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FIRST WORKSHOP ON CONTRACEPTIVE LOGISTICS
JULY 7 - 10, 1992
COCHABAMBA, BOLIVIA

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- B. LIST OF PARTICIPANTS AND INSTRUCTORS
- C. WORKSHOP AGENDA
- D. EVALUATION QUESTIONNAIRE AND RESULTS
- E. ACTION PLAN PROPOSED BY PARTICIPANTS

21'

First Workshop on Contraceptive Logistics
July 7-10, 1992
Cochabamba, Bolivia

I. SUMMARY OF THE WORKSHOP

The primary purpose of this workshop was to provide training in contraceptive logistics to the coordinators, service programmers, staff in charge of logistics, and regional supervisors of the various private organizations that provide family planning and reproductive health services in the three major cities of the country (La Paz, Santa Cruz and Cochabamba), including a representative from the Ministry of Social Welfare and Public Health (MPSSP).

The event, which lasted for a total of three and one-half days, was held in the Gran Hotel Cochabamba. According to the final evaluations of the workshop, the general and specific objectives were fully achieved. These objectives have been included as Annex A to this report.

Likewise, most participants agreed that for future events, the time allotted for workshop implementation should be increased by half a day in order to further develop and elaborate on those subjects identified by the participants as being of greatest interest and importance. Although most of the subjects were classified as being interesting, the subjects that were deemed to be of greatest interest and use to the participants were, in order of importance, Estimating Contraceptive Needs, All Subjects, Maximum and Minimum Levels, Management of the Logistics System, and Information Systems, which demonstrates that the workshop achieved its objective of placing more emphasis on the subject of estimating needs. The overall summary of the evaluations can be found in Annex D to this report.

In all of the subjects covered, emphasis was given to the importance of having available a reliable information system for recording amounts delivered/sold to final users under the program, in order to be able to prepare needs estimates based on real and reliable data.

As a result of this workshop, the participants were able to reflect on the subjects presented; compare their logistics systems, their process for estimating needs and, in general, each of the activities in the logistics cycle; identify those problems that are common to all organizations, together with their causes; and offer possible solutions that they felt could and should be implemented immediately. This action plan is described in Annex E to this report.

This action plan will be submitted to USAID/La Paz and to the management of each organization.

It is hoped that as a result of the implementation of the material learned in the workshop and the execution of the proposed Action Plan, problems involving inventory management, unrealistic orders, overestimated calculations of contraceptive, etc., will gradually disappear, that all aspects of the logistical management of contraceptives will improve substantially, and that it will be possible to consolidate activities into a single program. The subjects covered are summarized as follows:

- * Management of a logistics system, with emphasis on each of its individual components.
- * Role played by the Commodities and Program Support Division of AID/Washington (R&D/POP/CPSD) within the logistics process of each country and organization.
- * Evaluation of a family planning program. Minimum data required.
- * Information systems. Basic data that should be available in a family planning program.
- * Methodology for establishing maximum and minimum levels within an inventory control system.
- * Estimating needs: four basic approaches.
- * Indicators and terms related to family planning programs; interpretation, use and application of data obtained through surveys and other population and health studies.

II. RECOMMENDATIONS

The general recommendations submitted by the participants can be found in the previously mentioned Action Plan. The general recommendations that emerged at the conclusion of this workshop and that were submitted for the consideration of USAID/La Paz, the management staff of each organization, and the selected representatives of each NGO are as follows:

1. Participants, upon returning to work, should request a meeting with their bosses and subordinates in order to communicate to them the results of this training, describe what they have learned and share their knowledge with appropriate staff members.

Parties responsible
for implementation: Workshop participants

2. USAID/La Paz has been requested to follow up on the recommendations set out in the Action Plan in order to ensure their implementation as soon as possible. The most urgent recommendation involves forming a Logistics Committee with a representative from each organization participating in the workshop to analyze and study all of the problems, causes and solutions identified and to follow up on their implementation. Another task involves ensuring the continuity of all of the activities proposed by the Committee.

Parties responsible
for implementation: USAID/La Paz (Jennifer Macías, Elba Mercado)
Representatives of each organization

3. Coordinate the formation of the Logistics Committee with the existing Services Subcommittee, so as to clearly specify the individual tasks of each. The primary purpose of the Logistics Committee will be to discuss problems concerning logistics and to streamline the submission and implementation of solutions, leading to a greater unification of the logistics systems among the various organizations involved. These tasks will be carried out in coordination with the above-mentioned Subcommittee, to which the recommended solutions will be submitted.
4. Treat logistics as part of the management of each program in each organization, in order to achieve greater coordination and give this activity the importance it deserves.

Parties responsible
for implementation: Executive Directors
 Workshop participants

5. Each organization should forward data on available stock on hand for each method, relating this information to monthly consumption in order to obtain the number of available months of stock on hand in each organization and thus facilitate redistribution of contraceptives to those urgently requiring supplies. In addition, this mechanism will serve to avoid potential losses caused by product expiration.

Parties responsible
for implementation: USAID/La Paz
 Staff in charge of logistics

6. Once the Logistics Committee has been formed, it will be necessary to begin to analyze the forms currently used to gather data on program logistics information, with a view toward their eventual unification, so as to obtain data that is common to all organizations and will make it possible to measure the performance and coverage achieved by the latter. There are currently in use a wide variety of forms, which prevents information from being properly consolidated, processed and analyzed. This leads to a situation whereby the information recorded is often inconsistent.

Parties responsible
for implementation: Executive Management
 Staff in charge of logistics

As part of the follow-up plan for this event, periodic meetings will be held, preferably on a quarterly basis, with the attendance of the Logistics Committee, the Services Subcommittee, and USAID/La Paz in order to determine the extent to which the proposed solutions have been implemented and to monitor the progress and impact of this training at the overall program level. The basic purpose in forming this Logistics Committee is to facilitate for the Services Subcommittee the task of analyzing and implementing proposals with regard to program logistics, and not to have this Committee substitute or displace the responsibilities and tasks assigned to the Services Subcommittee.

On the contrary, its creation has been suggested as a means of providing complementary support.

Likewise, constant communications will be maintained, either by telephone or mail, with those individuals attending the workshop so that they will be able to communicate the difficulties encountered in their work in attempting to implement the work plan that they have designed, and offer them the required technical support.

We are grateful for the collaboration received from Lic. Jennifer Macías of USAID/La Paz, Ing. Luis Alberto Taja, Project Director for FAMES, and Lic. Margarita Torres, Administrative Assistant at John Snow, Inc., for their valuable cooperation and support, both prior to and during the event, which contributed to the achievement of the previously described results.

III. BACKGROUND

During previous visits made to the various public and private organizations involved, certain areas were identified that may require improvements within the programs. These areas are as follows:

- * Inconsistent recording of consumption and number of users at the various levels.
- * Inconsistency between users recorded and consumption reported by method.
- * Differences between the levels of inventory maintained and the needs of each program.
- * Low level of protection provided to users in terms of quantities of contraceptives delivered to each.
- * There are a multiplicity of forms in use between one organization and the next, which makes it impossible to consolidate and unify data for subsequent analysis.

In addition, some organizations had a history of waste as a result of the overestimate of needs, stemming from the practice of basing goals on a number of users that is for all practical purposes impossible to achieve. All of these findings were detected through visits made to each organization.

After analyzing these areas and the data available in each organization, all of these concerns were communicated to USAID/Bolivia. In addition, in the basis of the above-mentioned visits, it was confirmed that many of the procedures governing the logistics of family planning programs (storage, records, calculation of needs, etc.) need to be modified, consolidated and strengthened by providing training for the personnel charged with logistics management in each program.

Thus was born, in the form of a recommendation, the initiative for providing training in contraceptive logistics management to all personnel

involved in supplies management, in order to ensure that the contraceptives received by the programs from that date on would be properly managed, which in turn would ensure their proper quality and their availability in amounts more in line with actual program needs, and allow the organizations to continue to offer more efficient family planning services, as such training would also be aimed at improving the quality of service delivery.

The possibility of conducting two workshops on logistics, the first aimed at the private sector and the second at the public sector (toward the end of 1992), was also discussed.

IV. ACTIVITIES AND ACHIEVEMENTS

Two members of the organizing team (FPLM) met in La Paz one week prior to the event to finalize preparations.

The principal activities of the trip included meetings with the staff of two of the participating organizations, officers of USAID/Bolivia, and the administrator of logistical and financial matters for the event, who had previously been selected by FPLM as its counterpart in La Paz. During these meetings the final details with regard to the agenda were finalized and the materials to be delivered during the workshop were prepared.

The workshop was designed to provide practical and participative training. All sessions provided information that was at once both general and specific with regard to the subjects mentioned in Section I of this report.

To complement the theoretical sessions, exercises were designed in which an attempt was made to use, to the greatest extent possible, each organization's own data. Owing to the considerable diversity among the number of organizations participating (11), it was difficult to analyze the results obtained by each organization, but emphasis was placed on the methodology of the exercises in order to clearly explain the procedures being proposed.

The most salient result of this workshop was the development of an action plan, prepared by the participants, in which problems common to all organizations were identified, along with viable and realistic solutions to be implemented as soon feasible. This action plan can be found in Annex E.

Participants assimilated with considerable interest the content of the course and indicated their determined commitment to implementing all of the recommendations that they themselves had designed and in this way contribute to the development of a logistics system that would be similar for all organizations, thus contributing to more efficient logistics management.

One important factor that contributed significantly to the proper development of the workshop was the continuous flow of communication between the organizers and USAID/Bolivia as well as with the FAMES Project Director, who provided all of the administrative and logistical support for the event. All of the above significantly facilitated our activities prior to the

workshop and allowed us to dedicate more time to the content and implementation of the workshop.

A total of 24 participants attended the workshop. Five rapporteurs presented the various subjects and conducted all of the sessions included on the agenda (Annex B).

ANNEXES:

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ANNEX A

First Workshop on Contraceptive Logistics Cochabamba, Bolivia July 7-10, 1992

General Objective:

To provide to the participants, in their conditions as planners and programmers of services, the knowledge, skills and basic tools required for effectively administering and implementing the family planning programs under their responsibility.

Specific Objectives:

1. To become fluent with methodologies for estimating and planning needs, using their own resources and the data available in each organization.
2. To become familiar with the methodology for inventory management, based on a system of maximum and minimum levels, to be established in accordance with the needs of each program.
3. To become fluent with the basic concepts making up a simple and efficient information system. Submit recommendations for improving their own information systems.
4. To receive training in the management of the data obtained from contraceptive prevalence surveys and in the way in which this data can be incorporated into programs for subsequent evaluation.
5. To analyze in detail the QUIPUS information system in order to receive the benefit of its advantages and disadvantages.
6. To establish a strategy at the level of all organizations that will lead to greater coverage and impact at the national level (work plans).

ANNEX B

**LIST OF PARTICIPANTS AND RAPORTEURS
FIRST WORKSHOP ON CONTRACEPTIVE LOGISTICS
COCHABAMBA, BOLIVIA
JULY 7-10, 1992**

CNS Dra. Cristina Rentería
 Dra. Betty Eyzaguirre
 Dr. Henry Solís
 Lic. Rosario Calasich

CIES Lic. Elia Pérez de Soriano
 Lic. Patricia Sáenz

SOPACOF Lic. Magda Cecilia López de Cabezas
 Dra. Carmen Monasterios

USAID Lic. Jennifer Macías
 Lic. Elba Mercado

FUNDACION SAN GABRIEL

 Lic. José Barragán
 Lic. Gerardo Palma

FAMES Lic. Rolando Mariaca
 Ing. Luis Alberto Taja Maldonado
 Ing. Edwin Gery Maldonado

PROSALUD/LA PAZ

 Dra. Lila Oviedo
 Lic. Fernando Céspedes

PROSALUD/SANTA CRUZ

 Lic. Zulema Gutiérrez
 Dr. Iver Castedo

MOTHERCARE/COCHABAMBA

 PROMEFA, Dra. Elizabeth de la Fuente
 COMBASE, Lic. Cristina Chacón
 CPCCM, Lic. Teresa Gutiérrez
 ME.DI.CO, Dra. Ruby Castellón

PATHFINDER/LIMA

 Lic. Bernardo Uribe

MINISTERIO DE PREVISION SOCIAL Y SALUD PUBLICA

 Dra. Teresa Fernández

AID/WASHINGTON

Dr. Carl Hemmer

FPLM

Lic. Nora Quesada
Dr. Mario Jaramillo
Lic. Camilo Salomón
Lic. Margarita Torres

THE POPULATION COUNCIL/LA PAZ

Lic. Claudia de la Quintana

THE DEVELOPMENT GROUP/PERU

Lic. Walter Torres

THE DEVELOPMENT GROUP/LA PAZ

Lic. Carlos Salazar

ANNEX C

**FIRST WORKSHOP ON CONTRACEPTIVE LOGISTICS
COCHABAMBA, BOLIVIA
JULY 7-10, 1992**

WORKSHOP AGENDA

TUESDAY, JULY 7:

8:00 - 9:00 BREAKFAST

9:00 - 9:30 Opening ceremony and welcome

**Mrs. Elba Mercado, USAID/Bolivia
Mr. Carl Hemmer, R&D/POP/CPSD**

**9:30 - 10:00 Presentation of workshop objectives
Reading of the agenda
Explanation of procedures for developing the Work Plan
Introduction of participants and rapporteurs
Suggestions and modifications
Nora Quesada, FPLM II**

10:00 - 10:15 REFRESHMENTS

MODULE I: MANAGEMENT OF THE LOGISTICS SYSTEM IN FAMILY PLANNING PROGRAMS

**10:15 - 11:00 MANAGEMENT OF A LOGISTICS SYSTEM
Nora Quesada**

**Material: Logistics guide for family planning programs
 Slides**

11:00 - 11:15 BREAK

11:15 - 12:00 Continuation of the previous subject

12:00 - 14:00 LUNCH

**14:00 - 15:15 DESCRIPTION OF THE LOGISTICS SYSTEM OF EACH ORGANIZATION
Participants from each organization**

15:15 - 15:30 REFRESHMENTS

**15:30 - 16:00 WHAT IS R&D/POP/CPSD: THE ROLE THAT IT PLAYS WITHIN THE
LOGISTICS SYSTEM OF THE ORGANIZATIONS
Carl Hemmer, CPSD**

**16:00 - 16:45 CONCLUSIONS AND RECOMMENDATIONS WITH RESPECT TO THE SUBJECTS
COVERED DURING THE DAY, BY ORGANIZATION**

19:00 WELCOME DINNER

WEDNESDAY, JULY 8:

MODULE II: LOGISTICS INFORMATION SYSTEMS

8:00 - 9:00 BREAKFAST

9:00 - 9:10 REVIEW OF CONCLUSIONS AND RECOMMENDATIONS WITH RESPECT TO
SUBJECTS COVERED ON THE PRECEDING DAY
Nora Quesada

9:10 - 10:30 LOGISTICS INFORMATION SYSTEMS
Camilo Salomón, FPLM II

 Material: Information System
 Slides

10:30 - 10:45 REFRESHMENTS

10:45 - 12:00 DESCRIPTION OF THE LOGISTICS INFORMATION SYSTEMS OF EACH
ORGANIZATION
Participants from each organization

12:00 - 13:30 LUNCH

13:30 - 14:40 PRESENTATION OF THE QUIPUS CONTROL SYSTEM
(See complete program at the conclusion of the agenda)
Mr. Carlos Salazar, MSH Consultant

14:40 - 15:15 DESCRIPTION OF THE QUIPUS SYSTEM: ADVANTAGES AND
DISADVANTAGES. OPEN DISCUSSION
Participants from each organization

15:15 - 15:30 REFRESHMENTS

15:30 - 16:00 WHAT IS EVALUATION IN A FAMILY PLANNING PROGRAM? MINIMUM
DATA REQUIRED FOR EVALUATING A PROGRAM
Dr. Mario Jaramillo, FPLM II

16:00 - 17:00 METHODOLOGY FOR DETERMINING MAXIMUM AND MINIMUM INVENTORY
LEVELS
Camilo Salomón

 Material: Methodology of Maximum and Minimum Levels
 Slides

17:00 - 17:15 CONCLUSIONS AND RECOMMENDATIONS WITH RESPECT TO THE SUBJECTS
COVERED DURING THE DAY, BY ORGANIZATION
Carlos Salazar, Camilo Salomón

11'

THURSDAY, JULY 9:

MODULE III: ESTIMATING CONTRACEPTIVE NEEDS

8:00 - 9:00 BREAKFAST

9:00 - 9:10 REVIEW OF CONCLUSIONS AND RECOMMENDATIONS WITH RESPECT TO
SUBJECTS COVERED ON THE PRECEDING DAY
Carlos Salazar, Camilo Salomón

9:10 - 10:15 EXERCISES ON MAXIMUM AND MINIMUM LEVELS

10:15 - 10:30 REFRESHMENTS

10:30 - 11:30 DESCRIPTION OF THE PROCESS OF CALCULATING NEEDS IN EACH
ORGANIZATION
Participants from each organization

11:30 - 12:30 BASIC APPROACHES TO ESTIMATING CONTRACEPTIVE NEEDS
Mario Jaramillo, FPLM II

Material: Manual on estimating needs
 Slides

12:30 - 14:00 LUNCH

14:00 - 15:15 CONTINUATION OF BASIC APPROACHES. EXERCISES IN ESTIMATING
CONTRACEPTIVE NEEDS

Mario Jaramillo, Nora Quesada, Camilo Salomón
Carl Hemmer

15:15 - 15:30 REFRESHMENTS

15:30 - 16:45 Continuation of exercises

16:45 - 17:00 CONCLUSIONS AND RECOMMENDATIONS WITH RESPECT TO THE SUBJECTS
COVERED DURING THE DAY
Mario Jaramillo, Nora Quesada

FRIDAY, JULY 10:

8:00 - 9:00 BREAKFAST

9:00 - 9:10 REVIEW OF CONCLUSIONS AND RECOMMENDATIONS WITH RESPECT TO
SUBJECTS COVERED ON THE PRECEDING DAY
Mario Jaramillo, Nora Quesada

9:10 - 10:15 INDICATORS AND TERMS RELATED TO FAMILY PLANNING PROGRAMS
(CYPs, Prevalence, etc.). INTERPRETATION, USE AND
APPLICATION OF DATA OBTAINED FROM SURVEYS AND STUDIES.
DISCUSSION OPEN TO ALL PARTICIPANTS
Mario Jaramillo, FPLM II

10:15 - 10:30 REFRESHMENTS

10:30 - 11:45 GENERAL CONCLUSIONS WITH RESPECT TO SUBJECTS COVERED DURING
THE WORKSHOP
FINAL EVALUATION
CLOSING CERÉMONY AND PRESENTATION OF CERTIFICATES

12:15 - 14:00 FAREWELL LUNCHEON

14:00 - : RETURN TO CITIES OF ORIGIN

PRESENTATION OF THE QUIPUS CONTROL SYSTEM

Rapporteur: Carlos Salazar

- A) Presentation Duration: 10 minutes
1. Introduction
 - 1.1. When QUIPUS came into existence
 - 1.2. Why the need for a QUIPUS system
 - 1.3. Statistics in Bolivia
 - 1.3.1. Need for a standard system in Bolivia
 2. What is the QUIPUS control system?
 - 2.1. How the QUIPUS control system is integrated into the family planning management process
 3. Functioning of the program
 - 3.1. Inputting of data
 - 3.1.1. What data inputs are required
 - 3.1.2. The codes
 - 3.2. System maintenance
 - 3.2.1. An increasingly user-friendly system
 - 3.2.2. The needs for adjustments along the way
 4. QUIPUS: A logistics control system
 5. QUIPUS: A service statistics control system
 6. Strengths and weaknesses of the QUIPUS system
 7. Generation of results
 - 7.1. Types of reports generated by QUIPUS
 - 7.2. Uses and usefulness of these reports
 8. Future projections of the QUIPUS control system

B) Work group Duration: 20 minutes

Exercises in managing results

C) Presentation and discussion Duration: 30 minutes

Interpretation of results
 Comparison between periods
 Analysis
 Conclusions

Total duration of A, B, C: 1 hour 20 minutes

ANNEX D

**FIRST WORKSHOP ON CONTRACEPTIVE LOGISTICS
COCHABAMBA, BOLIVIA
JULY 7-10, 1992**

FINAL RESULTS OF THE WORKSHOP EVALUATION

Tabulation based on 22 forms:

1. WHAT IS YOUR UNDERSTANDING OF CONTRACEPTIVE LOGISTICS?

- Series of methodologies that make it possible to optimize the control of both inputs as well as their costs 2
- Series of subsystems related to the management of supplies 1
- A management system that allows us to rationally and efficiently plan, implement and project the management of contraceptives 3
- To obtain the right amounts, of the right inputs, at the right time, in the right place and at the lowest cost 15
- Important aspect of management that makes it possible to make decisions with regard to inputs: where they are needed and in what quantities, how they are to be distributed, etc. 1

2. OF THE SUBJECTS COVERED, WHICH WAS OF MOST INTEREST TO YOU?

- Estimating needs 12
- All subjects 9
- Maximum and minimum levels 7
- Management of a logistics system 6
- Information system 4
- Evaluation 3
- QUIPUS System 1

WHICH SUBJECT WAS OF LEAST INTEREST TO YOU?

- QUIPUS System 4
- Evaluation 3
- Description of the logistics systems of the various organizations 1
- Technical aspect of estimating needs 1

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3. SUBJECTS WHICH SHOULD HAVE BEEN:

INCLUDED	COVERED IN MORE DEPTH	
- Warehouse management	- Projections	7
- Logistics compatibility among organizations	- QUIPUS	3
- National standards for logistics	- Information system	3
- Monitoring and supervision	- Maximum and minimum levels	3
- Transportation	- Definition of users	2
- Packing	- Inventory management	2
- QUIPUS exercises	- Goal exercises	2
	- Evaluation methods	1
	- Problems of organizations	1

4. SEQUENCE IN WHICH THE SUBJECTS WERE PRESENTED:

Very appropriate 10
 Appropriate 12

5. CONSIDERING THE TIME AVAILABLE, DURING THIS WORKSHOP:

An appropriate number of subjects was covered 18
 Not enough subjects were covered 1
 An attempt was made to cover too much 2

6. IN GENERAL, YOUR OPINION OF THE EXERCISES IS THAT THEY WERE:

Very good 14
 Good 7
 Fair 1

7. HOW WOULD YOU EVALUATE THE MATERIALS RECEIVED DURING THE WORKSHOP:

Very good: ALL 16
 Good: ALL 6

8. WHAT IS YOUR OPINION WITH REGARD TO THE FUNCTIONING OF THE LOGISTICS COMPONENT OF THIS WORKSHOP (ORGANIZATION, PLANNING AND PUNCTUALITY)?

Excellent 1
 Good 18
 Poor 1

9. HOW WOULD YOU EVALUATE THIS WORKSHOP?

Excellent: presentations well prepared, complete,
understandable. Good organization. 6

Good, but could be improved with regard to
organization and support provided to participants. 16

10. HOW WOULD YOU RATE THE ORGANIZATION OF THE WORKSHOP WITH REGARD TO:

	Good	Acceptable	Poor
- Lodging	19	3	0
- Meals	5	14	3
- Classroom	18	4	0

12. ANY OTHER OBSERVATIONS THAT YOU WOULD LIKE TO MAKE WITH REGARD TO THIS WORKSHOP:

POSITIVE:

- These workshops should be held more frequently
- The group was very homogeneous
- Good work atmosphere
- Experienced instructors
- We will put this workshop into practice
- An excellent overview of the subject was provided
- Arrangements should be made to follow up on the use of this workshop
- Congratulations
- Thanks

NEGATIVE:

- There was a lack of concrete work proposals
- There was a lack of camaraderie
- There was a lack of group dynamics
- In future workshops, do not include political elements of family planning
- Calculate more accurately the time required for the exercises
- There was improvisation in two presentations
- Extend the workshop for an additional half-day
- Conduct more work outdoors
- The attention provided with regard to lodging was not that of a 4-star hotel.

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ANNEX E

ACTION PLAN

The action plan prepared by the participants is based on the following outline:

1. Identification of problems
2. Identification of the causes of the problems
3. Viable solutions for overcoming the problems

Although this plan does not include a specific timeline or identify specific individuals, it was agreed that the first step would involve forming the Logistics Committee during the month of August 1992 and that during the second half of 1992 intensive efforts would be put forth with regard to the items listed. This work will continue on indefinitely under the coordination of the Logistics Committee and the previously existing Services Subcommittee.

PROBLEM #1: LACK OF INTERINSTITUTIONAL COORDINATION (due to the lack of an overall program at the national level).

Cause identified: Institutional jealousy

Proposed solutions:

- * Form a Logistics Committee, under the coordination of USAID/Bolivia and the Services Subcommittee, to be composed of one representative from each organization participating in this workshop, in order to begin to share and analyze the logistics data and information of each organization and standardize the statistical and evaluation processes.

PROBLEM #2: OVERESTIMATION OF THE QUANTITIES OF CONTRACEPTIVES

Causes identified:

1. Lack of program promotion.
2. Lack of experience of the staff that manages the programming aspects of the programs.
3. Donor agencies ship unsolicited amounts.
4. Numbers of users are over-recorded.
5. The demands made by donor agencies with regard to goals based on numbers of users to be enrolled are too high.
6. The various projects are quite new and accordingly have been unable to achieve the projected impact.
7. Fear of experiencing a stockout.

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8. Lack of a framework at the national level for estimating the overall needs of the country and hence determining the corresponding amounts for each organization.
9. The fact that the contraceptives are donated makes it appear that they do not represent a cost for the organization and that therefore it does not matter if they are wasted.

Solutions proposed:

1. Train the individual responsible for programming in each organization. Toward this end, it was agreed that each participant will be responsible for transmitting the knowledge acquired during the workshop and that FPLM would provide additional technical assistance if required.
2. Upgrade the current status of the Logistics Department within each organization. Toward this end, each participant, with subsequent support from the Logistics Committee, would hold a series of meetings with the executive directors of each organization with a view toward placing logistics within the area of management, in order to make it possible to make high-impact decisions.
3. Plan service delivery strategies with the various organizations involved, in order to avoid any duplication of effort and bring those organizations together to increase population coverage. The Logistics Committee will be responsible for these agreements, which would subsequently be submitted to USAID/Bolivia and to the donor agencies.
4. Provide more technical assistance in programming and education. For the former, FPLM has offered its assistance, and for the latter, USAID/Bolivia will contact the agencies involved.
5. Redistribute excess contraceptives. Each organization will take an overall inventory of its contraceptives, compare that figure with average monthly consumption and expiration date, and notify USAID/Bolivia if it will be necessary to redistribute stock to other organizations. This activity will be carried out no later than August 1992.

PROBLEM #3: DEFICIENT TRANSPORTATION (submitted by the representative from the MPSSP)

Causes: Lack of budget

Solution proposed:

- * Seek cooperation with nongovernment organizations having connections with private transport operators. FAMES and its relationship with EXPRINTER were mentioned.

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PROBLEM #4: EXISTENCE OF INFORMAL LOGISTICS SYSTEMS

Causes:

- * Failure to include logistics in the management structure of organizations
- * Lack of conscientiousness among the management staff of organizations with regard to the importance of logistics.

Solutions proposed:

1. Discuss with management the reallocation and redistribution of resources within the organization, in order to create a Logistics Department.
2. Request support from donor agencies to finance a portion of this initiative.

PROBLEM #5: DIVERSITY OF FORMS USED BY THE ORGANIZATIONS, which tends to scatter the information gathered and prevent the comparison of data.

Causes:

1. Lack of interinstitutional coordination.
2. Lack of analysis and knowledge of the available manual and computer-based tools (for example, QUIPUS).
3. The information required varies from one donor agency to another.

Solutions proposed:

1. Analyze the forms used by each organization with a view toward designing a single form that would be used by all organizations.
2. Analyze available tools and provide more training in their use and in the interpretation of the processed data (for example, QUIPUS).
3. Propose to the donor agencies, with the support of USAID/Bolivia, single forms containing the information necessary for program implementation, as seen in the Workshop.

These solutions will be analyzed and implemented through the Logistics Committee, in coordination with the Services Subcommittee.

-20'