

COMBATTING CHILDHOOD COMMUNICABLE DISEASES PROJECT
IN TOGO - PROJECT NUMBER 698-0421.02

FINAL REPORT

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3rd February 1986

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The Director,
USAID
Lomé
Togo.

For the attention of M. R. Thomas, Project Officer

Dear Sir,

COMBATTING CHILDHOOD COMMUNICABLE DISEASES PROJECT IN TOGO PROJECT
NUMBER 698-0421.02

FINAL REPORT

We present our final report on the work we have carried out under the terms of reference of IQC number 681.000.C.00.3154.00 work order number 10. This report covers the following:

- i) summary of terms of reference and how the mission was executed
- ii) the revised system
- iii) participants
- iv) course contents
- v) course delivery
- iv) course participation
- vii) training course - national management
- viii) implementation of new procedures
- ix) jetons
- x) transportation of commodities
- xi) use of project vehicles

Our preliminary report as required under the work order was issued on 16th August 1985, and we addressed you an interim letter on training dated 25th November 1985. Five copies of the draft procedures manual were sent to you by DHL courier service on 16th September 1985.

SUMMARY OF TERMS OF REFERENCE

2. In brief our terms of reference were to:

- i) review and evaluate the procedures for controlling the use of project funds and commodities,
- ii) make recommendations for improvements as necessary,
- iii) prepare job descriptions for key project personnel,
- iv) prepare a manual of procedures,
- v) carry out a training program to introduce project staff to the new procedures.

3. The various stages of our mission were performed in 1985 as follows:

July 15 to August 4	Review and evaluation of existing system
August 9 to August 10	Discussion of draft preliminary report
August 16	Presentation of preliminary report including recommendation for improvements and job descriptions of key project personnel
August 18 to August 31	Preparation of a manual of procedures
September 9	Presentation of the procedures manual
October 9 to October 11	Finalising arrangement for the training course
October 23 to October 23	Delivery of preliminary training course to selected project staff from Lomé Commune to doctors from Maritime and Plateau regions and to the National Project Direction
November 10 to November 19	Training program in Lomé for personnel from Maritime and Plateau regions
November 26 to December 6	Training program in Kara for doctors and personnel from medical centres in Savanes, Central and Kara regions

THE REVISED SYSTEM

4. A procedures manual was produced on the basis of four general precepts:

- i) procedures would be standardised nationwide for the requisition and reception of medical and general supplies - to reduce the risk of stockouts,
- ii) a system of jetons would be used to control the daily usage of medical supplies,
- iii) standardised preprinted documentation should be used to reduce the inefficiencies in report preparation
- iv) the documentation to be used should resemble as closely as possible that which was used in the past to avoid too great a burden of change on the large number of medical staff of varying capabilities involved in the project throughout Togo.

The manual has now been distributed to each vaccination centre involved in the project.

PARTICIPANTS

5. The introduction to the new procedures was given to the following categories of people:

- i) national project management,
- ii) regional doctors and their designated assistants,
- iii) medical staff from those medical centres which are already carrying out a vaccination program,
- iv) medical staff from medical centres which are planned to begin vaccination activities in the next six months.

A full list of the medical centres which received training is given at Appendix A. Medical centres which deal only with chloroquine and SRO distribution have not received an introduction to the new procedures. We recommend that the national project management prepare and deliver further training courses for these medical centres as soon as possible.

COURSE CONTENT

5. The course was planned to:

- . give the participants a good understanding of the new procedures (ordering, reception, distribution, and reporting)
- . help the participants understand the importance of the critical aspects of project management (use and control of prenumbered documentation, office filing, the concepts of minimum and maximum stock levels, the importance of preparing accurate and timely reports, the reason why reports are so vital to the success of the project).

Each participant received instruction at the level that was relevant to his sphere of activity, for example regional doctors were instructed in delivery of goods, medical centre staff were not; National Direction staff were told about the project accounting procedures; regional staff were not.

COURSE DELIVERY

7. The introduction to the new systems was given in a structured way which guided the participants through all the procedures they would be required to follow. The course started with an overview of the project logistics and went on to deal with such questions as how to:

- . order supplies
- . follow up orders
- . receive goods
- . record goods received
- . distribute medical supplies
- . record the daily usage of supplies
- . prepare monthly reports

Instruction was assisted by the use of an overhead projector to show transparencies of the new documentation and to illustrate how it should be completed. Ample time was allocated during the course for questions to be asked. Comments and suggestions made by participants which improved on the procedures were encouraged. Several such comments have been incorporated into the manual.

COURSE PARTICIPATION

8. It had initially been planned to train only one person from each medical centre but it was finally decided to increase this to two. As a consequence the average course size was increased from 20 to 38 persons. The reason for increasing the number of people trained from each center was to ensure that, in the case of the absence of one person, another would be able to continue to operate the procedures. All the courses were conducted by Mr. Diamond with Mr. Akogo and Mr. Kesier of the National Direction in attendance. It was hoped that Mr. Akogo and M. Kesier would have been able to deliver some of the courses but the necessary authorisations for them to do so were not received in time.

9. The overall results of the training sessions are set out at Appendix C. In summary a total of 440 medical staff, regional doctors and their assistants throughout Togo attended the courses. The feedback received through questionnaires returned by course participants showed a general enthusiasm for the new procedures. We make the following observations on the course participation:

- . a total of 17 medical centres (detail at Appendix B) sent no delegate to the training course,
- . seven regional doctors did not attend (detail at Appendix D)
- . eight subdivisions sanitaires sent no doctors' assistants (detail at Appendix E)

the regional doctor for the subdivision of Amou attended the wrong course and therefore did not receive training in the special matters concerning the subdivisions.

10. We recommend that further training courses be held in Lomé for the people who did not attend the first series of courses. We also recommend that project management review the actual function of each person who attended the courses to ensure that it was appropriate that he should have attended. Where it is found that a medical centre has sent inappropriate staff to be trained consideration should be given to organising additional training courses for the correct people.

TRAINING COURSE - NATIONAL MANAGEMENT

11. The training program for the project's national management was delivered on 30th october 1985. The attendance at this course may be summarised as follows:

	<u>Vaccination</u>	<u>Chloroquine</u>	<u>SRO</u>	<u>Educ.</u>	<u>Total</u>
National managers (out of four)	-	1	--	-	1
National managers assistants	2	1	1	2	6
Others	<u>2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2</u>
	4	2	1	2	9
	=	=	=	=	=

The attendance at this course was poor. It is of note that there were no representatives from the accounting department and no personnel associated with stock maintenance in Lomé. In our opinion this course should be held again and every effort should be made to ensure that the appropriate personnel for the national management of each of the project's different activities be present.

IMPLEMENTATION OF NEW PROCEDURES

12. In order that the implementation stage may proceed as smoothly as possible, it is of paramount importance to appoint a person to organise and oversee this process. The person (or persons) appointed should possess (either individually or together) the following general characteristics:

- i) a thorough and detailed knowledge of the new procedures,
- ii) the authority to ensure that the new procedures are correctly implemented.

13. The particular responsibilities to be assumed by the appointee(s) will include:

- i) ensuring that staffing levels at the project sites (both national head quarters in Lomé and at the subdivisions) are adequate,
- ii) ensuring that all personnel responsible for operating the new procedures are fully aware of what is expected of them. This is particularly important in respect of the persons who will be designated the responsibilities for general supplies, and for the issue and control of vaccine, chloroquine and SRO stocks in Lomé. This particular function will also entail, at a later stage, visits to up-country medical centres to ensure that the systems re being properly used,
- iii) organising the jeton system. This task will include:
 - a) ascertaining the number of jetons required,
 - b) organising their distribution to the vaccination centres,
- iv) organising the initial distribution of the new document supplies to the medical centres;
- v) overseeing the general supplies function to ensure that stock-outs (eg of document supplies) do not occur,
- vi) overseeing the timely receipt and processing of the usage reports received from the subdivisions;
- vii) enquiring into the reason for delays in receiving reports, and the resolution of any problems identified,
- viii) ensuring that an up to date copy of the procedures manual is located in each vaccination centre and in each subdivision,
- ix) ensuring that any modifications to the manual are distributed to vaccination centres as appropriate,
- x) monitoring the plans to open new vaccination centres and arranging that, prior to beginning vaccination, the staff of these centres:
 - a) receive appropriate training,
 - b) are properly equipped with documentation and jetons,
- xi) liaising with the project managers as necessary to ensure the continued smooth operation of the procedures.

As of 6th December 1985 no one had been nominated as being responsible for the implementation of the new procedures. It is essential that such an appointment be made as soon as possible and we recommend that urgent attention be given to this.

JETONS

15. The new procedures require the use of jetons to control the daily distribution of medical supplies. The number of jetons required must be calculated, procured and immediately distributed to all those medical centres which currently have an active vaccination program. As and when other medical centres commence vaccination they also should received adequate supplies of jetons.

TRANSPORTATION OF COMMODITIES

15. Our preliminary report of 16th August 1985 recommended the purchase of a truck to improve the efficiency of distributing project commodities. No measures have yet been taken and we emphasise the advantages that would accrue from this recommendation:

- i) project vehicles at the subdivisions would be freed to be used on other important project activities eg. delivery of supplies to the medical centres,
- ii) cost savings would be achieved in terms of petrol, vehicle maintenance and driver per diem allowances,
- iii) requisitions and usage reports to be returned to Lomé would be picked up regularly,
- iv) liaison between the National Project Direction and the subdivisions would be improved.

USE OF PROJECT VEHICLES

17. During the training courses we had the opportunity to discuss various aspects of the project with staff from the medical centres. In the course of these discussions it came to our attention that project vehicles were not always being used to deliver supplies to the medical centres. Often staff at the medical centres were required to travel to the subdivision to obtain the necessary supplies. We understand that the travel costs of their trips are often born by the medical centre staff.

18. We recommend that the project vehicles at the subdivisions sanitaires be used to distribute supplies to the medical centres. We further recommend that each médecin chef allocate a fixed day (or days) of the week when the project vehicle will be used only to distribute supplies to the medical centres (and to collect requisitions and reports). A timetable should be prepared which should be strictly adhered to. The adoption of this recommendation will:

- i) ensure timely reception by the subdivisions sanitaires of requisitions and reports,
- ii) liberate medical centre staff to carry out medical duties,
- iii) improve liaison between medical centres and subdivisions sanitaires,

- iv) reduce the risk of vaccines becoming exposed to unacceptable temperatures (through controlled delivery),
- v) increase confidence of the medical centres in the support being given by the subdivisions sanitaires.

19. Should you require any further information in respect of the matters discussed in this report please do not hesitate to contact us. We would like to take this opportunity to thank the staff of the Togolese health service whose courteous assistance helped greatly in bringing our mission to a successful conclusion.

Yours truly,

De Witte Harbin & Co.

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

MARITIME

SubdivisionCentre

GOLFE

Togble
 Lomé - Polyclinique
 Agoenyive
 Adidogome
 Adakpamé
 Baguida
 Segbe
 Zanguera
 Legbassito
 S N P

LOME COMMUNE

Pediatrie - Lomé
 Badjole - Centre d'Accueil
 Zongo
 P M I Direction Accueil

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

MARITIME

SubdivisionCentre

	Adjangbakome
	Lomé Centre de Santé
	Be Centre Santé
	Be Centre Social
	Tokoin
	Casablanca
	CNSS Lomé
	Gendarmerie
	RIT
	Maison pour tous
	Croix rouge
	Amantieve
ZIO	Tsevie hopital
	Tsevie PMI/Polyclinique
	Ayakopé
	Gape
	Noepe
	Assahoun
	Agbelouve
	Badja
	Akepe
LACS	Aneho dispensaire/PMI Polyclinique
	Agbodrafo
	Attitongon
	Aklalou
	Agbanakin
	Agome Seva

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

MARITIME

<u>Subdivision</u>	<u>Centre</u>
VO	Vogan (centre de santé) Badougbé Amegnran Sevagan Akoumape Keta - Akoda Hahotoe
YOTO	Tabligbo Ahepe Kouve Tometikondji Tchekpo Yoto Village

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

PLATEAU

<u>Subdivision</u>	<u>Centre</u>
OGOU	Kelekpe
	Ogou Kinto
	Atakpamé
	Glei
	Moritan
	Atchinedji
	Ountivo
	Palakoko
	Anie
	Akpare
	Kamina
	Akaba
	Glitto
	Kolokopé
	Kpessi
	Elavagon
	Datcha
	Boccu
	Nyamassila
	Agbelouve
HAHO	Notse
	Wahala
	Asrama
	Tohoun
	Tado
Kpekpleme	

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

PLATEAU

<u>Subdivision</u>	<u>Centre</u>	
AMOU	Deme	
	Ezime	
	Okpanoue	
	Adogli	
	Amame	
	Amou-Oblo	
	Teredja	
	Otadi-Didokpo	
	Oga	
	Sodo	
	Ayome	
	Koutoukpa	
	Okafou-Logbo	
	Avedje	
	KLOTO	Kpalimé
		Anlon-Sassanou
Danyi-Elevagon		
Danyi-Apayeme		
Yikpa		
Kpele-Ele		
Kpele-Goudeve		
Kpele-Adeta		
Agou-Gare		
Amousson-Kope		
Kpadope		
Koume-Konda		
Lavie-Apedome		
Agnome-Tomegbe		
Gadjagan		
Akate Agame		
Kpele Talu Hymemabre		
Agoe Gadza		
Danyi Ndegbe		
Amou Zoukepe		

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

PLATEAU

SubdivisionCentre

WAWA

Badou

Yala

Kpele-Bena

Tomegbe

Krougrouhou

Klabe Ofokpa

Gobe

Badou

Djon Kotor a

Okai

Seregbene

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

CENTRALE

<u>Subdivision</u>	<u>Centre</u>
SOTOUBOUA	Soutouboua
	Pagala
	Adjengre
	Aouda
	Blitta Gare
	Assoukoko
	Yegue
	Agbande
TCHABAM	Tcnamba
	Kambole
	Bago
	Koussountou
	Kri-Kri
	Balanka
TCHAUODJO	Sokodé
	Sokodé-polyclinique
	Sokodé PMI
	Agoulou
	Aleheride
	Lama Tessie
	Paratao
	Kemeni
Kolowar	

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

KARA

<u>Subdivision</u>	<u>Centre</u>
DOUFLEGOU	Niamtougou
	Pouda
	Kpana
	Defale
	Siou
	Kadjalla
	Agbassa
	Tenega
BASSAR	Bassar
	Guerin-Kouka
	Namon
	Nandouta
	Bangdeji
	Kabou
	Bapure
	Dimori
	Katchamba
	Bitchabe
Kidjaboun	
ASSOLI	Bafilo
	Dako
	Koumonde
	Gande Soudou

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

KARA

<u>Subdivision</u>	<u>Centre</u>
KOZAH	Kara PMI
	Kara-polyclinique
	Koumea
	Pyra
	Yade-Bohou
	Landa Pozenda
	Soumdina-Haut
	Djamde
	Bebeda
	Sara-Kawa
BINAH	Pagouda
	Farende
	Ketao
	Solla
KERAN	Kanté
	Helota
	Nadopa
	Atalote
	Koutougou
Warango	

MEDICAL CENTRES WHICH ATTENDED THE TRAINING COURSES

SAVANES

SubdivisionCentre

TONE

Sanfatouti
 Tamongue Yimbourg
 Koundjoare
 Tampialim
 Pogno
 Namoudjoga
 Dapaong
 Nadjundi
 Borgou
 Bogou
 Mandouri
 Nano
 Naki-Est
 Cinkasse
 Naki-Ouest
 Bombouaka
 Pana
 Tami
 Papri

OTI

Mango
 Barkoissi
 Takpamba
 Nagbeni
 Koumongou

MEDICAL CENTRES WHICH DID NOT ATTEND THE TRAINING COURSES

<u>Subdivision</u>	<u>Centre</u>
SOTOUBOUA	Bolohou
DOUFELGOU	Brukou
ASSOLI	Aledjo-Haut
ASSOLI	Biankour
TONE	Korbongou
TONE	Tandjouare
OTI	Gando Namoni
LOME COMMUNE	Maternité-Lomé
ZIO	Mission Tove
LACS	Gbodjome
LACS	Agome-Glozou
LACS	Anfoin
VO	Togoville
YOTO	Assan-Kondji
HAHO	Dalia
AMOU	Kpategan
WAWA	Kamina

OVERALL RESULTS FO TRAINING COURSES

REGION	<u>N° of centres trained</u>	<u>N° of medical personnel trained</u>	<u>N° of centres not trained</u>	<u>N° of medecins chefs trained</u>	<u>N° of centres where med. chefs trained</u>	<u>N° of assistants trained</u>	<u>N° of sub.divs where no assistant trained</u>	<u>N° of others trained</u>
MARITIME	54	105	7	10	-	3	3	-
PLATEAU	71	115	3	4	2	6	3	-
CENTRALE	22	53	1	1	2	4	-	-
KARA	44	87	2	5	3	8	-	3
SAVANNES	<u>24</u>	<u>34</u>	<u>4</u>	<u>2</u>	<u>-</u>	<u>-</u>	<u>2</u>	<u>-</u>
	215	394	17	22	7	21	8	3
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

SUBDIVISIONS WHICH DID NOT SEND MEDECINS CHEFS TO THE COURSES

<u>Region</u>	<u>Subdivision</u>
PLATEAU	Amlame
PLATEAU	Kpalimé
CENTRALE	Tchamba
CENTRALE	Sokodé
KARA	Niamtougou
KARA	Bafilo
KARA	Kanté

SUBDIVISIONS WHICH DID NOT SEND ASSISTANTS TO THE COURSES

<u>Region</u>	<u>Subdivision</u>
MARITIME	Golfe
MARITIME	Zio
MARITIME	Lacs
PLATEAU	Haho
PLATEAU	Amou
PLATEAU	Wawa
SAVANNES	Tone
SAVANNES	Oti