

**Rational Pharmaceutical Management Plus
Training in Drug Management – Follow up Rational Pharmaceutical
Management Plus Activities
Côte D'Ivoire Trip Report – September 26 – October 8, 2005**

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About RPM Plus

RPM Plus works in more than 20 developing and transitional 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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Acronyms

ART	anti-retroviral treatment
ARV	anti-retroviral
CDC	U.S. Center for Disease Control and Prevention
CHR	regional hospital center
CI	Côte d'Ivoire
DFR	Training Unit of the Ministry of Health
DIPE	Information, Planning and Research Unit of the Ministry of Health
DMIS	drug management information system
EGPAF	Elizabeth Glaser Pediatric AIDS Foundation
GF	Global Fund
GFATM	Global Fund to fight AIDS, Tuberculosis and Malaria
HIV/AIDS	human immunodeficiency virus/acquired immune deficiency syndrome
IMAT	Inventory Management Assessment Tool
INN	international nonproprietary name
MOH	Ministry of Health
MOST	Management Organizational Sustainability Tool
MSH	Management Sciences for Health
PEPFAR	President's Emergency Plan For AIDS Relief
PMTCT	prevention of mother to child transmission (HIV)
PNPEC	HIV/AIDS national program
PSP-CI	Public Health Pharmacy - Central Medical Store
RPM Plus	Rational Pharmaceutical Management Plus Program
SIMPLE	Information system for managing drugs used in epidemics
USAID	United States Agency for International Development
TA	technical assistance
TOT	training of trainers
USG	US Government
VCT	Voluntary Counseling Testing

Background

The RPM Plus Program has been providing technical assistance to the Public Health Pharmacy in Côte d'Ivoire (PSP-CI) in support of the President's Emergency Plan for AIDS Relief (PEPFAR). The US Government (USG) through the PEPFAR provided funds to RPM Plus for developing activities aimed at reinforcing PSP-CI's institutional capability and human resources needed to support the expansion of prevention of mother-to-child HIV transmission (PMTCT) services and anti-retroviral treatment (ART) to HIV/AIDS infected patients in Côte d'Ivoire. RPM Plus targeted PSP-CI staff at central and district levels as well as service providers from accredited health facilities for improving/reinforcing competencies in drug management with the aim of ensuring constant availability of HIV/AIDS commodities needed at the ART service delivery points. RPM Plus supported the training of the PSP-CI Chief of the stock management unit and the Deputy chief of this unit at the drug management course conducted in Amsterdam in 2004 and 2005 by the International Dispensary Association (IDA), Management Sciences for Health (MSH), the World Health Organization (WHO) and the French Organization "Réseau Médicament et Développement" (ReMeD). RPM Plus also assisted PSP-CI in the preparation and coordination of a drug management training-of-trainers (TOT) course for a national team of 15 trainers to respond to training needs identified in drug management. A generic curriculum in drug management with special attention to HIV/AIDS products was developed by the core of trainers with RPM Plus assistance. The curriculum was tested in July 2005 with a first group of 18 pharmacists and a team of 5 co-trainers who had the chance to practice for the first time. Two trainers from this group and three new trainers from the core team were selected to participate in a second round of practice of training for another group of 20 targeted pharmacists and drug managers from ART centers.

In an effort to coordinate HIV/AIDS activities with partners and the Ministry of Health (MOH), RPM Plus has developed an excellent collaboration with the Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) which is a key player in HIV/AIDS commodity procurement in Côte d'Ivoire, the Global Fund (GF), and the National Program of HIV/AIDS (PNPEC). Training in drug management activities and development of the management information system are being expanded in close collaboration with EGPAF to avoid duplication, as well as the involvement of the Training Unit of the MOH (DFR).

RPM plus also worked with the United Nations Development Program (UNDP) that is the primary recipient for the GF to explore areas and mechanisms to reinforce collaboration in HIV/AIDS commodity management. Two consultants – a pharmacist and a computer specialist – were recruited by the GF to work with PSP-CI on ARV management. According to plan, RPM Plus hired a local Senior Program Associate seconded to PSP-CI to assist the organization in drug management operations. His primary area of work focuses on tracking ARVs delivered to ART centers, collecting data on patient regimens, ARV consumption and availability at ART centers. Together with the GF consultants and two PSP-CI staff, he is part of the ARV management Unit recently created by the PSP-CI Director to enhance efficiency in HIV/AIDS commodity management.

Purpose of Trip

Michael Derosena traveled to Côte d'Ivoire from September 26 to October 8, 2005 to assist the PSP-CI trainers in this second round of training in drug management and provide orientation to the newly recruited Senior Program Associate while assessing progress in RPM Plus activity development.

The Scope of work was as follows:

- Meet with PSP-CI trainers and staff from the Training Unit of the MOH to review the drug management curriculum before the training workshop to take place in Aboisso;
- Assist the local team of trainers in conducting the training for 20 pharmacists from health districts and selected PMTCT/ART accredited centers;
- Meet with PSP-CI Director to:
 - Discuss / finalize the memorandum of understanding related to the implementation of ORION;
 - Review the scope of work of the newly recruited RPM Plus local staff and discuss immediate RPM Plus plan priorities and PSP-CI expectations;
 - Discuss the primary section of the draft report on the MOST exercise conducted at PSP-CI in August;
- Provide orientation to the local RPM Plus staff in the context of his scope of work and PSP-CI expectations;
- Meet with the PNPEC Director to discuss RPM Plus support to PNPEC in the context of expansion of the HIV/AIDS program, including supervision and monitoring of HIV/AIDS activities, development of the drug management information system indicators, status of the Axios donation program of Nevirapine for PMTCT activities;
- Meet with the EGPAF Representative to review progress in collaboration activities including training for drug management, collection of data for ARV quantification, EGPAF procurement of HIV/AIDS commodities and support to targeted accredited VCT/PMTCT/ART centers;
- Meet with the USG team to discuss aspects related to RPM Plus COP06 as well as current program implementation;
- Brief and/or debrief USAID officials, as requested.

Activities

Meet with PSP-CI trainers and staff from the Training Unit of the MOH to review the drug management curriculum before the training workshop to take place in Aboisso

The PSP-CI Director assigned Dr. Yapi Faustin, Responsible of the Communication Unit as coordinator for the drug management training activities. Dr. Yapi's performance was excellent since the development of the TOT workshop and the testing of the drug management curriculum that took place in Aboisso in July 2005. Just before the onset of this round, Dr. Yapi was hired by EGPAF for monitoring HIV/AIDS commodities in this organization. This transition impacted the preparation of the workshop because another point of contact was not yet designated to coordinate logistics and material's preparation for the training. This situation was presented to the PSP-CI Director, Dr. Souare, who shifted the responsibility of the training coordination to Dr. Attia Régine, Responsible of the Procurement Unit at PSP-CI. Also, Dr. Attia's secretary assisted in administrative tasks during the preparation and the development of the workshop. While working as point of contact at PSP-CI, Dr. Yapi was able to initiate the logistics aspects and administrative tasks required to facilitate the participation of the targeted pharmacists and managers. Additional tasks for the logistics coordination were completed locally in Aboisso by the health district pharmacist and trainer Dr. N'DRI Germain. RPM Plus along with Yapi and Attia reviewed the training materials to take into account comments and suggestions from the previous training workshops. The PSP-CI training coordinator arranged editing and photocopying before leaving for Aboisso.

Assist the local team of trainers in conducting the training of 20 pharmacists from health district and selected accredited ART centers

Similarly to the previous training workshop, priority was given to pharmacists and managers from the operational accredited ART centers. The group of trainees was composed of 20 participants, which included 10 pharmacists from hospitals and urban health facilities, 1 pharmacist from PSP-CI central level, 1 pharmacist from the health district of Yamoussoukro, 1 pharmacist from the Population and Community Health Unit of the MOH, and 7 managers (*préparateurs gestionnaires en pharmacie – PGP*) operating in district and regional hospitals. The Training Unit of the MOH was represented by Dr. Konan Joseph. The group of trainers was composed of Dr. Yapi Faustin, Dr. N'Dri Germain, Dr. Tah Bi Tah Rigobert, who were all in the previous workshop, and Dr. Attia Régine and Djadji Thierry, two new trainers from the initial group of 15. So far, seven trainers of the core team have had the opportunity to conduct a training workshop by themselves.

Prior to the training itself, the trainers traveled to Aboisso for team building and the finalization of training materials needed for the binders, as well as audio-visual supports and accessories. Although Dr. Konan Joseph was a guest from the Central Level of DFR, he was able to follow the training process and provided significant support to the team in assisting in logistics and participating in the feedback sessions following each activity at the end of the day. RPM Plus helped in organizing the preparation of each session and assisted the training coordinator in the preparation and completion of each task of the workshop. The agenda (Annex 2) was modified to

take into account lessons learned during the previous training workshop. Also, each trainer was able to select training sessions where they felt comfortable. RPM Plus input centered on clarification of the adult learning techniques and application of the experiential cycle in conducting the training sessions. Selection of topics by the trainers was as follows:

- Opening and orientation for the workshop, Sessions 1, 12, 13: Yapi Faustin
- Sessions 2, 10, and final summary of the training: Tah Bi Tah Rigobert
- Sessions 3, 6, 15: N'Dri Germain
- Sessions 4, 8, 14: Attia Régine
- Sessions 5, 11: Gbané Aliadji
- Sessions 7, 9, 16: Djadji Thierry

As shown here, these trainers were separately in charges of the above sessions. However, all trainers were assisted by one or two co-trainers who helped with the training materials and accessories as well as clarifying questions/comments from the participants.

During this workshop, the participants were confronted again with the confusion between the “international nonproprietary names” (INN), generic drugs, and brand names. Even pharmacists at PSP-CI central level confessed that the organization itself was contributing to maintain the confusion since they often take a “cheap” “brand name” for a generic drug. Once again, Chapter 10 “*Gérer la Sélection des Médicaments*” excerpted from the MSH book “Managing Drug Supply” was very helpful for clarifications.

RPM Plus introduced again a session on quantification of ARVs which was conducted by Dr. Gbané. This session was mainly a practical exercise using a manual sheet developed by RPM Plus and adapted to the Côte d'Ivoire context. It is intended to be used at the ART service delivery points. An Excel version was also given for use at ART centers with computer capabilities. Both manual and Excel versions of the quantification tool will need to be adapted to include all regimens in use in most of the ART centers in CI.

This training workshop offered another opportunity to the participants to practice the Inventory Management Assessment Tool (IMAT) developed by MSH. IMAT is an indicator-based tool with four main indicators to evaluate inventory management practices at central, district, as well as at institutional health facilities. Following the presentation of the tool, the participants were divided in three groups to practice IMAT in the same facilities targeted in July in order to evaluate progress/improvement in the indicators. The results at the health district pharmacy were excellent while it showed that a close assistance should be given to the maternal health center where there was no sign of improvement.

Also during this training session, RPM Plus introduced another tool for tracking the expiration dates of ARVs and facilitate their utilization before products become expired. The Plan was to test the tracking sheet in 5-6 facilities. But following the presentation of the tool, all participants required that additional copies be sent to them for use in their own facilities. District pharmacists and the RPM Plus advisor will monitor the test and provide assistance to the current users while the Washington office will prepare the additional quantities needed for all ART centers where pharmacists were trained to the use of this tool.

The results of the evaluation of each session by participants are shown in Annex 4.

Meet with the PSP-CI Director to:

Discuss / finalize the memorandum of understanding (MOU) related to the implementation of ORION

The draft of the MOU was sent to PSP-CI in July while RPM Plus stressed on the need to provide feedback by August 15. Plan was to start the implementation of ORION on October 1st, in respect of the 45-day requirement needed for 3i Infotech responsible for the installation of ORION. Because of the legal aspect of the MOU document, it was sent to the PSP-CI legal advisors for review and comments. The feedback came in late September, generating significant delays in the implementation process. RPM Plus met with Dr. Souaré to clarify PSP-CI's concerns expressed by the legal advisors. Questions raised and clarifications given are summarized as follows:

- *Costs that may be incurred for additional licenses.* There are two licenses: an ORION@MSH license and an ORACLE license. Both of these licenses initially allow only five (5) concurrent users. This means that only five people can be logged into the system at one time. PSP-CI can buy additional ORION@MSH user licenses for a one-time fee of \$300 per license. However, if PSP-CI plans to have more than 5 people logged in at one time, PSP-CI also needs to increase the ORACLE license, which would be \$1250 for 5 extra users.
- *In-country local capacity to support ORION.* In-country capacity will be dependent on having certain staff members defined as “power” users, who would be involved at all stages of the training and able to assist their colleagues in the future. Additionally, it is very important to have the local computer/IT staff involved, as they will be responsible for maintaining the computers and re-installing ORION@MSH on new computers. Technical support from 3i is provided through the internet, which gives PSP-CI an around-the-clock presence.
- *Costs that may be incurred for additional ORION modules.* All modules are included with the initial installation of ORION@MSH. However, the modules that are not required by PSP-CI, if any, will be hidden from access. Therefore, if it is required for 3i Infotech to be onsite for specific customization requested by PSP-CI, the costs would involve travel, lodging, and per diem for 3i Infotech staff, and the labor for time required to alter the module to fit PSP's needs and train the appropriate staff.
- *Costs for ORION updates that may have to be borne by PSP-CI.* ORION@MSH updates are covered by the annual maintenance fee. This fee of \$ US1620 is covered by MSH for the first two years; though it increases slightly as more users are added.
- *Guarantees provided by 3i Infotech along with the licenses.* A translated copy of the ORION license and ORACLE license will be provided to PSP-CI for review. All

warranties/guarantees are outlined in each of these documents. Therefore, MSH is only paying for the initial license and facilitating installation of ORION@MSH. The real relationship is between the PSP and 3i and, as such, the ORION@MSH and ORACLE software licenses prevail.

Review the scope of work of the newly recruited RPM Plus local staff and discuss immediate RPM Plus plan priorities and PSP-CI expectations;

A local advisor seconded to PSP-CI was hired in September 2005. Upon PSP-CI request, his scope of work centers mainly at peripheral level focusing on tracking ARV delivered to ART centers, collecting data on patient regimen, ARV consumption and availability at accredited centers. As PSP-CI created an ARV management unit that includes consultants from the GF and PSP-CI regular staff, it was appropriate to delineate the role and responsibilities of the RPM Plus local advisor who joined the ARV management unit. RPM Plus obtained Dr. Souaré's agreement for the scope of work as shown in Annex 3.

Discuss the first part of the draft report on the MOST exercise conducted at PSP-CI in August

In response to PSP-CI request for assistance in the evaluation of human resources management practices, RPM Plus facilitated travel to Côte d'Ivoire of Steve Redding and Oumar Diakité, two consultants from the MSH/Center for Leadership and Management. The purpose of their trip was to assess human resources management issues at PSP-CI through the application of the MSH tool "MOST" (Management Organizational Sustainability Tool) in light of the expansion of PEPFAR activities and the installation of the drug management software ORION. Oumar traveled to CI on July 27 for the preparatory phase of the MOST exercise. He was joined by Steve on August 31st. The exercise consisted in analyzing 18 management categories that serve as criteria of good management practice. The process resulted in the identification by PSP-CI staff of their own challenges and the development of an operational action plan to improve the performance of the organization in selected areas. The preliminary findings presented to the PSP-CI Director can be summarized as follows:

- In the area of Human Resources capacity, the role of the ARV Program Director is complicated by aspects of his function that lie outside of his area of influence, such as financing and payment of vendors.
- Dealing with notably the stock-out problem with ARV and other medicines, it appeared very clear that most of the staff spent its time concerned about issues that they could not have a great effect on, instead of focusing on those tasks and duties that they could directly control and influence.
- PSP-CI staff understands that it is possible to face many challenges by consciously changing their behavior toward their work and concentrating on the exercise of innovation and imagination in solving problem over which they have direct control.

- The staff was able to analyze itself, identify challenges, and find its own solutions to problems at a reasonable cost.

Dr. Souaré expressed great interest for the exercise and the active participation of the PSP-CI staff that led to an action plan for addressing numerous management issues identified. The report is being finalized to be submitted to PSP-CI authorities and USAID.

Provide orientation to the local RPM Plus staff in the context of his scope of work and PSP-CI expectations

RPM Plus selected Dr. Moïse Touhon among a group of 35 pharmacists who expressed interests for the Senior Program Associate position advertised by RPM Plus to assist PSP-CI in drug management operations. Since MSH is not registered yet in Côte d'Ivoire, Dr. Touhon was temporarily hired as consultant while MSH is taking steps to officially open an office in Abidjan. Dr. Touhon will be confirmed following his introductory period and depending on his performance and feedback from PSP-CI. RPM Plus organized different formal meetings with him for familiarization with the MSH environment and PEPFAR activities and clarification of his role and responsibilities in light of drug management priorities identified by the PSP-CI Director.

Meet with the PNPEC Director to discuss RPM Plus support to PNPEC in the context of expansion of the HIV/AIDS program, including supervision and monitoring of HIV/AIDS activities, development of the drug management information system indicators, status of the Axios donation program of Nevirapine for PMTCT activities

During the preparatory phase of the training in Aboisso, the PNPEC organized a technical workshop in Bassam to review the HIV/AIDS national protocols, discuss issues related to procurement and deliveries of ARV, and identify appropriate interventions to address ARV management issues in general. The preparation of the training was hectic and did not allow meeting anyone at PNPEC. However, RPM Plus had two discussions over the phone with the PNPEC Director who gave an update on progress of the meeting in Bassam and the final agreement in reviewing the national standard treatment guidelines (STG). As part of its technical assistance to PNPEC, RPM Plus proposed to explore the possibility of supporting PNPEC – depending on USAID approval – in the editing and dissemination of the STG. A formal meeting was scheduled with RPM Plus to investigate this option as well as other areas of collaboration after the training in Aboisso.

Meet with the EGPAF Representative to review progress in collaboration activities including training in drug management, collection of data for ARV quantification, EGPAF procurement of HIV/AIDS commodities in support to targeted accredited VCT/PMTCT/ART centers

RPM Plus met with the EGPAF Representative, Dr. Essombo Joseph, assisted by Dr. Yapi Faustin, a pharmacist previously at PSP-CI who recently joined the EGPAF team. Key points discussed during this meeting were the collaboration between Dr. Yapi and Dr. Moïse for

coordination of ARV management activities at ART targeted centers, the plan of extension of the ARV tracking tool SIMPLE-1 and the intensification of training in drug management. Following the recommendation of a consultant from EGPAF headquarters to use SIMPLE-1 in all ART centers, we also discussed the need to work together to revitalize the ARV management information system. EGPAF has been using its own software for collecting data from the clinics. However, the software does not capture all information on HIV/AIDS commodity management. In facilities not supported by EGPAF, the information is erratic and does not facilitate the decision making process for ARV need estimates and procurement. It was agreed that Dr. Yapi will continue to work closely with Dr. Moise to develop a plan for the expansion of SIMPLE-1 and identify pharmacists/managers to be trained.

Meet with the USG team to discuss aspects related to RPM Plus COP06 as well as to current program implementation

RPM Plus submitted the draft plan of COP06 that includes consolidation and expansion of RPM Plus current activities, but also lab activities requested by USAID. From preliminary discussions with USAID, RPM Plus proposed to conduct a reconnaissance visit for a situation analysis of lab activities in light of the PEPFAR expansion. This visit would include interviews with key personnel of the national laboratory as well as on-site assessment of a sample of ART centers. It was planned to discuss the proposed plan in detail with USAID. However, the visit coincided with the workshop in Bassam for discussing ARV management issues and the revision of the national protocols. The RPM Plus training activity took place the following week in Aboisso, and it was not possible to meet the USG team. However, USAID was contacted by phone for a brief update.

Brief and/or debrief USAID officials, as requested

Although the purpose of RPM Plus visits is usually included in the RFCC, it is routine to meet with USAID to review progress on current activities and discuss any issue related to work to come. As mentioned above, the meetings did not take place due to the workshop in Bassam and the training in drug management in Aboisso. However, USAID received an update over the phone on RPM Plus TA activities as well as of the training workshop.

Other activities

Support to PSPC-CI in the preparation of the presentation at Bassam

In anticipation of this workshop, four working groups were identified to develop different topics on the HIV/AIDS problem in Côte d'Ivoire, according to a standard frame provided by the MOH. PSP-CI was assigned the task to develop a topic on procurement, distribution, tracking ARVs and other HIV/AIDS commodities. A group of nine staff from PSP-CI, PNPEC, the Global Fund, RPM Plus, the Autonomous Service of Management, the Public Market Service, the Health Police and the Union of Private Pharmacists met together in the weeks before the workshop to prepare the presentation. During this visit, RPM Plus reviewed the presentation with PSP-CI staff, provided input on the format and updated information taken from the RPM Plus assessment report to be part of the presentation.

The involvement of the Training Unit of the MOH (DFR) in training activities

The Training Unit of the MOH has the mandate to estimate training needs and develop training plans. The DFR does not have the capacity to do training, but oversees training activities and keeps files of trained personnel in different areas. PSP-CI does not have the primary responsibility to do training, but because of the technical specificity of drug management, the gap that exists and negative impacts on PSP-CI performance, it takes the lead in this area with RPM Plus assistance. The involvement of DFR in training in drug management is in response to the mid-term objective to coordinate training activities in the pharmaceutical sector and be able to track the trainees and a better vision of training needs. The local RPM Plus consultant contacted the DFR to explain RPM Plus interventions in training in drug management and look for an intensive collaboration in response to needs identified. The DFR responded positively and assigned Dr. Joseph Konan to this activity in Aboisso. Dr. Konan provided a valuable support to the trainers and integrated the team with enthusiasm. Plans are to request him as the main point of contact at the DFR for training activities.

Support to PNPEC

RPM Plus has the mandate to assist the National Program in the reinforcement of management of commodities needed for the expansion of the VCT/PMTCT/HIV/AIDS services. The PNPEC has the mandate to develop norms and protocols, but also to oversee the development of HIV/AIDS activities nationwide. PNPEC has also been coordinating the AXIOS donation program of Nevirapine for PMTCT services. If the PNPEC's mandate is well known, human resources development hampers the capacity of PNPEC to be more efficient on the ground and to develop a long term vision of HIV/AIDS activities. The Bassam workshop was an excellent opportunity for the national health authorities and partners to discuss key issues related to the HIV/AIDS program expansion. One of the biggest current challenges for Côte d'Ivoire is to control the excessive number of regimens in use at ART accredited centers. A consensus was reached at Bassam, and an updated version of the national standard guidelines (STG) was adopted. This is an important step in the search of solutions to the persistent problem of shortages of ARV drugs at PSP-CI. Use of too many regimens not only generate the risk of resistance, but does not allow PSP-CI to capture accurate information for needs estimates and placing orders. In addition to its support to PNPEC for the management of PMTCT products, RPM Plus has contacted PNPEC to investigate the possibility of technical assistance in the dissemination of the new STG document and the training of targeted personnel for its use.

MSH Registration process

In anticipation of the expansion of its activities in Côte d'Ivoire, MSH has taken steps for registration in the country. The Law Firm SCPA Dogué-Abbé Yao & Associés was contacted to assist MSH in this process. SCPA assisted EGPAF in the past; and services provided are quite efficient. During this RPM Plus visit, an opportunity was offered to SCPA to clarify questions about documents needed from MSH to accelerate the process. The list of documents needed was communicated to the Administration for follow up. A purchase order was signed with SCPA. RPM Plus will keep the communication line open with SCPA for any inquiry or progress in this activity.

Collaborators

CDC-RETROCI

DFR

PNPEC

EGPAF

USAID

DIPE

PSP-CI

Next Steps

- Update the training plan in drug management with input from the Training, Planning and Research Unit from the MOH;
- Jointly with EGPAF, identify targets from PMTCT sites and conduct training in storage conditions of essential drugs including PMPTC products, inventory management and drug management information system;
- Meet with DIPE for harmonization of drug management tools to be used at accredited centers for collecting data on HIV/AIDS patients and ARV management;
- Jointly with EGPAF, identify targets from ART centers and prepare/conduct training with the ARV tracking tool SIMPLE-1;
- Meet with PNPEC to review the updated national standard treatment guidelines (STG) and technical assistance for dissemination of the STG in ART targeted centers;
- Finalize the MOU for the installation of ORION, taking into account PSP-CI's feedback and additional documentation requested;
- Prepare the reconnaissance visit for the evaluation of lab commodity management.

Conclusions and recommendations

Progresses in the development of RPM Plus activities have opened doors to a broader range of interventions in order to respond appropriately to the current needs. The ongoing training workshops in drug management have already covered a total of 38 pharmacists and managers. Different drug management tools have been disseminated for use at the service delivery points. Plan was that health district pharmacists will ensure post training activities and monitor progress in changes of drug management indicators. However, notwithstanding the participation of district pharmacists in these training sessions, it is not obvious that all districts have/will have the appropriate logistics to cover health facilities where pharmacists and PGP received training. The recruitment of the resident advisor was a critical step in the process of reinforcing RPM Plus presence in Côte d'Ivoire and a key point in mechanisms for providing quick responses to TA needs. Although his main field of activities is the ART centers, the advisor is solicited for

coordination with central PSP-CI, PNPEC, DFR, DIPE, as well as with EGPAF and other donors. A number of activities are already under way and will increase needs for TA and coordination as drug management activities are being implemented. The key recommendations are as follows:

- Health districts pharmacists should prepare monitoring plans to be discussed with PSP-CI, PNPEC, and DIPE, with involvement of health departmental directors;
- PNPEC, DIPE, and PSP-CI will establish operational mechanisms for collecting, treating, and circulating information among donors for decision-making;
- PSP-CI should continue to ensure coordination of the training in drug management program while DFR will maintain the data base and assist RPM Plus and PSP-CI in planning and conducting training workshops;
- Health district pharmacists and ART pharmacists and managers should continue to receive technical assistance for strengthening capacity in quantification and procurement of ARV;
- RPM Plus advisor and EGPAF pharmacist should plan to meet on a regular basis for sharing information on ARV procurement and deliveries to centers as well as major ARV management issues at sites and actions to address them.

Annex 1. List of participants to the training in drug management

N°	Surname & First Name	Function / Institution
1	Dr YABA Thierry Michel	Pharmacien CAT Adjamé
2	KONAN Romuald	PGP CEPREF/Aconda
3	Dr KOUAKOU Sylvain Landry	Pharmacien CHU Yopougon
4	TAH BI TAH Etienne	PGP Hôpital Général Bonoua
5	Dr AFFI Roselyne	Pharmacien SMIT CHU Treichville
6	Dr KATCHIRE François	Pharmacien District Yamoussoukro
7	Dr KAMENAN Alexis	Pharmacien Interne PPH CHU Cocody
8	Dr N'GUESSAN Hortense	Pharmacienne Chef CHR Daloa
9	GBOCLO Gogbe Delphin	PGP Hôpital Général Alepe
10	Dr ABY Leonard	Pharmacien Pédiatrie CHU Treichville
11	Commandant KRAH Pascal	Pharmacien HMA Abidjan
12	Dr TAKI Amon Lydie	Pharmacien Hôpital Général Abobo Sud
13	Dr M'BIMBE Adeline	Pharmacienne FSU Attécoubé
14	Dr YAO Sagou	Pharmacien Direction Population et Santé Com.
15	COULIBALY Aboubakary	PGP CHR Korhogo
16	KOUAKOU Emile	PGP District Bouaké Ouest
17	OUPOH	PGP CHR Guiglo
18	Dr BROU Arsène	Pharmacien CHR Dimbroko
19	Dr. AKOMIEN Annik	Pharmacienne PSP-CI
20	SORO Lozani	PGP CHR Yamoussoukro

Annex 2: Agenda Training in Management of Essential Drugs, ARV and Drug Management Tools PSP-CI/ MSH-RPM Plus

Date	Day 1	Day 2	Day 3	Day 4	Day 5
Morning	<p style="text-align: center;">OPENING AND ORIENTATION</p> <p>MODULE A : GLOBAL VIEW</p> <p>Session 1 : Introduction to Management of essential drugs, ARVs and drug management tools</p> <p>Session 2 : National Drug Policy</p>	<p>Session 5 : Ordering essential drugs, ARV and drug management tools</p> <p>Session 6: Receiving essential drugs, ARV and drug management tools</p> <p>Session 7: Storage conditions of essential drugs , ARVs and drug management tools</p>	<p>Session 11: Quantification of ARVs</p>	<p>MODULE E: SUPERVISION OF DRUG MANAGEMENT ACTIVITIES</p> <p>Session 14 : Planning of supervision</p> <ul style="list-style-type: none"> ▪ <i>Preparation of plans for supervisions</i> <p>Session 15 : Conducting supervision</p> <ul style="list-style-type: none"> ▪ <i>Situational Leadership</i> 	<p>Session 16 (continued): Visit to health facilities for practicing IMAT in a warehouse:</p> <ul style="list-style-type: none"> ▪ Verification list of storage conditions ▪ Calculating IMAT indicators
Afternoon – Evening	<p>MODULE B: SELECTION AND PROCUREMENT</p> <p>Session 3 : Managing essential drug Selection</p> <p>Session 4: Estimating needs in essential drugs, ARVs and drug management tools.</p>	<p>MODULE C: DISTRIBUTION AND USE</p> <p>Session 8: Distribution of essential drugs, ARVs and drug management tools</p> <p>Session 9 : Dispensing, delivering essential drugs and ARV</p> <p>Session 10 : Management and use of ARV</p>	<p>MODULE D: FINANCIAL MANAGEMENT</p> <p>Session 12 : Registering purchases and sales of drugs</p> <p>Session 13 : Managing funds and tracking client accounts</p>	<p>Session 16 : Application of the Inventory Management Assessment Tool</p> <p><i>Preparation of the exercise IMAT in health facilities</i></p>	<ul style="list-style-type: none"> ▪ Exploitation of the results of IMAT <p style="text-align: center;">SYNTHESIS OF LEARNING EXPERIENCE</p> <hr/> <p style="text-align: center;">FINAL EVALUATION AND CLOSING CEREMONY</p>

Annex 3: Scope of work for Dr. Moïse Touhon

August 29, 2005

Dear Dr. Souare,

I am pleased to inform you that MSH has completed the hiring process for Dr. Moïse Touhon who will be providing technical assistance to PSP-CI under the Presidential Emergency Plan For AIDS Relief (PEPFAR). As he will be joining the PSP-CI team at the beginning of September 2005, I would like to share with you the context of his employment, tasks and responsibilities MSH is expecting from him as well as our understanding of his relations with PSP-CI staff, and support requested to facilitate his work.

a) As a consultant of MSH, Dr. Touhon is assigned to PSP-CI to perform the following:

- Serve as the liaison between PSP-CI and RPM Plus, ensuring that PSP-CI is fully engaged in the delivery of services that promote the availability and quality of HIV/AIDS related drugs and commodities
- Work closely with PSP-CI counterparts and interacts with the PNPEC and other appropriate departments of the Ministry of Health such as the “*Direction de la Formation et de la Recherche*” (DFR), the “*Direction de Planification et d’Evaluation*” (DPE), to ensure that all technical assistance activities comply with the national policies and standards;
- Work closely with USAID/CI, CDC, and other collaborating agencies and stakeholders for coordination of technical assistance in commodity management in support of PEPFAR;
- Carry out visits to districts and accredited ART centers jointly with the PSP-CI ARV management unit to ensure that critical pharmaceutical management issues are readily addressed;
- Collect data related to ART from all accredited centers including the number of patients under treatment, regimens in use, ARV consumption and availability, as well as ensuring the availability and quality of data related to HIV/AIDS commodity management to facilitate decision making;
- Develop standard operating procedures (SOP) for drug management with emphasis on ARV and HIV/AIDS related commodities;
- Participate in MSH/RPM Plus training activities in the area of pharmaceutical management targeting ART accredited centers as a priority;
- Develop monthly reports to be submitted to RPM Plus/Washington, PSP-CI, and USAID, including aggregate data from the accredited centers, to ensure that the minimum set of data/indicators are collected and reported upon;
- Develop quarterly activity reports needed for the RPM Plus Strategic Monitoring System.
- Perform other tasks related to this assignment as needed.

Deliverables:

- Monthly data report on ARV deliveries, consumption, inventories at PSP-CI and accredited centers;

- Quarterly activity reports;
- Monitoring reports;
- Training activity reports;
- Notes, minutes from meetings with MOH and partners
- SOP manual

b) PSP-CI will:

- Provide introduction to PSP-CI to the Consultant;
- Identify a PSP-CI focal person to interface with the Consultant for activities related to strengthening commodity management in support to the HIV/AIDS program expansion;
- Facilitate access to documentation related to PSP-CI drug management activities;
- Provide administrative support to the Consultant consisting of (but not limited to):
 - Provision an office space, desk and office resources such as fixed telephone and access to internet services;
 - Transportation when participating in monitoring activities on the field with other staff from the ARV management unit;
 - Administrative supervision by the PSP-CI Director, Dr. Souaré Doussou, to ensure regularity and presence at work, discipline, relations with PSP-CI colleagues, etc.
- Inform MSH if there are problems related to the performance of the Consultant.

If you have any objections about the above, let us know as soon as possible. Otherwise, this letter is considered as an agreement between PSP-CI and MSH. I would appreciate you signing this letter in the space provided below. Thanks again for your collaboration.

Sincerely,

Douglas Keene Director, MSH/RPM Plus	Dr. Souare Doussou Director, PSP-CI
Date	Date

Cc: Michael Ray Derosena, Activity Leader for Cote d'Ivoire
 Dr. Moise Touhon, Consultant
 Jyoti Schlesinger, USAID/CI

Annex 4: Evaluation of the training in Essential Drug Management, ARV and Drug Management Tools

Session N° 1 Topic: Introduction to Management of Essential Drugs, ARV and Drug Management Tools

Date: 3 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	57%			43%						
Relevance of the content with regard to my professional situation	52%			43%			5%			
Efficiency of the teaching methods and techniques	81%			19%						
Chronology and presentation of the session	76%			24%						
Utility of the teaching materials	86%			9%						5%
Clarity of explanations	86%			9%						5%
Capacity of the trainers to facilitate discussions	90%			10%						
TOTAL	75%			22%			1%			2%
The session was	Too long			Perfect			Too short			No answer
				90%			10%			

1. What technical aspects of the trainers were most efficient?
 - Good knowledge of the topic
 - Participatory method
2. What technical aspects of the trainers need to be improved?
 - Provide more examples
3. Remarks / Suggestions.

Session N° 2

Topic: National Drug Policy

Date: 3 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	67 %			28 %			5%			
Relevance of the content with regard to my professional situation	67 %			28 %			5 %			
Efficiency of the teaching methods and techniques	76 %			24 %						
Chronology and presentation of the session	86 %			14%						
Utility of the teaching materials	81 %			19 %						
Clarity of explanations	67 %			33 %						
Capacity of the trainers to facilitate discussions	67%			33 %						
TOTAL	73%			25 %			2 %			
The session was	Too long			Perfect			Too short			No answer
	5 %			85 %			5 %			5 %

1. What technical aspects of the trainers were most efficient?
 - Participatory method
 - Summary at the end of the session
2. What technical aspects of the trainers need to be improved?
 - More clarifications
3. Remarks / Suggestions.
 - Distribute handouts before projections

Session N° 3

Topic: Managing Essential Drug Selection

Date: 3 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	95 %			5 %						
Relevance of the content with regard to my professional situation	76 %			24 %						
Efficiency of the teaching methods and techniques	76 %			24 %						
Chronology and presentation of the session	81 %			19 %						
Utility of the teaching materials	76 %			24 %						
Clarity of explanations	62 %			24 %			14 %			
Capacity of the trainers to facilitate discussions	81 %			19 %						
TOTAL	78 %			20 %			2 %			
The session was	Too long			Perfect			Too short			No answer
				95 %						5 %

1. What technical aspects of the trainers were most efficient?
 - Participatory method
2. What technical aspects of the trainers need to be improved?
3. Remarks / Suggestions.

Session N° 4 Topic: Estimating Needs in Essential Drugs, ARV and Management Tools

Date: 3 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	95 %			5 %						
Relevance of the content with regard to my professional situation	95 %			5 %						
Efficiency of the teaching methods and techniques	95 %			5 %						
Chronology and presentation of the session	90 %			10 %						
Utility of the teaching materials	86 %			14 %						
Clarity of explanations	90 %			10 %						
Capacity of the trainers to facilitate discussions	95 %			5 %						
TOTAL	92 %			8 %						
The session was	Too long			Perfect			Too short			No answer
				90 %			5 %			5 %

1. What technical aspects of the trainers were most efficient?
 - Good presentation of the topic
 - Clarifications provided as needed

2. What technical aspects of the trainers need to be improved?

3. Remarks / Suggestions.

Session N° 5 Topic: Ordering Essential Drugs, ARV and Management Tools

Date: 4 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	95 %			5 %						
Relevance of the content with regard to my professional situation	95 %			5 %						
Efficiency of the teaching methods and techniques	89 %			11 %						
Chronology and presentation of the session	89 %			11 %						
Utility of the teaching materials	89 %			11 %						
Clarity of explanations	89 %			11 %						
Capacity of the trainers to facilitate discussions	100 %									
TOTAL	92 %			8 %						
The session was	Too long			Perfect			Too short			No answer
	10 %			89 %						1 %

1. What technical aspects of the trainers were most efficient?
 - Participatory method
 - Role play
2. What technical aspects of the trainers need to be improved?
3. Remarks / Suggestions.

Session N° 6 Topic: Receiving Essential Drugs, ARV, and Management Tools

Date: 4 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	100 %									
Relevance of the content with regard to my professional situation	80 %			20 %						
Efficiency of the teaching methods and techniques	84 %			16 %						
Chronology and presentation of the session	95 %			5 %						
Utility of the teaching materials	84 %			16 %						
Clarity of explanations	95 %			5 %						
Capacity of the trainers to facilitate discussions	100 %									
TOTAL	91%			9%						
The session was	Too long			Perfect			Too short			No answer
	15%			70 %			15 %			

1. What technical aspects of the trainers were most efficient?
 - Participatory method
2. What technical aspects of the trainers need to be improved?
3. Remarks / Suggestions.

Session N° 7 Topic: Storage Conditions of Essential Drugs, ARV and Drug Management Tools

Date: 4 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	100 %									
Relevance of the content with regard to my professional situation	95 %			5 %						
Efficiency of the teaching methods and techniques	95 %			5 %						
Chronology and presentation of the session	84 %			16 %						
Utility of the teaching materials	84 %			16 %						
Clarity of explanations	100 %									
Capacity of the trainers to facilitate discussions	95 %			5 %						
TOTAL	93%			7%						
The session was	Too long			Perfect			Too short			No answer
	10 %			74 %						16 %

1. What technical aspects of the trainers were most efficient?
 - Clarifications provided as needed
2. What technical aspects of the trainers need to be improved?
3. Remarks / Suggestions.

Date: 4 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	76 %			24 %						
Relevance of the content with regard to my professional situation	71 %			29 %						
Efficiency of the teaching methods and techniques	86 %			14 %						
Chronology and presentation of the session	86 %			14 %						
Utility of the teaching materials	90 %			10 %						
Clarity of explanations	71 %			29 %						
Capacity of the trainers to facilitate discussions	76 %			24 %						
TOTAL	79 %			21 %						
The session was	Too long			Perfect			Too short			No answer
				95 %			5 %			

1. What technical aspects of the trainers were most efficient?
2. What technical aspects of the trainers need to be improved?
3. Remarks / Suggestions.

Session N° 9

Topic : Dispensing , Delivering Essential Drugs and ARV

Date: 4 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	90 %			10 %						
Relevance of the content with regard to my professional situation	86 %			14 %						
Efficiency of the teaching methods and techniques	86 %			14 %						
Chronology and presentation of the session	81 %			19 %						
Utility of the teaching materials	86 %			14 %						
Clarity of explanations	86 %			14 %						
Capacity of the trainers to facilitate discussions	90 %			10 %						
TOTAL	86 %			14 %						
The session was	Too long			Perfect			Too short			No answer
				95%			5 %			

1. What technical aspects of the trainers were most efficient?
 - Good knowledge of the topic
2. What technical aspects of the trainers need to be improved?
3. Remarks / Suggestions.

Date: 4 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	86 %			14 %						
Relevance of the content with regard to my professional situation	76 %			24 %						
Efficiency of the teaching methods and techniques	81 %			19 %						
Chronology and presentation of the session	71 %			29 %						
Utility of the teaching materials	86 %			14 %						
Clarity of explanations	81 %			19 %						
Capacity of the trainers to facilitate discussions	76 %			24 %						
TOTAL	80 %			20 %						
The session was	Too long			Perfect			Too short			No answer
				10 %			85 %			5 %

1. What technical aspects of the trainers were the most efficient?
 - Good knowledge of the topic
2. What technical aspects of the trainers need to be improved?
3. Remarks / Suggestions.

Session N° 11

Topic : Quantification of ARV

Date: 5 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	76 %			24 %						
Relevance of the content with regard to my professional situation	81 %			19 %						
Efficiency of the teaching methods and techniques	62 %			38 %						
Chronology and presentation of the session	67 %			33%						
Utility of the teaching materials	76 %			24 %						
Clarity of explanations	62 %			38 %						
Capacity of the trainers to facilitate discussions	90 %			10 %						
TOTAL	73 %			27 %						
The session was	Too long			Perfect			Too short			No answer
	52 %			15 %			15 %			18 %

1. What technical aspects of the trainers were most efficient?
 - Working groups
 - The practice
2. What technical aspects of the trainers need to be improved?
More clarifications
3. Remarks / Suggestions.

Date: 5 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	100 %									
Relevance of the content with regard to my professional situation	85 %			10 %						5 %
Efficiency of the teaching methods and techniques	100 %									
Chronology and presentation of the session	100 %									
Utility of the teaching materials	95 %			5 %						
Clarity of explanations	90 %			10 %						
Capacity of the trainers to facilitate discussions	100 %									
TOTAL	96 %			3 %						1 %
The session was	Too long			Perfect			Too short			No answer
	24 %			58 %			4 %			4 %

1. What technical aspects of the trainers were most efficient?
 - Detailed and clear explanations
2. What technical aspects of the trainers need to be improved?
3. Remarks / Suggestions.

Session N° 13 Topic: Managing Funds and Tracking Client Accounts

Date: 5 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	100 %									
Relevance of the content with regard to my professional situation	81 %			14 %						5 %
Efficiency of the teaching methods and techniques	90 %			10 %						
Chronology and presentation of the session	86 %			14 %						
Utility of the teaching materials	95 %			5 %						
Clarity of explanations	95 %			5 %						
Capacity of the trainers to facilitate discussions	100 %									
TOTAL	92 %			7 %						1 %
The session was	Too long			Perfect			Too short			No answer
				85 %			14 %			1 %

1. What technical aspects of the trainers were most efficient?
 - Facilitate participation
 - Cases studies

2. What technical aspects of the trainers need to be improved?

3. Remarks / Suggestions.

Date: 6 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	100 %									
Relevance of the content with regard to my professional situation	100 %									
Efficiency of the teaching methods and techniques	90 %			10 %						
Chronology and presentation of the session	95 %			5 %						
Utility of the teaching materials	95 %			5 %						
Clarity of explanations	100 %									
Capacity of the trainers to facilitate discussions	100 %									
TOTAL	97 %			3 %						
The session was	Too long			Perfect			Too short			No answer
				95 %						5 %

1. What technical aspects of the trainers were most efficient?
 - Good presentation of the topic
2. What technical aspects of the trainers need to be improved?
3. Remarks / Suggestions.

Session N° 15 Topic: Conducting Supervision – Situational Leadership

Date: 6 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	90 %			10 %						
Relevance of the content with regard to my professional situation	86 %			14 %						
Efficiency of the teaching methods and techniques	81 %			19 %						
Chronology and presentation of the session	90 %			10%						
Utility of the teaching materials	81 %			19 %						
Clarity of explanations	67 %			33 %						
Capacity of the trainers to facilitate discussions	95 %									5 %
TOTAL	84 %			15 %						1%
The session was	Too long			Perfect			Too short			No answer
	67 %			19 %			13 %			1 %

1. What technical aspects of the trainers were most efficient?
 - Patience and calm
2. What technical aspects of the trainers need to be improved?
 - More clarifications
3. Remarks / Suggestions.
 - Extend the length of the session

Date: 6 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	90 %			10 %						
Relevance of the content with regard to my professional situation	86 %			14 %						
Efficiency of the teaching methods and techniques	90 %			10 %						
Chronology and presentation of the session	90 %			10%						
Utility of the teaching materials	90 %			10 %						
Clarity of explanations	76 %			24 %						
Capacity of the trainers to facilitate discussions	90 %			10 %						
TOTAL	87 %			13 %						
The session was	Too long			Perfect			Too short			No answer
	10 %			80 %						10 %

1. What technical aspects of the trainers were most efficient?
 - Facilitate participation
2. What technical aspects of the trainers need to be improved?
 - Better preparation of the topic
3. Remarks / Suggestions.

Session N° 16 (b)

Topic : Results of IMAT applications

Date: 7 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	95 %			5 %						
Relevance of the content with regard to my professional situation	95 %			5 %						
Efficiency of the teaching methods and techniques	100 %									
Chronology and presentation of the session	100 %									
Utility of the teaching materials	95 %			5 %						
Clarity of explanations	95 %			5 %						
Capacity of the trainers to facilitate discussions	100 %									
TOTAL	97 %			3 %						
The session was	Too long			Perfect			Too short			No answer
	5 %			90 %			5 %			

4. What technical aspects of the trainers were most efficient?

5. What technical aspects of the trainers need to be improved?

6. Remarks / Suggestions.

SUMMARY

Date: 7 October 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives										
Relevance of the content with regard to my professional situation										
Efficiency of the teaching methods and techniques										
Chronology and presentation of the session										
Utility of the teaching materials										
Clarity of explanations										
Capacity of the trainers to facilitate discussions										
TOTAL										
The session was	Too long			Perfect			Too short			No answer

1. What technical aspects of the trainers were most efficient?

2. What technical aspects of the trainers need to be improved?

3. Remarks / Suggestions.