



Memorandum

Date October 5, 1982

From Jack L. Graves, M.P.H., Chief, and Jay S. Friedman, M.A., Program Analyst, Management Analysis Section, Program Evaluation Branch (PEB), Family Planning Evaluation Division (FPED), Center for Health Promotion and Education (CHPE)

Subject Foreign Trip Report (AID/RSSA): Asian Regional Workshop on Logistics Supply Management for Family Planning Programs, Indonesia, August 31-September 24, 1982.

To William H. Foegen, M.D.
Director, Centers for Disease Control
Through: Carl W. Tyler, Jr., M.D.
Acting Director, CHPE *CT/10/17/82*

SUMMARY

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SUMMARY

Following preliminary factfinding trips by the writers (see CDC/RSSA Trip Reports dated 7/13/82 and 7/16/82), FPED/CDC, in collaboration with the Regional Training Services Agency for Asia (RTSA/A) of the University of Hawaii School of Public Health, the National Family Planning Coordinating Board (BKKBN), Indonesia, and John Snow International provided the technical input for a workshop for family planning supply managers. The course emphasized logistics systems management, evaluation, forecasting, and supervision. Twenty-five course participants from eight countries were drawn from three groups: (a) senior level decision makers, (b) persons with direct logistics responsibilities, and (c) USAID local hire-persons in charge of commodity management. The workshop took place September 13-24, 1981, in Jakarta, including 3 days of field work. The workshop was systematically evaluated as a success by the participants as well as the trainers.

I. PLACES, DATES, AND PURPOSE OF TRAVEL

Jay S. Friedman: Jakarta, August 31-September 20 and September 23-24, 1982, and Jogjakarta, September 21-22, 1982; Jack L. Graves, Jakarta, September 4-20 and September 23-24, 1982, and Semarang, September 21-22, 1982, at the request of AID/POP/FPSD, USAID/Indonesia, and the Regional Training Service Agency for Asia (RTSA/A) of the University of Hawaii School of Public Health, in order to act as trainers at the workshop which was conducted by the Indonesian National Family Planning Coordinating Board (BKKBN). This travel was in accordance with the Resource Support Services Agreement between CDC/CHPE/FPED and AID/S&T/POP/FPSD/W/.

II. PRINCIPAL CONTACTS

A. USAID/Indonesia

1. Mr. Charles Johnson, Health, Population, Nutrition (HPN) Officer
2. Mr. Morris Blumberg, Population Officer
3. Ms. Didi Sudarmadi, Logistics Officer
4. Mr. Russell, Deputy Mission Director

B. National Family Planning Coordinating Board (BKKBN)

1. Dr. P. Sumbung, Director, Administration and Management
2. Dr. Pandi, Chief, Training Division
3. Dr. Thomas D'Agnes, Training Consultant
4. Mrs. Listeri, Workshop Coordinator
5. Mr. Sunyoto, Chief, Logistics

C. Regional Training Service Agency for Asia (RTSA/A)

1. Mr. Michael Dennis

D. John Snow International

1. Mr. Richard Owens

E. United Nations Fund for Population Activities, New York

1. Mr. Richard Moore

III. BACKGROUND

The Asian Regional Workshop on Logistics Supply Management for Family Planning Programs was proposed to USAID Missions in Asia by AID/Washington (AID/S&T/POP/PI) in October 1981 (see State Telegram 282478). Following the USAID Mission's response that this was a priority need, AID/W asked FPED/CDC to consult with RTSA/A staff members and with USAID Missions and host country governments in the countries concerned in May and June 1982 to (1) determine the desired areas of emphasis of the workshop and (2) ascertain the personnel in the local family planning administrative structure who would be preferred as participants (see Graves Foreign Trip Report of July 16, 1982, and Friedman Foreign Trip Report of July 13, 1982).

As a result, it was decided that (1) the course should concentrate on logistics systems management, evaluation, forecasting, and supervision; (2) that the three participants from each country should be (a) a person at the decision making level who could implement changes in the local logistics system, (b) a person who works directly in the logistics system, such as the central warehouse manager, and (c) the USAID local hire-person in charge of commodity management. Technical direction of the workshop was the responsibility of CDC with administrative support provided by RTSA/A and BKKBN. Besides the two trainers provided by CDC, additional trainers were Richard Owens, John Snow International/Nepal, Thomas D'Agnes, BKKBN, and Didi Sudarmadi, USAID/Indonesia.

The workshop took place September 13-24 in the Hotel President, Jakarta, with a 1-day observation tour of BKKBN's Jakarta facilities, and a 2-day field trip to observe rural logistics systems in Indonesia. Twenty-five participants attended from eight countries as follows: Bangladesh-3, India-1, Indonesia-7, Nepal-2, Pakistan-3, Philippines-3, Sri Lanka-3, and Thailand-1. With few exceptions, all participants nominated by their Governments met the established criteria in terms of responsibilities and experience and, therefore, profited from the workshop (see Appendix A).

IV. WORKSHOP ACTIVITIES

At the beginning of the workshop, participants presented a description of the logistics systems in their countries. They described problems that they were experiencing.

Specific logistics problems cited by participants were:

- (1) Indonesia
 - (a) Stock imbalances at field locations
 - (b) High handling costs
 - (c) Inadequate storage capacity at central level
 - (d) Changes in demand for specific contraceptives
 - (e) Low educational level of field personnel
- (2) Pakistan
 - (a) Stock imbalances at field levels
 - (b) Distribution system at field levels
 - (c) Reporting system
- (3) Philippines
 - (a) Training logistics personnel
 - (b) Reporting system
 - (c) Evaluating the performance of field workers
- (4) India
 - (a) Reporting
- (5) Thailand
 - (a) Inadequate central warehouse
 - (b) Field imbalances
 - (c) Recording and reporting systems
- (6) Bangladesh
 - (a) Distribution system at field levels
 - (b) Reporting system
- (7) Nepal
 - (a) Transportation
 - (b) Inadequate budget
 - (c) Government inflexibility
 - (d) Long lead time to outlying outlets
 - (e) Trained manpower
 - (f) Poor facilities

(8) Sri Lanka

- (a) Storage space
- (b) Too many items in the system
- (c) Multiple brands of orals

The subject matter included in the workshop is shown in Appendix B. This appendix shows the workshop schedule and the time devoted to each topic. The training methodology was lectures followed by discussion and/or case studies/exercises. In addition, the participants observed the operation of the supply system and statistical analysis procedures at the central level in Indonesia. Field trips to Central Java and Jogjakarta provinces provided the participants the opportunity to observe and evaluate a logistics system at the provincial, regency, and village levels.

Following each session, the participants were asked to evaluate the material presented that day. On the final day, the participants evaluated the workshop as a whole. The results are presented in Appendix C.

The workshop was considered a success both by the participants as well as the trainers. Average ratings by the participants on six factors relating to usefulness of the workshop (Sections 1 and 2 of the evaluation) ranged from 7.5 to 8.2 (on a scale from 1 to 10). Discussion sessions and exercises were rated as the best workshop methodologies. Audiovisual support was considered weak. Participants were unanimous in that they would recommend other persons from their organizations attend such a workshop, especially middle level managers.

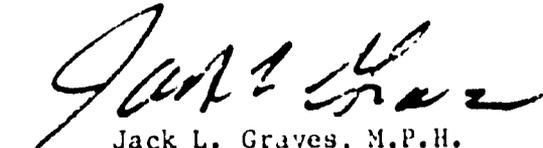
The writers, as well as the other workshop trainers (Owens, D'Agnes, Sudarmadi) felt that the technical content of the workshop could be better organized and presented by having the entire syllabus planned by professional training experts such as the CDC Bureau of Training, utilizing the technical material prepared by FPED/CDC personnel. There was no such input into this workshop. The trainers also agreed with the participants that the exercises, which were a strong point of this workshop, should be increased in number for future workshops. We believe that the evaluation showed that participants not only benefited personally from the technical content but felt that they now had materials which could be adapted to logistics workshops in their own countries. FPED/CDC personnel could act as technical advisors to national workshops of this type.

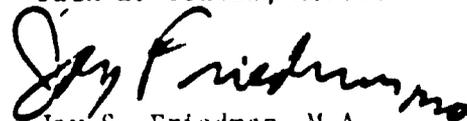
OTHER ACTIVITIES

While in Jakarta, Graves met with the delegation from Pakistan to discuss the scope of work for follow up technical assistance planned for that country from October 23-November 20, 1982. Mr. Goraya provided copies of the 5-year plan and a draft of a description of the present logistics system. Mr. Bhutto will be assigned as counterpart on the Pakistan consultancy. The primary product to be produced will be a supply manual describing the system at all program levels.

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Graves also met with Mr. Blumberg, Dr. Sumbung, and Mr. Sunyoto of Indonesia. They requested that he come to Indonesia to evaluate the family planning logistics system at all program levels and make recommendations for its improvement. They agreed to document the system as it now exists before the consultancy starts. Also, a senior level counterpart will be assigned to the project. A first draft of a supply manual should be produced during the consultancy. Mr. Sunyoto agreed to review what is needed, determine the most appropriate time for the consultancy, and make a formal request to USAID/Jakarta. USAID will then formalize the request with a cable to AID/Washington.


Jack L. Graves, M.P.H.


Jay S. Friedman, M.A.

APPENDIX A

I. PARTICIPANTS:

A. GOVERNMENT OFFICIALS:

1. India
 - a) Mr. V.K. Sharma
Sales Promotion
Executive
Dept. of Family Welfare

2. Pakistan
 - a) Mr. Khan Ahmed Goraya
Director General Program
Government of Pakistan (GOP)
Population Welfare Division

 - b) Mr. Ghulam Akbar Bhutto
Director of Supplies
GOP Population
Welfare Division

3. Bangladesh
 - a) Mr. (MD) Monowar Hussain
 - b) Dr. (MD) Serazuddin Ahmed
District Logistics Officers
on Temporary Assignment to
USAID/Dacca

4. Sri Lanka
 - a) Mrs. (DR) Kamani Alahakoon
Medical Officer
Family Health Bureau

 - b) Mr. Ananda Comaraswamy
Finance Director
Family Planning Association
of Sri Lanka

 - c) R. Madawala

5. Philippines
 - a) Mr. Anthony J. Arenas
Chief, Logistics Division
Population Commission

 - b) Mr. Enrique Asuncion
Supply Officer
Region 9, Population
Commission

6. Indonesia
 - a) Mrs. (DR) Ngkut Kurnia
Chief, Finance & Facilities
Division
Prov. NFPCB of West Java/
Bandung

 - b) Mr. (DRS) Ismaryono
Chief, Finance & Facilities
Division
Prov. NFPCB of East Java/
Surabaya

- | | |
|---------------------------------|---|
| c) Mr. (DRS) Omar Hanafi | Chief, Finance & Facilities
Division
Prof. of Jakarta Municipality
NFPCB |
| d) Mr. (DRS) Soekanto | Chief, Division of Storage &
Supply, Bureau of Logistics
NFPCB/Jakarta |
| e) Mr. (DRS) Hadiyono | Chief, Division of Facilities
Bureau of Reporting & Evalua-
tion, NFPCB/Jakarta |
| f) Mr. (DRS) Sahar M. Silitonga | Assistant to Inspector of
Material, NFPCB/Jakarta |
| g) Mr. (DRS) L. Sianturi | Chief, BPKLN Ministry of
Health/Jakarta |
| 7. <u>Nepal</u> | |
| a) Mr. C.P. Malla | Indent and Procurement
Ministry of Health |
| 8. <u>Thailand</u> | |
| a) Dr. Morakot Kornkasem | Director, Family Health
Division
Ministry of Public Health |
| b) Mr. Suthon Panyadiok | Chief, Research and Evaluation
Ministry of Public Health |
| c) Ms. Soythong Tejasen | Policy and Planning Analysis
Ministry of Public Health |
| B. <u>USAID MISSIONS</u> | |
| 1. Mr. Harun Al Rashid | FP Logistics Officer
USAID/Dacca, <u>Bangladesh</u> |
| 2. Mr. M. Abdul Wasey | Logistics Officer, USAID/
Islamabad, <u>Pakistan</u> |
| 3. Mr. Emiliano Florentino | Logistics Officer, USAID/
Manila, <u>Philippines</u> |
| 4. Mr. Karoon Rugvanichje | USAID/Bangkok, <u>Thailand</u> |
| 5. Mr. Bikram P. Rana | USAID/Kathmandu, <u>Nepal</u> |

II. OBSERVERS

- | | |
|------------------------|---|
| 1. Mr. Richard Moore | Senior Technical Officer
UNFPA, New York |
| 2. Mr. Uyen Ngoe Luong | Program Officer
UNFPA, New York |
| 3. Ms. Kazuko Kano | Senior Representative
UNFPA, Jakarta |

APPENDIX B

Workshop on Family Planning Program Logistics
 Jakarta, Indonesia

September 13-24, 1982

SCHEDULE

<u>Date</u>	<u>Time</u>	<u>Subject</u>
9/13	8:30- 9:00	Preliminaries
	9:00- 9:30	Opening Ceremony
	10:00-10:45	Introduction
	10:45-12:30	Logistics System Presentations by
	1400- 1530	Participants
	1600- 1700	Introduction to Logistics
9/14	8:00-10:00	Logistics System Management
	10:30-12:30	Logistics System Management
	1400- 1530	Logistics System Management
	1600- 1700	Logistics System Management
9/15	8:00-10:00	Logistics System Management
	10:30-12:30	Management Information Systems
	1400- 1500	Performance Indicators
	1530- 1700	Program Evaluation
9/16	9:00- 1700	Visit to Indonesia National Family Planning Program; Logistics, Data Management, Central Warehouse
9/17	8:00- 1530	Methodologies for Evaluating Family Planning Logistics Systems
	1600- 1700	Introduction to Forecasting
9/18	8:00-12:30	Forecasting Contraceptive Needs
9/20	8:00- 9:00	Forecasting Contraceptive Needs
	9:00-10:00	Logistics Supervision
	10:30-12:30	Logistics Supervision
	1400- 1445	The Use of Consultants
	1515- 1700	Preparation for Field Trip
9/21-22		Field Trip--Two Groups Group I to Semarang Group II to Jogjakarta To observe and evaluate the Indonesian National Family Planning Logistics System at field levels
9/23	8:00-12:30	Participants prepare reports on their field trip.
	1400- 1610	Presentation of Participant Reports
	1610- 1730	Discussion on the formation of a Family Planning Logistics Association for Asia.

APPENDIX B (Continued)

<u>Date</u>	<u>Time</u>	<u>Subject</u>
9/24	8:00- 9:00	Discussion on the formation of a Family Planning Logistics Association for Asia
	9:00-11:00	Summary of the Workshop
	11:15-12:30	Closing Ceremony.

APPENDIX C

Tabulation of the Final Workshop Evaluation

DIRECTIONS:

Circle the number which most accurately describes your impression about the workshop.

1. To what extent has this course taught you new information or skills that you could apply to your work situation in your country?

0	1	2	3	4	5	6	7	8	9	10		$\frac{179}{22} = 8.17$
							7	7	6	2		
not new information or skills							sufficient			great deal of new information or skills		

2. To what extent has this workshop:

- a) upgraded your expertise in forecasting contraceptive and related supply needs?

0	1	2	3	4	5	6	7	8	9	10		$\frac{178}{22} = 8.10$
							8	7	4	5		
not at all							satisfactory			very much		

- b) upgraded your expertise in evaluating performance of logistics systems?

0	1	2	3	4	5	6	7	8	9	10		$\frac{180}{22} = 8.18$
							6	8	6	2		
not at all							satisfactory			very much		

- c) upgraded your expertise in supervising (analyzing performance problems)?

0	1	2	3	4	5	6	7	8	9	10		$\frac{170}{22} = 7.73$
						2	7	9	3	1		
not at all							satisfactory			very much		

- d) produced materials which could be adopted for logistics workshops in your country?

NR	0	1	2	3	4	5	6	7	8	9	10		$\frac{158}{21} = 7.52$
1							4	8	4	4	1		
	not at all						adequately				very much		

- e) allowed you to share experiences related to logistics supply management with logistics personnel from other countries?

0	1	2	3	4	5	6	7	8	9	10		$\frac{178}{22} = 8.10$
					1	1	7	3	6	4		
not at all							adequately			very much		

APPENDIX C (Continued)

3. Please rank, in the order of your preference, the workshop methodologies used in this course (score 1 for the highest preference and 5 for lowest)

	Rank	1	2	3	4	5
<input type="checkbox"/> lecture		3	6	8	4	1
<input type="checkbox"/> discussion		6	6	2	6	1
<input type="checkbox"/> audio-visuals		-	1	3	5	10
<input type="checkbox"/> exercises		6	7	4	2	1
<input type="checkbox"/> field trip		3	2	5	6	1

4. The 2 week period of time devoted to this workshop on Logistics Supply Management was:

9 not enough time 9 adequate amount of time 4 too much time

5. In terms of the content of the workshop, the information presented at this workshop was:

5 too basic 17 appropriate - too technical

6. The administrative arrangements (training site, hotel, food, transportation, etc.) for this workshop have been:

0	1	2	3	4	5	6	7	8	9	10	167 = 7.59	
			1	1	2	2	6	4	4	4	22	
unsatisfactory			satisfactory					excellent				

7. If a similar workshop was being held next year, would you recommend that a person from your organization or your country attend?

22 yes - no

If yes, what level of personnel should attend?

4 upper level manager, central level

3 upper level manager, provincial/regional level

10 middle level manager, central level

6 middle level manager, provincial/regional level

1 other (please specify District).

APPENDIX C (Continued)

8. What plans do you have for followup activities to this Logistics Supply Workshop when you return to your country?

(The list of responses attached)

9. How do you think this workshop can be improved?

(The list of responses attached)

ATTACHMENT 1

Responses to Item 8

1. Develop a logistics system and a manual for our program.
2. For having an effective logistics supply system, attempt will be taken for ensuring proper recording of stocks at all levels starting from central down to the distribution points.
3. Attempt also will be taken to ensure submission of all reports and returns on time and accurately.
4. Authority will be moved to arrange for basic training of the personnel connected with the logistics management down to the field level.
5. As timely compilation of the reports at the NHQ is necessary for forecasting, procurement, storage and distribution of logistics, attempts also will be taken to ensure the same.
6. To improve the system as far as possible.
7. Establish MIS for logistics supply management system.
8. Develop supply-monitoring format as being used by USAID/Pakistan.
9. Strengthening supervision of logistics supply system.
10. To provide FIFO system.
11. To solve the problem of overstock.
12. To improve storage warehouse for maintaining life of contraceptives as long as possible.
13. To improve record and report system.
14. In my country, the logistics system is very weak, but this workshop has opened awareness for me to work. I will go back and work on training of field logistics people. The knowledge I have gained is very substantial and look forward for refresher courses in this field.
15. Conduct a training course for warehouse managers.
16. Preparation of a logistics manual.
17. Improve the existing system by using the knowledge gained in the workshop.
18. To share with all concerned at the central level the information, material and experience and also with lower levels for the extent possible to explore possibility of training for persons responsible for LMS.
19. Reevaluate the management of logistics and supply and try to look for the weakness and make recommendations to the higher level manager.
20. A training course held for people at central and provincial levels in charge of LSM.
21. Apply the different aspects of procedures that came to light from various countries for improving the logistics management in my country.
22. Follow the training manual issued to us.
23. Development of new logistics system in the country.
24. We will have a discussion with the Government to start training in respect to logistics for warehouse managers and stockkeepers.
25. To share the output of the workshop with the staff.

ATTACHMENT 2

Responses to Item 9

1. To concentrate only on problems common to a logistics operations (e.g., information system, kind of processing/analysis being done at each level).
2. Information be limited.
3. Minimum basic handouts or workshop outline be mailed to the respective countries in advance for the benefit of participants.
4. By arranging followup program.
5. Allocate more time for field visit and group discussion.
6. Cut the time spent in vague summary of what lectures have been given as well as time spent in discussing the system that isn't based on the mutual policy, environment, condition, etc.
7. Be attended every 2-3 years in different countries.
8. Arrange appropriate field visit with adequate time and advance preparations.
9. Discuss actual field situations for illustrations.
10. As it is difficult to obtain foreign exchange in developing countries, it is better to reduce the expenses incurred in hotel and pay little more per diem to participants, which will enable the participants to be more comfortable.
11. Uniform per diem for all participants.
12. The organizers should select the participants from those who have been nominated by the Government.
13. A reorientation program may be arranged at the same time.
14. Each country individually discuss detail with the trainers as to how their logistics system could be improved.
15. Exercise to be done for, e.g., forecasting with actual data available for participant's country.
16. More time for discussion and presentation of subject matters, especially after each given exercise.
17. Increase time and improve IVA.
18. More field study--not only in one country.
19. Better lodging and logistics arrangement.
20. Save time on travel and speeches.
21. Make the workshop a week or shorter and focus on methodology; sometimes discussions consume much time but often less.
22. The management of a logistics system is treated as a technical job. It needs to be developed by participation of personnel actively working in the logistics system.