MIS WORKSHOP" *(Half-day, all participants)*

Overview and Introduction

MIS Concepts and the Management Cycle

MIS Implications of NFPB Strategic Plan

SESSION 2 - "ORGANIZATIONAL ENVIRONMENT FOR MIS" *(Full day for each group)*

"Management Mis-information Systems"

Organizational Objectives, Roles and Responsibilities, Activities and Functions

Components of an MIS (e.g., Logistics, Finance, Service Statistics)

Departmental Objectives, Roles and Responsibilities, Activities and Functions

Outputs: Descriptions of organization, departments, individuals

SESSION 3 - "DEFINITION OF INFORMATION NEEDS" *(Full day for each group)*

"Management Mis-information Systems," cont'd

Targets, Monitoring and Evaluation

Exercise on Defining Information Needs

Definition of Information Needs of NFPB

Identification of Operational Indicators

Outputs: Index of program output; Operational indicators

SESSION 4 - "DATA COLLECTION, PROCESSING, AND USE" *(Full day for each group)*

Targets, cont'd

Presenting Information: Charting Exercise

Report Design

Definition of Information Flow

Outputs: Reports; Information flow

SESSION 5 - "CONSOLIDATION OF RESULTS" *(Full day, all participants)*

Presentations of Results

Plenary Discussion on Each Presentation

SESSION 6 - "WRAP-UP AND CONCLUSIONS" *(Half-day, all participants)*

Summary of Workshop

Discussion of Next Steps

Identification of Responsible Persons and Timeline

Workshop Evaluation

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CALENDAR FOR MIS WORKSHOP AT NFPB

	Monday	Tuesday	Wednesday	Thursday	Friday
WEEK 1	12-1:30 pm: Opening luncheon 1:30-5 pm: Session 1 Groups A & B	8 am-12:15: Session 2 Group A 1:15-4:30 pm: Session 2, cont'd Group A	8 am-11:30: Session 3 Group A 12:30-4:30 pm: Session 3, cont'd Group A	8 am-12: Session 4 Group A 1-5 pm: Session 4, cont'd Group A	[Trainers prepare for Group B]
WEEK 2	8 am-12:15: Session 2 Group B 1:15-4:30 pm: Session 2, cont'd Group B	8 am-11:30: Session 3 Group B 12:30-4:30 pm: Session 3, cont'd Group B	8 am-12: Session 4 Group B 1-5 pm: Session 4, cont'd Group B	8 am-12: Session 5 Groups A & B 1-5 pm: Session 5, cont'd Groups A & B	8 am-12: Session 6 Groups A & B 12-1 pm: Closing luncheon

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PARTICIPANT LIST

GROUP A

Mrs. Beryl Chevannes, Executive Director
Dr. Olivia McDonald, Medical Director
Mrs. Janet Davis, Director, IEC
Mrs. Ellen Radlein, Director, Projects, Research and Statistics
Mr. Barrington Gordon, Director, Finance
Mrs. Beverly Taylor, Assistant Administrator
Mr. Dudley McFarquhar, Assistant Director, IEC (Training)
Mrs. Marion Kenneally, Advocacy Specialist
Mrs. Bethgee Stephenson, Senior Statistical Officer
Mr. Augustus Davidson, Executive Officer (Stores)
Mrs. Beverly Mulgrave-Stewart, AVSC Co-ordinator

GROUP B

Mr. Lennox Deane, Deputy Executive Director
Mrs. Joy Crawford, Public Relations Officer
Mrs. Lelieth Mullings, Assistant Director, IEC (Field Service)
Mrs. Rhoda Stamp, Assistant Director, IEC (Communication)
Mr. Earl Reddie, Project Officer
Mr. Easton Josephs, Statistician
Mr. Pedro Henry, Senior Accountant
Mrs. Terry Miller, Administrative Officer
Mr. Wayne Gordon, Storekeeper
Mrs. E. McFarquhar, Family Planning Co-ordinator
Mr. Victor Thompson, Project Administrator

Checklist for Expansion Activities

A. **Determine expansion schedule:** which parishes will be added and when. This may have to be adjusted as unanticipated problems arise, but an overall plan provides a framework.

B. **Notify appropriate MOH officials:** Good communication among all parties involved will assist with success.

C. **Arrange orientation for appropriate parish MOH staff:** at this meeting, present the changes the top-up system will mean for their parish emphasizing the benefits of regular delivery and supply based on actual consumption and the opportunity to explain problems face to face with the delivery team. Emphasize also that forms are completed by delivery team.

D. **Determine delivery route schedule with parish MOH staff assistance.** Ensure that deliveries are scheduled for days when a responsible person with a key will be available.

E. **Check supply stock.** Ensure that adequate stocks are available in the warehouse in case extra stocks are needed for the first delivery to the new parish.

F. **Distribute calendar of delivery routes to MOH and NFPB staff.** Enlist staff assistance in reminding clinics of new system and provide opportunity for the transport of other supplies i.e. packet of IEC materials.

G. **Begin new deliveries as planned.** Keep notes regarding problems incl ing road conditions, travel time, etc. Also feedback from clinic staff. Consider a notebook log.

H. **Evaluate new delivery routes.** Consider any necessary changes.

I. **Implement next phase of expansion.**