

Training of Mid-  
level Health Care  
Providers in  
Management of  
Reproductive Health  
Commodities in The  
Gambia under the  
AWARE-RH Project:

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*Trip Report*

Management Sciences for Health  
is a nonprofit organization  
strengthening health programs worldwide.



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*November 2005*

**Rational Pharmaceutical Management Plus  
Training of Mid-level Health Care Providers in Management of  
Reproductive Health Commodities in The Gambia under the AWARE –  
RH Project: Trip Report**

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November 12 – 27, 2005

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## **About RPM Plus**

The Rational Pharmaceutical Management Plus (RPM Plus) Program, funded by the U.S. Agency for International Development (cooperative agreement HRN-A-00-00-00016-00), works in more than 20 developing countries to provide technical assistance to strengthen drug and health commodity management systems. The program offers technical guidance and assists in strategy development and program implementation both in improving the availability of health commodities—pharmaceuticals, vaccines, supplies, and basic medical equipment—of assured quality for maternal and child health, HIV/AIDS, infectious diseases, and family planning and in promoting the appropriate use of health commodities in the public and private sectors.

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## **Abstract**

Management Sciences for Health (MSH) is one of the partners in the implementation of the USAID/WARP regional project AWARE-RH. *In April 2005, the Reproductive and Child Health Program of The Gambia Department of State for Health (RCH – DoSH) requested the AWARE-RH project for assistance to improve management of Reproductive Health Commodities (RHC).*

*In July 2005 a Baseline Assessment of the Contraceptive Logistics Management System of The Gambia was conducted. Key recommendations following this assessment included:*

- 1. Train midlevel health care providers (health supervisors and storekeepers) in RHCM,*
- 2. Development of a national RHCS plan,*
- 3. Develop a plan for integrating contraceptives into the drug/vaccine supply system*
- 4. Assess options for improving the reliability/predictability of financing and procurement of contraceptives*

*The RPM Plus project under MSH's Centre for Pharmaceutical Management (CPM) provided technical support to the AWARE project to achieve the following objectives:*

- *Design a tailored curriculum to train mid-level managers (Health supervisors) in management of RHC*
- *Train health supervisors to monitor Reproductive Health Commodities (RHC) supply management*
- *Train storekeepers at Central and Divisional level in RHC Selection, Inventory control, quantification, distribution and use of CMIS of RHC*

*A four day workshop was organized at the Kairaba Hotel in The Gambia and a total of 28 mid-level Health managers from the health Divisions were trained in management of RHC.*

*Further technical assistance activities under the AWARE-RH project including dissemination of the Baseline assessment results and the development of RHCS plan for The Gambia were planned for the week beginning November 28, 2005.*

### **Recommended Citation**

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### **Key Words**

Reproductive Health Commodities, Inventory management, Quantification, Stock card and Survey.

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## ACRONYMS

RHC	Reproductive Health Commodities
CMIS	Commodities Management Information System
AWARE-RH	Action for West Africa Region – Reproductive Health
DoSH	Department of State for Health
RCH	Reproductive and Child Health
RHCS	Reproductive Health Commodity Security
CLMS	Contraceptives Logistics Management System
LIAT	Logistics Indicator Assessment Tool
CMIS	Contraceptive Management Information System
RHCM	Reproductive Health Commodity Management
GFPA	The Gambia Family Planning Association
CMS	Central Medical Stores
UNFPA	United Nations Population Fund
WB	World Bank
HMIS	Health Management Information System

## **BACKGROUND**

In April 2005, the Reproductive and Child Health Program of The Gambia Department of State for Health (RCH – DoSH) requested the AWARE-RH project for assistance to improve management of Reproductive Health Commodities (RHC).

An assessment of the CLMS (Contraceptive Logistics Management System) was subsequently conducted in July 2005 and revealed significant strengths as well as weaknesses. Contraceptive Supply flows to The Gambia were found to have been neither reliable nor predictable. The Contraceptive Management Information System (CMIS) was barely functional and forecasting was weak to non-existent. Stock out rates were unacceptably high at all levels in the system.

On the other hand Political commitment to reproductive health is strong, and the Reproductive and Child Health Program of the Department of State for Health and Social Welfare (DoSH) is committed to improving contraceptive availability.

The main recommendations from the assessment were:

1. Train health supervisors and storekeepers in RHCM,
2. Development of a national RHCS plan,
3. Develop a plan for integrating contraceptives into the drug/vaccine supply system
4. Assess options for improving the reliability/predictability of financing and procurement of contraceptives

### **Purpose of Trip**

The trip aimed at providing technical support to the AWARE-RH project and the Gambia Reproductive and Child Health Program of the Department of State for Health and Social Welfare (DoSH) to achieve the following objectives:

- Design a tailored curriculum to train mid-level managers (Health supervisors) in management of RHC
- Train health supervisors to monitor Reproductive Health Commodities (RHC) supply management
- Train storekeepers at Central and Divisional level in RHC Selection, Inventory control, quantification, distribution and use of CMIS of RHC

### **Scope of Work**

- Develop a tailored curriculum for training midlevel managers in management of RH commodities
- Facilitate a workshop for midlevel managers in management of RH Commodities.

## ACTIVITIES

### 1. Technical support in capacity building for management of reproductive health commodities in The Gambia

The technical support was provided in the form of a training workshop in Management of Reproductive Health Commodities for midlevel health care managers. Twenty-three Mid-level managers attended the four day training. The training was structured into 12 sessions that ran from Monday to Thursday (Annex 1). At the beginning of the workshop and at the end, all participants took a knowledge check. In order to keep results confidential, participants used coded letters in place of names when taking the knowledge check. The results of both pre- and post-training are attached (Annex 2).

At the beginning of the workshop, participants identified the following as Key issues that affect the client's access to RH Commodities in The Gambia. The issues raised were grouped under the principal components of the pharmaceutical management cycle: (Selection, Procurement, Distribution and Use):

#### a) **SELECTION:**

- Need for accessibility to RH commodities

#### b) **PROCUREMENT:**

- Lack of proper inventory records
- Unsatisfactory storage conditions
- Tally cards not properly handled
- Long term planning
- Monitoring of stock

#### c) **DISTRIBUTION:**

- Vehicles and fuel (Divisional and central level)
- Poor telephones, radio communication
- Lack of furniture for clients
- Poor storage condition
- No computers

- Irregular electricity supply
- Lack of capacity
- Joint supervision by program

**d) USE:**

- Lack of awareness
- Lack of decision making by women
- Lack of coordination of programs

These key issues were discussed extensively during the four day workshop.

Day 1 of the workshop ended with a discussion of the Highlights of The Gambia CLMS Baseline Assessment (Annex 3).

Technical content of the workshop centered on the following areas:

- i. RH Commodity Management Cycle
- ii. RH Commodity Selection
- iii. Quantification, Inventory Management
- iv. Field Visit to GFPA and CMS
- v. Quality Assurance of RHC
- vi. Distribution of RHC
- vii. Commodity Management Information System
- viii. Rational use of RHC

At the end of the workshop, an evaluation was conducted and the report is attached (Annex 4).

**Collaborators and Partners**

- a) The Gambia Department of State for Health. Contacts: Ramou Cole-Ceesay, (Program Manager, RCH Program), Bakary Tijan Jarko (Deputy Program Manager, RCH Program), Markieu Kaira (Pharmacist in CMS).
- b) Workshop participants (see Annex 5)
- c) American Embassy in The Gambia. Contact: Vicky Mboka-Boyer (Programs Coordinator).
- d) AWARE – RH. Contact: Ndiaye Antoine (Commodities Specialist).

**2. Debriefing of US Embassy**

The programs Coordinator at the American Embassy in The Gambia, Vicky Mboka-Boyer was debriefed on the training workshop on November 25, 2005. Copy of debriefing notes is attached in Annex 6.

## **NEXT STEPS**

### **Immediate Follow-up Activities**

The tailored curriculum for training mid-level managers will be edited to incorporate lessons learned from the training workshop.

### **Recommendations**

A follow-up is necessary in The Gambia to assist the mid-level managers that have been trained in the implementation of the skills and knowledge learned.

There is need to develop a plan for integrating the contraceptives management program, currently operating independently, into the drug/vaccine supply system of the Gambia Central Medical Stores (CMS), which is comparatively well managed.

## ANNEX 1.

### Schedule of Activities for Reproductive Health Commodity Management Workshop, Banjul, The Gambia, November 21-24, 2005

	8.30-10.30	10.30 - 11.00	11.00 - 1.45	1.45 - 2.45	2.45 - 5.00
Monday	<p style="text-align: center;"><b>Session 1</b> Opening ceremony Registration and Introduction Overview of Gambia RH programme RCH-DoSH</p> <p style="text-align: center;">Pre-test</p>	<b>Tea Break</b>	<p style="text-align: center;"><b>Session 2</b> Key issues that affect the client's access to RH commodities in the Gambia <b>PARTICIPATORY.</b> Bannet/Emmanuel/RCH-DoSH</p>	<b>Lunch</b>	<p style="text-align: center;"><b>Session 3</b> Highlights of the Gambia CLMS Baseline Assessment RH Commodity Management/ Introduction to Commodity Management Cycle</p> <p style="text-align: center;">Bannet Ndyanabangi (MSH) RCH-DoSH</p>
Tuesday	<p style="text-align: center;"><b>Recap of previous day's work</b> <b>Session 4</b> Case study on selection RH Commodities Selection</p> <p style="text-align: center;">Bannet Ndyanabangi (MSH) RCH-DoSH</p>		<p style="text-align: center;"><b>Session 5</b> RH Commodities Quantification, Inventory mgt. and Exercises</p> <p style="text-align: center;">Emmanuel Nfor (MSH) RCH-DoSH</p>		<p style="text-align: center;"><b>Session 6</b> Field visit to GFPA and CMS RCH-DoSH and Mrs. Kaira</p>
Wednesday	<p style="text-align: center;"><b>Recap of previous day's work</b> <b>Session 7</b> Quality Assurance</p> <p style="text-align: center;">Mrs. Kaira - Pharmacist CMS</p>		<p style="text-align: center;"><b>Session 8</b> Distribution, Inventory Management. Discussion of field visit report</p> <p style="text-align: center;">Emmanuel Nfor (MSH) Antoine Ndiaye (AWARE-RH)/ RCH-DoSH</p>		<p style="text-align: center;"><b>Session 9</b> Group exercise Distribution (Contraceptive Supply Management)</p> <p style="text-align: center;">DoSH Emmanuel Nfor (MSH)</p>
Thursday	<p style="text-align: center;"><b>Recap of previous day's work</b> <b>Session 10</b> Commodity Management Information system</p> <p style="text-align: center;">Antoine Ndiaye (AWARE-RH) DoSH</p>		<p style="text-align: center;"><b>Session 11</b> Commodity Management Information system</p> <p style="text-align: center;">Antoine Ndiaye (AWARE-RH) DoSH</p>		<p style="text-align: center;"><b>Session 12</b> Rational Use Bannet Ndyanabangi/ RCH- DoSH/Mrs. Kaira - Pharmacist CMS Post-test Closing Ceremony</p>

## ANNEX 2.

### RH COMMODITY WORKSHOP, BANJUL THE GAMBIA, NOVEMBER 21-24, 2005 PARTICIPANTS KNOWLEDGE CHECK RESULTS

PRE WORKSHOP RESULTS			POST WORKSHOP RESULTS			
PARTICIPANT CODE	SCORE/16	%	PARTICIPANT CODE	SCORE/16	%	CHANGE
A1	12	75	A2	12	75	0
B1	11	68.75	B1	12	75	6.3
C1	13	81.25	C2	13	81.25	0.0
D1	9	56.25	D2	9	56.25	0.0
E1	11	68.75	E2	13	81.25	12.5
F1	8	50	F2	12	75	25.0
G1	10	62.5	G2	11	68.75	6.3
H1	13	81.25	H2	13	81.25	0.0
I1	14	87.5	I2	15	93.75	6.3
J1	8	50	J2	11	68.75	18.8
K1	13	81.25	K2	13	81.25	0.0
L1	9	56.25	L2	14	87.5	31.3
M1	12	75	M2	12	75	0.0
N1	10	62.5	N2	11	68.75	6.3
O1	12	75	O2	12	75	0.0
P1	7	43.75	P2	12	75	31.3
Q1	9	56.25	Q1	11	68.75	12.5
R1	9	56.25	R2	11	68.75	12.5
S1	9	56.25	S2	11	68.75	12.5
T1	12	75	T2	13	81.25	6.3
U1	11	68.75	U2	13	81.25	12.5
V2	9	56.25	V2	12	75	18.8
Z2	8	50	Z2	12	75	25.0
<b>SUM OF SCORE</b>		<b>1493.75</b>			<b>1737.5</b>	<b>243.8</b>
<b>AVERAGE</b>		<b>64.94565</b>			<b>75.54348</b>	<b>10.6</b>

### ANNEX 3.

#### Highlights of The Gambia CLMS Baseline Assessment, July 2005

The Gambia has been entirely reliant on donors for financing and procurement of contraceptives. Financing is largely by UNFPA, supplemented by some WB funds. The country's in-bound supply has been neither predictable nor reliable. No shipments were received in 2004. 42% of all facilities were stocked out of one or more contraceptives

For six months, Microgynon and Depo-Provera were not available in 20-22% of facilities even though central store had these products throughout this period i.e. central store had microgynon and Depo-Provera, but 9 out of 45 facilities did not have for six months. Microgynon and Depo-Provera are two most highly demanded contraceptives in The Gambia.

At the central store the physical count was sometimes lower by as much as 48% (for Depo-Provera) than what the register showed. The Gambia RCH program has no designated logistician for managing contraceptives. 70% of facilities met at least three-quarters of the storage conditions surveyed in the LIAT. The central store meets less than a third of them.

The accuracy of data kept at most facilities could not be surveyed. Records are incomplete. Where stock registers and physical inventories could be compared, there were significant discrepancies. Expiry does not appear to be a major problem in the system.

Contraceptives are managed separately from other health supplies at most facilities. Drug stores are on average better kept than contraceptive stores.

The Baseline Assessment identified next steps to be

1. Complete development of a national RHCS plan,
2. Train health supervisors and storekeepers in contraceptive management,
3. Develop a plan for integrating contraceptives into the drug/vaccine supply system,
4. Assess options for improving the reliability/predictability of financing and procurement of contraceptives.

## ANNEX 4.

### EVALUATION REPORT

Management of reproductive health commodities workshop, Banjul, The Gambia November 21-24, 2005

#### **ISSUES:**

*The evaluation checked participant satisfaction, attainment of objectives, useful features, presentation style and recommendations for future workshops.*

*All the participants expressed satisfaction with the workshop, and indicated that it met its objectives. Important useful features of the workshop cited by participants are group work, inventory management exercises, CMIS, Selection and Use.*

*Overall there was satisfaction with presentation style and some recommendations were made.*

#### **Evidence:**

*73% of the participants said the course was excellent and 27% said the course was very good.*

*32% of the participants indicated that inventory management exercises were a useful feature of the workshop. 36% mentioned group work as a useful feature of the workshop.*

*All the participants were satisfied with the presentation style. One participant recommended integration of CMIS with HMIS. Another suggested role plays for the "Use" session of the workshop.*

**ANNEX 5.**  
**RCH-DoSH IN COLLOBARATION WITH AWARE-RH/USAID/WARP**  
**WORKSHOP ON MANAGEMENT OF REPRODUCTIVE HEALTH COMMODITIES**  
**BANJUL, THE GAMBIA, NOVEMBER 21<sup>ST</sup> – 24<sup>TH</sup> 2005**  
**KAIRABA BEACH HOTEL** **LIST OF PARTICIPANTS**

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18	Theresa Daniel	Central Medical Store, Medical Headquarters		<b>9931660</b>
19	Essa Secka	Basse Health Centre, Upper River Division		<b>9927634</b>
20	Olimatou Kolley	Divisional Health Team, Western Division		<b>9947175</b>
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## ANNEX 6.

### Debriefing note submitted to American Embassy in The Gambia.

#### **TECHNICAL ASSISTANCE IN CAPACITY BUILDING FOR MANAGEMENT OF REPRODUCTIVE HEALTH COMMODITIES IN THE GAMBIA (Nov.12-26, 2005)**

Management Sciences for health is one of the partners in the implementation of the USAID/WARP regional project AWARE-RH. *In April 2005, the Reproductive and Child Health Program of The Gambia Department of State for Health (RCH – DoSH) requested the AWARE-RH project for assistance to improve management of Reproductive Health Commodities (RHC).*

*In July 2005 a Baseline Assessment of the Contraceptive Logistics Management System of The Gambia was conducted. Next steps following this assessment were:*

- 5. Train health supervisors and storekeepers in RHCM,*
- 6. Development of a national RHCS plan,*
- 7. Develop a plan for integrating contraceptives into the drug/vaccine supply system*
- 8. Assess options for improving the reliability/predictability of financing and procurement of contraceptives*

*Specific objectives for the current technical assistance (November 12-26, 2005) were to*

- Design a tailored curriculum to train mid-level managers (Health supervisors) in management of RHC*
- Train health supervisors to monitor Reproductive Health Commodities (RHC) supply management*
- Train storekeepers at Central and Divisional level in RHC Selection, Inventory control, quantification, distribution and use of CMIS of RHC*

*The above objectives have been realized through a four day workshop that took place at the Kairaba Hotel. A total of 28 mid-level Health managers from the Divisions were trained in management of RHC.*

*Further technical assistance activities under the AWARE-RH project including dissemination of the Baseline assessment results and the development of RHCS plan for The Gambia are planned in the following weeks*

*Bannet Ndyanabangi – Project manager HIV/AIDS and RH, RPM Plus, MSH (Email: [bdyanabangi@msh.org](mailto:bdyanabangi@msh.org))*

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#### **Acronyms:**

AWARE-RH – Action for West Africa Region, Reproductive Health, RHCM – Reproductive Health Commodity Management, RHCS – Reproductive Health Commodity Security  
CMIS – Commodities Management Information System, RPM+ - Rational Pharmaceutical Management Plus