

Improving Supply Chain Efficiency in Indonesia: *Organization, Collaboration & Information*

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Right Time, Right Method, My Choice



Project Regions

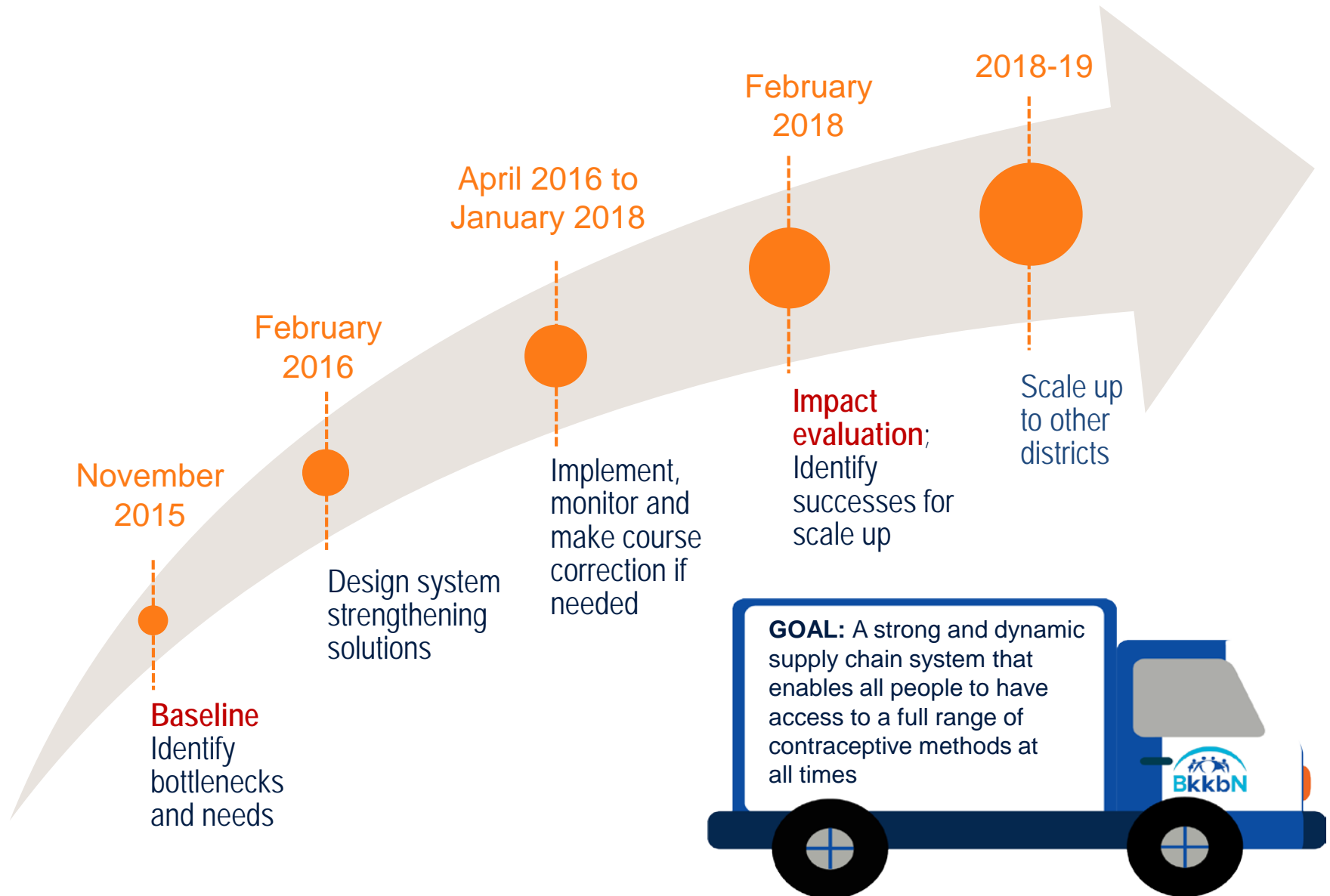
Proof of Concept
11 Districts



Scale up
24 New Districts



Supply Chain Improvement Process



Baseline Assessment Findings



Inventory Management

Use of service targets to make resupply decisions and an inadequate inventory control system resulting in stock imbalances.



Logistics Management Information Systems

BKKBN has a robust electronic LMIS but poor record management at SDPs compromises quality and limits use of the data.



Communication and Collaboration

Supply chain functions cut across multiple divisions and levels with minimal communication and coordination resulting in inefficiencies within the supply chain.



Organizational Capacity

The FP program lacked standardized processes and a mechanism for routine monitoring and supervision of the supply chain. High staff turnover made capacity building challenging.

Core Intervention Themes

ORGANIZATION

- Standardize processes
- Define roles
- Increase commitment

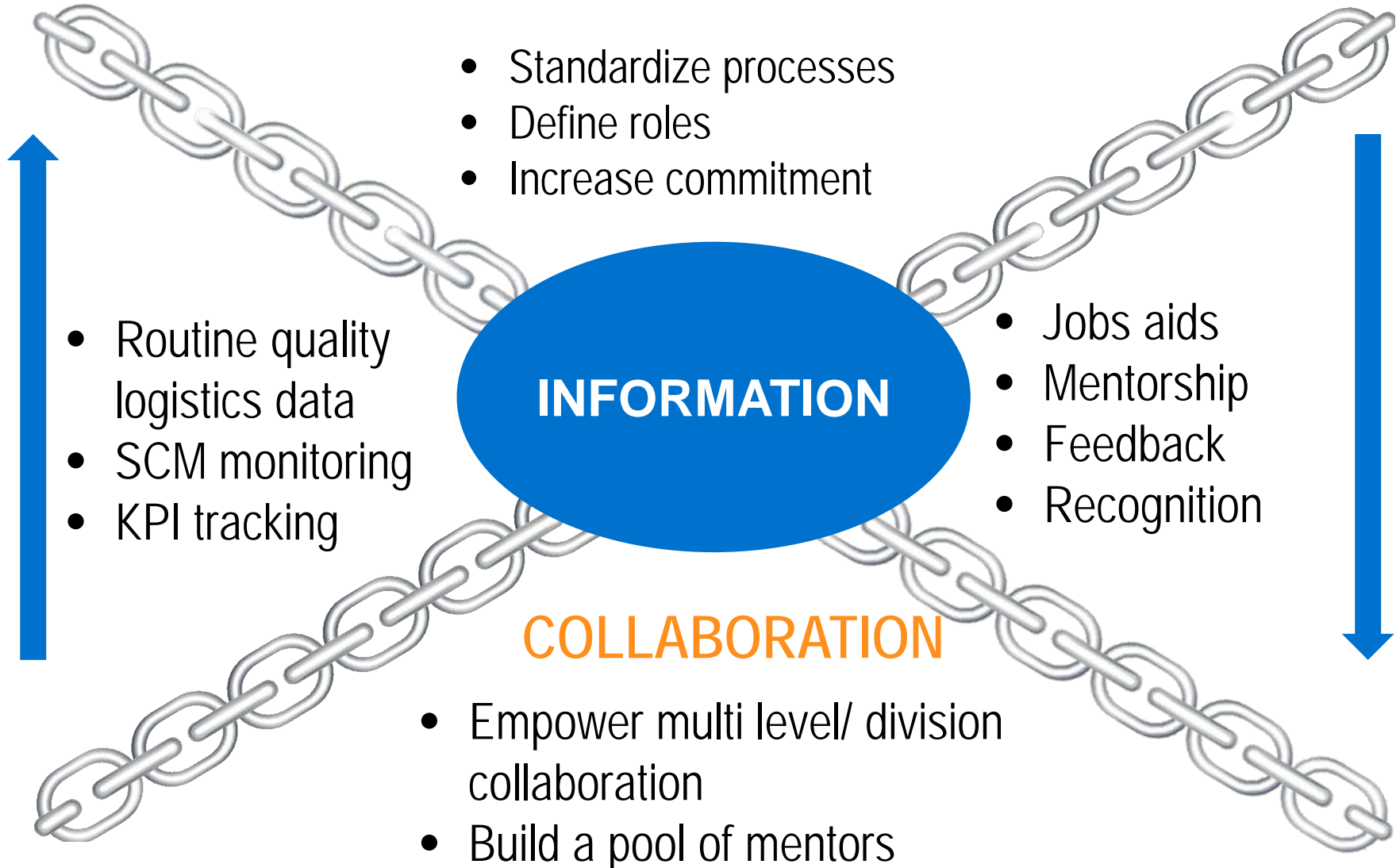
INFORMATION

- Routine quality logistics data
- SCM monitoring
- KPI tracking

- Jobs aids
- Mentorship
- Feedback
- Recognition

COLLABORATION

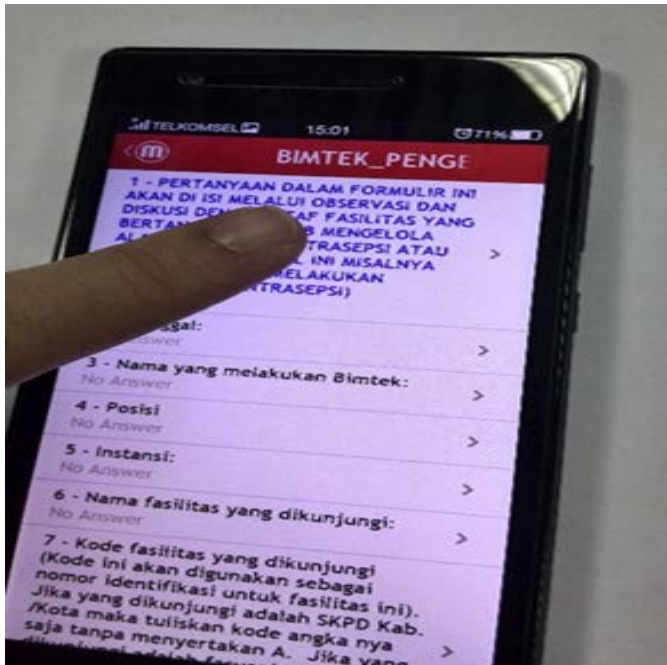
- Empower multi level/ division collaboration
- Build a pool of mentors



Organization: Equipping Stakeholders

Standardized Processes for Inventory Management

- **Dynamic:** Consumption based resupply
- **Responsive:** Emergency order and reallocation points
- **Efficient:** Staggered distribution schedules



User Friendly Tools and Job Aids

- **Simplified:** Excel-based Inventory Management and Monitoring (MIM) tool
- **Accessible:** Video-based tutorials
- **Low Cost:** Mobile-based monitoring tool

Collaboration: Mentorship & Training

Knowledge transfer: routine mentorship and on-the job training (OJT) complements classroom training

Compliance: quality assurance & accountability

Feedback and Teamwork: recommendations, recognition, participatory decision making

Data from Monitoring: monitoring provides non-LMIS data – storage and stock card use

Communication: WhatsApp groups used for reminders, requests and knowledge sharing

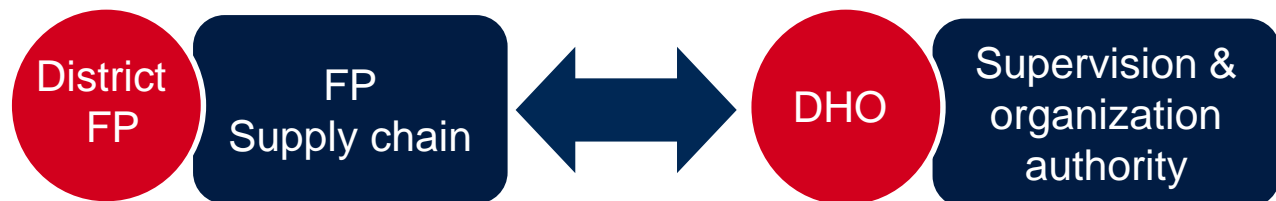
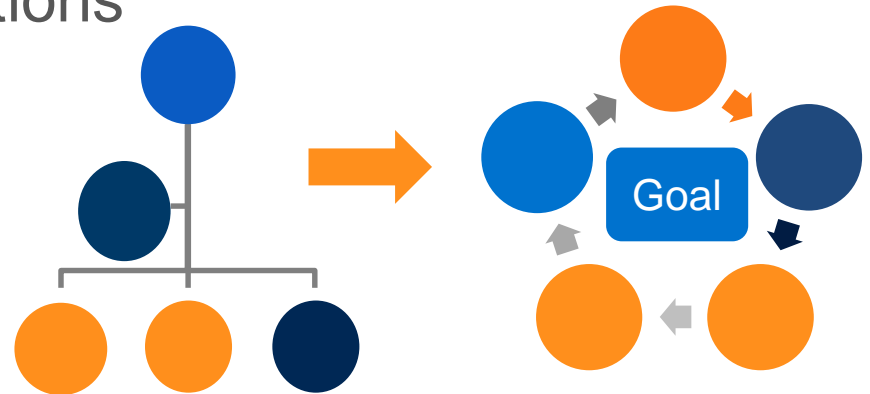


Collaboration: Quality Improvement Teams

Connects Across Divisions & Levels: Routine meetings are conducted that include stakeholders across divisions and levels of the health system

Strengthens Coordination and Cooperation: aligns expectations; collective problem solving & joint implementation of SCM interventions

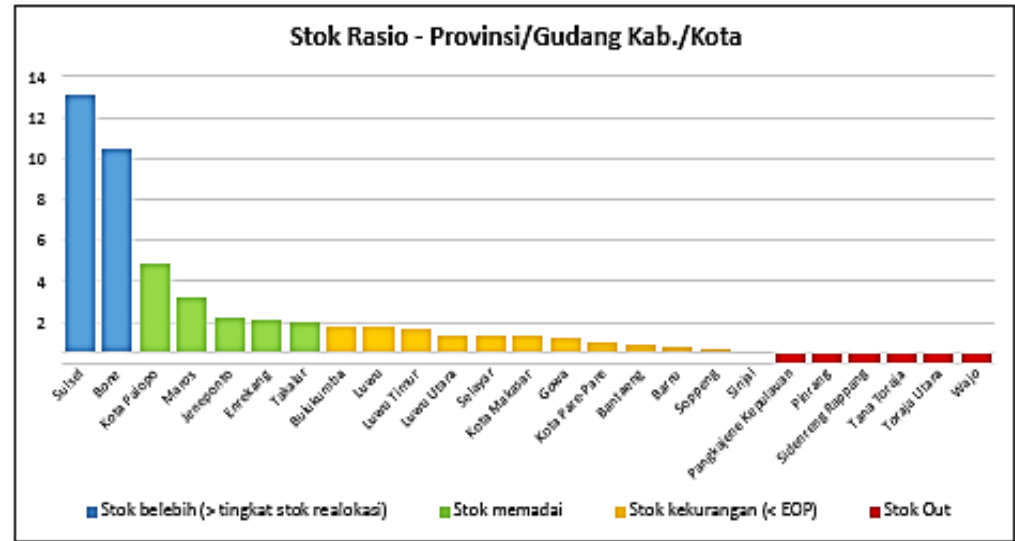
Improves Performance: continuous supply chain improvement processes introduced



Information: Data Flow and Use

Data visibility: User friendly dashboards for eLMIS data and mentor data

Performance Monitoring: KPIs with annual targets that QI teams use to monitor performance.



District Tally Sheet				Target achieved				Target not achieved			
Category	Indicator	Source	Product	Target	Month						
					Jan-17	Feb-17	Mar-17	Apr-17			
Product Availability	% of SDPs stocked out, by method	BKKBN e-LMIS	IUD	15%	6%	7%	9%	6%			
			Condom	5%	6%	9%	6%	0%			
			Pill	20%	10%	4%	4%	0%			
			Injectable	20%	2%	4%	2%	0%			
			Implant	40%	12%	6%	11%	9%			
	% of SDPS stocked out of any method	BKKBN e-LMIS		15%	35%	19%	26%	15%			
			IUD	50%	44%	28%	43%	50%			
		Condom	100%	59%	47%	47%	70%				

ARE WE MAKING AN
IMPACT?

ENDLINE RESULTS

Evaluation Methodology

Baseline and Endline Quantitative Surveys

Sample Size

Data collection methods

- Interviews
- Physical count
- Review of records and reports
- Observations of storage conditions

Facility type	Baseline	Endline
Primary Health Care (Puskesmas)	217	231
Private Facilities	91	84
Public/Private Hospitals	33	43
District Warehouses	11	11
Provincial Warehouses	4	4
Total	356	373

Qualitative Group Discussions

Qualitative workshops with Province and District Stakeholders

- Data Validation, Identify Strengths, and Challenges, Sustainability

Routine Data Analysis

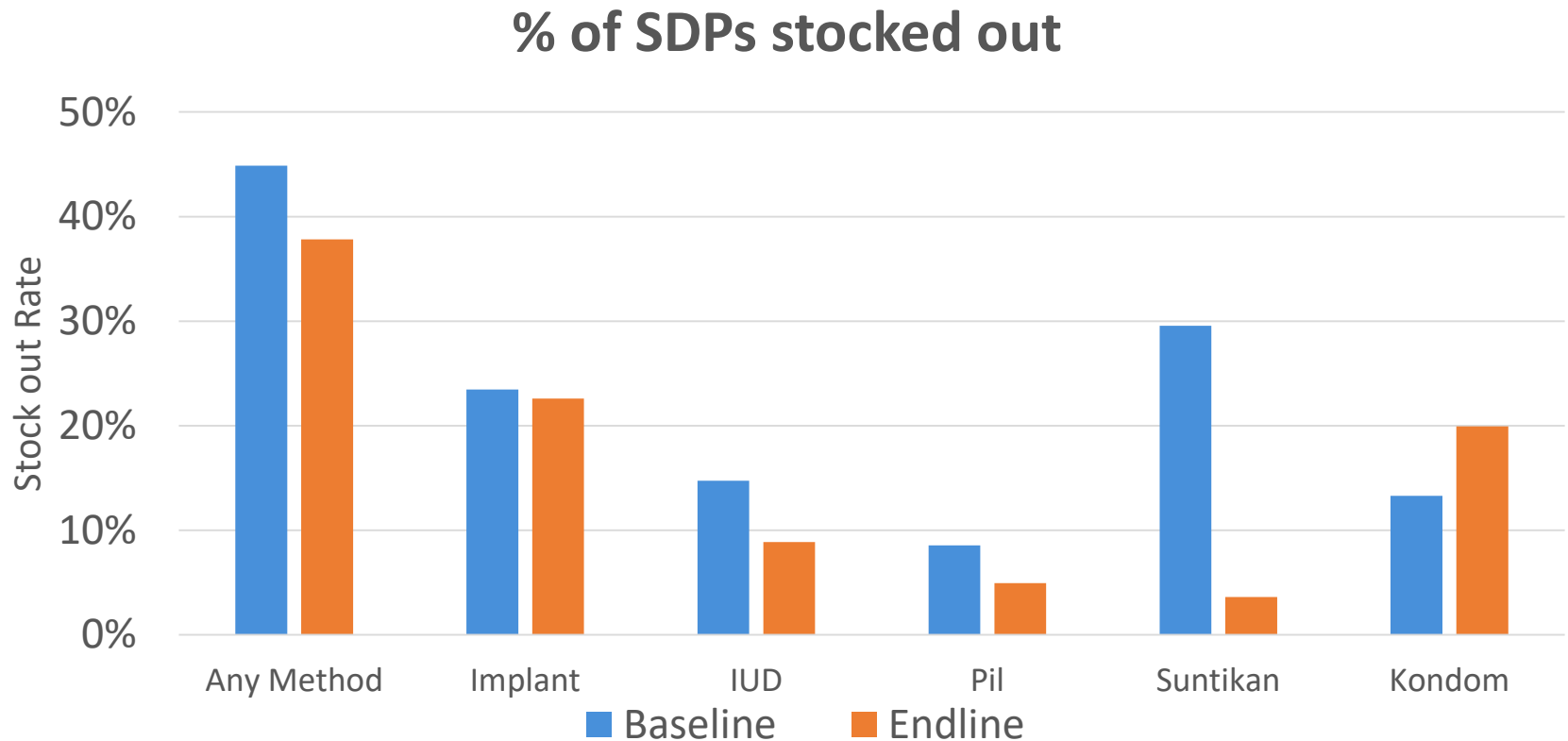
Review monthly reports

- Warehouse and Health facility monthly eLMIS reports
- Mentorship visit reports
- Comparison of eLMIS data from project districts with other non-intervention districts

Improved Product Availability at SDPs

33%

decrease in average number of SDPs stocked out across all methods



Stock Imbalances Decreased

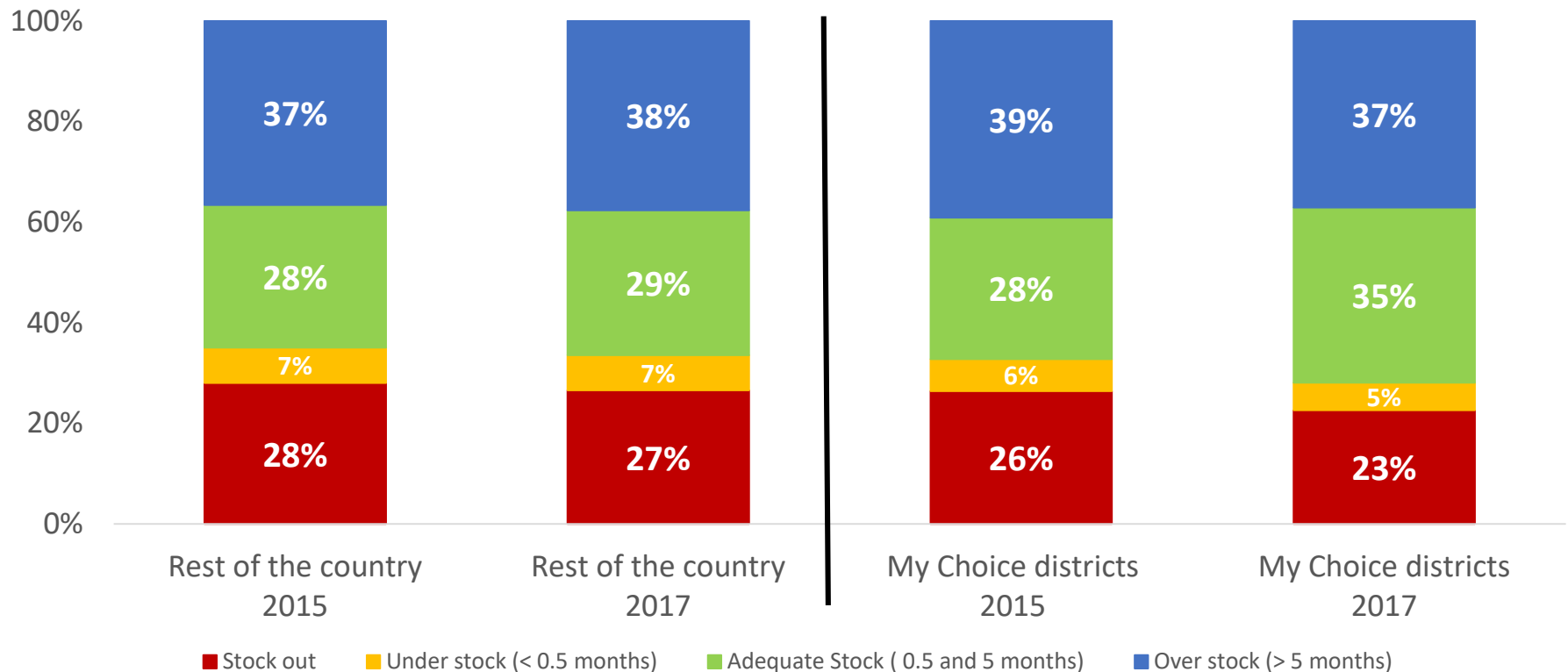
15%

fewer SDPs
stocked out

21%

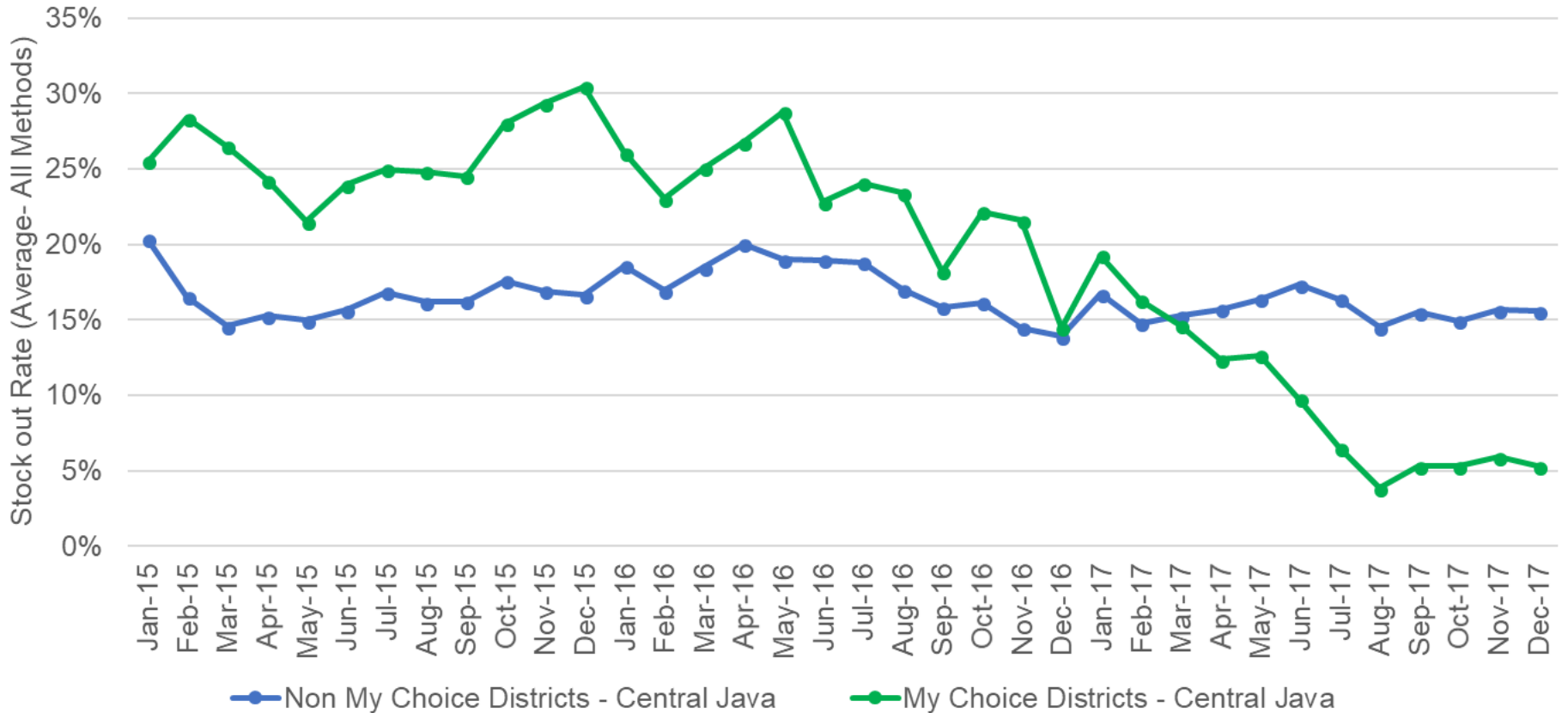
more SDPs
with adequate stock

Average Stock Status at SDPs for all methods

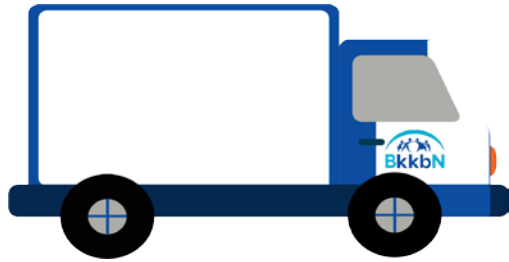


Reduced Stock Outs

% of SDPs Stocked out – **CENTRAL JAVA**



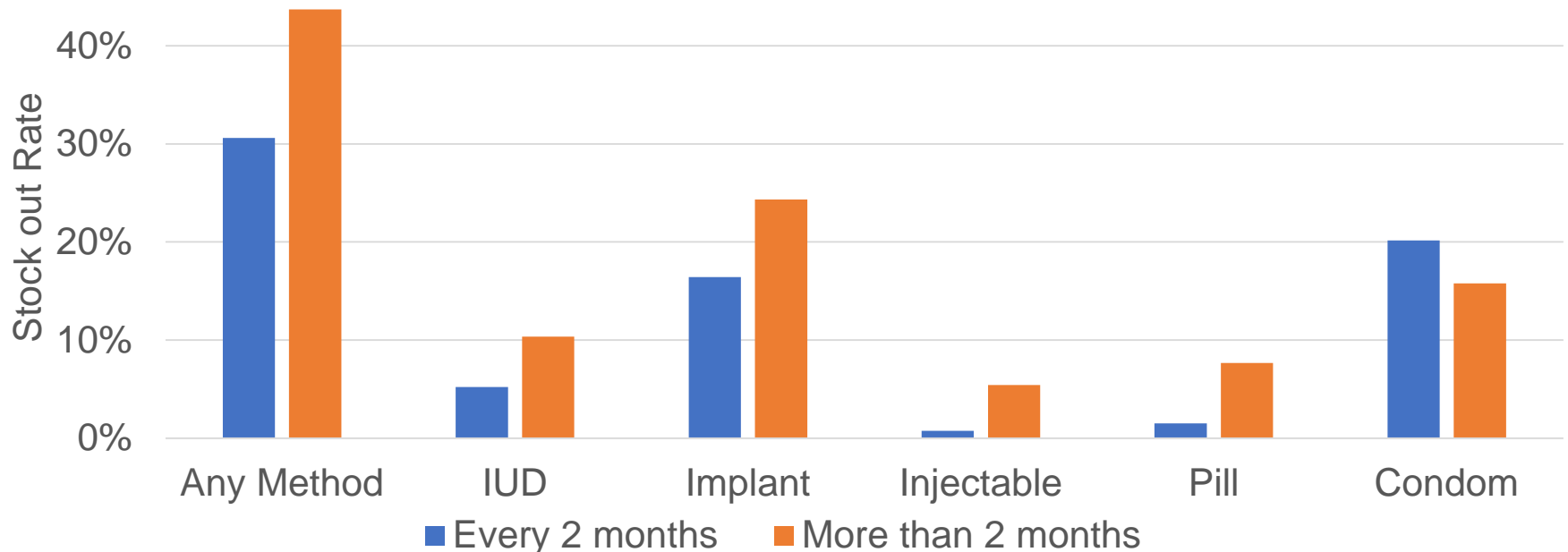
Distribution Schedule Reduced Stock Outs



Bi Monthly
Distribution



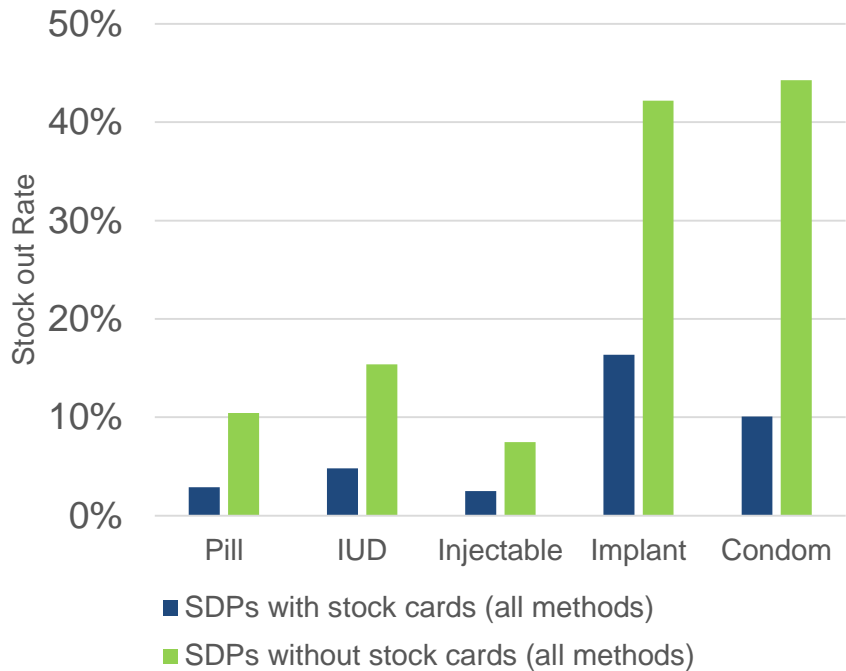
Delivery Frequency vs. Stock out Rates



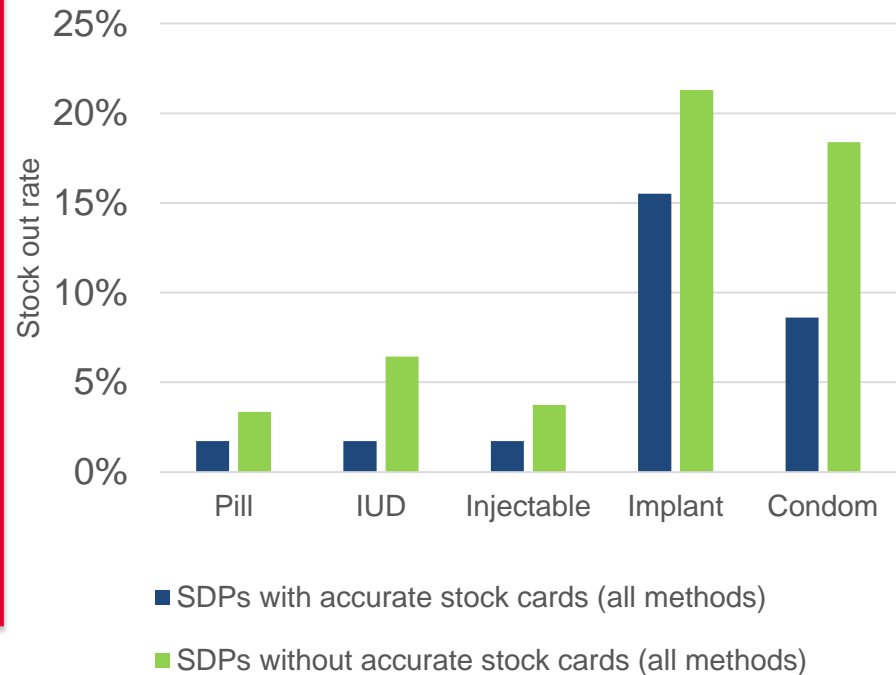
Stock Card Use Reduced Stock Outs



Logistics Record Use vs. Stock out rate



Logistics Record Accuracy vs. Stockout rate

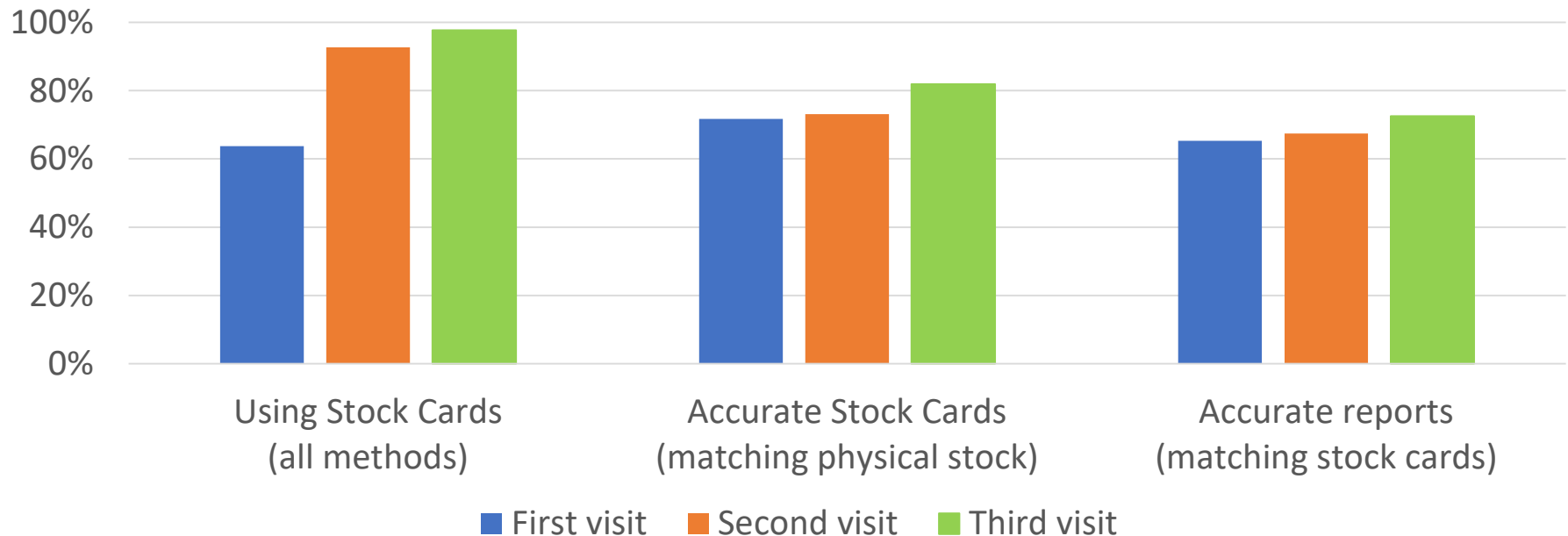


Mentorship Improved Quality of Data

“The Mentorship and On-the-job training program inform facilities about the importance of maintaining accurate records. Now health facilities are consistently conducting physical stock count at the end of each month.”

—HEAD OF FP PROGRAM & FINANCE DIVISION, BREBES DISTRICT, CENTRAL JAVA

Impact of routine mentor visits on SDP logistic records & reports

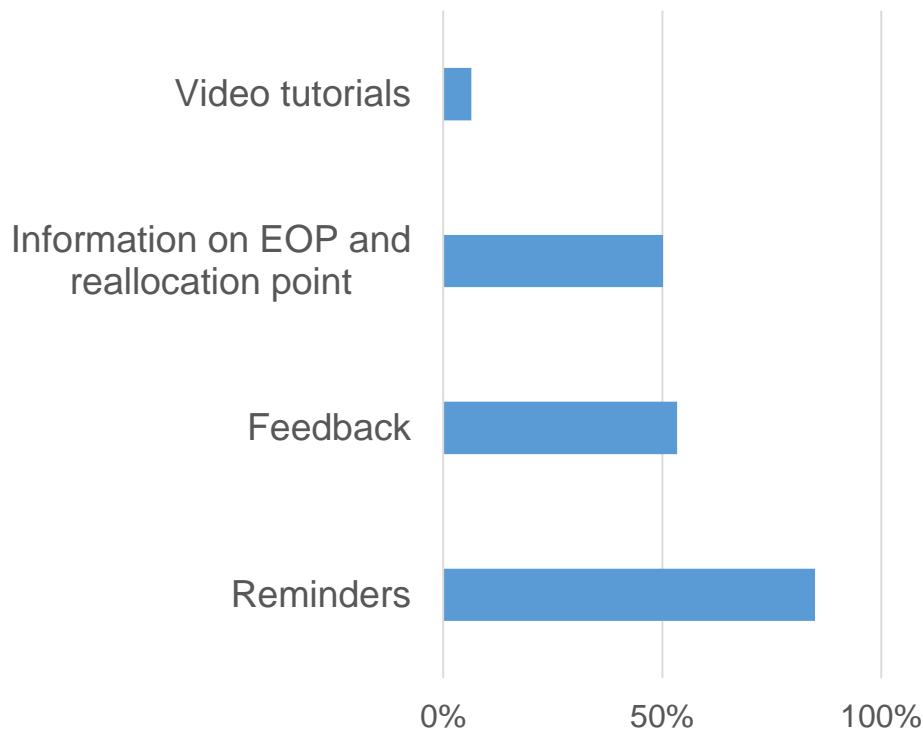


WhatsApp Improves Communication

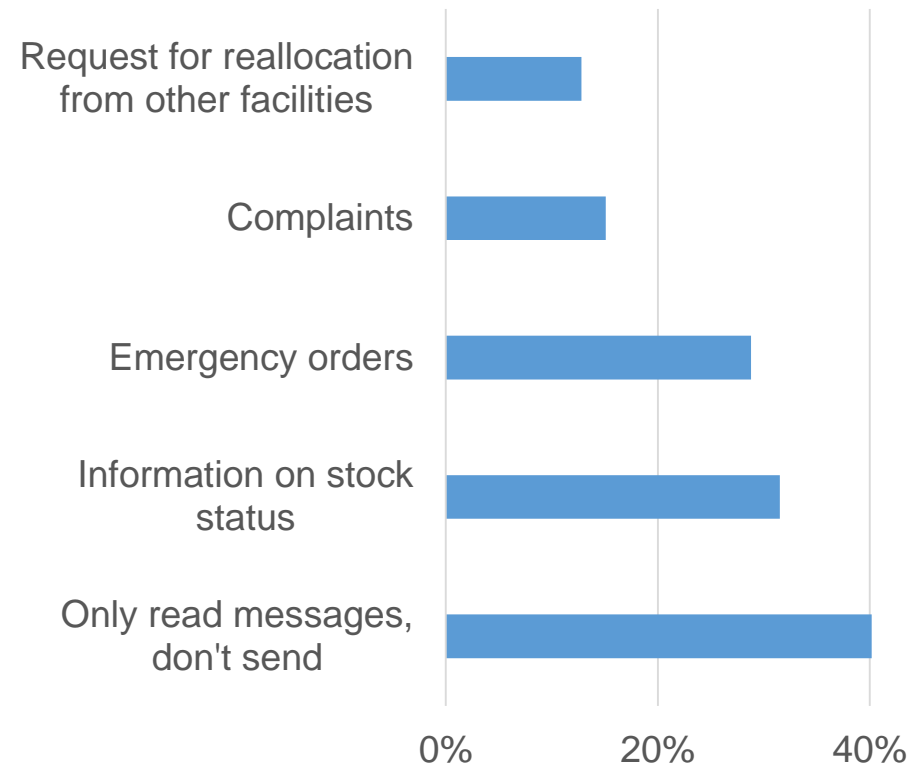
58% of SDPs surveyed are members of a WhatsApp group.

WhatsApp proved a valuable communication tool however endline results showed no relationship between WhatsApp usage and improved stock availability.

Types of information **RECEIVED**
through WhatsApp groups



Types of information **SENT**
through WhatsApp groups



Quality Improvement Teams

- **Poor Data Quality:** QIT team discovered that several SDP's had expired stock and were including it in their reports and took corrective action.
- **Overstocking:** SDP's with over stock (above the reallocation point) identified and the district facilitated redistribution procedures.
- **Improved Capacity:** QITs increased the capacity of stakeholders to analyze and interpret data using the inventory management tools.
- **Increased Budget:** Province's increased their budget for SCM related activities as a result of QITs and project results
- **Enhanced Value for SC:** Increased levels of participation in QITs enhanced the value of SC for family planning across divisions



Challenges

- **Procurement delays** and procurement policy at central level.
- **Poor adherence** of the SOP by the local stakeholder
- **Low priority** of family planning at local government level
- **Lack of adequate storage** infrastructure at district and SDP level
- **High staff turnover**

Conclusions: Adoption and Sustainability



Familiar platforms: user friendly - Excel based tools



Motivation: feedback and recognition



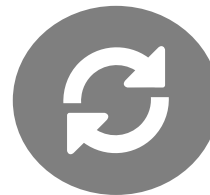
Free user friendly mobile tools: leveraging high smartphone penetration



Governance: clearly defined roles and responsibilities



Cost effective: interventions can be embedded within existing budget line items e.g. supportive supervision with distribution



Joint ownership: multi level collaboration towards a common goal

Terimakasih!

PilihanKu ✓



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