

JOHN SNOW, INC.

FAMILY PLANNING LOGISTICS PROJECT

LOGISTICS WORKSHOP FOR TRAINERS AT THE CENTRAL LEVEL

DIRECTORATE GENERAL OF FAMILY PLANNING

DIRECTORATE OF PROGRAMMING AND EVALUATION

DIRECTORATE OF SUPERVISION AND TRAINING SUPPORT

PRELIMINARY REPORT

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Family Planning
Logistics Management
Project

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I. OBJECTIVES OF THE VISIT

The objectives of the visit are to:

1. **Conduct the Logistics Workshop for Trainers**
2. **Review the logistics terms used in the materials**
3. **Review the appropriateness of the exercises used**
4. **Standardize knowledge about logistics among the team of trainers**
5. **Conduct a diagnostic analysis of training needs in logistics among administrative personnel in other public sector institutions**
6. **Review the FPLM - DGPF logistics training strategy for 1993-1994**
7. **Review administrative procedures for implementing the Strategy**

II. CONCLUSIONS AND RECOMMENDATIONS

On the basis of activities and findings during the visit, the FPLM team presents the following conclusions and recommendations for consideration by DGPF officials.

1. Regarding conducting the Logistics Workshop for Trainers:

- Carry out some training activity to further improve the trainers' ability to evaluate SIAL forms and to improve the collection of data that is essential for a contraceptive logistics system.
- Carry out some training activity to further improve the trainers' ability to calculate amounts to be ordered using maximum and minimum inventory control procedures.
- Carry out a training activity to further improve the trainers' ability to conduct a supervisory visit for a contraceptive logistics system.

The preceding training activities are suggested in order to increase the confidence level that the trainers should have when carrying out such tasks so that they are better able to train those under them in the courses included in the Strategy.

2. Regarding the review of logistics terms used in the materials:

- Allow one month's time for the central level officials of the DGPF and some of the trainers to review the appropriateness of the logistics terms and in general the Spanish used in the course materials.
- Conduct a subsequent three-day visit (June 21-23, 1993) to work the observations into the new material and to adapt the materials for the state level workshops, in collaboration with FPLM consultants.

3. Regarding the review of the exercises used:

- Allow one month's time for the central level officials of the DGPF and some of the trainers to review the appropriateness of the logistics terms and in general the information used in the course practice exercises.
- Conduct a subsequent three-day visit (June 21-23, 1993) to work the observations into the new material and to adapt the materials for the state level workshops, in collaboration with FPLM consultants.

4. Regarding the standardization of logistics knowledge among training team members:

- Carry out training activities according to the particular needs of each of the trainers, either individually or in small groups, during the visit of June 21 to June 23, 1993.
- Carry out training activities according to the particular needs of each of the trainers as part of the technical content of the Trainers' Workshop and/or as parallel activities to the Workshop.

5. Regarding the diagnostic analysis of logistics training needs among administrative personnel in other public sector institutions:

- Concentrate initial efforts by assigning priority to DIF, ISSSTE and DDF programs because they are the major recipients of inputs and their FP programs are more structured than those of all the other institutions.
 - Design a general Logistics Workshop that each institution can later adapt to the specific conditions of its own programs.
 - Rely on the collaboration of the Team of Trainers in designing and conducting this Workshop.
 - Determine the training objectives and possible dates as soon as possible.
6. Regarding the review of the FPLM - DGPF logistics training strategy for 1993-1994:
- Proceed with the Strategy without change, adding the Logistics Workshop for Other Institutions, regardless of whether it coincides with any DGPF workshop because together the FPLM and the DGPF have sufficient training resources to carry out simultaneous workshops.
 - Finalize dates for the workshops at least three months in advance.
 - Draw up a memorandum of understanding establishing the DGPF's and the FPLM's responsibilities for the preparation and adaptation of the materials for the different levels.
7. Regarding the review of administrative procedures for carrying out the Strategy:
- Clarify the procedures involving among the accounting department of John Snow, Inc., the DGPF, the DIPLAF and the AID Representative in Mexico regarding the transfer of funds to cover operational costs, the responsibility for the logistics for the event, the documentation of expenses and the final accounting reports.

III. ACTIVITIES AND FINDINGS

1. *Conduct the Logistics Workshop for Trainers.*

The results obtained from the diagnostic analysis of training needs carried out by the FPLM team in March of this year indicated that it would be advisable to form a team of logistics trainers made up individuals at the central level from both the Directorate of Programming and Evaluation (DPE) and the Directorate of Supervision and Training Support (DSAC).

The team of trainers will be responsible for implementing the logistics training strategy at the state and jurisdictional level as well as for the strategy to be designed to provide logistics training to administrative personnel in other public sector institutions currently supplied by the DGPF (see Annex #1: FPLM - DGPF Logistics Training Strategy for 1993-1994).

Following recommendations from the analysis (see FPLM report of March, 1993), a Logistics Workshop for Trainers was designed with the specific objectives presented in Annex #2: Course Objectives.

Once the training objectives were determined, a agenda was drawn up that includes activities designed to achieve the objectives, together with the active participation of DGPF officials at the central level (see Annex #3: Course Agenda).

The Workshop was developed according to the agenda. It became necessary to vary the methodology for presenting the session on Maximums and Minimums because it was essential to start the session with a very careful definition of the terms used in the methodology.

Once the trainers verified that the participants understood the definitions and the terms used, formulas for the components were structured in collaboration with the participants, with changes in terminology as necessary.

During this session, it became obvious that it was necessary to carry out an overall review of the terms used in the course material, including a revision to adapt the materials for each of the different levels at which the courses will be given.

Once the course sessions were over, the participants generally felt that:

- The general objective of the course WAS ACHIEVED.
- The training methods and techniques utilized were APPROPRIATE.
- The information presented was APPROPRIATE.
- The five-day period allotted for the course was ADEQUATE.
- The administrative arrangements (site, meals) WERE UNSATISFACTORY, especially the condition of the meeting room.
- The course prepared them VERY WELL to carry out their work with contraceptive logistics.
- They could identify larger problems in the SIAL forms, and, WITH HELP, could make recommendations.

- They could, **WITHOUT HELP**, teach someone else to calculate the months of supplies available.
- They could, **WITHOUT HELP**, calculate maximum and minimum levels.
- They could, **EASILY AND WITHOUT HELP**, calculate the average amounts distributed to users and the months of supplies available for each contraceptive method at the national level.
- They could, **EASILY AND WITHOUT HELP**, calculate the correct amounts and place orders using maximum and minimum inventory control procedures.
- They rate their ability to detect and resolve problems in the storing of contraceptives as **SATISFACTORY**.
- **YES**, they could describe in general terms the process for estimating contraceptive needs for a state or jurisdiction.
- **YES**, they could analyze a SIAL form, **WITHOUT HELP**, by using the data contained in the form to identify problems, **WITH EASE**, and make recommendations to improve the operation of the logistics system.
- **YES**, they could identify larger problems and, **WITH HELP**, could make recommendations regarding the logistics system for contraceptives in a supervisory visit.

The table below presents the tabulated results from the Final Evaluation of the course, on the basis of which the above conclusions were reached. Please refer to Annex # 4: Final Evaluation, for the questions and the answers given.

QUESTION	ANSWER 1	ANSWER 2	ANSWER 3	ANSWER 4	ANSWER 5
1	0	0	16	N/A	N/A
2	16	0	N/A	N/A	N/A
3	0	16	0	N/A	N/A
4	4	12	0	N/A	N/A
5	2	3	4	5	2
6	0	0	12	4	0
7	0	3	10	3	0
8	0	0	2	14	N/A
9	0	2	14	N/A	N/A
10	0	0	3	13	N/A
11	0	2	4	10	N/A
12	0	0	16	0	N/A
13	0	3	13	N/A	N/A
14	0	2	7	9	N/A
15	0	1	8	7	N/A
16	N/A	N/A	N/A	N/A	N/A

The answers to the question about how this logistics training course could be improved (question # 16) are transcribed below:

- Ensure that each attendee has a grasp of the exercises and resolves the problems.
- Even when various exercises are presented, there should be more exercises to provide further practice.
- I can't think of anything to improve it, but it seems excellent to me that time was given to allow us the opportunity to participate very actively.
- In the group exercises, be a little more specific about whether the answers being given by the team members are correct or not because some were left up in the air.
- Provide copies of all the overheads.
- More exercises. Be a little more precise in the message.
- The opinions expressed while topics are being developed should be taken into account.
- The instructions or indications for the exercises should be clearer.

- Try to avoid materials that have errors as in the case of some exercises that were corrected while in progress.
- Take into account the suggestions given on each of the topics and in each of the sessions that are based on the experience of each and every one of those attending the course.
- I suggest that more time be given to LMIS.
- The Workshop would be enriched with more examples and/or tasks on the calculation of average minimum and maximums, buffer zone, etc.
- It is the first course I've attended. I'd have to attend another one to be able to say how this course could be improved but the dynamics are very good.
- Dedicate more time to the exercises to allow further practice on the formulas.
- Utilizing the real forms would be easier because the participants are familiar with them.
- Have more time available for more exercises during the time allotted for the topics.
- Use more examples to provide more illustrative exercises.
- Have more practical exercises to make LMIS analysis easier.
- Adapt the exercises more to the reality of the work situation of the personnel we will be addressing (state, jurisdictional, etc.).
- Changing, as was already said during the course, some of the terms used.
- Improving the data for the exercises, especially the calculation exercises.

2. *Review the logistics terms used in the materials.*

Please refer to the new version of the curriculum for the Logistics Workshop which presents the changes noted by the trainers and participants during the workshop. There will be a meeting later, on June 21 to June 23, to review the corrections as a whole and edit a new version.

3. *Review the appropriateness of the exercises used.*

Same as preceding point.

4. *Standardize the level of knowledge about logistics among the training team.*

The group of trainers that has been put together comes from various interdisciplinary areas, especially the technical areas of programming, evaluation, data processing and administration of supplies within the DPE on the one hand and trainers in health courses, program administration, service delivery and family planning within the DSAC on the other hand. Therefore, the training strategy for turning them into logistics trainers is intended to increase the abilities and knowledge of logistics among DSAC officials and to increase the abilities and knowledge about training among DPE officials.

To do so, an effort was made to mix participants from each of these groups in putting together the work teams to carry out group tasks or prepare exercises during the different workshop sessions.

An effort was also made to rotate the make-up of the groups so that almost all of the participants were able to work with all the other members of the group.

The participatory environment was intended to provide support from the experiences of the participants; this also contributed to standardizing the knowledge based on common experiences.

5. *Conduct a diagnostic analysis of training needs in logistics among administrative personnel in other public sector institutions.*

To achieve this objective, FPLM consultants and DGPF officials submitted a week in advance a modified version of the instrument for analyzing logistics training needs. This instrument was used in March to assess the DGPF's own needs (see Annex # 4 of the FPLM report of March, 1993).

Subsequently, appointments were set up with the directors of these programs, or in their absence, with the logistics administrators or those responsible for the distribution of contraceptives.

The results obtained during the respective interviews are presented in Annex # 5: Summary of Interview Results.

6. *Review the FPLM - DGPF logistics training strategy for 1993-1994.*

The training strategy remains the same, except that programming is added for a logistics course on contraceptives in general for other public sector institutions. This will occur on some date in the near future to be determined soon.

Please refer to Annex # 1: FPLM - DGPF Training Strategy for 1993-1994.

7. *Review administrative procedures for implementing the Strategy.*

Among the administrative procedures for implementing the Strategy, the element that has not worked well involves the transfer of funds to pay the costs for producing materials, and reserving hotel and meeting rooms.

It was initially agreed that the DGPF, through its affiliate DIPLAF, would be responsible for handling administrative matters in Mexico, which they have done admirably, and the FPLM administration at John Snow, Inc. would be responsible for transferring funds in a timely manner. The transfer of funds was not handled promptly enough for the first workshop, which meant that the priority option on reserving an appropriate site for the event was lost. It is imperative that administrative matters not jeopardize the technical result of the Strategy.

IV. ANNEXES

**ANNEX # 1:
COURSE OBJECTIVES**

**CONTRACEPTIVE LOGISTICS COURSE
FOR TRAINERS AND SUPERVISORS
AT THE CENTRAL LEVEL OF THE DGPF**

GOAL AND OBJECTIVES

Goal: The acquisition of knowledge on the part of the participants that would permit them to understand the basic principles of logistics and the logistics system for contraceptives from the SSA, the purpose being to incorporate the training on logistics administration into the existing courses being taught by DGPF trainers.

Learning Objectives:

Upon completion of the workshop, the participants will be able to:

1. define a logistics system, including all its components, and identify its purpose;
2. describe in detail the SSA logistics system, including all those who take part in it, and describe the importance of coordination among these individuals;
3. identify and explain the essential elements of LMIS and relate them to the SEIB and other sources of existing information on LMIS;
4. evaluate the contraceptives supply situation at each level of the logistics system;
5. explain the variations in the maximum-minimum inventory control system;
6. determine adequate amounts by using the maximum-minimum inventory control procedures;
7. cite the basic guidelines for proper storage of contraceptives and the procedures for determining the quality of the contraceptives;
8. explain the current methodologies utilized by the DGPF to project needs;
9. explain the importance of having exact, reliable and timely logistic data when projecting needs and cite the mechanisms that can be used to improve the quality of the data;
10. analyze and utilize the LMIS data to identify problems in the system;
11. describe the procedures for logistical supervision at all levels and explain how to use a logistics supervision guide.

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**ANNEX # 2:
COURSE AGENDA**

**CONTRACEPTIVES LOGISTICS COURSE
FOR TRAINERS AND SUPERVISORS
AT THE CENTRAL LEVEL OF THE DGPF**

SCHEDULE

MONDAY		FACILITATORS
09:00 - 10:00	OPENING	Camilo
10:00 - 11:00	INTRODUCTIONS, EXPECTATIONS	David, Paul
11:00 - 11:15	BREAK	
11:15 - 11:45	OBJECTIVES, ADMINISTRATIVE MATTERS	David, Marion
11:45 - 13:00	INTRODUCTION TO LOGISTICS	Marion, Paul
13:00 - 14:00	LUNCH	
14:00 - 17:30	SIMULATION	All
TUESDAY		
09:00 - 09:15	SUMMARY OF PRECEDING DAY	
09:15 - 10:15	DGPF LOGISTICS SYSTEM	Yolanda
10:15 - 14:00	LOGISTICS INFORMATION SYSTEMS	Camilo, Paul
14:00 - 15:00	LUNCH	
15:00 - 17:15	SUPPLY	Marion, Paul
17:15 - 17:30	INTERMEDIATE EVALUATION	David
WEDNESDAY		
09:00 - 09:15	SUMMARY OF PRECEDING DAY	
09:15 - 13:00	MAXIMUM-MINIMUM	Camilo, Marion
13:00 - 14:00	LUNCH	
14:00 - 15:30	STORAGE	Paul, David
15:30 - 17:15	PHYSICAL INVENTORY	Oscar
17:15 - 17:30	INTERMEDIATE EVALUATION	David

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THURSDAY**FACILITATORS**

09:00 - 09:15 SUMMARY OF PRECEDING DAY

09:15 - 13:00 PROJECTING NEEDS

Paul, Oscar

13:00 - 14:00 LUNCH

14:00 - 17:30 USE OF LMIS

Marion, Camilo

FRIDAY

09:00 - 09:15 SUMMARY OF PRECEDING DAY

09:15 - 13:00 LOGISTICS SUPERVISION

David, Camilo

13:00 - 14:00 LUNCH

14:00 - 16:00 QUESTIONS

All

16:00 - 16:30 WORKSHOP EVALUATION

David

16:30 - 17:00 CLOSING

Camilo

**ANNEX # 3:
FINAL EVALUATION**

CONTRACEPTIVES LOGISTICS COURSE
FOR TRAINERS AND SUPERVISORS AT THE CENTRAL LEVEL
COURSE EVALUATION

Your answers to the questions presented below will help us to improve future training courses in logistics administration. Please take as much time as you need to read the questionnaire and carefully choose the answers that most accurately reflect your impression of the logistics administration training course. If you need more space, please use the back of this sheet.

1. The purpose of the five days of training has been to give the participants the opportunity to broaden their knowledge of contraceptives logistics and to provide tools for them to evaluate and supervise logistics systems. In your opinion, did the course fulfill its general purpose?

_____ NO _____ TO SOME EXTENT _____ YES

2. Were the training methods and the techniques utilized during the course generally appropriate?

_____ YES _____ NO

If your answer is NO, please specify why:

3. In terms of content, the information presented in this workshop was:

_____ too basic _____ appropriate _____ very technical

Comments:

4. The five-day period allowed for the course was:

_____ very short _____ adequate _____ very long

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5. The administrative arrangements (site, meals, etc.) were:

1	2	3	4	5
unsatisfactory		satisfactory		excellent

Comments:

6. In your opinion, to what extent did this course prepare you to carry out your work with contraceptives logistics?

1	2	3	4
not at all	a little	adequately	very much

Comments:

7. Now that you have completed the training course, how sure and how confident do you feel about your ability to evaluate LMIS forms and to improve the collection of data that are essential to a contraceptives logistics system?

_____ not confident at all

_____ unsure, but I would try

_____ I could identify larger problems in the forms and could, with help, make recommendations

_____ I could evaluate LMIS forms with ease and make recommendations without any help at all

8. How confident are you of your ability to calculate the months of supplies available for a product?

_____ I can't calculate the months of available supplies

_____ I can estimate the months of available supplies with help

_____ I can do the calculations for determining the months of available supplies without help, but I can't teach someone else how to do it.

_____ I can teach someone else how to calculate the months of available supplies

9. Do you feel you know how to determine the maximum and minimum levels of supplies for a contraceptives inventory system?

- _____ No
- _____ Yes, with help I could determine the maximum and minimum levels of supplies
- _____ Yes, I could determine the maximum and minimum levels of supplies without help

10. How confident are you of your ability to calculate the averages for amounts distributed to users and the months of available supplies for each contraceptive method at the national level?

- _____ not at all confident
- _____ with difficulty, but I would try to calculate them
- _____ with help, I can calculate the national average distributed to users and the months of available supplies
- _____ I can do the calculations easily and without help

11. How confident are you of your ability to calculate the amounts to be ordered using the maximum-minimum inventory control procedures?

- _____ not at all confident
- _____ with difficulty, but I would try to determine the amounts to be ordered
- _____ with help, I can calculate the correct amounts to be ordered
- _____ I can calculate the correct amounts to be ordered easily and without help

12. How do you rate your ability to detect and resolve problems regarding the storage of contraceptives?

- | | | | |
|-------|------|--------------|-----------|
| 1 | 2 | 3 | 4 |
| <hr/> | | | |
| poor | fair | satisfactory | excellent |

13. Regarding needs projection, now that you have finished the course on logistics administration, could you describe in general terms the process for estimating the contraceptive needs of a state or jurisdiction?

- _____ NO _____ TO SOME EXTENT _____ YES

14. How do you rate your ability to analyze LMIS data?

_____ I'm not sure what I'm supposed to look for in the SIAI data.

_____ I can identify some key indicators that managers can use and I can recognize some important problems in the LMIS data

_____ I can, with help, analyze a LMIS form by using the data contained in the form to identify problems in the logistics system and make recommendations

_____ I can analyze a LMIS form without help, using the data contained in the form to identify problems easily and make recommendations for improving the operation of the logistics system

15. How much confidence do you have in your ability to carry out a supervisory visit for a contraceptive logistics system?

_____ none

_____ some doubts, but I would try to identify larger problems

_____ I could identify larger problems and, with help, make recommendations regarding the system

_____ very confident that I could identify problems easily and recommend changes without help

16. Finally, please tell us how, in your opinion, we could improve this training course in logistics administration. We would appreciate your being specific in your answer.

THANK YOU FOR COMPLETING THE COURSE EVALUATION FORM!

**ANNEX # 4:
LIST OF PARTICIPANTS**

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