

FD-ABI-595

87913

# MOROCCO TRIP REPORT

## CONTRACEPTIVE LOGISTICS MANAGEMENT WORKSHOP RABAT

DECEMBER 6 - 10, 1993

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## ACRONYM LIST

A.I.D	Agency for International Development (Washington)
CDC	Centers for Disease Control and Prevention
CS	Circonscription (an administrative level of the Moroccan MOPH)
FPLM	Family Planning Logistics Management (An A.I.D. project carried out by CDC and John Snow, Inc.)
JSI	John Snow, Inc.
MIS	Management Information System
MOPH	Ministry of Public Health
PF	French acronym for family planning
SEATS	Services Expansion and Technical Support (an A.I.D. project carried out by John Snow, Inc.)
SIAAP	French acronym for Provincial Infrastructure and Ambulatory Activities Services. Frequently used as a synonym for Provincial level.
SNIS	French acronym for National Health Information System
USAID	United States Agency for International Division (overseas mission)

## **I. EXECUTIVE SUMMARY**

The major purpose of this visit was to present a tailored Family Planning Logistics Management (FPLM) course combined with a strategic planning workshop to key representatives of the Moroccan MOPH. The planning sessions enabled the officials to adapt and develop implementation strategies for a national "pull" system (a logistical requisition rather than allocation system) for contraceptive ordering and inventory control.

This new "pull" system includes an information management system which will reduce surpluses, expirations, and stock-outs as well as strengthen the system for the challenges it will face in the next few years. The major changes are based on adoption of standard order and inventory control forms nationwide to support a uniform "pull" system at every level.

All the original objectives of the visit's scope of work were met as well as some additional objectives. The workshop and the three resulting strategic work plans (1. writing a logistics manual, 2. developing a training curriculum to present the manual at all levels, and 3. an implementation plan for the new system) were particularly successful, with the workshop earning an overall approval rating on participant evaluations of 4.7 on a 5.0 scale. (See attachments.)

Recommendations (presented in detail in Part IV of this report) for the Ministry's consideration are the following:

- 1. Obtain consultant support in plan execution.**  
The three strategic work plans cited above require a great deal of work in six months. The officials involved have heavy work loads with many existing commitments. Specifically, as many as four more consultant visits (rather than one or two more) and a high level of consultant effort through fax and international courier will be needed to execute the plans for the manual, the curriculum, and training implementation. This recommendation affects most of the following recommendations.
  
- 2. Adopt more flexible schedules as needed.**  
Completion by June is scheduled for all three plans. For various reasons, little can be accomplished over the summer, and missing the June deadline would delay completion till October or beyond. At the same time, it will be a major challenge to implement plans effectively and to obtain quality results while staying on schedule. If problems arise, flexibility with the schedule could avoid rework and corrective action later.

- 3. Obtain consultant assistance with the development of the new logistics manual.**  
This manual is a key component of the new system. As agreed upon in country, consultant review of the manual and assistance in refining it will help assure an effective product, in respect to both technical content and format. Some of this assistance could be provided through fax and courier, but some needs to be provided in country.
- 4. Obtain assistance with the development of the "trainer's kit."**  
As many as a hundred staff will be trained to train the thousands of people at all levels who will implement the revisions. A "classeur" or trainer's kit which goes beyond a simple curriculum will help assure quality training throughout. In addition to a curriculum with lesson plans, it would include a variety of ready-to-use AV materials, exercises and activities adaptable to various groups, an evaluation form, etc.
- 5. Use consultants to observe and support a sample of the training of Provincial officials.**  
This observation and support will help assure effective training and revisions of the curriculum for the lower levels.
- 6. Schedule and monitor phase-in of the "pull" system at all levels.**  
Training will be top down, and phase in will be bottom up. This arrangement is appropriate for the Moroccan system. What is lacking is a phase in schedule included in the curriculum so that phase in begins almost immediately after the training at the lowest levels and shortly after that at the next higher level, etc. This schedule needs to be monitored from the Central level to help avoid stockouts and surpluses during the process.
- 7. Develop ways to shorten the pipeline.**  
The maximum length, now 36 months, is very long. Recalculation of the maximum length can be based only on interventions involving resources for shorter order intervals and more frequent transport.
- 8. Assess storage space.**  
Quality and quantity of storage space at the Provincial level and beyond needs to be confirmed.
- 9. Arrange visits among personnel at the various levels.**  
For example, some personnel at the Central warehouse need to become familiar with the conditions and procedures at other levels. Without "real world" understanding of topics such as record keeping, transportation, storage conditions, and service provision at the other levels, they cannot always respond appropriately to needs elsewhere in the pipeline. To work

well as a team, "headquarters" personnel must understand the field conditions under which their colleagues work.

- 10. Verify standard definitions on the SNIS forms.**  
(SNIS is Systeme national d'informations sanitaires.) Conflicting definitions could result in undercounting of commodities distributed.
- 11. Begin an evaluation and revision strategy in the near future.**  
The national system will remain in a period of growth and change for the indefinite future. Examples are the addition of more distribution points to the pipeline, changes to methods mix, and the possible impact of increased condom distribution for AIDS prevention campaigns.

The eleven recommendations above are explained in detail in Part IV of this report, beginning on Page 5.

## **II. BACKGROUND**

Several previous visits had been made to Morocco by FPLM consultants, mostly for the purpose of preparing contraceptive procurement tables. During the course of these visits, consultants had observed that there were disparities between stocks available and stocks consumed, and that there was no standard procedure for determining adequate contraceptive stock levels, order quantities, and reorder intervals.

In October, 1992, consultants recommended training for MOPH staff in contraceptive logistics, a recommendation that led to a follow-up needs assessment in May, 1993. The December logistics and strategic planning workshop evolved from recommendations made during that visit and from joint revisions made by FPLM staff and MOPH staff as the curriculum was prepared.

More complete background information is available in the prior trip reports, including the reports by Proper and Hurley of April-May, 1993, and Ewen and Hurley in October, 1992.

## **III. ACTIVITIES**

The logistics and strategic planning workshop was the major activity. It was designed as a development workshop for key MOPH staff. Neal Ewen (Chief of Party and Logistics

Advisor) from CDC/FPLM and Edward Wilson (Logistics Advisor) and Gary Steele (Training Advisor) from JSI/FPLM prepared the training curriculum and served as instructors for the course. Topics included the contraceptive logistics cycle, allocation ("push") and requisition ("pull") systems, uses of logistics data for program monitoring and evaluation, use of maximum/minimum supply level methodology for determining short-term resupply needs, forecasting long-term contraceptive supply needs for program planning and budgeting, and applied strategic plan development. See attachments for workshop outline and list of participants.

Course methodology emphasized participatory activities such as large and small workgroups, participant presentations, and question and answer sessions. Transparencies, flip charts, handouts, and the FPLM video were used. A written evaluation was received from all participants (see attachments), and an oral evaluation was given by three participants to the entire group.

The most important outcomes of the workshop were the development of:

1. an inventory control ("pull") system for contraceptives that will be used nation-wide,
2. an action plan for future training of other MOPH staff,
3. a curriculum outline for that training, and
4. the draft outline of a manual documenting supply and reporting procedures.

The four items above are documented in attachments to this report.

Achievements included the design of draft forms for a stock card, a stock register, and a supply and requisition form. The supply and requisition form ("Bon de Commande") will provide each administrative level of the MOPH information on contraceptive supplies on hand and quantities needed for resupply.

The fourteen workshop participants included nine persons from the Central office of the family planning program, including two physicians, the program administrator, two statisticians, two field supervisors, and two persons from the Central warehouse. Field staff were selected from Provincial and Circumscriptional (District) levels. Most were nurses in charge of the administrative components of the family planning program; one Provincial medical director was also present. All participants had extensive experience in the family planning program; some had been involved in providing training to other staff and had experience in writing instruction manuals for reporting procedures.

## **IV. RECOMMENDATIONS**

### **1. *OBTAIN CONSULTANT SUPPORT IN PLAN EXECUTION.***

Workshop participants consistently displayed a high degree of competence in respect to strategic plan development and execution. Their motivation and commitment were also very high. They are, however, inexperienced in the new logistics techniques, and some had no significant background in training or curriculum development. Furthermore, it is probable that because of other commitments they may not be available as much as they need to be.

Assistance for Recommendations 3 and 4 below was agreed upon in country and can be provided at least partly via fax and international courier. A visit is planned for April or May to assist with finalization of the manual and the curriculum/trainer's kit.

This level of assistance is considerably scaled back from what had been projected prior to this trip. Officials, and in particular Dr. Mostafa Tyane, Chief of the Division of Population, explained at length why less assistance was needed: Hundreds of MOPH staff have had training of trainers courses. Similar revisions to projects in other MOPH areas have been carried out successfully.

The consultants remain of the opinion, however, that an additional visit or visits may be needed, particularly in February or March to keep the manual and curriculum/trainer's kit on schedule and in May and/or June to monitor the accuracy of technical content and appropriateness of format of the training as it goes to the Provincial level.

The in country staff of the Services Expansion and Technical Support Project (SEATS) does not have a direct role in short term technical support. They will, however, provide follow up in execution of the plan, to the degree that their time and resources permit. They will coordinate FPLM technical assistance, and the training will be at least partly funded by SEATS.

### **2. *ADOPT MORE FLEXIBLE SCHEDULES AS NEEDED.***

In view of the several phases in the plans for manual development, training materials development, pretesting, revision, training, and implementation, a completion time of June, 1994, may be unrealistic. The schedule for pretesting seems particularly tight.

The chosen completion date does reflect the high priority of implementing the new system as well as a concern that for various reasons little could be done over the summer months. Going past June would mean not finishing until October or later. Officials were adamant about the need for the chosen schedules.

If the schedules prove unfeasible, however, the consultants would favor purposeful decisions to extend them, should the Ministry choose to do so. Extensions would reduce the need for rework and revisions later.

**3. *OBTAIN CONSULTANT SUPPORT WITH THE DEVELOPMENT OF THE NEW LOGISTICS MANUAL.***

Participants were particularly enthusiastic about developing the manual for the new system, and one of their three strategic plans was a draft outline for the manual. (See attachments.) The committee on manual development met December 20-22, almost immediately after the consultants left, to bring a first draft as near to completion as possible.

At the final meeting with Ministry officials in country, December 13, 1993, it was agreed that the training consultant would serve as a de facto member of the committee and the draft would be faxed to him in late December for rapid review and comment with respect to clarity and format.

The training consultant will pass copies to the logistics consultants for quality assurance with respect to technical content. After this review, the draft will be passed to officials in the Ministry for their review and commentary.

**4. *SEEK CONSULTANT ASSISTANCE WITH THE DEVELOPMENT OF THE TRAINER'S KIT.***

A great number of Ministry of Health manuals on various topics exists, and unless this manual is presented in the context of a well developed training course, implementation of the new system may be marginal. Approximately one hundred people will be trained to train the thousands of end-users who will operate the system.

The quality of the training cannot be assured without an effective set of training tools, i.e., a "classeur" or trainer's kit. The kit would go beyond a simple curriculum to a wide variety of flexible participatory techniques and exercises appropriate for adult learners. Also included would be course evaluation forms, the large plasticized chart on storage guidelines, ready-to-use flipchart pages and transparencies, and the logistics video. (Electricity and AV equipment are available at least as far as the sixty Provincial centers.)

Up to one hundred of these kits would be needed, but they could be produced at low cost. A preliminary estimate is under \$25.00 each. They would help assure that the enthusiasm and new competencies of the workshop participants would be passed through

all the levels, even though the trainers themselves would be newly introduced to the presentation techniques as well as the content.

Consultant support is needed to supplement the skills of the participants and to assure development of an effective trainer's kit. Some of this support can be provided without actual travel to Morocco. Some may require in-country assistance. **Specifically, if the trainer's kit and the manual on which it is based are not well into the review stage by mid-February, it is advisable to arrange a consultant visit in late February or early March.**

**5. USE A CONSULTANT FOR OBSERVATION AND SUPPORT OF A SAMPLE OF THE TRAINING OF PROVINCIAL OFFICIALS.**

After the Central level trainers have been trained with the new curriculum, a consultant should observe them as they present it to the Regional trainers. (The Regional trainers will train the Provincial trainers, etc., down to Circonscription level and then Secteur level.) It will be feasible to observe only a sample of this training because it will be presented almost simultaneously in nine Regional centers.

Consultant observation of the course presentation by the Central level trainers would have three objectives: assurance that the Central trainers have mastered course presentation, development of any needed refinements, and motivation for the Central trainers to continue high quality work.

Ideally, the consultant will do the observation as soon as possible after the Central trainers themselves are trained.

**6. SCHEDULE AND MONITOR PHASE IN OF THE "PULL" SYSTEM AT ALL LEVELS.**

During the discussions of the new inventory control system, there was agreement that the system would be implemented in phases. The lower levels, the Secteur and the Circonscription, would implement the system first with the Province and Central levels implementing it later on. This phased approach does not appear in the workplans, nor does a specific date by which the new system will be in place.

The fact that training will start at the Central level but phase-in will begin at the Circonscription and Secteur levels may seem problematic. Three factors, however, make such a phase-in the logical choice. First, the system is already partially de facto "pull" at the lower levels. Secondly, the order intervals at the higher levels are much longer, e.g. quarterly at the Provincial level, and waiting for the next order intervals would slow phase-in. Finally, a storage crisis will be avoided by phasing in from the bottom up. If a

level stops "pushing" down its stock and begins "pulling," it can be faced with having the old stock it hasn't pushed out on hand when the new "pulled" stock arrives.

Phase in dates should be coordinated with training dates, and the phase in process should be included in the curriculum. It is important for the new system to come on line nationwide at predetermined times so that Central level monitoring can be facilitated, and intervention can be provided as needed to limit stockouts or surpluses during the process.

## **7. *DEVELOP WAYS TO SHORTEN THE PIPELINE.***

The pipeline of contraceptive commodities through all the levels of the new logistics system is quite long. Based on the calculations of required minimum and maximum stocks at each distribution level, a minimum time lapse of 12 months and a maximum of 36 is calculated for commodities to arrive from the Central depot in Casablanca to the lowest rural level of the system. While stockouts and surpluses with the new system will be minimized, the danger of having expired stocks continues.

It is important to remember that this is in all likelihood an improvement over the system which has been used, but it is not possible to tell since there have been no standard max/min levels and fixed order intervals. The maximum length of the pipeline was not known.

Participants in the workshop were aware of the long pipeline, but optimistic that most commodities would move through the pipeline at a rate closer to the minimum time than the maximum time. The consultants were less optimistic about the ability to move contraceptives through the system more quickly and urged the participants to monitor the speed with which contraceptives move.

Some participants mentioned that the maximum and minimum stocks at the Provincial levels could be recalculated and lowered with the addition of more trucks at the Central level; the trucks would allow more frequent deliveries to the Provinces. Several trucks are expected to be added to the Central fleet in the coming months.

At the Central level, MOPH staff suggested that the maximum and minimum stock levels might be lowered given the amount of stock in the rest of the pipeline.

The maximum pipeline time cannot be shortened by fiat. It is established through calculations of max/min stock levels based on lead times, reorder periods, etc. Active interventions are required for it to be shortened. These interventions are mostly transport dependent, e.g., more trucks to move stock more frequently and to shorten order intervals. On-going monitoring and experiments with various interventions will be needed to bring about a reduction in the length of the pipeline.

## **8. ASSESS STORAGE SPACE.**

In addition to the need for more transport, particularly from the Central level, another major concern of the participants was the need for storage space. Specifically, they meant space in which authorities could practice the good storage principles taught in the workshop and recognized worldwide as necessary for an effective logistics system. They were not certain that sufficient space meeting these standards was available at all sixty Provincial depots and the various Circonscription and Secteur depots under them.

Without sufficient quality space, the order intervals that were chosen and the maximum levels that were calculated will be ineffective if commodities are damaged through poor storage or are simply undeliverable due to lack of space.

The extent of the problem is difficult to assess at the present time for two reasons: Many managers have not been adequately trained in the basic quality storage techniques, and until the system is implemented nationwide, managers will not have calculated their maximum levels and know their storage needs.

The training program will address poor storage practices. The problem of sufficient storage space, however, will have to be addressed separately. In less than a year, as the new "pull" system is being implemented and warehouse personnel establish and routinely handle their maximum stock levels, a much clearer picture of the problem should evolve. **Before the end of 1994, the consultants recommend that a systematic poll of at least the Provincial and Circonscription levels be conducted to assess the amount of storage space available.**

## **9. ARRANGE VISITS AMONG PERSONNEL AT VARIOUS LEVELS.**

Two key people of the Central depot staff who participated in the workshop observed that they were learning for the first time how the system operated at the Provincial levels and beyond. Both these people are very service-oriented and enthusiastic about implementation of the new system. The consultants recommend that in the next few months M. Salah Taha and Madame Latifa Annoub be assigned to visit facilities at the various levels because of their central role and the potential improvements they may make by expanding their knowledge of all the distribution levels. Ideally, such visits for them and other Central staff would become part of an annual work plan.

Similarly, the consultants recommend visits by personnel at the lower levels to the higher levels, e.g., personnel from Secteurs visiting Circonscriptions, Provincial depots, or the Central depot. These visits should decrease the errors and inefficiency which can result from isolation and from knowing how only a small part of the system operates.

#### **10. *VERIFY STANDARD DEFINITIONS ON SNIS FORMS.***

Participant discussion at the workshop gave rise to concerns among the consultants concerning lack of standardized definitions on logistics reporting forms. (These forms are part of the SNIS system -- Systeme national d'informations sanitaires -- as opposed to the forms developed at the workshop.) A result could be that the number of condoms distributed is undercounted.

This potential problem was beyond the present scope of work, but it is noted here so that the Ministry will have the opportunity to rectify the situation as needed and so that FPLM staff remain aware of any potential impact on the new distribution system.

#### **11. *BEGIN AN EVALUATION AND REVISION STRATEGY IN THE NEAR FUTURE.***

Over the next year, an evaluation and revision system needs to be developed. It will be crucial to assess the implementation of the new system at every level and to develop a process for taking corrective action as needed.

Participants and consultants agreed, moreover, that while the new logistics system will bring much needed standardized "pull" procedures, it will not in itself lead to stability.

There will be continued growth in the system. The introduction of new contraceptive methods will change the mix of supplies moving through the pipeline. The possible distribution of much larger quantities of condoms for AIDS control through this pipeline would have an unknown impact.

Thus it is important to install within the next year an ongoing procedure for evaluation and refinement. It is desirable for the procedure to be based on quality principles, i.e., some of the basic applicable tenets of Total Quality Management, and the current emphasis of the Ministry on quality service would support such a basis.

### **V. *IMPLICATIONS FOR FUTURE TRAINING AND TECHNICAL ASSISTANCE***

Prior to departure from Morocco, Ministry officials agreed on consultant training and technical assistance with the manual and the curriculum/trainer's kit. Much but not necessarily all of this assistance could be given via fax and international courier. A trip to keep these key projects on schedule should be scheduled for February or March.

Tentative agreement was made on an April trip for the finalization of the manual and curriculum/trainer's kit based on feedback from pretesting, done by members of the committee with personnel under their jurisdiction in February and March.

Additionally, the consultants see a need for a trip to observe the training of Regional trainers and to provide technical support. This would be in late May or early June, depending on how well events stay on schedule. Such a trip might be combined with assessment of storage space, pipeline monitoring, or the beginning of a long term evaluation and revision system.

The development of a long term evaluation and revision system, if this recommendation is accepted, would require additional assistance in the second half of 1994.

Lastly, considering technical assistance of another sort, at least two Ministry staff repeated their interest in a study tour to expand their background and expertise in logistics. Neither speaks English. One has Spanish ability and might benefit from a visit to a Latin American country. The other would have to work with a French interpreter. The possibility of study tours was not within the scope of this visit, and discussion on this topic was limited. In upcoming visits, the consultants will discuss as appropriate with SEATS, MOPH, and USAID officials the resources needed and projected benefits of study tours for these two staff members.

# **ATTACHMENT ONE: WORKSHOP SCHEDULE**

**CONFERENCE SUR LA LOGISTIQUE POUR LA PLANIFICATION FAMILIALE  
6-10 Decembre 1993  
Emploi du Temps**

## **Lundi, le 6 Decembre**

9:00 - 10:00 Introduction au Seminaire Atelier  
10:00 - 10:15 Pause  
10:15 - 12:00 Introduction au Management Logistique des Contraceptifs  
12:00 - 2:00 Dejeuner  
2:00 - 3:15 Vue Generale du Systeme de Management Logistique des Contraceptifs  
3:15 - 3:30 Pause  
3:30 - 5:00 Vue Generale (suite)

## **Mardi, le 7 Decembre**

9:00 - 10:00 Principes de Distribution du Systeme Elabore  
10:00 - 10:15 Pause  
10:15 - 12:00 Distribution des Contraceptifs au Maroc  
12:00 - 2:00 Dejeuner  
2:00 - 3:30 Evaluation du Statut de Reapprovisionnement  
3:30 - 3:45 Pause  
3:45 - 5:00 Introduction au Controle Maximum-Minimum de l'Inventaire

## **Mercredi, le 8 Decembre**

9:00 - 10:15 Procedures pour l'Etablissement des Niveaux Maximum et Minimum du Stock  
10:15 - 10:30 Pause

10:30 - 12:00	Procédures pour l'Etablissement des Niveaux Maximum et Minimum du Stock
12:00 - 2:00	Dejeuner
2:00 - 3:15	Contrôle Maximum-Minimum de l'inventaire au Maroc; Détermination des Niveaux Maximum et Minimum des Stocks pour le Maroc
3:15 - 3:30	Pause
3:30 - 5:00	Détermination des Niveaux Maximum et Minimum des Stocks pour le Maroc

Jeudi, le 9 Décembre

9:00 - 10:15	Utilisations des Données Logistiques pour le Management des Provisions des Contraceptifs
10:15 - 10:30	Pause
10:30 - 12:00	Utilisations des Données Logistiques pour le Management des Provisions des Contraceptifs
12:00 - 2:00	Dejeuner
2:00 - 3:15	Dernière mise au point du "Bon de Commande"
3:15 - 3:30	Pause
3:30 - 5:00	Dernière mise au point du "Bon de Commande"

Vendredi, le 10 Décembre

9:00 - 10:15	Prochaine Etape -- Planification des Activités de Suivi
10:15 - 10:30	Pause
10:30 - 12:00	Prochaine Etape -- Planification des Activités de Suivi
12:00 - 2:00	Dejeuner
2:00 - 5:00	Evaluation du Séminaire Atelier Cloture du Séminaire Atelier

# ATTACHMENT TWO: WORKSHOP PARTICIPANTS

MINISTRE DE LA SANTE PUBLIQUE  
DIRECTION DE LA PREVENTION ET DE L'ENCADREMENT SANITAIRE  
DIVISION DE LA POPULATION  
SERVICE DE LA PLANIFICATION FAMILIALE

## LISTE DES ENCADRANTS ET PARTICIPANTS A L'ATELIER DE FORMATION EN LOGISTIQUE DES PRODUITS CONTRACEPTIFS

Rabat du 6 au 10 décembre 1993

### 1-Formateurs et encadrants:

-Mr. EWEN Neal:	C.D.C. - USA
-Mr. WILSON Edward:	John Snow, Inc. - USA
-Mr. STEELE Gary:	John Snow, Inc. - USA

### 2-Participants:

#### 2.1-Niveau central

-Dr. TYANE Mostafa	Chef de la division de la population
-Dr. LANTRY Wafia	Chef du service de la PF
-Mr. FILALI H.*	Chef de service de la DEPS
-Mr. OUCHERIF Brahim	Administrateur au Service de la PF
-Mr. EL KHEDRI	Administrateur au Service de la PF
-Mr. HAMANE Mohamed	Superviseur des activités de PF
-Mr. LAKSSIR Abdelylah	ASDESP au service de la PF
-Mr. TAHA Salah	Responsable du dépôt de contraceptifs de Casablanca
-Mme ANNOUB Latifa	Responsable de la gestion des contraceptifs à Casablanca
-Mr. AL JEM M'hamed	SEIS

#### 2.2.-Niveau périphérique

-Dr. BOUCHAREB Fouad	Médecin chef du SIAAP de safi
-Mr. BOUZDAD Mohamed	Animateur de PF - Marrakech
-Mr. ZERIOUH Driss	Major du SIAAP Fes Jdid Dar Dbibagh
-Mr. ROUANI Ahmed	Major du SIAAP de Taza
-Mr. HAJ MANNIOUI	SIAAP de Khemisset
-Mr. AIT OUNEJJAR	SIAAP Agadir
-Mr. HJI Abdesselam	Major de CS Mohamed Diouri - Kenitra

\* Mr. Filali was unable to attend due to conflicting commitments.

## ATTACHMENT THREE: SUMMARY OF NEW MAX-MIN PARAMETERS

TABLEAU INDICATIF DES PERIODES DE COMMANDE ET  
LES ETATS DE STOCKS PAR NIVEAU:  
SECTEUR, CIRCONSCRIPTION SANITAIRE, PROVINCE, DEPOT CENTRAL

	Dépôt Central	Dépôt des SIAAP	Dépôt C.S. Urbain	Dépôt C.S. Rurale	Secteur Urbain	Secteur Rural
Intervalle de commande	12 mois	6 mois	3 mois	3 mois	1 mois	3 mois
Délais de livraison	4 mois	1 mois	2 semaines	1 mois	2 semaines	1 mois
Stock de sécurité	2 mois	1 mois	2 semaines	1 mois	2 semaines	1 mois
Stock Minimum	6 mois	2 mois	1 mois	2 mois	1 mois	2 mois
Stock Maximum	18 mois	8 mois	4 mois	5 mois	2 mois	5 mois

Pour les C.S. mixtes, prendre en considération la prédominance du milieu urbain ou rural.

- \* As submitted by the Technical Committee in a first draft of the manual for the new logistics "pull" system manual at the end of January. Members of the Technical Committee were participants in the workshop.

# **ATTACHMENT FOUR: LEVELS OF THE MINISTRY OF PUBLIC HEALTH**

<b>CENTRAL</b>	Headquarters or highest level.
<b>REGIONAL</b>	Level between Central and Provincial. It exists primarily on paper. There will be nine Regions. Existing Regional training teams are made up primarily of officials from the Provinces.
<b>PROVINCIAL</b>	Second level. There are 60 Provinces, also called SIAAP
<b>CIRCONSCRIPTION</b>	Third or District Level. There are hundreds of Circonscriptions, also called CS.
<b>SECTEUR</b>	Fourth level, and for the purposes of this report, the lowest level. VDMS (Home Health Motivation Visits) and other distribution levels beyond the Secteur are not counted.

# **ATTACHMENT FIVE: OUTLINE OF ACTION PLAN FOR TRAINING AND IMPLEMENTATION OF THE NEW SYSTEM**

This page and the next five pages are the plans developed by the participants working in three small groups. The plans are transposed from their final flip chart sheets.

## **PLAN D'ACTION**

### **TACHES**

- IMPRESSION DU MANUAL/DOCUMENTS DE LOGISTIQUE
- PRETEST
- IMPRESSION DEFINITIVE DES DOCUMENTS ET DU MANUEL APRES CORRECTION
- FORMATIONS
  - .. CENTRAL
  - REGIONAL
  - PROVINCIAL

### **PAR QUI**

- IMPRESSION PROVISOIRE: S.C. ET SEATS (A NEGOCIER)
- PRETEST:  
  
AU NIVEAU DES 7 PROVINCES REPRESENTÉES A CET ATELIER ET DEPOT CENTRAL  
  
PERSONNEL DEPOT CENTRAL ET SCPF  
  
PERSONNEL DES PROVINCES (ANIMATEUR RESPONSABLE DEPOT, MAJORS CS, CHEFS DE SERVICES)
- SUPERVISION (COMITE TECHNIQUE)
- IMPRESSION DEFINITIVE
  - INTRODUCTION DES CORRECTIFS - COMITE TECHNIQUE
  - IMPRESSIONS (SCPF ET SEATS)

## **QUELS MOYENS**

### **- IMPRESSION PROVISOIRE:**

**NOMBRE DE DOCUMENTS: 100 MANUELS, 12 F.S., 12 REGISTRES, 150 BONS DE COMMANDE**

**PERIODE: JANVIER 94**

**BUDGET: MANUELS 100 x 15 DH, DOCUMENTS 300 x 0,20 DH**

### **- PRETEST:**

**DOCUMENTS A PRETESTER: 400**

**PERIODE: JANVIER, FEVRIER, MARS**

**PERSONNEL: VOIR PAR QUI**

**- REUNION DU COMITE TECHNIQUE POUR ANALYSE ET REACTUALISATION FINALE**

**- MEMBRES DU COMITE TECHNIQUE**

**PERIODE: AVRIL**

**DUREE: QUATRE JOURS**

**BUDGET: 250,00 x 9 x 3 JOURS**

**PAUSE CAFE: 15 x 10,00 X 2 JOURS**

### **- IMPRESSION DEFINITIVE:**

**NOMBRE DU MANUELS:**

**1 x NOMBRE SECTEUR**

**2 x NOMBRE C/S**

**4 x NOMBRE DE PROVINCES**

**10 - DEPOT CENTRAL**

**20 : S. CENTRAL**

**PERIODE: AVRIL**

### **- DOCUMENTS AUTRES: A NEGOCIER**

## **FORMATION CENTRAL**

**PERSONNEL**

**FORMATEURS: CONSULTANTS AID, COMITE TECHNIQUE**

**PARTICIPANTS: TECHNICIAN STATISTIQUE**

**PROFIL: MED. CHEF DE SIAPP, MAJOR SIAAP, ANIMATEUR PF,  
?????????? FORMATION CONTINUE**

**NOMBRE: 5 x 9 REGIONS = 45**

**LIEU: RABAT**

**DUREE: 3 JOURS**

**PERIODE: MAI (3ieme SEMAINE)**

**BUDGET:**

**FORMATEURS: 15 x 250,00 x 3 JOURS**  
**PARTICIPANTS: 25 x 250,00 x 4 JOURS**  
**APPUI ???: 3 x 100,00 x 3 JOURS**  
**FOURNITURE: 27 x 15,00 x 3 JOURS**  
**PAUSE CAFE: 45 x 10,00 x 3 JOURS**

#### **FORMATION REGIONALE**

**FORMATEURS: 27**

**APPUI ???: 15 MEMBRES COMITE**

**PARTICIPANTS: PROFIL, MED CHEF SIAPP, MAJORS, ANIMATEURS PF**

**NOMBRE: 3 x 41 PROVINCES = 124**

**LIEU: 9 CENTRES REGIONAUX**

**DUREE: 3 JOURS**

**PERIODE: JUIN ( 1 iere SEMAINE)**

**BUDGET:**

**FORMATEURS: 42 x 250,00 x 4 JOURS**  
**PARTICIPANTS: 124 X 250,00 OU 100,00 x 4 J**  
**FOURNITURES: 124 X 15,00 x 3 JOURS**  
**PAUSE CAFE: 166 x 10,00 x 3 JOURS**  
**PERSONNEL SOUTIEN: 2 x 9 REGIONS x 100,00 x 3 J**

**FORMATION PROVINCIALE**

**FORMATEURS: 124**

**PARTICIPANTS: \_\_\_\_\_**

**PROFIL: MED CHEF DE CS, MAJORS C/S, RESPONSABLES DE DEPOTS (SI EXISTANT), CHEFS DE SECTEURS**

**NOMBRE:**

**2? x NOMBRE CS**

**1 x CHEF SECTEUR/SECTEUR**

**LIEU: PROVINCES**

**DUREE: 3 JOURS**

**PERIODE: JUIN ( 3 ieme ET 4 ieme SEMAINE)**

**BUDGET: DETERMINER SUPERVISION PAR LE COMITE TECHNIQUE**

# **ATTACHMENT SIX: OUTLINE OF MANUAL ON LOGISTICS PROCEDURES**

*Manuel sur la gestion des produits contraceptifs*

**PREFACE / Mr. le Ministre (1 page)**

**Table des Matieres (1 page)**

**Presentation du Manuel (1 page)**

- objectifs
- utilisation

**I. Qu'est-ce que c'est ce que le cycle logistique? (2 pages)**

- A. Description
- B. Objectifs (les six bons)

**II. Comment faire la prevision des besoins? (3 pages)**

- A. Techniques de previsions
  - 1. Methode basee sur donnees historiques
    - consommation anterieure
    - consommation moyenne(formule de calcul et exemples)
  - 2. Methode basees sur donnees demographiques
    - population cible
    - prevalence
    - structure de la prevalence
    - part du Ministere de la Sante Publique
    - facteurs de conversion couple-annees de protection
- B. Que faire en pratique?

**III. Comment faire la commande? (3 pages)**

- A. Quand
  - 1. stock de securite
  - 2. stock minimum
  - 3. stock maximum
- B. Comment utiliser le bon de commande
  - 1. remplissage
  - 2. frequence (commandes forcees, commandes d'urgence)
  - 3. circuit

**IV. Comment receptionner et stocker? (2 pages)**

**A. Reception**

1. registre
2. fiche de stock

**B. Stockage**

1. Principes d'un bon stockage
2. Rotation des stocks
3. Peremption
  - duree de validite
  - Proces-verbal de destruction

**V. Comment livrer les produits contraceptifs? (1 page)**

**A. Quand livrer**

**B. Delai de livraison**

**C. Par quel moyen de transport**

**D. Bon de commande et de livraison (voir circuit Bon de Commande a l'unité III)**

**Annexes**

**Documents**

- Fiche de stock
- Bon de Commande
- Registre
- Proces verbal de destruction
- circulaires du MSP

**Lexique**

# ATTACHMENT SEVEN: CURRICULUM OUTLINE FOR TRAINING MOPH STAFF AT ALL LEVELS

## *Contenu de la formation*

Taches	Moyen	Qui	Ou
Objectifs du nouveau systeme	- exposes: transparents	Au niveau central: des formateurs centraux	Rabat  Chefs-lieux des regions
Introduction aux principes de logistique	- techniques participatives a adapter par niveau	+ Au niveau regional: formateurs regionaux	Provinces
Passage du systeme de dotation au systeme de commande	- idem		
Definition de la terminologie de la gestion de stock (SS, SMin, SMax) et calcul (niveau)	- exposes et exemples + exercices d'application + illustration par graphique	+ Provinces ?? - Medecin chef de Circonscription - Major de la Circonscription - Chefs de secteurs	
Presentation des nouveaux intruments de travail: - B.C. - F.S. - R. (circuit et utilisation)	- idem + scenario	- Responsable du depot de la province	
fixation des normes et principes d'entreposage	- methodes participatives - presentation de la cassette video		
Introduction des techniques de prevision	- expose et exercices		
Evaluation de la formation	- par ecrit ou oral ??		

## **ATTACHMENT EIGHT: PERSONS CONTACTED**

In addition to the Ministry of Public Health officials on the Workshop Participant List, the consultants met with the following:

### **USAID/MOROCCO**

Ms. Carol Payne, Population Development Officer

Ms. Zohra Lhaloui, Project Representative

### **SEATS**

Dr. Don Lauro, Senior Resident Advisor

Ms. Lisa DeMaria, Program Associate

Ms. Malika Laasri (She observed and participated in the entire course)

# ATTACHMENT NINE: WORKSHOP EVALUATION RESULTS

RABAT, MOROCCO, DECEMBER 6-10, 1993

(Translation into English and editing for clarity by Gary Steele)

Your responses to the following questions will help the MSP and the FPLM project to develop better future training activities on the subject of logistics. Please take the time to read the questionnaire and to pick the responses which best suit your impression of the workshop. Your comments will be very useful for planning future training programs.

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**1. Did this five day conference help you develop an inventory and ordering system for contraceptive commodities?**

0 NO    0 SOMEWHAT    15 (100%) YES

Comments:

- The approach to the work over the five days did not overload us and it helped us to follow the course of the workshop.
- The five days helped me a lot because the system used during the workshop covered key points such as the procedures followed at the different administrative levels (Central Warehouse, Province, and Circonscription) in order to place an order or do an inventory.
- The time allocated to the workshop was generally sufficient, and it could be reduced for the next workshop for the lower levels if the basic concepts are more simplified and clearer.
- I learned new concepts of logistics management and max and min stock and even to improve the management of contraceptive commodities.
- A consensus was reached.
- On condition that the schedules and time allotments be respected.
- Thanks to the teaching methods and the participation of those with varying experiences.

- Especially because the group was homogenous and the members quickly integrated.
- It allowed me to know the essential elements of the logistics system.

**2. Overall, do you think the methodology and the techniques used in the workshop were appropriate?**

  0   NO      0   SOMEWHAT    15 (100%) YES

**Comments:**

- I especially liked the variety of the techniques.
- The excellent teaching methods allowed us to apply them in the field.
- The methods used facilitated the integration and active participation of members of the team.
- Overall, the methods and techniques of the conference used were appropriate because they addressed the designated objectives of the conference.
- The faculty was well prepared. There was regular participation on the part of everyone.
- Actually, the different approaches were adapted to the level of the group, a fact which allowed us to progress rapidly toward the training objectives.
- Very appropriate techniques because the methods which were used in the workshop were easily picked up and then they helped very much to achieve the sought or desired goal of the new system.
- Yes, the method and on-site application facilitated all the tasks along with the suggestions of all the colleagues from different end-user levels.
- A work method which allowed us to create a dynamic and highly motivated group.

**3. With respect to content, the information presented in this workshop was:**

  0   Too basic    14 (93%) About right      1 (7%) Too technical

Comments:

- Too technical and even theoretical.
- It was based on field realities.
- The new terms were well chosen.
- Innovation: notion of stock rotation has a new life as min and max stock.
- The information presented at the workshop was generalized, which especially helped us to practice the new system.
- The adapted content was very useful.
- We needed the information presented to come up with a good logistics system.
- All the concepts were based on the difficulties encountered in the field and as a result they allowed us to address our expectations.
- The information included all the necessary points.

4. A period of five days for the workshop was:

1 (7%) Too short    14 (93%) About right    0 Too long

Comments:

- A few more days would have allowed us to do a lot of exercises.
- We would have liked two more days to do other exercises.
- The know-how of the trainers motivated the group to do more work at a rapid pace.
- It is a question of lengthening the conference two or three days just so we could do a more polished job on the project of "the stock management manual" and the elaboration of an action plan for logistics training.
- Right for this group which was so dynamic.
- Right because the program was so full, but also so efficient.
- So that we could really cover the topic of "FORECASTING" it would take five more days

- A little more time would have allowed us to do more exercises and have better discussions, and do documentation visits.

**5. To what degree did the information presented during the course of the conference help you to make technical decisions for the logistics system? (Please circle the chosen number for questions 5, 6, 7, and 8.)**

1	2	3	4	5
0	0	0	4 (27%)	11 (73%)
not at all		somewhat		a great deal

Comments:

- Because everything we learned during the workshop even helped us to know other methods in all the other programs.
- The information presented to us during the course of the conference was very beneficial because all the details concerning the management techniques were well understood. The system will help us to manage our needs not only for contraceptive commodities but also for all sorts of supplies.
- The scientific techniques allowed a decision to be made at the appropriate time.
- The whole system.
- "Push", "pull", pipeline, the "Six Rights".
- Because the information emanated from different experiences: 1) different Provinces of Morocco, 2. Consultants.

**6. To what degree did the conference help you to make decisions to change the inventory system? (14 responses)**

1	2	3	4	5
0	0	1 (7%)	6 (43%)	7 (50%)
Not at all		Somewhat		A great deal

Comments:

- In the logistics system.
- Easy, scientific methods which we can adapt to our system.

- A lot.
- Somewhat, because the system was not implemented.
- The important ideas. safety stock, minimum stock, maximum stock.
- The conference was in the form of dialogue and presentation of real cases with different possibilities (scenarios), which encouraged making the decision for a "pull" system.

**7. Are you comfortable with the decisions you made during the conference? (14 responses)**

1	2	3	4	5
0	0	0	4 (29%)	10 (71%)
Not at all		Somewhat		A great deal

**Comments:**

- It will have a great deal of impact on the management of contraceptive commodities.
- Yes.
- I hope to participate in other [future] sessions.
- Because we saw all the essential points.
- Very comfortable.
- The conclusions were reached by the whole group and not individually or by the faculty.
- The decisions were always made by group consensus.

**8. The administrative arrangements (site, meals, transport, etc.) were: (13 responses)**

1	2	3	4	5
0	0	1 (8%)	3 (23%)	9 (69%)
Not very satisfactory		Satisfactory		Excellent

**Comments:**

- The resources put at our disposal were appropriate to our duties.
- NO problem.
- A palatable site, comfortable and regular transport, sufficient and suitable food.
- Very good, satisfactory.
- Overall, very excellent. Perfect transport, to arrive on time.

**9. In your opinion, how could this conference have been improved? Please be as specific as possible in your response.**

- Add more days.
- All the means which were used in our conference from December 5-10 were technical.
- Make it longer, and do it at a Regional level.
- Set aside a longer period. Use more audio-visual.
- The conference was exemplary.
- It was perfect.
- The conference succeeded so much in respect to its organization, the content, its progression, and the results obtained.
- A field visit to [see contraceptive commodity] storage at different administrative levels.
- I would have liked to see a person from the Secteur level and not so many people from the Central level.

**ATTACHMENT TEN:  
LOGISTICS FORMS**

Royaume du Maroc B.C.P.F. / 1994  
Ministère de la Santé Publique  
Programme National de Planification Familiale

**BON DE COMMANDE ET DE LIVRAISON DES PRODUITS CONTRACEPTIFS N° \_\_\_\_\_ /**  
**pour la période du \_\_\_\_\_ au \_\_\_\_\_**

Secteur : \_\_\_\_\_ Circonscription : \_\_\_\_\_ Province/Préfecture : \_\_\_\_\_

Produits	Stock Disponible			Quantité périmée (unités)	Consommation mensuelle moyenne (unités)	Stock maximum (unités)	Quantité commandée (unités)	Quantité expédiée (unités)	Prix Unitaire (DH)	Quantité reçue (unités)
	Formations Sanitaires (unités)	Dépôt/ Pharmacie Province CS (unités)	Total (unités)							
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)

A \_\_\_\_\_, le \_\_\_\_\_ Commande établie par \_\_\_\_\_ Qualité: \_\_\_\_\_

A \_\_\_\_\_, le \_\_\_\_\_ Livraison effectuée par \_\_\_\_\_ Qualité: \_\_\_\_\_

A \_\_\_\_\_, le \_\_\_\_\_ Réception par \_\_\_\_\_ Qualité: \_\_\_\_\_



