

# LOGISTICS

## Introduction

This chapter will give a brief overview of the resources needed to adequately apply *ProPAN* (including time, personnel, equipment, and trainers) and guidelines for developing a budget.

### TIME

The process of quantitative and qualitative data collection and analysis, and selection and test of recommendations will take a minimum of three months. This projection is based on having a four-person central-level team and at least one eight-person field team. Increasing the size of the field team and/or applying fewer modules will decrease the length of time it will take to apply the manual. The length of time it will take to use specific data collection instruments in *ProPAN* will obviously depend on the instruments used and the training involved (see Table 5 for time estimates).

If the program has distinct, multiple target populations (for example, rural and urban groups, indigenous and ladino groups), the activities described in Modules I and II should be carried out with communities that represent each of these unique populations. In other words, if there is strong evidence that these target populations are very different from each other in important ways, then the added expense of data collection in communities representing each is justified. Information gathered during the document review (i.e. identification of the general nutrition situation) will help the team to make this decision. Factors to be considered include the following: dietary patterns, culture/ethnicity, and the population's resources.

Different modules of the manual can be used independently from the rest. For example, if the team has an implementation plan but not a monitoring and evaluation plan, it can use the guidelines described in the Monitoring and Evaluation Module (Module IV) to design one that is well suited to its program. If the team would like to use some of the methodologies and forms described in the first module for the baseline survey or for formative research, this is also possible.

**Table 5. Time and personnel needed to apply ProPAN**

Module	Minimum Time	Personnel Needed
Module I	8 - 12 weeks	Coordinator Administrator Supervisors Field workers Data Analyst Data Entry person
Module II	3 - 4 weeks	Coordinator Supervisors Field Workers Data Analyst Data Entry person
Modules III y IV	Variable	Coordinator/Program Manager Supervisors Field Workers Data Analyst

## PERSONNEL

To apply *ProPAN*, it will be necessary to hire individuals for both a coordinating and supervisory role, and to conduct the fieldwork. Once the program is designed, these same staff members can implement the intervention.

At the coordinating level, it will be necessary to have a Coordinator, an Administrator, a Data Analyst, and a Data Entry person. These may be either part-time or full-time depending on the needs of the project. The field staff will consist of eight-person teams including two Supervisors and six Field Workers. The suggested background and main tasks of team members are summarized in Table 6. If Modules I and II are going to be applied in two target populations, two teams may work concurrently in communities representing each target population, or one team may work over a longer period of time in all communities representing the two target populations.

## EQUIPMENT

The minimum equipment necessary for the application of *ProPAN* (excluding equipment that may be necessary during program implementation) is as follows:

## Coordination and supervision

- ◆ Access to computers for data entry and analysis
- ◆ Access to a printer
- ◆ Access to a photocopier
- ◆ Reliable transportation to and from communities (public transportation, hired drivers, rented or purchased vehicles)

## Field work

- ◆ Food scales
- ◆ Watches
- ◆ Clipboards
- ◆ Pens/pencils
- ◆ Bags/backpacks to carry materials for the survey
- ◆ Measuring cups and spoons for the *24-hour Dietary Recall* and *Recipe Creation Exercise*
- ◆ Reliable transportation to and from communities

**Table 6. Suggested experience and main tasks of team members**

Position	Experience	Tasks
Coordinator	Management and community work	<ul style="list-style-type: none"> <li>• Coordinate and supervise the work completed by the Administrator, Data Analyst, and Supervisors</li> <li>• Mobilize and manage resources to ensure the timely completion of program activities</li> </ul>
Administrator	Accounting experience	<ul style="list-style-type: none"> <li>• Oversee the budget</li> <li>• Draw up and execute contracts</li> <li>• Ensure the timely payment of salaries, per diems, reimbursements, and purchase of equipment and materials</li> </ul>
Data Analyst	Programming in EPI INFO	<ul style="list-style-type: none"> <li>• Install the <b>ProPAN</b> software program and make any necessary adjustments to ensure its proper functioning</li> <li>• Modify, as needed, the data entry screens and analysis programs for information collected during the application of <b>ProPAN</b></li> <li>• Supervise the Data Entry person</li> </ul>

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<b>Position</b>	<b>Experience</b>	<b>Tasks</b>
Data Entry	Experience entering data	<ul style="list-style-type: none"> <li>• Enter data using the <b>ProPAN</b> software</li> <li>• Review outputs to detect data entry errors or suspicious values</li> <li>• Bring to the attention of the Supervisors any suspicious data points</li> </ul>
Supervisor (one Nutritionist per field team)	Field work experience in nutrition programs	<ul style="list-style-type: none"> <li>• Modify dietary assessment forms by incorporating local terminology, feeding practices and locally consumed foods</li> <li>• Train and supervise the Field Workers applying dietary assessment methods during the application of the <b>ProPAN</b> manual</li> <li>• Interpret the results from these methods</li> <li>• Provide nutritional expertise during the development of behavioral recommendations (Module I), interpretation of behavioral and recipe trials (Module II), intervention design (Module III) and monitoring and evaluation design (Module IV)</li> </ul>
Supervisor (one Social Scientist per field team)	Field work experience in nutrition programs	<ul style="list-style-type: none"> <li>• Train and supervise the Field Workers applying qualitative research methods during the application of the ProPAN manual</li> <li>• Train and supervise Field Workers in the analysis of qualitative data and provide expertise in the interpretation of the results</li> <li>• Provide guidelines on incorporating qualitative methods into the monitoring and evaluation design</li> </ul>
Field Workers (six per field team)	Experience in field work and in nutrition, nursing, social work, or other health field	<ul style="list-style-type: none"> <li>• Collect, analyze and interpret information in the communities using the forms and methods described in Modules I and II</li> <li>• Present the community members' points of view during the development of potential behavior recommendations (Module I)</li> <li>• Consider community strengths and weaknesses during the development of the intervention plan (Module III)</li> </ul>

## TRAINERS

In some cases, central-level program staff will have prior experience in applying the methods described in **ProPAN**. However, in other cases, it will be necessary to hire a trainer from outside of your organization to train in methods that are new to staff. The Pan American Health Organization can assist the Coordinator in finding qualified persons to provide the team with the training necessary to implement any step of **ProPAN**.

## BUDGET

The line items to be considered when drafting a budget for the application of *ProPAN* are listed in Table 7. In addition, there will be costs associated with the implementation and evaluation of the intervention program.

**Table 7. Budget items**

Line item	Description
Personnel	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Benefits</li> </ul>
Equipment	<ul style="list-style-type: none"> <li>• Computer and computer supplies (disks, surge protector, back-up power source)</li> <li>• Printer and printer supplies (toner, paper)</li> <li>• Paper (for photocopies, for printing, for faxes)</li> <li>• Office expenses (office rental, electricity and other utilities, custodial and security services, filing cabinets and other storage space, office furniture, telephone service, mail service, fax machine)</li> <li>• Food scales with two-gram precision and batteries</li> <li>• Aids for estimating serving sizes (measuring cups and utensils, food models)</li> <li>• Watches</li> <li>• Miscellaneous (backpacks, clipboards, notebooks, pens)</li> </ul>
Training sessions	<ul style="list-style-type: none"> <li>• Trainer (transportation, housing, meal per diem, honorarium)</li> <li>• Trainees (transportation, housing, meal per diem)</li> <li>• Training location (rental)</li> <li>• Materials (flip charts, markers, notebooks)</li> </ul>
Field expenses	<ul style="list-style-type: none"> <li>• Field office (rental, furniture, supplies)</li> <li>• Meal per diems</li> <li>• Transportation (public transportation fares, gasoline for motor vehicles, vehicle rental, vehicle insurance)</li> <li>• Housing allowances</li> </ul>

