STRENGTHENING THE FAMILY PLANNING SUPPLY CHAIN IN INDONESIA

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FAMILY PLANNING IN INDONESIA

Indonesia, the fourth-largest nation in term of population size, had one of the strongest and most successful national family planning initiatives.

GOLDEN ERA (early 1970–early 2000)
- Fertility rate decline: 5.6 to 2.6
- mCPR doubled to nearly 60%
- Massive campaign on national scale

REVITALIZATION
- Commitment to FP2020 goals
- Investment to enhance family planning education, awareness and services
- Village Family Planning Project.

STAGNATION (from early 2000)
- Fertility rate: 2.6
- mCPR risen a meager 0.5%
- Fewer campaigns and promotions
- Authority shifting from national to district level.

- Strengthening the inclusion of FP in the Universal Health Coverage (UHC) program
- Encouraging the use of LARC and reducing discontinuation rates.
Procurement of contraceptives is centralized.

Products from Central BKKBN are distributed to 34 provinces.
CONTRACEPTIVE AVAILABILITY

**Contraceptive Method Mix**

- Condom: 2% Male sterilization, 5%
- IUD: 6%
- Implant: 10%
- Injectable: 54%
- Pill: 23%
- Female sterilization: 0.2%

**Contraceptive Stockout Rate 2016**

- Condom: 32%
- Implant: 30%
- Injectable: 27%
- Pill: 25%
- IUD: 23%

<table>
<thead>
<tr>
<th>Method</th>
<th>Stockout Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Condom</td>
<td>32%</td>
</tr>
<tr>
<td>Implant</td>
<td>30%</td>
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<tr>
<td>Injectable</td>
<td>27%</td>
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<td>Pill</td>
<td>25%</td>
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<td>IUD</td>
<td>23%</td>
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**GOAL:** A strong and dynamic supply chain system that enables all people to have access to a full range of contraceptive methods at all times

**SUPPLY CHAIN IMPROVEMENT PROCESS**

- **November 2015:** Identify bottlenecks and needs
- **February 2016:** Design system strengthening solutions
- **April 2016 to November 2017:** Implement, monitor and make course correction if needed
- **December 2017:** Impact evaluation; identify successes for scale up
- **2018-19:** Scale up to other districts

11 Districts in 4 Provinces
CORE THEMES OF OUR SYSTEM

ORGANIZATION
- Standardize processes
- Create user friendly tools/job aids
- Define roles & responsibilities
- Increase commitment

COLLABORATION
- Empower multi level/unit collaboration towards a common goal
- Identify champions. Build a pool of mentors for knowledge transfer

INFORMATION
- Routine logistics data
- Dedicated SCM monitoring
- KPI tracking
- Decisions/actions
- Tools/jobs aids training
- Mentoring & OJT
- Performance feedback
- Recognition
FROM THEORY TO PRACTICE
SOPS FOR INVENTORY MANAGEMENT

• **Dynamic**: Consumption based resupply
• **Preventive**: Emergency order and reallocation points
• **Efficient**: Staggered distribution schedules

USER FRIENDLY TOOLS AND JOB AIDS

• **Simplified**: Excel-based Inventory Management and Monitoring tool
• **Accessible**: Video-based tutorials
• **Low Cost**: Mobile-based monitoring tool
Defining Roles and Responsibilities

**Ownership**

- Last day of the month:
  - Conduct physical count. Ensure stock card is up to date
    - IM SOP
  - Complete F V/KB report
    - R&R Job Aid

- 1st to 10th:
  - Input F V/KB report into online system
  - Receive F II/KB reports & input into online system

- 10th to 15th:
  - Review FII/KB reporting rates. Follow up on missing reports
  - Review data in online system for accuracy and completeness
  - Develop agenda, send invitation for QIT meeting
    - QIT SOP

- 15th to 17th:
  - Download table 11 (Summary FII/KB report) and F V/KB from online system
  - Copy and paste data into MIM Tool
    - MIM Tool
  - Download Magpi data and paste into Monev Tool
    - Magpi, Monev Tool

- 17th to 20th:
  - Conduct QIT meeting. Analyze Monev data and Stock Rasio.
    - QIT SOP
  - Prepare schedule and transport for distribution. Pick and pack products

- 20th to 30th:
  - Prepare SBBK and other delivery documents
  - Distribute products to District

**Accountability**

- Conduct Bimtek and OJT. Review feedback form. SDPs follow up action
  - Bimtek Job Aid

**Note:** Each color represents a division responsible for each task. Yellow boxes show the resources (Tools/Job aids) available to complete the task.
**Multi division:** Cross functional partnership for problem solving & implementation of SCM system strengthening interventions

**Multi level:** Setting expectations across levels of the chain; knowledge sharing

**Performance:** Enhance effective team performance; establish process for continuous supply chain improvement

**Multi sectoral:** Strengthening coordination and cooperation
**Knowledge transfer:** Complement classroom trainings with routine mentorship and OJT

**Compliance:** Quality assurance & accountability

**Feedback:** Recommendations and recognition, increasing motivation and performance

**Team work:** Encourages participatory decision making

**Data for Monitoring:** Visibility into non-LMIS data

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

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**PROVINCE**

Quarterly

**DISTRICT**

Every 4 months

**SDP**
**Data visibility:** User friendly tools for interpretation of eLMIS data and supportive supervision data
**Performance:** KPIs with annual targets that enable cross functional teams to work collectively towards a common goal.

<table>
<thead>
<tr>
<th>Category</th>
<th>Indicator</th>
<th>Source</th>
<th>Product</th>
<th>Target</th>
<th>Jan-17</th>
<th>Feb-17</th>
<th>Mar-17</th>
<th>Apr-17</th>
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</thead>
<tbody>
<tr>
<td><strong>Product Availability</strong></td>
<td>% of SDPs stocked out, by method</td>
<td>BKKBN e-LMIS</td>
<td>IUD</td>
<td>15%</td>
<td>6%</td>
<td>7%</td>
<td>9%</td>
<td>6%</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Condom</td>
<td>5%</td>
<td>6%</td>
<td>9%</td>
<td>6%</td>
<td>0%</td>
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<td></td>
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<td>Pill</td>
<td>20%</td>
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<td>4%</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Injectable</td>
<td>20%</td>
<td>2%</td>
<td>4%</td>
<td>2%</td>
<td>0%</td>
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<td></td>
<td></td>
<td></td>
<td>Implant</td>
<td>40%</td>
<td>12%</td>
<td>6%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Supportive Supervision</strong></td>
<td>% of SDPs that received supportive supervision and on-the-job training</td>
<td>Magpi</td>
<td>IUD</td>
<td>15%</td>
<td>35%</td>
<td>19%</td>
<td>26%</td>
<td>15%</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Condom</td>
<td>100%</td>
<td>59%</td>
<td>47%</td>
<td>47%</td>
<td>70%</td>
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<td></td>
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<td>Pill</td>
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<td>57%</td>
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<td>60%</td>
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<tr>
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<td>Injectable</td>
<td>60%</td>
<td>67%</td>
<td>85%</td>
<td>77%</td>
<td>79%</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Implant</td>
<td>70%</td>
<td>64%</td>
<td>59%</td>
<td>59%</td>
<td>54%</td>
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<tr>
<td><strong>Distribution</strong></td>
<td>% of SDPs that received products on time</td>
<td>Delivery note</td>
<td>IUD</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>9%</td>
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<tr>
<td></td>
<td></td>
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<td>Condom</td>
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<td>100%</td>
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<tr>
<td><strong>Storage</strong></td>
<td>% of SDPs that are storing products within the appropriate temperature (≤25 °C)</td>
<td>Magpi</td>
<td>IUD</td>
<td>10%</td>
<td>12%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Condom</td>
<td>88%</td>
<td>86%</td>
<td>100%</td>
<td></td>
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</tr>
<tr>
<td><strong>Logistics Management Information Systems (LMIS)</strong></td>
<td>% of SDPs that have stock card balances matching physical stock for all offered methods</td>
<td>Magpi</td>
<td>IUD</td>
<td>93%</td>
<td>67%</td>
<td>100%</td>
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<td></td>
<td></td>
<td></td>
<td>Condom</td>
<td>93%</td>
<td>67%</td>
<td>100%</td>
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<td>Pill</td>
<td>73%</td>
<td>58%</td>
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<td></td>
<td></td>
<td></td>
<td>Implant</td>
<td>90%</td>
<td>93%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% of SDPs that submitted monthly reports on time (before the 15th of the following month)</td>
<td>BKKBN e-LMIS</td>
<td>IUD</td>
<td>20%</td>
<td>59%</td>
<td>69%</td>
<td>87%</td>
<td>91%</td>
<td></td>
</tr>
<tr>
<td>% of SDPs with accurate reports (beginning balance of the current month matching ending balance of the previous month)</td>
<td>BKKBN e-LMIS</td>
<td>Condom</td>
<td>20%</td>
<td>59%</td>
<td>69%</td>
<td>87%</td>
<td>91%</td>
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Data quality: Building capacity of logistics recording & reporting through classroom trainings, video based job aids & reinforced with OJT.

QUALITY LOGISTICS RECORDS  ►  QUALITY SERVICE
**Knowledge transfer:** Complement classroom style trainings and SOPs/Job aids with routine mentorship and OJT

**Feedback:** Recommendations and recognition, increasing motivation and performance
ARE WE MAKING AN IMPACT?
Impact: Product availability has improved.

- **10%** average increase in number of SDPs with adequate stock levels.
- **9%** average decrease in number of SDPs stocked out.

**% of SDPs with adequate stock levels**
(0.5 - 5 months of stock)

**Stockout Rate at SDPs**

Source: BKKBN eLMIS data
**IMPACT**

**INCREASE IN APPROPRIATE USE OF LOGISTICS RECORDS**

- **150% increase in use of stock cards**
- **167% increase in stock card accuracy**

**% of SDPs using stock cards**

- Sep 2015: 20%
- Dec 2016: 40%
- May 2017: 60%

**Stock card accuracy**

- Sep-15: 20%
- Dec-16: 40%
- May-17: 60%

Source: Baseline assessment and Supportive Supervision data
IMPACT SUPPORTIVE SUPERVISION and ON THE JOB TRAINING

Mentor Visits

- % of SDPs using stock cards
- % of stock cards with balances matching physical stock
- % of stock cards with balances matching reports

First visit
Second visit
• Using a combination of routine data and supportive supervision monitoring data the QIT team discovered that several SDP’s had stock of expired products and were including it in their reports. Corrective action was initiated by the mentors to encourage SDP’s to make adjustments on their stock records and initiate disposal procedures.

• SDP’s with over stock (above the reallocation point) identified and the district has been facilitating redistribution procedures.

• Stakeholders have increased their capacity to analyze and interpret data using the inventory management tools.

• Province’s have increased their budget for SCM related activities.

• Divisions that traditionally did not show much interest in SCM have shown increased levels of participation in QITs.
CHALLENGES

Procurement delays at central level

Low priority for FP at local government level

Lack of adequate storage infrastructure at district and SDP level

High staff turnover
CONCLUSION DRIVERS OF ADOPTION AND SUSTAINABILITY

**Motivation**: performance based financial and non financial incentives

**Governance**: clearly defined roles and responsibilities

**Joint ownership**: multi level collaboration towards a common goal

**Familiar platforms**: user friendly - Excel based tools

**Free user friendly mobile tools**: leveraging high smartphone penetration

**Cost effective**: interventions can be embedded within existing budget line items e.g. supportive supervision along with distribution
Stronger Supply Chains save lives