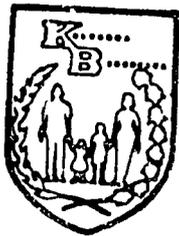


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**R E P O R T  
O N  
R E G I O N A L T R A I N I N G W O R K S H O P O N L O G I S T I C S S U P P L Y M A N A G E M E N T  
F O R  
P O P U L A T I O N / F A M I L Y P L A N N I N G P R O G R A M  
I N J A K A R T A , I N D O N E S I A**

**S E P T E M B E R , 1 3 - 2 4 1 9 8 2**



**CONDUCTED BY  
THE CENTERS FOR EDUCATION AND TRAINING, BKKBN  
IN COOPERATION WITH  
THE CENTERS FOR DISEASE CONTROL, ATLANTA, GEORGIA  
AND  
THE REGIONAL TRAINING SERVICE AGENCY/ASIA, UNIVERSITY OF HAWAII**

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## Foreword

Although universally recognized as a crucial component of family planning programs throughout the world, logistics systems management remains a weakness in many national programs. Yet existing training opportunities for improving manpower performance capabilities in this area are severely restricted, especially in the Asia region. With a view towards filling this apparent training void, Indonesia's National Family Planning Coordinating Board (BKKBN) collaborated with the Centers for Disease Control (CDC) in Atlanta, Georgia, and the Regional Training Service Agency of the University of Hawaii to offer a Regional Training Workshop on Logistics Supply Management for Population/Family Planning Programs in Jakarta Indonesia from September 13 - 24, 1982.

The workshop was organized and hosted by BKKBN's Center for Education and Training at the President Hotel in Jakarta. Twenty six participants representing eight countries in the Asia region attended the two week workshop. In succeeding pages BKKBN is pleased to present the complete activities report for the Logistics Workshop, including the results of evaluations conducted during the training and its recommendations for future workshops.

The Center for Education and Training would like to express its appreciation to all of the components within BKKBN who lent their technical and administrative skills to the workshop's planning and implementation; to the Centers for Disease Control for the invaluable contribution made by its consultants;

to the Regional Training Service Agency, University of Hawaii for its financial support; and to the USAID Jakarta Population Office for its support, guidance, and assistance from the conception of the idea for this workshop until its eventual implementation. In all respects the Regional Workshop on Logistics Supply Management for Population/Family Planning Programs was a truly collaborative effort which has hopefully made some small contribution toward improving the management and delivery of family planning services in this region.



Dr. E. Srihartati P. Pandi, MPH  
Director, Center for Education  
and Training, BKKBN.

SUMMARY :

Informal surveys in The Asia region by The Center for Disease Control (CDC) in Atlanta and the Regional Training Service of the University of Hawaii revealed that training in logistics supply management was a significant perceived training need. Consequently a Regional Workshop on Logistics Supply Management for Population/Family Planning programs was jointly conducted by the Center for Education and Training of Indonesia's National Family Planning Coordinating Board (BKKBN), and The Centers for Disease Control (CDC), United States Public Health Service from September 13 - 24, 1982 in Jakarta, Indonesia. Participants included upper level logistics supply managers from family planning programs in eight countries of the Asian Region.

The two week training program was attended by 26 participants representing family planning programs in Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, and Thailand. Approximately 70% of the time was spent in didactic classroom sessions held at Jakarta's President Hotel, and 30% of the time for field observation of BKKBN's logistics supply program. Field exercises allowed participants to observe BKKBN's logistics system from the central for field level, analyze performance and program operations at the various administrative levels, and recommend program adaptation.

The workshop evaluation indicated that the workshop was successful at meeting its objectives, especially in providing a forum for exchange of ideas and experiences among upper level logistics managers.

Participants expressed the need for a such additional regional of this nature to fill the existing void in the availability of logistics management training. And for its eventual institutionalization into an association for Logistics Supply Managers in The Asia Region.

-----

RECOMMENDATIONS :

1. Because of the satisfaction expressed by participants to this course, another Regional Workshop on Logistics Supply Management for Population/Family Planning Programs should be held in 1983.
2. An ~~ass~~ association of Logistics Supply Managers in the Asia region should be formed and incorporated within the umbrella of the International Committee on Management in Population Programs (ICOMP).
3. For future workshops on Logistics Supply Management it is specifically recommended that more time be spent in field situations as participants rated field session as most useful.
4. Specific roles and responsibilities be ascertained for both in country resource persons and observers so that their input can be maximized.
5. The excercises used in this program be developed in more depth and become the focus of the didactic portion of the workshop.
6. Participants attending future workshops should be recruited from agencies directly involved with logistics management who can transmit information and materials received during the workshop to other persons involved in logistics on a daily basis.
7. This training workshop should be followed up with in country workshops in the countries represented by this workshop.
8. A special team existing of the core trainers from BKKBN and CDC be assembled to evaluate the results of the workshop in several countries which sent representatives to the logistics workshop.

**PHOTO ESSAY**

**REGIONAL TRAINING WORKSHOP ON LOGISTICS SUPPLY MANAGEMENT**

**F O R**

**POPULATION/FAMILY PLANNING PROGRAMME**

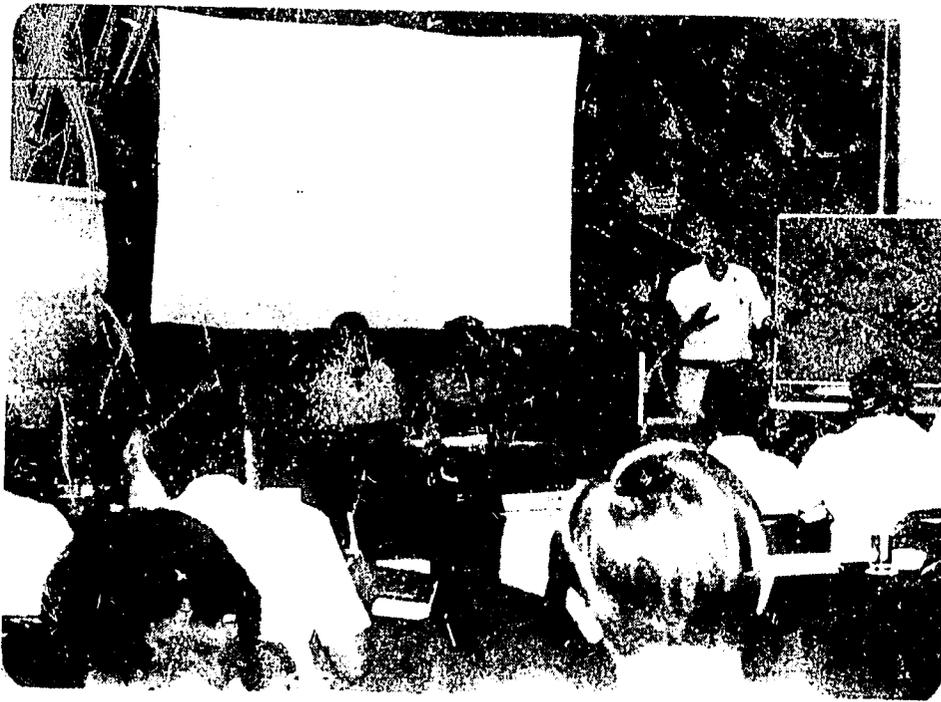
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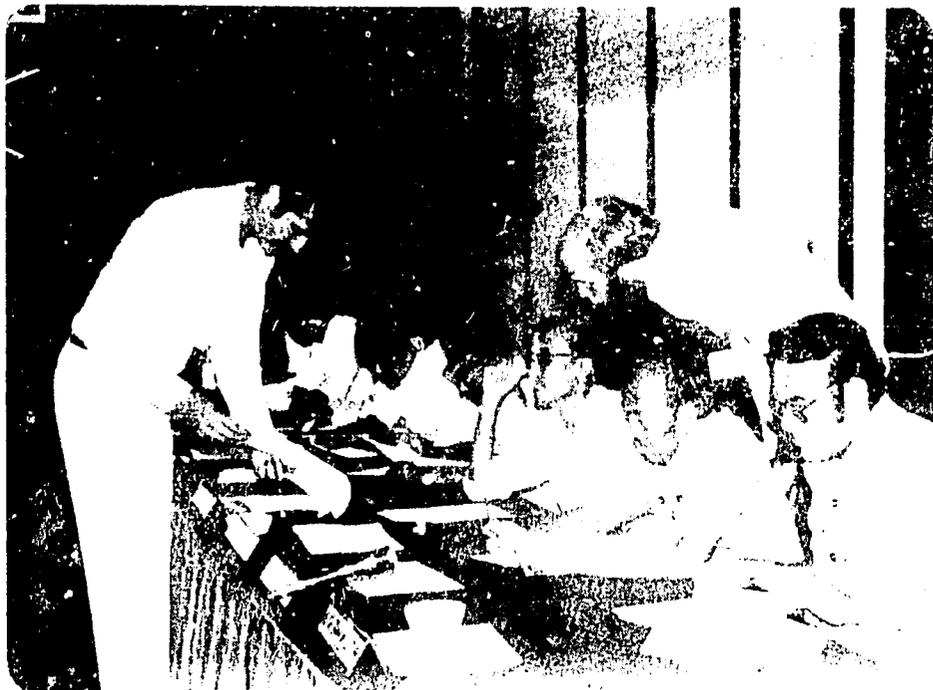
The Regional Training Workshop on Logistics Supply Management was conducted in Jakarta from September 13 - 25, 1982. The opening address was delivered by dr. P.P. Sumbung Deputy for Administration and General Affairs, BKKBN, on behalf of dr. Suwardjono Suryaningrat, Minister, of Health and Chairman of BKKBN.

The workshop was attended by 26 participants representing family planning programs in Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka and Thailand.

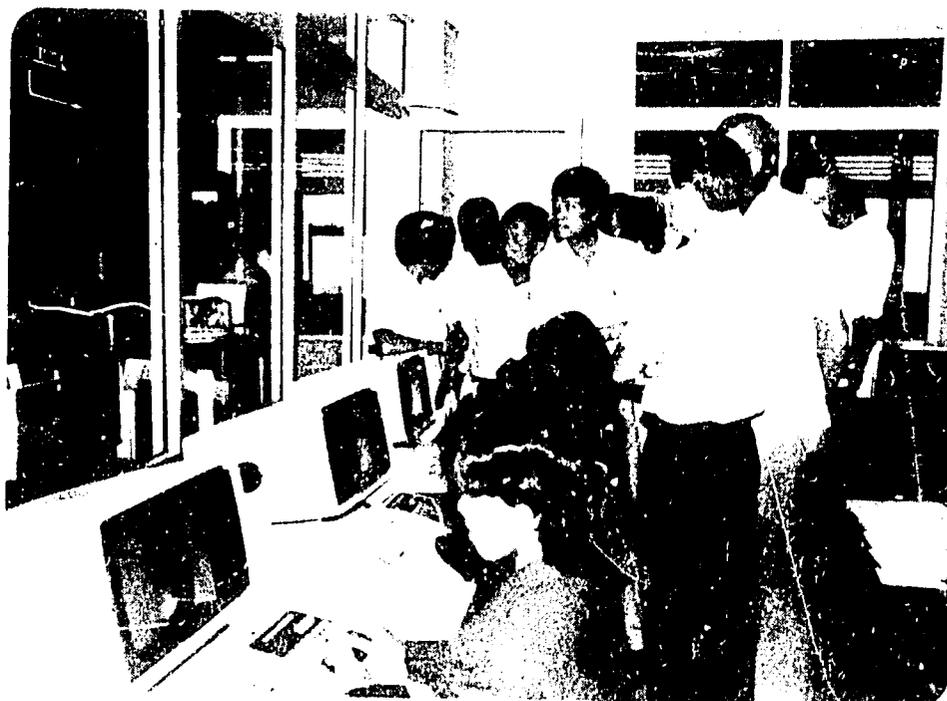
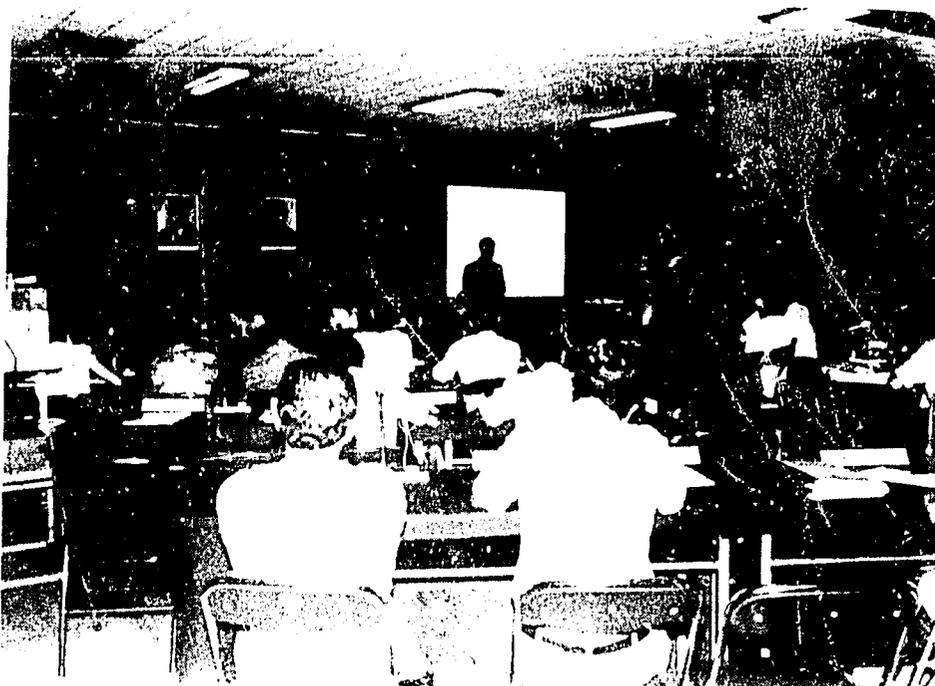




The workshop was a joint effort between BKKBN's Center for Education and the Centers for Disease Control in Atlanta. Resource Persons to the workshop included Mr. Jack Graves (above), CDC; Mr. Diddy Sudarmadi (right) USAID Jakarta; Mr. Jay Friedman (below left) CDC, and Mr. Richard Owens (below right) John Snow International, Nepal.



dr. P. P. Sumbung, Deputy for Administration and General Affairs explains BKKBN's logistics management system during the field session at BKKBN.



The workshop combined both didactic and field sessions. The first field session was held at BKKBN to orient participants to BKKBN's logistics system as it function from the central level. Participants were initially briefed on the logistics system in BKKBN, then visited the computer center to observe BKKBN's computerized logistics reporting and recording system, and finally visited operational bureaus related to logistics in BKKBN.

Mr. Soenyoto, Chief of BKKBN's Logistics Division, explains his divisions role at the central Administrative level to Mr. Jack Graves and participants.





dr. E. Srihartati P.Pandi, MPH  
Director of BKKBN's Center for  
Education and Training, hosts an  
official dinner for the participants.

The workshop aimed to provide  
a forum for the exchange of ideas  
and experiences among participants  
and resource person.  
Dinners and breaks during the  
classroom sessions provided ample  
opportunity for informal exchange,  
which nicely complemented di  
dactic and field sessions



dr. P.P. Sumbung & Mr. Mubram-  
syah with Mr. Richard Moore of  
UNFPA.



**Field Visit Program :**

The Field Visit Program to provide the participants the opportunity to observe and discuss BKKBN's logistics supply and distribution system at provincial, regency, sub district and finally village levels. The Bupati of Demak Regency (Central Java) Well Comed the participants.

Mr. Anada from Sri Lanka, Mr. Tom, and Mr. Khan Ahmed Go raya from Pakistan and Mr. Sugeng Waluyo Chairman of BKKBN Central Java discussing the District warehouse of Demak.



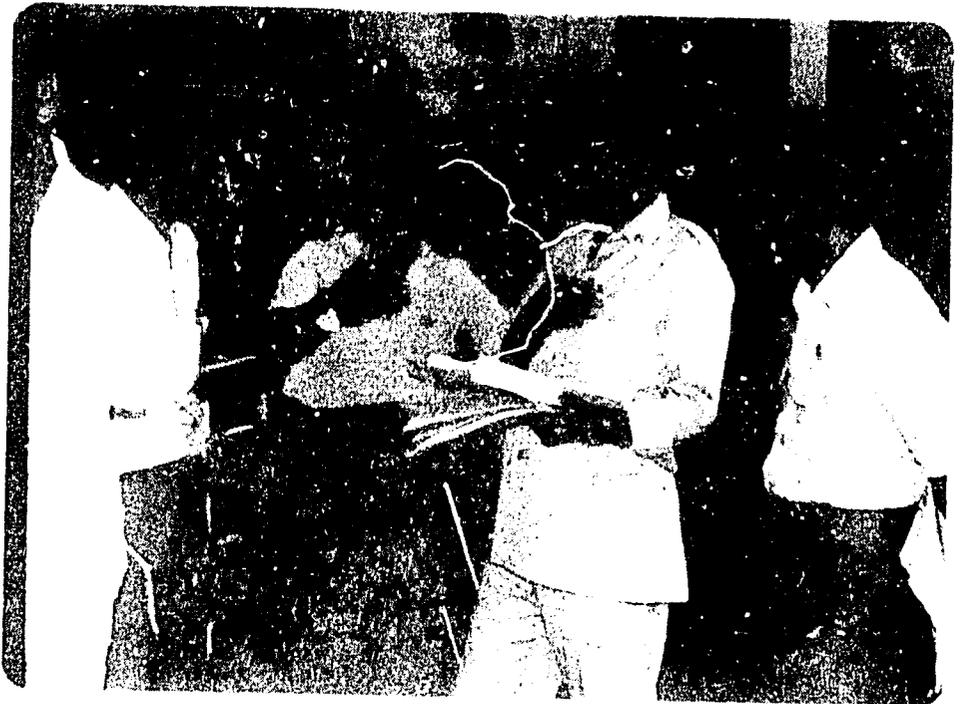
Mr. Tom D'Agnes explains the flow of works in Logistics System of the area.



**Field Visit Program**

The participants have the opportunity also to observe and discuss with the community at village level

Mr. Wasey from Pakistan gets the information from the local staff of BKKBN District level.

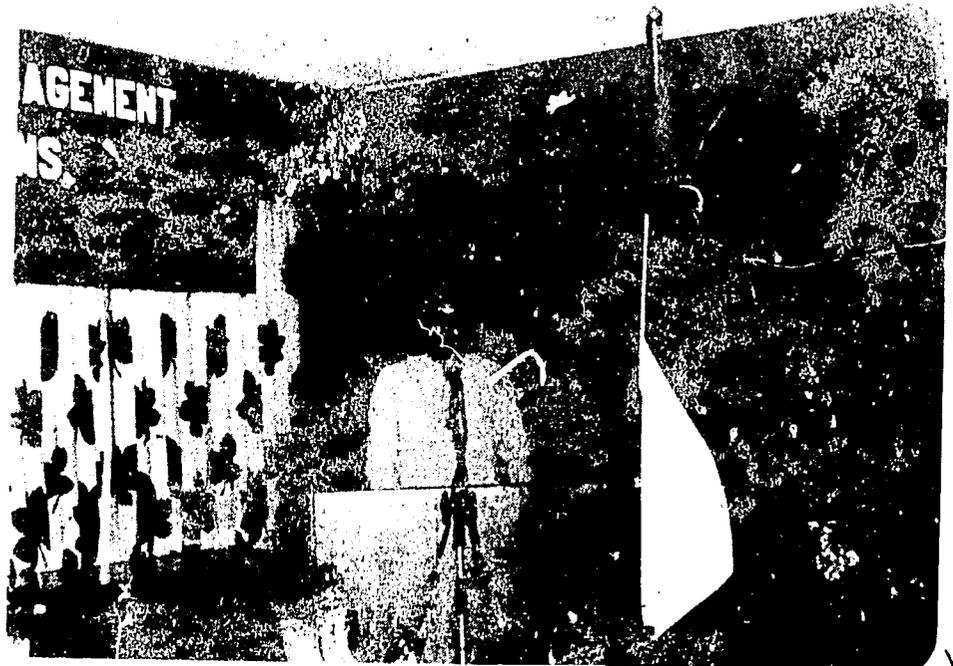


Ms. Tejasen from Thailand and her group are very serious asking the procedure of FIFO system of the local warehouse.



The Regional Training Workshop on Logistics Supply Management was officially closed by dr. Sar-nanto, Vice Chairman of BKKBN, who also presented certificates to each of the workshop participants

Mr. Khan Ahmed Goraya from Pakistan, Director General for made the final address on behalf of the participants.



## INTRODUCTION :

The original meaning of the word logistics had distinctly military connotations, defined by Websters as "The branch of military science concerned with the procurement, transportation, maintenance, and supply of troops, equipment, and facilities" used for bellicose purposes. Later, as the systems approach came into vogue, the words were combined and the term "logistics system" evolved with a more general meaning. Analogies became popular to describe the term's various interpretations. The human body's logistics system is its blood supply, which transports oxygen and essential nutrients to peripheral body tissues on a regular basis. If this logistics system malfunctions, the organism suffers; if it is interrupted, the organism will die.

Similarly, a family planning program has its logistics system, which provides essential contraceptive supplies and services to remote peripheral service points on a regular basis. If this logistics supply system malfunctions, the whole program suffers; if it is interrupted, the whole program can collapse. Program managers have been quick to identify logistics as a crucial component of their family planning program. Assuring peripheral service outlets with a continuous flow of supplies has posed a continuing problem to family planning program managers. Persistent shortages or spoilage of commodities due to excessive storage periods exceeding product shelf lives has been shown statistically to have a substantial impact upon acceptance and continuation of family planning practice. When the logistics system malfunctions, the whole program suffers.

As family planning programs throughout Asia have expanded and become more sophisticated over the past decade their logistics systems have had to respond accordingly. Initially viewed as simply contraceptive distribution and resupply networks, family planning logistics systems must now procure, stock, and resupply medical equipment, materials, and supplies, IEC materials, vehicles and maintenance, and office equipment, materials, and supplies in addition to contraceptives. The increased complexity and responsibility has strained, and in some instances surpassed, the capacity of already overworked staff, resulting in comparatively insufficient manpower capabilities in a crucial service area.

In its intermediate role of supporting and strengthening Asian and Southeast Asian host country training and manpower resources in family planning, The Regional Training Service Agency RTSA of the University of Hawaii monitors training needs in the region. A consistently high priority training need in all countries surveyed was logistics supply management. Based upon this feedback RTSA requested the assistance of The Family Planning Evaluation Division of The Centers for Disease Control (CDC) in Atlanta to more closely investigate training needs in logistics supply management in the countries of South and Southeast Asia with a view towards eventually developing a regional workshop; and to determine which country would be most appropriate to serve as workshop host.

CDC's in depth investigation confirmed RTSA's original supposition all countries interviewed felt the need for improving logistics manpower, and expressed interest in sending participants to a logistics workshop. Indonesia was viewed as an appropriate country to host the workshop because of its relatively successful logistic management system. Preliminary discussions between RTSA and the Government of Indonesia's National Family Planning Coordinating Board (BKKBN) of Indonesia's Center for Education and Training (Pusdiklat) established Indonesia's interest in hosting the workshop, as the proposed training concided with BKKBN's plans to establish an international training capacity within PUSDIKLAT by 1983. Following the visit to Indonesia in May 1982 by Mr. Jack Graves, CDC consultant on logistics management, it was agreed that BKKBN's Center for Education and Training would host organized and arrange, a workshop on Logistics Supply Management for Population/Family Planning Programs scheduled for September 13 - 24, 1982; the workshop would be a joint effort between BKKBN and CDC with financial support provided by RTSA; and that Indonesia's National Family Planning Program and its logistics system would serve as a laboratory for the workshop's exercises and field visits.

### WORKSHOP OBJECTIVES.

The Regional Workshop on Logistics Supply Management for Population/Family Planning Programs aimed to provide participants with a better understanding of the relationship of logistics to the success of the overall family planning program so they could upgrade in-country expertise in forecasting contraceptive and related supply needs and improve internal mechanisms for effective distribution of contraceptive services to consumers.

Upon completion of the workshop, the participants should have acquired :

1. Knowledge of the basic principles of logistics management as they apply to a family planning program.
2. Ability to analyze logistics systems within their respective countries and recommend basic techniques to improve the systems performance.
3. Ability to identify areas where other domestic or international technical assistance is necessary to improve their logistics systems.
4. Ability to transfer knowledge and expertise obtained in the workshop to their domestic situation through establishment of in-country logistics management training workshops.

### CRITERIA FOR PARTICIPANT SELECTION.

Requests were sent to eight countries, i.e. Bangladesh, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, and Thailand, to nominate three participants from each country to the workshop according to the following criteria :

- a). One participant from each country would be a decision maker, the highest ranking official for logistics.
- b). The second participant would be a supply manager who is directly responsible for supplies, or a family planning trainer closely related to logistics.
- c). The third participant would be the local USAID mission person in charge of logistics.

The maximum number of participants attending the workshop was set at 25 persons.

#### PREPARATION FOR WORKSHOP.

By mutual consent it was agreed that BKKBN's Center for Education and Training would be responsible for all administrative arrangements leading to the workshop, including dispensing per diems, accommodations, rental and preparation of training site, in-country transportation, and field practice arrangements; CDC would be responsible for the workshops technical content and curriculum in coordination with BKKBN; and RTSA would provide technical administrative support to BKKBN.

A working group of technical persons in the logistics field in Indonesia was assembled as the workshop Task Force's technical component (see Appendix 2). Curricula and workshop materials received from CDC were reviewed and revised by the technical component, and members from this group were designated as resource persons for specific sessions.

The final workshop curriculum is included as Appendix 3 to this report.

#### WORKSHOP DESCRIPTION.

The workshop on Logistics Supply Management for Population/Family Planning programs was conducted on September 13 - 24 at The President Hotel according to schedule; and was attended by 26 persons from 8 countries as follows :

<u>Country</u>	<u>No.of. Participants</u>	<u>USAID Logistics staff</u>
Bangladesh	3	1
I n d i a	1	-
Indonesia	7	-
N e p a l	1	1
Pakistan	2	1
Philippines	2	1
Sri Lanka	3	-
Thailand	3	1
Total	21	5

In addition two persons attended the workshop from UNFPA as observers. A complete list of participants by country is included as Appendix 4 to this report.

The workshop was conducted from 8.00 A.M. until 5.00 P.M. daily with a half day session on Saturday. One day in the first week and two full days in the second week were designated for field practice in Central Java and Jogjakarta. The workshop schedule is included as Appendix 5 to this report.

#### WORKSHOP CONTENT AND FORMAT.

In conducting workshop of this nature, one of the most difficult, but simultaneously crucial, aspects is determining the level at which the material will be presented.

Since participant selection criteria were specific for upper level managers, the workshop content was directed towards analyzing logistics systems, with the logistics system of Indonesia's National Family Planning program serving as the laboratory. The methodology was informal and attempted to secure maximum participant involvement.

The first day was devoted to introductions and presentations of logistics systems in each country. In the workshop announcement sent to the eight countries involved participants were requested to present a country report which briefly outlined their national family planning logistics systems and specific areas which should be addressed during the workshop. Course managers used these areas for reference during the length of the workshop.

The second and third days focussed on technical aspects of logistics supply management specifically inventory, requisitioning, transportation, warehousing, stock transaction records and supply data analysis. While at times basic and repetitions, course managers felt that these technical areas needed review and reinforcement so that participants were speaking a common language.

The fourth day of the workshop was held at BKKBN headquarters in Jakarta. A slide/sound show presented an overview of BKKBN's logistics and reporting/recording system, followed by a panel discussion question/answer session attended by five upper level BKKBN logistics managers.

A field trip to BKKBN's central Jakarta warehouse completed the day and familiarized participants with BKKBN's logistics system at the central level.

The fifth, sixth, and seventh days were didactic classroom oriented sessions, covering logistics systems evaluation, forecasting, and analysis of performance problems.

The field program began on Tuesday of the second workshop week, to provide participants the opportunity to observe BKKBN's logistic supply and contraceptive distribution system at provincial, regency, sub-district, and finally village levels. To accomplish this objective the 26 participants were divided into two groups, the first visiting Jogjakarta Province, (Pop.2,750,813) and the second visiting Central Java (Pop.25,372,889). These provinces represent the range in provincial size and logistical complexity existing in Indonesia. Following provincial level presentations, briefings, and warehouse observations, the participants in each province were further subdivided into two groups. Consequently the groups observing, regency, sub-district, and village level logistics systems consisted of only six participants per group to allow time for more individual interaction and questioning (see Appendix 6 for complete field trip schedule). After completing field observations, participants reassembled in Jogjakarta for return trips to Jakarta.

While in the field participants analyzed BKKBN's logistics system using a pre developed performance analysis checklist.

The results of these analysis were compiled in Jakarta and presented in a plenary session attended by BKKBN logistics managers following return from the field trip. The final workshop session reviewed participant evaluation of the workshop, and plans for future follow-up.

## WORKSHOP EVALUATION.

### I. METHODOLOGY

Three evaluation techniques were utilized during the course :

1. Pre and Post tests to ascertain knowledge obtained during the workshop.
2. Daily participant evaluations of subject matter relevance educational methodologies, and clarity of presentations.
3. Final workshop Post evaluation to measure the workshop's success in meeting its objectives from the participants view point.

Copies of workshop evaluation instruments are included as Appendix 7. The daily session evaluation were used by the trainers to regularly adjust subject matter and teaching methodologies. This instrument also surfaced suggestions that were useful for trainers in improving subsequent sessions. Numerical ranking scales were used where possible to quantify responses.

### II. PRE AND POST TEST RESULTS.

The raw data results of the Pre/Post Test are included as Appendix 7A, with correct answers circled.

A summary of the results is presented in Table 1

The participants knowledge concerning performance discrepancies was generally adequate as determined by the pre-test. There were marked reversals from 60% incorrect to 90% correct on Question No.3. For other questions the percentage of correct answers remained more or less constant.

Two of the three questions on inventory management were answered correctly on pre and post test. Question No.7 on Push and Pull inventory management confounded participants both before and after the training. Seventy percent (70%) answered incorrectly on pre-test, and seventy two percent (72%) choose the same incorrect answer on the post-test. Obviously, this area needs greater attention in the future. Questions on Forecasting contraceptive supplies were answered correctly for the most part on both pre and post tests, except for question No.11 convering required contraceptive prevalence to reach replacement fertility. The participants knowledge on Evaluation was mediocre on both pre and post test, with significant improvement on question no.16 only. The matching question on General Logistics Management demonstrated that participants were able to synthetize materials presented during the workshop to answer this question correctly more consistently.

### III. RESULTS OF DAILY EVALUATION.

Quantified daily evaluation results are presented in Table 2. Not suprisingly, the sessions held outside of a normal classroom setting (Thursday Sept 16 and the Field Practice) received the most favourable scores from participants.

Mean classroom session scores rose progressively after the first day of the workshop, perhaps due to the course managers responding to the daily evaluations. The most useful sessions were Forecasting Contraceptive Supplies and Analyzing Performance Problems. Audio-visual materials received generally low evaluations except for Thursday September 16 when a slide sound show developed by BKKEN presented its Logistics and Reporting and Recording Systems.

Participants were also asked to indicate educational methodologies considered most effective. During classroom sessions the exercises developed by CDC/Atlanta were the overwhelming favorite. This methodology needs to be developed and expanded for future training.

#### IV. RESULTS OF FINAL WORKSHOP EVALUATION.

The final evaluation indicated that the workshop met its objectives in general. The participants felt that as the result of their attendance, their expertise in the various areas of logistics supply management had been more than adequately upgraded. The level of information was considered to be appropriate and the amount of time devoted to the workshop, two weeks, was sufficient. All participants would recommend that a participant from their organization or country attend a similar workshop if held next year, and in their opinion the workshop should be tailored for middle managers from the central administrative level.

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## CONCLUSIONS.

As the first Regional Workshop of this nature, workshop organizers viewed this first attempt as a learning experiences. Many useful lessons were gleaned from the evaluation, comments from participants, and interactions during the training.

It was universally felt that the workshop was a success and should be repeated in 1983. As is so often the case, and as was borne out by the evaluation, the participants valued the opportunity to interact with their peers and exchange ideas and experiences. The participants at this workshop felt that the forum they began in Jakarta should be extended beyond the workshop's closing date by forming a association of logistics supply managers in the Asia region. The participants formally proposed that a working group be formed in Jakarta to explore the possibility of this group becoming incorporated within the umbrella of the International Committee on Management in Population Programs (ICOMP).

The workshop also demonstrated the difficulties of developing a training program between two agencies separated by half the earth's circumference. With good cooperation and effective communication it was made possible, because of the joint efforts of the three agencies involved in the workshop. The role of resource persons from Indonesia was unclear, and it was felt they were not optimally utilized.

Their role needs greater consideration in future efforts. The workshop also was attended by observers whose role was never delineated clearly.

Future workshop should address these issues. As a first attempt at conducting such a training program, the BKKBN was very pleased with the results which were achieved.

A forum for the exchange of ideas and experience was established, with the participants wishing to take the forum one step further on their own initiative. Participants were able to upgrade their skills in various technical aspects of Logistics Supply Management. With the information, skills and training materials the participants received while in Jakarta they will hopefully be able to develop similar workshops or training experiences in their own country. It is hoped that this workshop on Logistics Supply Management for Population Family Planning programs will be the first in a series of regional workshops to be held on this important component of all family planning programs.

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TABLE I PERCENT CORRECT RESPONDED BY QUESTION ON  
PRE & POST TESTS.

Question Number	Percent Correct		Percent Difference Between Pre + Post Test	Curriculum Topic Area
	Pre-Test	Post-Test		
1.	85%	88%	+ 3	Analyzing Performance Problems.
2.	44%	90%	+ 42	
3.	29%	90%	+ 61	
4.	56%	71%	+ 15	
5.	86%	83%	- 3	
6.	81%	86%	+ 5	Inventory Management
7.	22%	27%	+ 5	
8.	71%	89%	+ 18	
9.	88%	89%	+ 1	Forecasting Contraceptive Supplies.
10.	45%	70%	+ 25	
11.	22%	24%	+ 2	
12.	86%	85%	- 1	
13.	59%	85%	+ 26	
14.	50%	66%	+ 16	Evaluation
15.	68%	70%	+ 2	
16.	5%	33%	+ 28	
17.	82%	95%	+ 17	
18. a.	95%	95%	-	General Logistics Management.
b.	50%	38%	- 12	
c.	0%	42%	+ 42	
d.	5%	38%	+ 33	
e.	26%	38%	+ 13	
f.	55%	65%	+ 13	
19.			OPEN - ENDED	
20. a.	78%	89%	+ 11	
b.	72%	93%	+ 22	

TABLE RESULTS OF DAILY EVALUATION

Question Date	Session Usefulness	Ability to Transmit Information learned.	Clarity of Presentation	A.V. Materials	Participant's Opportunity Involvement	Mean Daily Scores
	1	2	3	4	5	
Monday, Sept 13	7,84	6,92	6,84	7,31	8,03	7,39
Tuesday, Sept 14	6,92	5,21	8,28	7,63	7,96	7,20
Wednesday, Sept 15	7,68	7,13	6,44	6,88	8,20	7,27
Thu, Sept 16 3KKBN	8,37	8,00	8,37	8,74	7,92	8,28
Friday, Sept 17	7,96	7,29	7,64	7,48	7,64	7,60
Saturday, Sept 18	9,12	7,50	7,84	7,18	7,12	7,15
Sunday, Sept 20	8,48	7,59	8,04	6,69	8,04	7,77
Tuesday, Sept 21	-	-	-	-	-	-
Field practice	8,57	7,83	8,22	-	8,37	8,25
Wednesday, Sept 22						

A score of 7 was weighted as adequate.  
Scores below 7 are inadequate.

APPENDICES.

- Appendix A : Welcoming Address by the Chairman BKKBN
- Appendix B : Written Address by the Dean and Professor  
of Public Health school of Public Health  
University of Hawaii
- Appendix 1 : Technical Component/Resource Persons of  
Workshop Task Force
- Appendix 2 : Administrative Component of Workshop  
Task Force
- Appendix 3 : Workshop Participants (Do not include  
Kazuko Kano/UNFPA)
- Appendix 4 : Workshop Curriculum
- Appendix 5 : Workshop Schedule
- Appendix 6 : Schedule of Field Trip Activities
- Appendix 7 : Workshop Evaluation Instrument  
7A. Pre/Post Test and Results  
7B. Session Evaluation Instrument  
7C. Logistic Evaluation Checklist  
7D. Final Workshop Evaluation  
and Results.
- Appendix 8A : Report of Field Visit to Jogjakarta
- 8B : Report of Field Visit to Semarang/Jawa Tengah

*WELCOMING ADDRESS BY THE CHAIRMAN BKKBN  
FOR OPENING CEREMONY OF  
WORKSHOP ON LOGISTICS SUPPLY MANAGEMENT  
JAKARTA, SEPTEMBER 13, 1982*

- Distinguished Workshop Participants and Observers*
- Esteemed Guests*
- Ladies and Gentlement*

*I am extremely pleased to have this opportunity to welcome all of you on the occasion of the opening ceremony for this Workshop on Logistics Supply Management in Population and Family Planning Programs.*

*The topic of this workshop, Logistics Supply Management, is important because of the critical impact logistics has on the effective operation of a family planning program. Interruptions in the distribution of contraceptive supplies and services will seriously hamper program performance. Every country represented here experiences difficulties in some aspect of its logistics system, from shortages and "stock-outs" to excessively high inventory levels and storage periods. This workshop aims to help the participants critically analyze their logistics systems, identify performance problems, and recommend courses of action to adjust the system accordingly.*

*BKKBN is honored to be chosen as host country and organizer for this regional workshop, being attended by participants from 8 countries in the Asian region. The conference has been arranged by BKKBN's Center for Education and Training and is being offered by BKKBN in cooperation with the Centers for Disease Control in Atlanta, and the Regional Training Service Agency of the University of Hawaii.*

*During this workshop BKKBN's logistics program will be used as a laboratory for field observation and exercises. Accordingly, I would like to familiarize you briefly with BKKBN's background. The Government of Indonesian's population policy is two dimensional - a family planning program to control rapid population growth, and a phased transmigration program to correct population maldistribution. Established by Presidential Decree in 1970, The National Family Planning Coordinating Board, or BKKBN, was given responsibility for coordinating multi-sectoral efforts related to family planning. The program's target a reduction of the 1970 fertility level of 44 live births/1000 population by 50% in 1990.*

The family planning program started in six densely populated provinces on the islands of Java and Bali with a clinic based contraceptive distribution system, followed by the community based delivery system that now extends to all of Indonesia's 27 provinces. Indonesia's population of 150 million people has a 1982 Crude Birth Rate between 31 - 33 live births/1000 population, a Population Growth Rate of 1.9%, and contraceptive Prevalence of 39%, with 8.6 million current users in 1982. Oral contraceptives are the most popular method comprising 63% of current users. While 26% use IUD's and 11% use other methods.

BKKBN's logistics system forecasts needs, procures, receives, stores and distributes contraceptive supplies and services to these acceptors. During the next few weeks you will learn about this system in greater detail the "non-request" resupply system, The "first in - first out" storage policy, and the 3 - 3 - 6 - 6 - 3 - 1 inventory supply at different administrative levels.

Although the system functions well, weaknesses and constraints still exist. A large portion of contraceptive procurement is still done outside of Indonesia, making the program susceptible to supply shortages. Warehouse storage space is inadequate, and Ministry of Health storage facilities are still used at Central and some provincial levels. And the reporting and recording system needs its accuracy improved and feed-back time shortened. These constraints have been recognized and efforts are being made to correct them.

While you participate in this workshop you will undoubtedly find others. I encourage you to examine our program critically and question the resource persons about different aspects of the program. The resource persons assembled for this program combine technical expertise and practical field experience managing logistics programs. I encourage you to utilize them during the next two weeks to discuss aspects of BKKBN's, or your respective programs. I also encourage maximum interaction among the participants. The experiences that can be shared and relationships established among peers at workshop of this nature can be one of the most useful outputs.

And finally, I hope that all of you enjoy your visit to Indonesia, and that the outcome of this workshop will be useful in improving the family planning programs in each of your countries.

dr. Suwardjono Suryaningrat  
Chairman of BKKBN/Minister of Health  
of  
Republic of Indonesia



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Office of the Dean

Dear Colleagues:

It is an honor and privilege for the University of Hawaii School of Public Health to collaborate with the highly respected National Family Planning Coordinating Board of Indonesia and the Centers for Disease Control of the United States Public Health Service in conducting the "Workshop on Logistics Supply Management for Population/Family Planning Programs". We feel that this workshop can make a major contribution to the practice of primary health care in Indonesia, Bangladesh, India, Nepal, Pakistan, the Philippines, Sri Lanka and Thailand.

A partnership with our Asian colleagues in endeavors to improve the health and welfare of the people in our region has been a long-standing objective of this University. This workshop is an action which directly addresses that desired outcome.

The innovation in and enhancement of primary health care depends very much on family planning services, particularly in rural areas. This health cause is served by countless people who receive their leadership and direction from the individuals who will be participating in this workshop. The competencies and professional skills to be found in the field in the future are therefore dependent upon the management skills and capacity of those assembled for this session.

The material that will be presented to you in this workshop represents the combined thinking of a great many people and results from wide personal experiences in managing most difficult segments of broad countrywide and regionwide family planning programs.

The convening of this session reinforces our belief that when colleagues of all races, colors and creeds meet to discuss ways in which all can live more meaningful lives, there are more similarities than differences revealed. It illustrates further that all of these professional and social concerns that we must face in our lives can indeed be resolved from the combined efforts of dedicated people sharing experiences, knowledge and attitudes.

We all hope that the deliberations that will take place in this workshop will result in enhanced strategic and tactical directions which as merited can be fully carried out. I send you my very best wishes for a high level of achievement to all who have worked so hard to make this logistics workshop possible and productive.

Me ke aloha pumehana,

A handwritten signature in cursive script, reading "Jerrold M. Michael".

Jerrold M. Michael  
Dean and Professor of Public Health  
School of Public Health  
University of Hawaii

LIST OF THE WORKSHOP TASK FORCE TECHNICAL/  
RESOURCE PERSONS AND ADMINISTRATIVE COMPONENT

I. Technical/Resource Persons Component

- |   |  |
|---|--|
| 1. Mr. (dr) P.P. SUMBUNG                | - Deputy to Chairman for Administration NFPCB/Indonesia          |
| 2. Mr. (Drs) SOENYOTO, SKM              | - Chief, Bureau of Logistics, NFPCB/Indonesia                    |
| 3. Mrs. (Dra) D. YASSIN                 | - Chief, Bureau of Finance, NFPCB/Indonesia                      |
| 4. Mr. (Drs) SUDARMADI                  | - Chief, Bureau of Reporting & Evaluation NFPCB/Indonesia        |
| 5. Mr. (Drs) MEMED B.KARTADI-SASTRA     | - Inspector of Material, NFPCB/Indonesia                         |
| 6. Mr. (Drs) MOEBRAMSJAH                | - Expertise Staff (Management) NFPCB/Indonesia                   |
| 7. Mr. (Drs) SOETEDJO<br>MOELJODIHARDJO | - Chief, Bureau of Planning NFPCB/Indonesia                      |
| 8. Mr. (Drs) BAMBANG<br>SOERJOPRANOTO   | - Chief, Bureau of Information and Motivation NFPCB/Indonesia    |
| 9. Mrs. (dr) SOENARTI SOEDOMO           | - Chief, Bureau of Contraceptives NFPCB/Indonesia                |
| 10. Ms. (Dra) SOEJATNI                  | - Chief, Bureau of Field Coordination & Control, NFPCB/Indonesia |
| 11. Mrs. (dr) IDA SUKAMAN               | - Executive Secretary, NFPCB/Indonesia                           |
| 12. Mr. DIDI SUDARMADI                  | - Logistic Officer, US-AID/Jakarta                               |
| 13. Mr. (Drs) J.H. TAMBUNAN             | - Chief, Bureau of Logistics, Min. of Health/Indonesia           |
| 14. Mr. JAY FRIEDMAN                    | - CDC/Atlanta (Trainer)  |
| 15. Mr. JACK GRAVES                     | - CDC/Atlanta (Trainer)  |
| 16. Mr. RICHARD OWEN                    | - John Snow International Nepal (Trainer)                        |
| 17. Mr. MICHAEL DENNIS                  | - RTSA/A, Hawaii   |
| 18. Mr. ANTHONY F. BONI                 | - US-AID/Washington  |
| 19. Mr. Dr. THOMAS R D'AGNES            | - Training Consultant NFPCB/Indonesia                            |

## II. ADMINISTRATIVE COMPONENT

- Chairman : Mrs.(dr) E.SRIHARTATI P.PANDI, MPH  
Chief, Center for Education & Training  
NFPCB/Indonesia
- Vice Chairman : Mr. (Drs) SOENYOTO, SKM  
Chief, Bureau of Logistics,  
NFPCB/Indonesia
- Secretary : Mr. (Drs) ANDARUS DARAHIM  
Chief, Division of Implementation  
Center for Education and Training  
NFPCB/Indonesia
- Vice Secretary : Mr. (Drs) INDRA KUSUMA  
Bureau of Logistics, NFPCB/Indonesia
- Treasurer : Mr. A. ZAINUDDIN, BA  
Chief, Sub Division of Finance  
Center for Education and Training  
NFPCB/Indonesia
- Members :
1. Mrs.(Dra) SRI LESTARI YOEWONO  
Project Director, Training for FP  
Staff of Bangladeshi  
Center for Education and Training  
NFPCB/Indonesia
  2. Mr. (Drs) SJAMSUDDIN  
Chief, Sub Division of Teaching  
Center for Education and Training  
NFPCB/Indonesia
  3. Mr. DEDDY DARMADJI  
Chief, Sub Division of Administration  
for Foreign Assistance  
NFPCB/Indonesia
  4. Mr. HARYADI - HLN
  5. Mrs. WIDYAWATI, BA - Pusdiklat BKKBN
  6. Mrs. RATNA NASUTION, BA - Pusdiklat BKKBN
  7. Mr. FREDDY - Pusdiklat BKKBN
  8. Ms. YULI - Bangladeshi Project  
Staff
  9. Mr. SLYANTO - Bangladeshi Project  
Staff
  10. Mr. SUYONO - Bangladeshi Project  
Staff
  11. Mr. ANSYARRULLAH - Bangladeshi Project  
Staff
  12. Mr. SUWARGONO W. - Bangladeshi Project  
Staff

I. PARTICIPANTS :

A. GOVERNMENT OFFICIALS :

1. I N D I A :

- a. Mr. V.K. SHARMA
  - Sales Promotion Executive
  - Dept. of Family Welfare
- b. Dr. (Mrs) SHASHI TRIVEDI
  - Assistant Director (MCH)
  - Directorate of Medical, Health Service, and Family Welfare

2. PAKISTAN :

- a. Mr. KHAN AHMAD GORAYA
  - Director General, Program Gov. of Pakistan
  - Population Welfare Division
- b. Mr. GHULAM AKBAR BHUTTO
  - Director of Supplies, GOP Population Welfare Div.

3. BANGLADESH :

- a. Mr. (MD) MONOWAR HOSSAIN
  - Gov. Service
  - Population Control Division
  - Azimpur, Bangladesh
- b. Mr. (MD) SERAJUDDIN AHMED
  - Gov. Service
  - Pop. Control & F.P.
  - Bangladesh

4. SRI LANKA

- a. Mrs. (DR) KAMINI ALAHAKONE
  - Medical Officer
  - Family Health Bureau
- b. Mr. ANANDA COMARASWAMY
  - Finance Director,
  - Family Planning Association of Sri Lanka
- c. Mr. R. MADAWELA
  - F.P. Trainer, Statistician
  - Community Development Services.

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 HANAFAI - Chief, Finance & Facilities Division, Prof. of Jakarta Municipality NFPCB
- d. Mr. (Drs) SOEKAMTO - Chief, Division of Storage and Supply, Bureau of Logistics NFPCB/ Jakarta
- e. Mr. (Drs) HADIYONO - Chief, Division of Facilities, Bureau of Reporting & Evaluation NFPCB/Jakarta
- f. Mr. (Drs) SAHAR M.SILITONGA - Assistant to Inspector of Material, NFPCB/ JAKARTA
- g. Mr. (Drs) L. SIANTURI - Chief, BPKLN Min. of Health/Jakarta

## 7. NEPAL

- a. Mr. C.P. MALLA - Indent. and Procurement Ministry of Health
- b. Mr. BIKRAM P. RANA -

## 8. THAILAND

- a. Mr. MORAKOT KORNKASEM - Director Family Health Division, Min. of Public Health
- b. Mr. SUTHON PANYADIIOK - Chief, Research and Evaluation, MOPH.
- c. Ms. SOYTHONG TEJASEN - Policy and Planning Analysis, MOPH

B. US-AID MISSION

1. Mr. HARUN AL RASHID - FP Logistics Officer,  
US-AID/Dacca, Bangladesh
2. Mr. M. ABDUL WASEY - Logistics Officer, US-AID/  
Islamabad, Pakistan
3. Mr. EMILIANO FLORENTINO - Logistics Officer, US-AID/  
Manila, Philippines
4. Mr. KAROON RUGV. NICHJE - US-AID / Bangkok

II. OBSERVERS

From UNFPA HEADQUARTERS

1. Mr. RICHARD MOORE - Senior Technical Officer  
UNFPA, New York
2. Mr. UYEN NGOE LUONG - Program Officer  
UNFPA, New York

SYLLABUS AND TOPIC CONTENTS

1. Introduction to Logistics :

1.1. a - Definition of Logistic

- b - Scope
- c - Components
- d - Terminology
- e - Objective

1.2. Purpose and Introduction to Logistic System Management :

- a - Problem Identification
- b - Forecasting
- c - Commodity Movement

2. Logistics System Management :

2.1. Inventory Control Management

- a - Definition
- b - Description of Basic Systems
- c - Advantages / Disadvantages
- d - Example of Systems

2.2. Requisitions

- a - Stock Order
- b - Fill-in order
- c - Emergency Order

2.3. Inventory Levels

- a - Balancing Delivery Time and Demand
- b - Max/Min Approach to Inventory Levels
- c - How Data on Usage and Future Estimates are used in Establishing Program Plans
- d - Other factors in Inventory Levels

- 2.4. Transportation
  - a - Bases for Scheduling and Order Size
  - b - 3 Types of Delivery Schedules
  - c - Description
  - d - Factors Affecting Use
  - e - Terminology
  - f - Commercial or Self Owned
  - g - Advantages / Disadvantages
  - h - Determining Mode of Transport
- 2.5. Information and Record Systems
  - a - Stock Transaction Records
  - b - Stock Keeping Records
    - (Inventory Control Card)
    - (Kardex File System)
- 2.6. Physical Inventories
  - a - Periodic
  - b - In transit goods
- 2.7. Reporting Requirements
  - a - Established Periodically
  - b - Commodity Movement Control
  - c - Used for Program Evaluation
- 2.8. Warehousing
  - a - Basically three levels
  - b - Location v.s. Cost Factors
  - c - Other determinants
  - d - Figuring storage space requirement
  - e - Factor in Warehouse Management
- 2.9. Supply Data Analysis
  - a - Central level
  - b - Intermediate level
  - c - Field level

3. Logistic System Evaluation :

3.1. Designing a Checklist

- a - areas to cover
- b - purposes

3.2. Evaluation of Central and Intermediate levels

- a - Stocking / Placement
- b - FIFO
- c - Mixing Commodities
- d - Broken Lot Handling
- e - Inventory Control
- f - Reporting

3.3. Field level

- a - Storage
- b - Inventory Control

4. Forecasting Future Needs :

4.1. a - Introduction/definition

- b - Factors which make up forecasting process
- c - Historical Data/Trends
- d - Program Plans
- e - Warehouse/transportation capability
- f - Balances on Hand
- g - Desired End of Year Stock
- h - Continuous Inventory Levels

4.2. Resources Available for Forecasting

- a - Service Statistics
- b - Contraceptive Dispensed to Users
- c - CPS, WFS Data
- d - Private Sector Sales
- e - Private Sector and Other Program Imports
- f - Census Data

4.3. Shipping Schedules

- a - Consideration of Stock levels and Capacity
- b - Incoming / Outgoing

5. Analysing Performance Problems

5.1. Introduction to Problem Identification

5.2. The Performance Discrepancy

- a - Difference between "actual" and "desired" performance
- b - A "training" problem
- c - Perceived discrepancies
- d - Is it important ?
- e - Is it a skill deficiency ?
- f - What to do now ?

**TENTATIVE SCHEDULE**  
**"THE REGIONAL TRAINING-WORKSHOP ON LOGISTIC SUPPLY MANAGEMENT"**  
**SEPTEMBER 13 - 25, 1982.**

Appendix 5

TIME	SUNDAY, 12	MONDAY, 13	TUESDAY, 14	WEDNESDAY, 15	THURSDAY, 16	FRIDAY, 17	SATURDAY, 18	SUNDAY, 19
08.00	PARTICIPANT'S ARRIVAL. & REGISTRATION AT PRESIDENT HOTEL	-COLLECT REGISTRATION. -PRE-TEST -OPENING CEREMONY.	PRESENTATION OF PAKISTAN'S LSM. - "LOGISTIC SYSTEM MGT" -INVENTORY -REQUISITION	L.S.M WAREHOUSING	LOGISTIC SYSTEM MANAGEMENT, IN INDONESIA. (AT BKKBN CENTRAL OFFICE)	L.S.M. EVALUATION	L.S.M. FORECASTING	RECREATION (VISIT THE INDONESIA MINIATUR GARDEN & SEA BEACH)
09.00								
10.00-10.30 T E A / C O F F E E - B R E A K								
10.30	"	GENERAL-INTRODUCTORIES. *WORKSHOP - METHODOLOGY, *FORMAT, *CONTENT & ADMINISTRATION - LOGISTIC SYSTEM BY COUNTRIES.	(CONTINUED) -INVENTORY LEVELS. -TRANSPORTATION.	L.S.M. STOCK TRANSACTION - RECORDS ETC.	(CONTINUED) -VISIT LOGISTIC BUREAU. -VISIT COMPUTER CENTRE.	M.I.S (MANAGEMENT INFORMATION SYSTEM)	ABS TABLES : -PROJECT MIRA -CALCULATE USAGE. -END OF YEAR STOCK. -NEW SUPPLY CALCULATION.	"
11.30	"							
12.00	"							
12.30-14.00 L U N C H - B R E A K								
14.00	"	LOGISTIC SYSTEM BY COUNTRIES  (CONTINUED)	(CONTINUED OF ABOVE SUBJECTS)  & EXERCISES	L.S.M. REPORTING REQUIREMENTS  & EXERCISES	-VISIT "BPKLN" WAREHOUSE. -VISIT BKKBN WAREHOUSE. -INVENTORIES. -WAREHOUSING.	DATA ANALYSIS AND REPORTING  & EXERCISES	FREE	"
15.30	"							
15.30-16.00 T E A / C O F F E E - B R E A K								
16.00	"	INTRODUCTION TO LOGISTIC	(CONTINUED)	(CONTINUED OF ABOVE SUBJECTS)	CONTINUED	(CONTINUED)	-	FREE
17.00	"							
18.00 B R E A K								
19.00	-	ASSIGNMENT	-	DINNER PARTY	-	-	-	-

TIME	MONDAY, 20	TUESDAY, 21	WEDNESDAY, 22	THURSDAY, 23	FRIDAY, 24	SATURDAY, 25	SUNDAY, 26	MONDAY, 27
08.00	(CONTINUATION OF SATURDAY'S SESSION "FORECASTING")	FIELD VISIT PROGRAM. 05.30 START TO THE AIRPORT. 06.30-08.00 TRAVEL. 08.00-10.00 -MEET THE -CHAIRMAN. -WAREHOUSE.	FIELD VISIT PROGRAM REVIEW.	LEAVE FOR JAKARTA (06.00) STRAIGHT TO THE PRESIDENT HOTEL.	POST-TEST PARTICIPANT PRESENTATION ON L.S.M. & RESPONSES BY RESOURCE PERSONS			
10.00			"			DEPARTURE	DEPARTURE	
10.00-10.30	T E A / C O F F E E - B R E A K							
10.30	ANALYZING PERFORMANCE PROBLEMS (SUPERVISION)	DOWN TO THE FIELD -REGENCY LEVEL. -BKKBN REGENCY LEVEL. -WAREHOUSE. -HEALTH CENTRE.	CITY/TOWN & "BOROBUDUR" ORIENTATION	ANALYSIS OF FIELD TRIP & PREPARING FOR GROUP PRESENTATION.	(CONTINUED)			
12.30	"							
12.30-14.00	L U N C H - B R E A K							
14.00	(CONTINUED)	-V.C.D.C. -SUB VCDC	P.M.	GROUP PRESENTATION (2 GROUPS)	SUMMARY OF WORKSHOP AND FEED BACK + COMMENTS.			
15.30	(CONTINUED)		PREPARING REPORTS		"	"	"	
15.30-16.00	T E A / C O F F E E - B R E A K							
16.00	(CONTINUED)		"		CLOSING OF THE WORKSHOP			
17.00			P.M.	"		"	"	
18.00	B R E A K							
19.00			DINNER PARTY					

FIELD SCHEDULE FOR TRAINING  
WORKSHOP ON LOGISTICS SUPPLY MANAGEMENT IN POPULATION  
AND FAMILY PLANNING IN CENTRAL JAVA  
SEPTEMBER 21 - SEPTEMBER 23, 1982

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TUESDAY , SEPTEMBER 21st, 1982

- 07.40 : Participants arrival at Ahmad Yani Airport, Semarang, and all are taken directly to provincial BKKBN Office, located in Jalan Pemuda 79 - Semarang.
- 08.00 - 08.30 : Introductorics by the Chairman of provincial BKKBN, Central Java.
- 08.30 - 09.15 : Observation to warehouse BPKLN-D Central Java province, Pemuda Street 154 - 156 Semarang.
- 10.00 - 11.45 : Groups then are divided into two.  
Group I to Demak Regency.
- Courtesy Call to "Bupati" (Head of Regency) of Demak. The role of Bupati in the population and Family Planning Program.
  - Explanation on logistics system by :  
the Chairman of Regency BKKBN, about.
    - a. Procurement
    - b. Storage
    - c. Distribution
- 11.45 - 12.45 : Observation at BKKBN werehcase in DemakRegency.
- 12.45 - 13.45 : Observation at " Gajah " Public Health Centre.
- 13.45.- 14.30 : L u n c h
- 14.30 - 17.00 : Visiting to Wilalung village, Gajah sub distric.

Group II to Magelang Municipality.

- 11.00 - 11.30 : - Courtesy Call to the "Mayor" of Magelang municipality.  
The role of Mayor in population and Family Planning program.
- 11.30 - 12.30 : - Explanation on logistics system by the chairman of Regency , about.
- a- Procurement
  - b- Storage
  - c- Distribution
- Observation to BKKBN warehouse in Magelang municipality.
- 12.30 - 13.30 : Observation to "Kedung Sari" Public Health Centre in North Magelang Sub district.
- 13.30 - 14.30 : L u n c h
- 14.30 - 17.00 : Observing the Magelang Kelurahan (Village), North Magelang sub-District.
- 17.00 : Both group I and II will meet at Amanda Cottage, Bandungan.
- R e s t

WEDNESDAY, SEPTEMBER 22nd, 1982

- 08.00 - 10.00 : • At the Centre for Education and Training for Population / Family Planning in Ambarawa.  
for : Interview and Review
- 10.00 : - Leave for Yogyakarta via Borobudur temple.

Pre/Post - Test Questions: Logistics Workshop

- (1) Performance problems exist when there is a difference between what employees do and what the supervisor wants them to do.
- (2) Most of the time when a supervisor refers to the need for more training, he is right.
- (3) If a performance discrepancy is not important you should ignore it.
- (4) An example of desired performance leading to unpleasant results is:
  - (a) a bonus for accurate inventory records.
  - (b) a foreman who screams about the kind of broom being used by the sweeper who is doing his job well.
  - (c) having extra funds in the vehicle pool because you scheduled transport well.
- (5) If the boss doesn't tell his employees what is expected of them, he is obstructing progress and protecting his own status.
- (6) If you are responsible for monitoring stock levels and have large numbers of stock-outs, you should be \_\_\_\_\_ by your supervisor.
  - (a) Rewarded
  - (b) Reprimanded

- (7) The essential difference between push (or allocation) and pull (or requisition) inventory management systems is:
- (a) In an push or allocation system the program director decides how much of each item is sent to each outlet.
  - (b) The location of decision-making for the flow of supplies.
  - (c) The way in which laborers load supplies into vehicles; in pull systems they pull the supplies, in push systems they push the supplies.
  - (d) In a push system field staff decide when and how much to order.
- (8) The amount of inventory or stock levels of contraceptives in storage facilities should be maintained:
- (a) In very large quantities so supplies do not run out.
  - (b) An amount equivalent to 30 percent more than expected usage.
  - (c) At levels sufficient to ensure continuous availability.
  - (d) In small quantities since contraceptives are very costly and bulky.
- (9) When evaluating how well a contraceptive supply system is working, the first and most important factor to determine is whether:
- (a) Storage facilities are neat and clean.
  - (b) Emergency orders are never necessary.
  - (c) Contraceptives are continually available for distribution to users at the outlet level.
  - (d) Women are accepting contraceptives in the area.

- (10) The need for accurate forecasting is greatest when:
- (a) The product has a short shelf life.
  - (b) The product is not available in the local market.
  - (c) The time lapse from ordering to receiving (lead time) is very long.
  - (d) The product is new to the program.
  - (e) Storage space is limited.
- (11) Replacement population is reached when women bear the number of children required to replace themselves and their husbands. What percentage of the married women of reproductive age must use contraception in order to reach replacement population?
- (a) 25%
  - (b) 35%
  - (c) 55%
  - (d) 65%
  - (e) 75%
- (12) If a family planning program has 100,000 active users who use orals this means that 1,300,000 monthly cycles of orals will be needed each year.
- True \_\_\_\_\_ False \_\_\_\_\_
- (13) Forecasts are usually made for the next 5 years, therefore forecasting need only be done:
- (a) once every 5 years
  - (b) once a year
  - (c) more frequently than once a year

(14) The size and frequency of incoming shipments depends entirely on the size and frequency of outgoing shipments.

True \_\_\_\_\_ False \_\_\_\_\_

(15) Research differs from evaluation in that research is conducted to make judgments while evaluation is conducted to gain knowledge.

True \_\_\_\_\_ False \_\_\_\_\_

(16) Cost of processing an order is a measure of:

- (a) Effectiveness
- (b) Inputs
- (c) Efficiency
- (d) None of the above

(17) The value of evaluation is reduced considerably unless it is linked to the decision-making process.

True \_\_\_\_\_ False \_\_\_\_\_

(18) Column A is a listing of common problems found in many supply systems. Column B is a listing of possible corrective actions. For each problem listed in Column A select the best corrective action from Column B. Indicate your choice by writing the letter that corresponds to corrective actions you choose in the spaces provided in Column A.

Column A

Column B

___ Rainy seasons disrupts supply.	A Institute procedures to rotate stock.
___ Stocks of certain items build up at some facilities, while other facilities need them.	B Improve inventory control and requisitioning practices.
___ Too many "emergency deliveries"	C Develop reliable consumption information through inventory control.
___ Contraceptives expire before they are used.	D Strengthen inventory control to provide audit trail for losses
___ Contraceptive supplies are pilfered from supply system.	E Develop system for redistributing stock.
___ Too much of some contraceptives, too little of others.	F Adjust safety stocks on a seasonal basis.
___ Supplies arrive late.	G Perform lead time analysis.
	H No solution.

(19) The three steps in the management cycle are planning, implementation and evaluation. What step would logically follow the evaluation step?

(20) Circle the best choice of words in the following sentence:

Internal evaluation is generally conducted to evaluate the (performance) (impact) of the logistics system while external evaluation is generally conducted to evaluate the (performance) (impact) of the logistics system on specific health objectives.

SESSION EVALUATION FORM

DIRECTIONS :

Circle the number which most accurately describes your impression about the session on .....

1. How would you rate the overall usefulness of this session ?

0 1 2 3 4 5 6 7 8 9 10  
useless Very useful

2. Has this session prepared you to conduct a similar session in a logistic workshop if it were being held in your country ?

0 1 2 3 4 5 6 7 8 9 10  
unprepared adequately prepared very well prepared

3. The presentation of the subject matter in this session was

0 1 2 3 4 5 6 7 8 9 10  
very confusing sufficiently clear very easy to understand

4. The audio-visual and resource materials used in this session were :

0 1 2 3 4 5 6 7 8 9 10  
not helpful adequate very helpful

5. Describe the participants' opportunity for involvement in this session :

0 1 2 3 4 5 6 7 8 9 10  
not opportunity enough strongly encouraged

6. Which part of this session did you like best ? (Chooosen one)

lecture  exercise  case study  
 audio visual materials  discussion  
 demonstration  other (specify)

7. The amount of time devoted to the subject matter covered in this session was :

too little  enough  too much

8. I would like more information about :

.....

.....

.....

.....

.....

9. Suggestion for improving this session :

.....

.....

.....

.....

.....

Thank you very much.

\*\*\*\*\*

LOGISTICS EVALUATION CHECKLIST

- Location :  Sub VCDC/FP Group  
 VCDC  
 FP/MCH Clinics  
 BKKBN regency  
 BKKBN Province

1. Who owns the storage facility ?  BKKBN  
 MOH Units  
 Other

2. Who manages the facility storage ?  BKKBN  
 MOH  
 Other

3. Evaluation of storage Facility

	Acceptable	Non-Acceptable
Size	<input type="checkbox"/>	<input type="checkbox"/>
Lighting	<input type="checkbox"/>	<input type="checkbox"/>
Security	<input type="checkbox"/>	<input type="checkbox"/>
Waterproof	<input type="checkbox"/>	<input type="checkbox"/>
Ventilation	<input type="checkbox"/>	<input type="checkbox"/>
Stocking	<input type="checkbox"/>	<input type="checkbox"/>
Equipment	<input type="checkbox"/>	<input type="checkbox"/>
Fire Extinguisher	<input type="checkbox"/>	<input type="checkbox"/>
Pallets	<input type="checkbox"/>	<input type="checkbox"/>

4. What is needed to improve the storage facility ?

.....  
.....  
.....

5. Transportation System.

a. By what method are supplies normally transported ?

In  road  rail  air  sea  
Out  road  rail  air  sea

b. Is the transport owned by :

In  this level  higher level  
Out  this level  lower level

6. First In-First Out system used ?

Yes  No

7. Inspection of stocks & records

a. Do the quantities recorded as being on hand agree approximately with quantities actually counted :

Yes  No  Physical Inventory

Pill \_\_\_\_\_ cycles

IUD :

lippes loops B ..... units

lippes loops C ..... units

lippes loops D ..... units

copper T ..... units  
 multi load ..... units  
 condom ..... pieces  
 Injectable ..... doses

b. What kind of stock cards do they have ?

stock card   
 supply card I   
 supply card II   
 Contraceptive register

c. Who makes the decision as to timing and amounts of supplies delivered to this facility ?

A person at this facility   
 A person at a higher level

8. Reporting System :

a. What kind of logistics reporting system do they have ?

F/V/KB at Provincial/Kabupaten level  
 F/II/KB at Clinic level  
 F/I/PPKBD at VCDC and Sub VCDC  
 Other

b. How frequently are the reports being submitted ?

F/I/KB (monthly   
 (   
 F/II/KB (quarterly   
 (   
 F/I/PPKBD (semi annually   
 (   
 (annually

55

Other {  monthly  
 quarterly  
 semi annually  
 annualy

c. How accurate/correct are the reports ?

List any major discrepancies :

.....  
 .....  
 .....  
 .....  
 .....

9. Analysis of Data from March 1982 - August 1982

(a). Calculate the Average Monthly Distribution of Each Method During the Last Six Months.

Method \ Month							Total	#	Average Distribution
Noriday Pill								6	
IUD Copper Ts								6	
Condom								6	

- b. Divide the quantity remaining in stock at the end of last monthly by the average monthly distribution to arrive at the number of months supply on hand.

	Quantity in Stock End of Last Month	%	Average Monthly Distribution	=	Number of Months Supply on hand
Noriday Pill		%		=	
IUD Copper T		%		=	
Condom		%		=	
Other		%		=	

- c. Multiply the average monthly distribution by 12 divide the result by the average use per couple/year to arrive at the approximate number of users

	Average Monthly Distribution	X	Average Yearly Distribution	%	Approximate Number of Users (Couple-Years of Protection)
Noriday Pill		12		13 cy cles	
IUD Copper Ts		12		0.4 *	
Condom		12		144 units	
Other		12			

\* It is assumed that IUDs stay in place on average of 2.5 years.

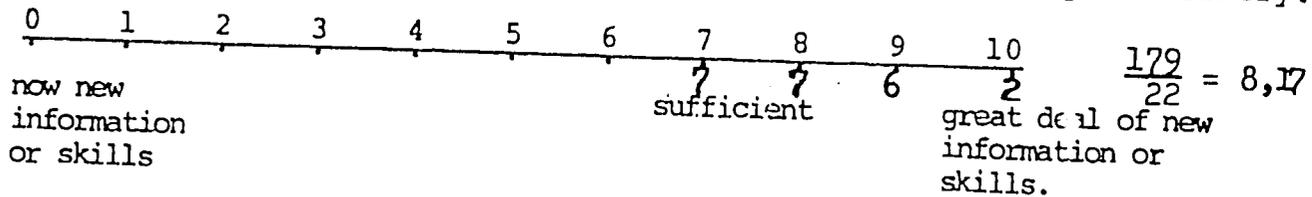
THE TABULATION OF  
FINAL WORKSHOP EVALUATION FORM

Appendix 7D

DIRECTIONS

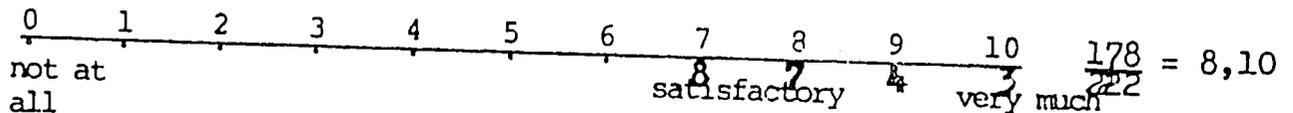
Circle the number which most accurately describes your impression about the Workshop.

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

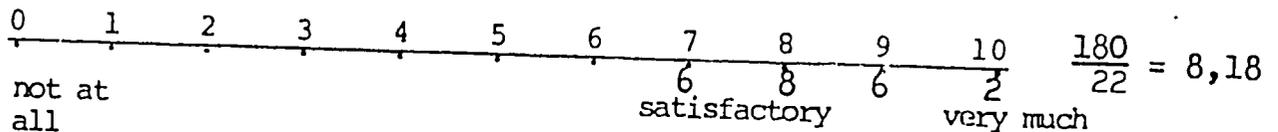


2. To what extent has this workshop :

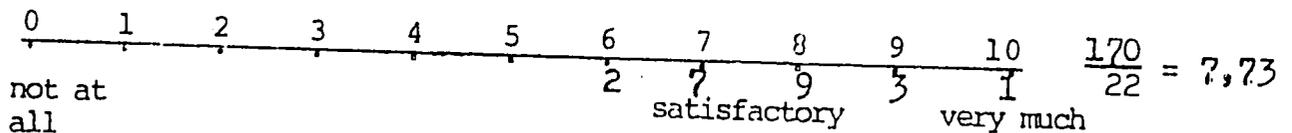
- a. upgraded your expertise in forecasting contraceptive and related supply needs.



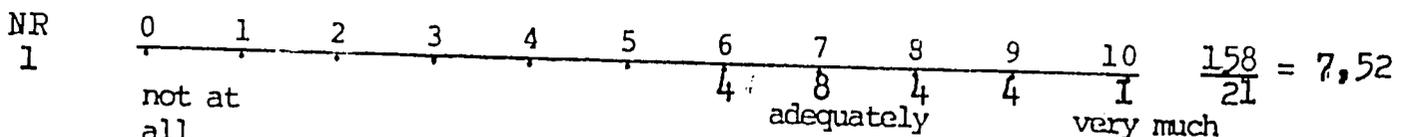
- b. upgraded your expertise in evaluating performance of logistics systems.



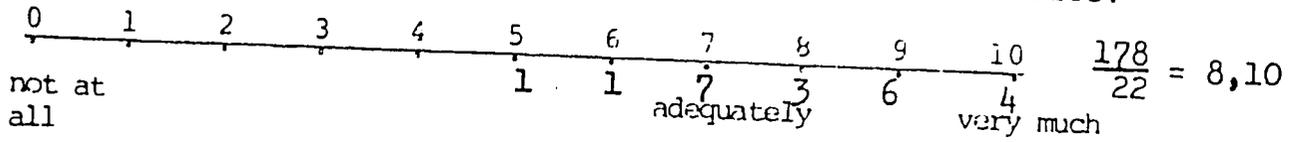
- c. upgraded your expertise in supervising (analyzing performance problems)



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



e. allowed you to share experiences related to logistics supply management with logistics personnel from other countries.



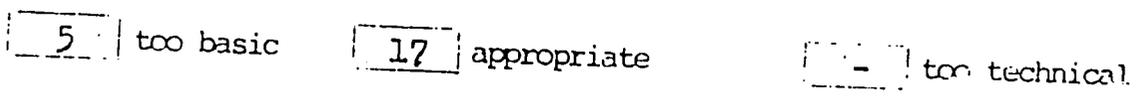
3. Please rank in the order of your preference the workshop methodologies used in this course (score 1 for highest preference and 5 for lowest)

	Rank 1	2	3	4	5
lecture .	3	6	8	4	1
discussion	6	6	2	6	1
audio-visuals	-	1	3	5	10
exercises	6	7	4	2	1
field trip	3	2	5	6	1

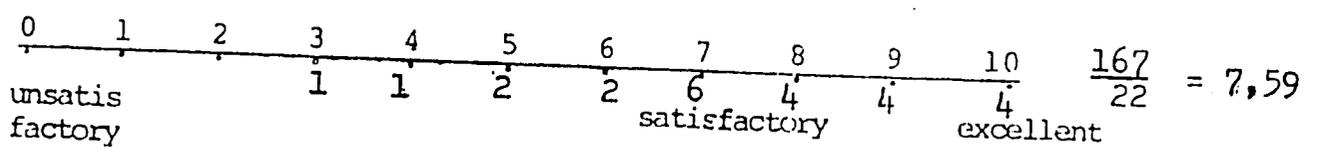
4. The two week period of time devoted to this workshop on Logistics supply management was.



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



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



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



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)

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).

.....

.....

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.....

.....

Responses of 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 & returns in time and accurately
- (4). Authority will be moved to arrange for basic training of the personnels connected with the logistic management down to the field level.
- (5). As timely compilation of the reports at the NHQ is necessary for forecasting, procurement, storage & distribution of logistic items 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 over stock.
- (12). To improve storage warehouse for maintain life of contraceptives as long as possible
- (13). To improve record & report system.....
- (14). In my country the logistic system is very weak, but this workshop has opened awareness for me to work. I will go back and work on training of field level logistic 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). Re evaluate the management of logistic & supply, and try to look for the weakness and make recommendation to the higher level manager.
- (20).

- (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). Developing of new logistics system in the country
- (24). We will have a discussion with the Gov't to start training in respect of logistics for warehouse managers & stockkeepers
- (25). To share with the staff, output of the workshop.

Responses of 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 hand-outs or workshop outline be mailed to the respective countries in advance for the benefit of participants.
- (4). By arranging follow-up program
- (5). Allocate more time for field visit & group discussion
- (6). Cut the time spending in vague summary of what have been lectured as well as time spending in discussing the system that don't based on the mutual policy, environment, condition, etc.
- (7). Be attended for every 2-3 years in different countries.
- (8). Arrange appropriate field visit with adequate time in advance preparations.
- (9). Discuss actual field situations for illustrations.
- (10). As its difficult to obtain foreign exchange in developing countries its 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 Gov't.
- (13). A re orientation programme may be arranged after some time.
- (14). Each country individually discuss detail with the trainers how their logistics system could be improved.
- (15). Exercise to be done for e.g. forecasting with actual ..... available for participants country.
- (16). More time for discussion & presentation of subject matters especially after each given exercises.
- (17). Increase time and improve IVA.
- (18). More field study not only in one country.
- (19). Better lodging & logistics arrangement.
- (20). Save time on travel and speeches.
- (21). Make the workshop a week or shorter and focus on methodology, sometimes discussion consume much time but more less.
- (22). The management of logistics system is treated as technical job it need to be developed by participation of personnels actively working in the logistics system.

REPORT OF FIELD VISIT  
TO YOGYAKARTA

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Our group visited Yogyakarta province to observe the logistics Supply Management.

It must be mentioned that time was a big constraint. The group did visit the facilities at various levels, but much time was spend in formalities & entertainment and enough time was not available at any place for a fuller discussion or collection of information or data. However the main purpose of the visit was served. The members got the opportunity to observe the system and its working and also to learn to a limited extent about its many strengths and some weakness.

On arrival the group was briefed by the Chairman of Yogyakarta, BKKEN. Subsequently the full group visited the Provincial warehouse to see its functioning and collect the relevant data.

For observation of the lower levels the group was divided into two. The first group led by Mr. Harun Al Rashid visited Kabupaten, Kulon Progo Regency, Pengasih Sub District, Margasari village and Kembang sub village.

The second group led by Mr. Karoon visited Gunung Kidul Regency, Karang Mojo Sub-District, Playen clinic and met VCDCs, Sub-VCDCs and DASA WISMAs at Ngunut village.

OBSERVATIONS :

1. The members of the group found that the supply system was working well at all levels.
2. It was also observed that the stocks were available at all levels at all times. However, with one exception where recommended minimum stock levels was not being maintained.

3. Within the limitations of the existing physical facilities we found the storage arrangement to be satisfactory generally speaking, size, lighting, security, ventilation and etc. were found to be acceptable though at certain instances improvements such as size, stocking, ventilation in Yogyakarta needs to be improved.
4. The infra structure from province down to the grass root level is working tremendously well. The commitment of the working all levels, particularly at village is commendable.
5. The reporting was not looked into in details but at one point where it was checked it was found that all reports were being received at the Regency level in time.

SPECIFIC DATA PROVINCE -- YOGYAKARTA.

Name of the item	Average monthly distribution to users.	Stock on hand	No of months supply on hand	As per formulae
Pills (Noriday)	85,440 cycles	16,34,850 cycles	19	3
COPPER "T"	1741 units	8400 units	5	3
CONDOM	4,26,804 units (.42 ml)	27,85,248 units (2.7 ml)	65	3

COUPLE YEARS OF PROTECTION.

Items	Monthly average distribution		Approximate CYP	Methodwise % of user's
Pills (Noriday)	85,440 cy	13 cy	78,368	47,3
COPPER "T"	1,741 units	0.4	78,868	31.3
Condom	4,26,804 PPI	144	35,567	21.3

REGENCY - GUNUNG KIDUL.

Name of item	Average distribution	Stock on hand	No of monthly supply	As per formulae
Pills (Noriday)	4,300 cy	21,488 cy	4.9	6
Condom	6,267 units	23,784 units	3.8	6

SUB - REGENCY - PLAYEN.

Name of item	Average monthly distribution clinic	Stock on hand	No of monthly supply	As per formulae
Pills (Noriday)	1,832 cy	5516 cy	2	6
Condom	1112 units	574 units	11	6
COPPER "T"	-	-	-	-

RECOMMENDATIONS.

1. The physical inventory should be routinely taken and checked with inventory control cards at recommended intervals to prevent the possibility of any discrepancies from building up.
2. FIFO was being implemented warehouse personnel should also be made aware of the importance of taking into consideration the date of manufacture.
3. At certain warehouses adequate ventilation facilities should be provided to control temperature and humidity.
4. Inventory level at Provincial warehouse was high. It would be desirable if better stock control maintained to prevent such over stocking.

5. If a simple and quick procedure for destruction of unusable contraceptives stocks should be introduced.
6. To facilitate FIFO, suppliers should be made to print expiry/ manufacture dates in large, clearly visible prints on the cartoons of the contraceptive devices.

In the end we would like to mention that there is always a room for improvement in fact, in any on-going programme there is a need for improvement on a continuing basis for better efficiency, impact & economy & for making contraceptive more easily available to the users.

Jakarta, September 23, 1982

V.K. Sharma

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REPORT OF GROUP I ON FIELD VISIT  
TO CENTRAL JAVA PROVINCE  
SEPTEMBER 21 - 23, 1982

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I. PURPOSE OF THE VISIT :

- a). To observe BKKBN's contraceptive logistics system,
- b). To evaluate its effectiveness and
- c). To recommend actions necessary to improve the effectiveness of the System.

II. METHODOLOGY USED :

1. The group was provided with a check list of items to be seen.  
After review, we made certain additions and alternations in the check list.
2. The Group was then divided into two sub-groups. Sub-group A under the guidance of Mr. Ananda visited the Demak Regency, its district, clinic and VCDCs, while Sub-group B, under the guidance of Mr. Siraz, visited Magelang Municipal, clinic and VCDC areas. Overall coordination was assigned to Mr. Wasey who is also responsible to present this report. Members among each sub-group volunteered to concentrate on specific aspects of the logistics system based upon their familiarity.
3. Upon arrival, we were briefed with the salient features of the program and logistics at the entity being visited. We were also furnished certain information covering the flow of contraceptives and documention.
4. We physically inspected the storage facilities, where time permitted, counted the stock and checked the relevant records. We also held discussions with concerned officials..

5. We talked with some of the acceptors.

### III. SCOPE

1. Provincial BKKBN Warehouse in Central Java
2. Regency/Municipal BKKBN warehouses at Demak and Magelang.
3. Two Clinics
4. Two VCDCs and concerned FWWs and village Leaders.
5. Twenty acceptors.

### IV. LIMITATIONS

1. Group did not get the opportunity to adequately familiarize itself with the operational and administrative procedures before commencing the trip.
2. Language - both oral and written communication with concerned officials was very limited. Consequently, lots of time had to be wasted in interpreting questions and replies.
3. Very limited time and opportunity for the group and sub-groups to plan its strategy or compare notes on observations.
4. Due to the time and language constraints, the group could not discuss with concerned field staff the apparent weaknesses observed during the field trip. There is every possibility that there is a perfectly acceptable explanation for each of our observation.

### V. SUMMARY OF OBSERVATIONS:

On the whole, the system was operating generally satisfactory.

1. Storage conditions appeared to be generally satisfactory. However, we did observe a few areas where, in our opinion, improvements could be considered.

2. Likewise, movement of supplies between various storage and service pons were found adequate.
3. We could not review the recording and reporting procedures sufficiently enough to offer any valued judgement. Therefore, we confine ourselves to suggesting a possible management tool for exercising an effective supervision over the subordinate functions.

VI. DETAILED OBSERVATIONS :

1. Provincial Warehouse

- a). Cartoons were stacked along the walls leaving no space between the walls and the stacks. Perhaps if the requisite space was left, there would not have been enough space in the warehouse for handling the stores. Therefore, while the existing storage space may be considered adequate to meet the present needs, it would be desirable to acquire additional space so as to move the stacks away from the walls and also have space for handling the stores.
- b). Fire extinguishers were provided. However, these were not placed within the rooms where the BKKBN supplies were stored.
- c). It was too hot inside the warehouse and the high temperature may contribute to possible deterioration of the contraceptives such as condoms.
- d). There was no evidence that physical inventories were taken. The Warehouse Manager stated that all stocks were counted annually by his staff.

However, there was no certification recorded on the stock card to indicate who did the counting, when and with what results. Additionally, normally it is advisable that someone other than the storrekeeper/store staff does the actual counting.

- e). Stock cards are maintained on an annual basis i.e. at the beginning of each fiscal year (April 1) a new card is opened. This system has two disadvantages - movement of stores is scattered on more cards than necessary. We also noted that the first entry on the card is not referenced to the previous card for verification purposes. Please also note that previous year cards were not readily available for our review.

2. REGENCY/MUNICIPAL LEVEL WAREHOUSES AT DEMAK & MAGELANG.

- a). Storage space appeared inadequate with insufficient ventilation.
- b). In the Magelang Warehouse, stocks of fill cartoons bearing various manufacturing dates were commingled. Possibly this was due to shortage of space.
- c). We found a minor discrepancy at each of the two stores at Demak, physical count of pills exceeded the book balance by 1200 cycles. This overage occurred because 2 boxes of pills returned by a district were not taken on stock book. We were told that the Logistical System does not provide for a Material Return document to handle such cases. We could not verify this statement due to the time and language constraints. On the other hand, a small shortage of 600 cycles was observed at Magelang warehouse.

d). Insecticides were found stored adjacent to the Copper T IUD cartoons.

3. District Clinic at Gajah.

a. We noted that the medical kit used for IUD insertion was fairly old and at places even rusted. The operation table was not filled with Lithotomy Posts. In addition, the Lippes Loops and insertion was dipped into Lysol which is an out-dated method as Lysol causes irritation. Therefore, instead of Lysol, zephrian Lotion is used. For patient convenience and safety, we feel that the clinic should be provided with a new vaginal speculum, the table be fitted with Lythotomy Posts and a supply of zephrian Lotion.

4. Supply of Contraceptives and Stock Levels.

Because of the forementioned constraints, we could not go into the details. However the field function areas and service points expressed satisfaction over flow of contraceptives and the logistics system appeared to be operating very well.

5. Record keeping and Reporting.

We could not see the recording and reporting at any other level but the VCDC and sub-VCDC levels, mainly due to the time and language constraints.

The record maintained by VCDCs, sub-VCDCs, Clinic and the field worker was exceptionally good **Marvelous**.

At least in Pakistan, we could not imagine such excellent recording and reporting from any field level and from the Program staff,

There is one area in which there might be some room for improvement, namely providing a sort of tool for Managers to exercise supervision. Presently, Improvisors wait for Feedback from Jakarta Computer. This feedback is generally prompt. However, it provides totals of stocks and dispensed quantities. These computer and field reports are field and to ascertain a field units performance over a period of time, one needs to go through the report files. All the information is there but is scattered on a number of pages and the supervision need to shuffle through these pages. He can not see it all in one glance, the whole picture from January to December on one sheet. We feel that a ledger type card or sheet for each field units stock and performance showing monthwise entires might prove to be a useful management tool of supervision. In short, we feel that the Province maintain a sheet for each of its Regencies, the Regency for each of its clinic, the clinic or Field worker for each of his/her VCDC etc. This way, a supervisor or visitor from higher echelon can see an entire years operation of an entity in one glance, note abnormalities and plan actions. These are not recommendations but only views based on our limited knowledge of the field conditions. Pros and Cons need to be considered and discussed with field staff. Unfortunately, we did not time now the opportunity.

#### 6. Overall Comments.

Our field trip would be incomplete unless we record the tremendous amount of dedication, enthusiasm and pride of performance among the field staff at all levels, including volunteers, community leaders and the community as a whole. The success achieved is tremendous and we unbelievable. All of the Program personnel and those participating in it are rightly proud of their achievements and we enjoy them. Well done BKKBN.

## VII. RECOMMENDATIONS.

1. Physical inventory should be conducted by someone other than the warehouse staff.
2. An entry should be made on the stock card indicating when the stock was counted, by whom and the results.
3. A new card need not be prepared each year. If for some reason the system of yearly cards be continued, we recommend that the balance brought forward from the prior year card must be authenticated and referenced to the prior year card.
4. For easy reference, each stock card be assigned an identifying number. This is also necessary to guard against possible loss or misplacement of the stock cards.
5. Improve storage conditions wherever possible with respect to ventilation, temperature (through exhaust fans), size and stocking etc.

## IX. NOTE OF APPRECIATION.

The Group as a whole and individually hereby places on record its/their appreciation and most sincere gratitude for the opportunity provided by BKKBN for this trip for the kindness, love and hospitality bestowed upon us by ALL repeat ALL we met. It will be out lifetime memory. We learned a lot in these two days and really enjoyed it.

Thanks.

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