

REPRODUCTIVE HEALTH COMMODITY SECURITY AND SUPPLY CHAIN MANAGEMENT TOT WORKSHOP

Training Report

April 2018

Submitted to:

International Planned Parenthood Federation, Africa
and
Family Health Options Kenya

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ABOUT inSupply PROJECT

inSupply project currently transitioning to inSupply Consulting Services, an affiliate of John Snow, Inc. based in East Africa, supports improving the performance and efficiency of contraceptive, vaccine, and essential medicine supply chains by increasing the effective use of data and introducing management best practices to strengthen system outcomes. We take proven methodologies from the commercial sector and adapt them to local conditions; and we involve our clients closely in shaping their supply chains so that they can own, implement and continuously improve their systems over the long term. In Kenya, our IMPACT Team approach gave county-level health care leaders new processes, tools and training- ensuring that data from their family planning and immunization supply chains is used for timely actions.

InSupply offers many opportunities to build supply chain capacity:

- Introduction to supply chain management
- Supply chain system design
- Quantification
- Data analysis, visualization and use
- IMPACT Teams

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ACRONYMS

AMC	Average Monthly Consumption
CS	Commodity Security
DHIS2	District Health Information System-2
EOP	Emergency Order Point
FHOK	Family Health Options Kenya
FP	family planning
JSI	JSI Research & Training Institute, Inc.
LIAT	Logistics Indicator Assessment Tool
LMIS	logistics management information systems
LSAT	Logistics Systems Assessment Tool
MA	member association
MOH	Ministry of Health
MOS	months of stock
NSCA	National Supply Chain Assessment Tool
NVIP	National Vaccines and Immunization Program
OJT	on the job training
OS	out of stock
IT	IMPACT Team
RH	Reproductive Health
SCM	supply chain management
SOH	Stock On Hand
SOP	Standard Operating Procedures
SPARHCS	Strategic Pathway to Achieving Reproductive Health Commodity Security
STG	Standard Treatment Guidelines

BACKGROUND

Family Health Options Kenya (FHOK) is a national not-for-profit, non-governmental organisation with a strong grassroots network. FHOK is a member association and one of the regional learning centres of International Planned Parenthood Federation (IPPF) and provides short courses in sexual reproductive health, family planning, HIV and AIDS to health care workers in and out of Kenya. FHOK has training and attachment facilities across the country and a learning hub in Nairobi.

FHOK engaged inSupply to strengthen its capacity on Reproductive Health Commodity Security and Supply Chain Management through developing a training package for health care workers. The course would target all staff handling health commodities at health facilities within member associations of IPPF as well as those in public facilities with collaborative arrangements with the member associations (MA).

The scope of the assignment was to develop a tailored training package for Reproductive Health Commodity Security and Supply Chain Management for IPPF's MAs in the Africa Region. The scope was to be divided into three outputs:

1. Adapt and customise a RH Commodity Security and Supply Chain Management trainer curriculum and manual to meet IPPF's MA needs.
2. Develop a RH Commodity Security and Supply Chain Management participant's manual/user guide
3. Conduct a 5-day training for a TOT team that will be offering training at the FHOK hub

WORKSHOP GOALS AND OBJECTIVES

Goals

1. To strengthen FHOK's capacity in RH commodity security and supply chain management
2. To prepare FHOK training team to improve their abilities to facilitate participant learning and have the training skills needed to train other IPPF affiliate staff and their internal team on RH commodity security

Objectives

By the end of the workshop, participants were expected to:

1. Describe what commodity security means at global, national and local levels and how it exists within different environments and contexts
 - a. Explain the seven components of the CS framework
 - b. Relate key CS policy issues that directly affect procurement practices and supply levels
2. Identify and describe key principles and concepts of supply chain management for Reproductive Health commodities
 - a. Identify and describe concepts of supply chain integration and evolution
 - b. Introduction to logistics
 - i. Definition of key logistics terms
 - ii. List the different components of the Logistics Cycle and how they fit together
 - c. Understand the different components of the Logistics System:
 - i. Product selection and Procurement
 - ii. LMIS
 1. Describe the purpose of the logistics management information system
 2. List essential data for logistics management
 3. List types of logistics records and reports
 - iii. Quantification and pipeline monitoring
 1. Explain what quantification is and why it is important
 2. Describe the general steps in quantification
 3. List the key activities in preparing for a quantification exercise
 4. Explain the relationship between forecasting and supply planning
 5. Describe the steps in and purpose of supply planning
 6. Describe what pipeline monitoring is and why it is important
 - iv. Inventory management
 1. Purpose of Inventory Management
 2. Assessing stock status

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3. Max / min inventory strategy
 4. Ordering processes
 - v. Storage and distribution
 1. List the guidelines for the proper storage of health commodities
 2. Options for distribution - outsourcing, fleet management etc.
 3. Strengthen the use of monitoring and evaluation within the context of commodity security
 - a. Identify key supply chain indicators to measure supply chain performance
 - b. How to select and use indicators to measure system performance
 - c. Describe and explain the use of various tools for conducting an RHCS-related situation analysis e.g. LSAT, LIAT, SPARHCS etc.
 4. Demonstrate understanding of the training content and ability to use training materials
 5. List and apply principles of adult and experiential learning to training delivery
 - a. Express an understanding of the importance of using experiential learning as part of adult learning training design
 - b. Identify training techniques that provide for the greatest retention rates
 - c. Demonstrate ability to conduct training and deliver a variety of participatory training activities using the Trainer's Guide
 6. Demonstrate ability to give and receive constructive feedback
 - a. Identify the criteria to be used when observing a trainer
 - b. Describe guidelines for giving feedback

THE TRAINING APPROACH

Class room training

The 5-day workshop was structured as a Training of Trainers (TOT) where participants were trained on commodity security and supply chain management as well as adult learning concepts and training skills. The content for the technical modules was derived from JSI's Logistics Manager's Handbook and Supply Chain Manager's Handbook, which were provided to each participant. Other resources shared with participants included:

- Guidelines for Warehousing Health Commodities – USAID Deliver Project
- Guidelines for the Storage of Essential Medicines and Other Health Commodities – USAID Deliver Project

Box 1: A balanced curriculum, with good facilitator and participant selection

The workshop schedule contained

- 56% technical material on supply chain management and commodity security
- 19% adult training skills
- 25% teach-back sessions

Trainers Profiles: The team of facilitators was comprised of 2 JSI/inSupply Staff:

- 1 Regional Technical Advisor
- 1 Supply Chain Analyst

Participants Profiles:

- Total 14 participants of which 9 were female (64%) and 5 were male (36%)
- 11 Participants (79%) were FHOK staff from both the central warehouse and facility levels. Two participants were from the Ministry of Health (MOH) and one participant was from Mount Kenya University (see Annex 2 Participants List). All participants were selected based on their experience in training to form the foundational group of trainers as part of FHOK's effort in establishing itself as a Centre of Excellence.

Leadership:

The workshop was opened and closed by Esther Muketo – Acting Executive Director of FHOK

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- Measuring Supply Chain Performance: Guide to Key Performance Indicators for Public Health Managers - USAID Deliver Project

The second half of the week entailed participants teaching back on the modules they were trained on and providing each other constructive feedback on each session presented. Participants were split into two equal groups for the teach-back sessions to happen concurrently, allowing for more time to teach back a larger amount of content. Each participant was able to teach back content three times.

Different learning techniques and modalities were used as part of the curriculum to teach content including: PowerPoint presentations, flip charts, videos and demonstrations. One of the demonstrations included **gaming** where participants were introduced to the interactive gaming platform **Health Games**, to test their knowledge on the Introduction to Logistics module. In addition, there was a recap session to open each day, to allow participants to review and recall content taught the day before.

Site visit

On the third day of the workshop, participants visited the Phillips Warehouse after being taught the Storage and Waste Management module. The objectives of the warehouse visit were to:

- Conduct a visual inspection of the warehouse according to the guidelines and principles of proper storage
- Understand best practices in warehousing and storage
- Identify key performance indicators for warehousing

The site visit allowed participants to apply the content learnt in the classroom training to their field of work.

Competency Based Assessment

The workshop ended with a Competency Based Assessment (CBA) where participants were tested on their knowledge and mastery of content for each of the modules. Participants who scored 80% or higher were presented with a Certificate of Competency to be a trainer in supply chain management and commodity security.

PARTICIPANTS PERFORMANCE

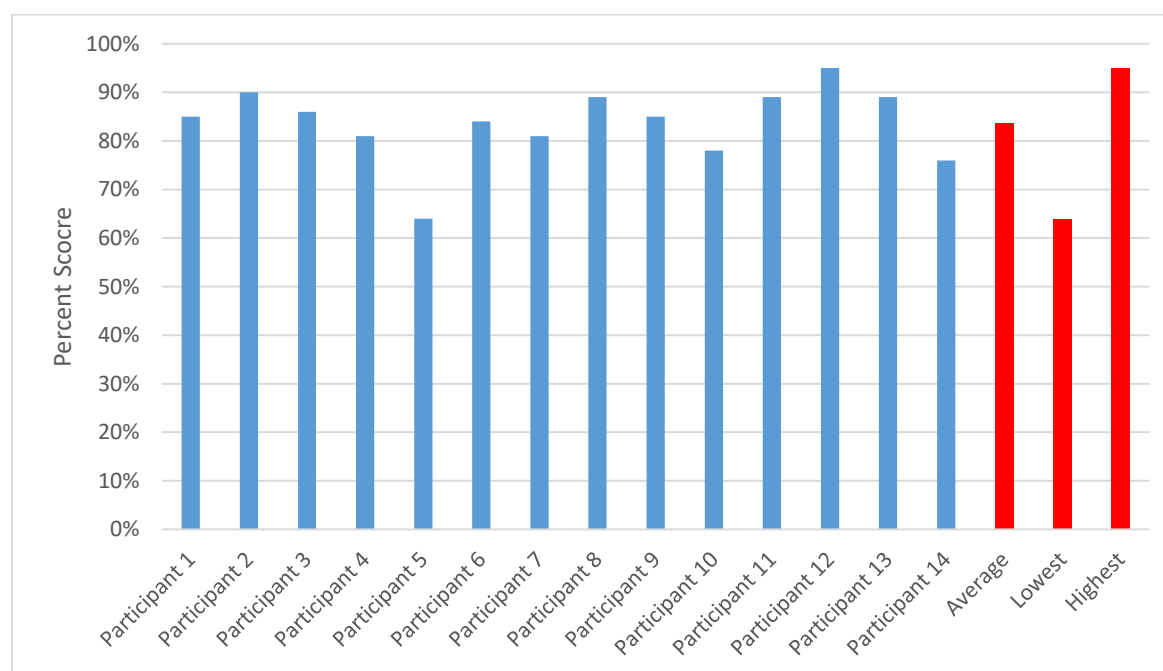
14 out of expected 15 participants attended the workshop, comprising of staff from FHOK, Ministry of Health and Mount Kenya University. At the beginning of the workshop, participants were asked to list some of their expectations of the workshop. These included:

1. To learn more on RH commodity security and supply chain management
2. Identify challenges within RH commodity security and supply chain management
3. Acquire skills to train others
4. Understand supply chain movement of commodities from the supplier to the customer
5. Learn new trends in commodity security and supply chain management
6. Understand how supply chain management can help achieve SDGs and UHC
7. Monitoring, especially of stock-outs
8. Learn from others and have fun
9. Have a qualified team of trainers

At the end of the workshop, participants were asked if their expectations were met, and they came to consensus that all 9 expectations were met.

Participants scored an average of 84% in the CBA, above the target score of 80%¹. Additionally, the participants were asked to rank their confidence level in training health care workers after the class room training using a scale of 1 to 10 and the average score was 8.5. Please see figure 1 below for detailed results.

Figure 1: Competency Based Assessment Results



¹ Three participants scored below 80%, however the two participants with 78% and 76% performed well during their teach-back assessments and were passed.

Teach Back Sessions Observations:

Participants were able to teach back the content three times. A few key observations were made by the facilitators over the course of the teach backs:

- 1.) Participants gained more confidence as they mastered and got more comfortable with the content
- 2.) Participants got more creative and used a larger variety of teaching techniques including flip charts, PowerPoint Slides and demonstrations
- 3.) Participants engaged more with their audience (the other participants) as they taught back the third time, prodding for more participation and asking if concepts were clear.
- 4.) Participants used more examples that were relevant and applicable to their field of work

WORKSHOP EVALUATION

At the end of the workshop, participants were given the opportunity to fill out a workshop evaluation form, to provide any feedback about the workshop and make any recommendations. Refer to Annex 4 on how participants rated how well the workshop met the objectives. Overall, participants rated a score above 4 (good) for all objectives.

Feedback from the participants on the strengths of the workshop were:

- All the workshop objectives were met
- Learning took place to all
- Confident facilitators
- The facilitators were well prepared, observant of time and able to engage with participants
- Good use of different teaching aids
- Benchmarking visit at Philips healthcare warehouse
- Used various training methods to convey information
- Participatory as the participants had a chance to contribute
- Workshop tools/job aids and training material manuals were available and very good
- Conducive environment
- Co-operative and active participants
- Time management

Participant testimonials:

“Being a TOT workshop, it was well executed by the facilitators especially the teach-back sessions”

“It was very participatory and the participants were empowered to facilitate and were evaluated and given feedback”

“All questions and areas needing further clarifications were considered and responses given”

Some recommendations for improvement:

- Training days to be increased
- Make it a residential training since it was involving and to avoid traffic and disturbances
- More time for practice and learning
- More time for teach backs preparation
- Review/refresher TOT for further performance/improvement

GENERAL RECOMMENDATIONS FOR FHOK

FHOK's goal is to become a Center of Learning (COL) for MAs and other clients interested in increasing their supply chain management knowledge and skills. With that in mind, JSI identified the following recommendations for FHOK to consider undertaking to strengthen their ability to serve as a COL.

FHOK should consider:

- Using the **Supply Chain Compass tool** to conduct an internal assessment of their supply chain to prioritize areas of improvement and develop an action plan using best practices from the training to implement changes.
- Implementing **best practices in warehousing, storage and distribution** as learnt from the Phillips warehouse site visit and the training modules. Specific aspects to consider include reviewing the:
 - Physical condition of warehouse to put measures in place so the space is dry, well ventilated, secure and ensures pest control
 - Arrangement and flow of commodities to achieve FEFO and other efficiencies
 - Specific quarantine area for expired or damaged commodities
- Analysing the **current inventory control system** and setting up the necessary parameters (such as maximum level, minimum level, review period, emergency order point etc.)
- Exploring the following for the **Smartcare information system**:
 - Ensure it captures all essential logistics data items and has the necessary records and reports for an effective logistics management information system.
 - Link the system to ensure visibility of data across the various levels for better decision making.
 - Include appropriate supply chain key performance indicators to enable routine monitoring of the system through regular data review meetings
 - Build capacity among users at the lower levels to ensure maximum use of the software.
 - Implement controls to ensure the product list cannot be extended or changed without authorization
 - Optimize use of the system by ensuring that stock status is calculated in months of stock (MOS) rather than absolute numbers
 - Ensure that batch numbers and expiry dates are consistently utilized to allow Smartcare to adequately utilize FEFO

ANNEX 1: WORKSHOP AGENDA

Day 1

Module	Time
Registration	8:30 – 9:00am
1. Module 1: Introduction to Workshop	9:00 – 9:30am
2. Introduction to Trainer’s Guide and Supply Chain Manager’s Handbook	9:30 – 10:10am
3. Module 2: Introduction to Logistics	10:10 – 10:45
Tea Break	10:45– 11:00am
4. Module 2: Introduction to Logistics	11:00 – 11:55am
5. Module 3: Logistics Management Information System	11:55am – 1:00pm
Lunch break	1:00 – 2:00pm
6. Module 3: Logistics Management Information System (Continued)	2:00 – 2:25pm
7. Module 4: Quantification	2:25 – 3:55pm
Tea Break	3:55 – 4:10pm
8. Adult Learning	4:10 – 4:40pm
9. Wrap up for the day	4:40 – 5:00pm

Day 2

Module	Time
Day Open and Review	8:30 – 9:00 am
1. Module 5: Inventory Management	9:00 – 11:00am
Tea Break	11:00 – 11:15am
2. Module 6: Assessing Supply Chain Performance	11:15 – 1:15pm
Lunch Break	1:15 – 2:15pm
3. Module 7: Storage and Waste Management	2:15 – 3:45pm
Tea Break	3:45- 4:00pm
4. Module 8: Supply Chain evolution	4:00 – 5:15pm
5. Wrap up for the day	5:15 – 5:30pm

Day 3

Module	Time
Day Open and Review	8:30– 9:00 am
1. Module 9: Commodity Security	9:00 – 10:05am
2. Giving Feedback	10:05 – 10:35am
Tea Break	10:35 – 10:50am
3. Teach Back Sessions	10:50 – 12:30pm
Lunch Break	12:30– 1:00pm
4. Field Visit to Philips Warehouse	1:00 – 5:00pm

Day 4

Module	Time
1. Teach Back Sessions (continued)	8:30 – 11:00am
Tea Break	11:00 – 11:15am
2. Teach Back Sessions (continued)	11:15 – 1:00pm
Lunch Break	1:00–2:00pm
3. Teach Back Sessions (continued)	2:00- 3:30pm
Tea Break	3.30- 3:45pm
4. Teach Back Sessions (continued)	3:45 – 5:00pm
5. End of day	5:00 – 5:30pm

Day 5

Module	Time
Day Open and Review	8:30 – 9:00 am
1. Teach Back Sessions (continued)	9:00 – 11:00am
Tea Break	11:00 – 11:15am
2. Teach Back Sessions (continued)	11:15 – 12:00pm
3. Competency based assessment	12:00 – 1:00pm
Lunch Break	1:00–2:00pm
4. Results and feedback of CBA	2:00- 2:45pm
5. Workshop evaluation	2:45 – 3:00pm
6. Workshop closing	3:00 – 3:30pm
Tea Break	3.30- 3:45pm

ANNEX 2: PARTICIPANTS LIST

No	Name	Organization	Address/Email	Phone Number
1	Agnes W. Nzioka	MOH Nairobi County	agnesnzioka2012@gmail.com	0728670794
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FACILITATORS				
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2	Zoya Mohamed	JSI	zoya_mohamed@ke.jsi.com	0780363421

ANNEX 3: PHOTO GALLERY

1. Facilitators training on the technical content



2.Site visit to Phillips warehouse



3.Teach-back sessions by participants



4. Group photo



ANNEX 4: WORKSHOP EVALUATION QUANTITATIVE RESULTS

The table below shows a quantitative analysis of each of the 3 objectives according to the participants' responses. Participants rated how well the workshop met the following objectives from a scale of 1-5 with 1 being 'Not at all' and 5 representing 'excellent'.

#	QUESTION	1		2		3		4		5		AVG
1	Describe what commodity security means at global, national and local events and how it exists within different environments and contexts.							4		10		4.7
2	Identify the key principles and concepts of supply chain management for RH commodities											
	a. Identify and describe concepts of supply chain integration and evolution							3		11		4.8
	b. Introduction to logistics							5		9		4.6
	c. Understand the different components of logistic system							6		8		4.6
3	Strengthen the use of monitoring and evaluation within context of commodity											
	a. How to identify select and use indicators to measure system performance.					1		7		6		4.4
	b. Describe and explain the use of various tools for conducting an RHCS-related situation analysis							6		7		4.2
		1	2	3	4	5	6	7	8	9	10	AVG
4	How would you rank your confidence level in training others after this training on a scale of 1-10							1	7	4	2	8.5
