



**STOCK BOOK**  
**TAB. IRON & FOLIC ACID TABLETS**

Name of Article	Receipt	Amount	Issued	Balance	Remarks
विवरण	प्राप्त	रकम	निकासी	शेष जो स्टॉक में है	टिप्पणी
QTY	Rate	Rs.	P.		
संख्या	दर	रु	पै		
22,400					
22,400				7,44,400/-	
Received from 7,20,000/-					
Out Date 01/01/2020					
Out Date 01/01/2020					
Received from 7,20,000/-					
Out Date 01/01/2020					
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# KEY LEARNINGS, INSIGHTS AND GOOD PRACTICES ON SUPPLY CHAIN

Dr. Sebanti Ghosh | 20<sup>th</sup> April 2022

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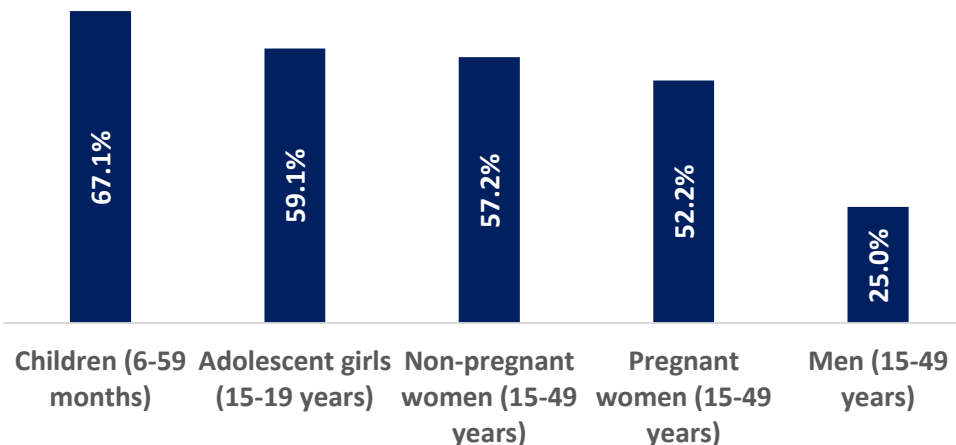
# Introduction to the Supply Chain Handbook

# The context of the handbook

Despite great progress malnutrition and anemia remain a grave challenge for our country

Anemia across different age groups

■ NFHS 5 (2019-21)



## “No products = No programs”

- Nutrition programs in India are **highly commodity driven** and **heavily depend on products** such as micronutrient supplements, fortified foods, weighing scales etc
- Availability of these products is **extremely important for effective implementation** of any nutrition intervention.
- Anemia Mukht Bharat has identified supply chain as a key pillar for strengthening and transformation of nutrition programs, and to ensure improved last mile delivery of services.



With a common recognition that it is **important to capture learnings and best practices on nutrition supply chain**, the partners have come together to document their experiences in different states

# Handbook on Supply Chain Management of Micronutrients

## Key contributors to the handbook:



NCEAR A  
IEG  
UNICEF



## Components of supply chain covered in handbook:



**Forecasting:** Scientific tools and measures that can be used to forecast demand of micronutrients with accuracy



**Procurement:** Learnings from planned and cost-effective procurement strategies used by SMCs



**Distribution:** Innovations to improve last mile delivery and district level distribution



**Inventory:** Learnings in managing inventory by deploying systems that enable interfacing with multiple supply chain functions



**Information systems:** Tools, online and offline systems used to ensure data availability and transparency for effective management of supply chain

# How does this handbook help?

# Benefits of the handbook

- **Build Evidence:** It documents learnings from different supply chain interventions for reference across all functions of the supply chain anchored in on-ground experiences
- **Suggest Pathways:** It inspires doable improvements and provide roadmaps for replicating learnings, projects, and best practices across states in India
- **Advocate change and transformation:** It serves as a tool to build awareness and generate interest among key stakeholders for the overall improvement of supply chain, ultimately adding to the efficiency of the program.
- **Support implementation of NCEARA-AMB guidelines and training:** It promotes the implementation and operationalisation of the supply chain components of NCEARA-AMB guidelines and training toolkits

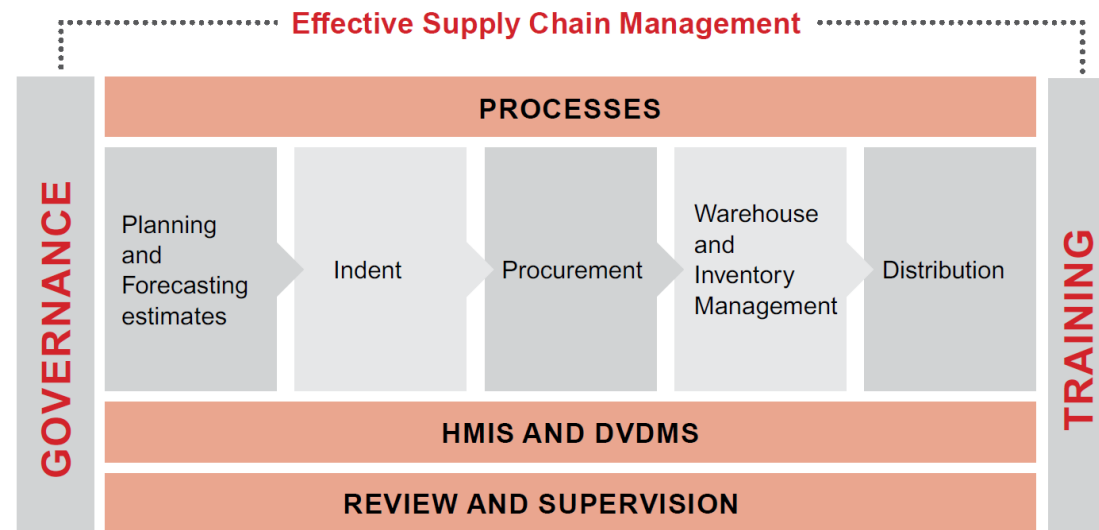




# Key learning from the cases studies

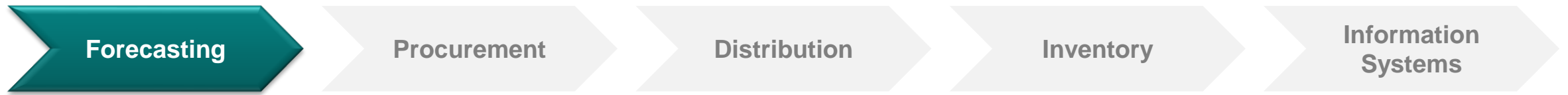


# Key learnings

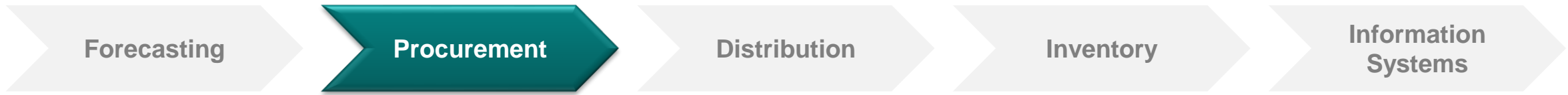


Source: AMB training module

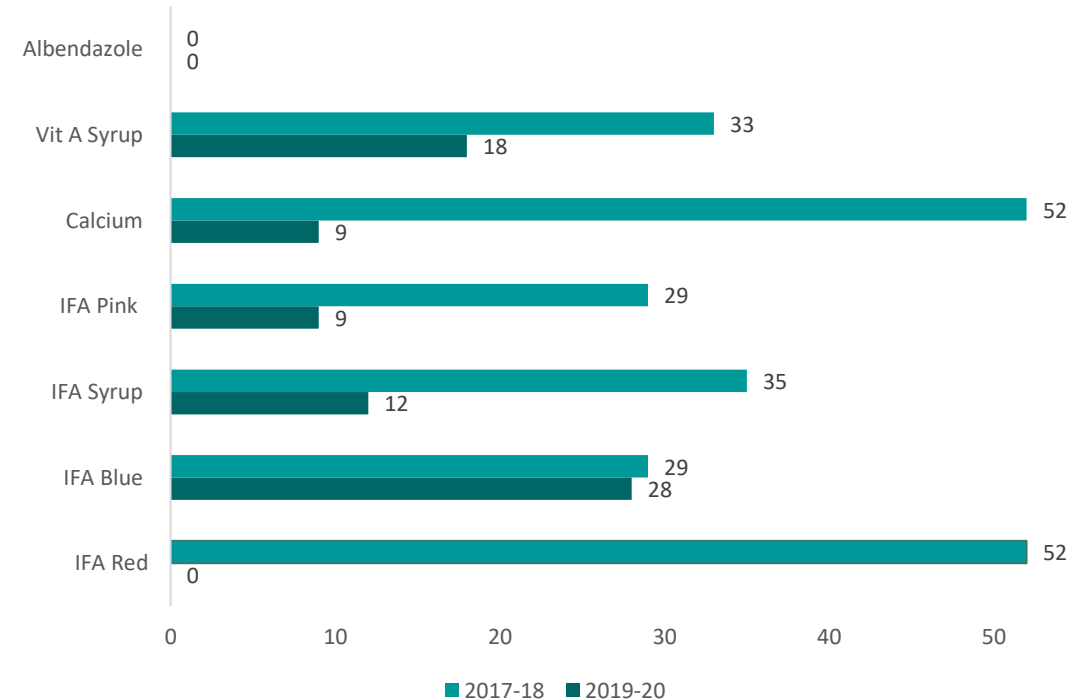
- Nutrition supply chain can function effectively only if the entire supply chain cycle of forecasting, procurement, distribution and storage and inventory management works efficiently
- Information systems are also a vital thread that help to streamline the flow of goods based on data and information
- Supply chain managers need to deploy best practices emanating from theory as well as practice from various states in order to improve the performance of the nutrition supply chain and hence the program



- Experiences from MP and UP show that **use of a forecasting tool has great impact** as it improves forecast accuracy and overcomes deficits in the capacity of forecasters. It helps in streamlining the entire forecasting process and data.
- As seen in MP, the use of tool especially at a sub-state level still **requires capacity building and monitoring** even though the level of handholding is greatly reduced. **Budget allocation** in accordance with forecasting is a must to ensure the success of any forecasting exercise
- From the UP experience we learn that **making a tool easy to use with pre-populated data and easy table style reference** lookup improves usability and adoption
- From Jharkhand we can imbibe how **improvement is a change management exercise** involving different stakeholders from state to sub-district levels



- In MP the **development and dissemination of SOPs** was effective in improving procurement efficiency
- The experience in UP shows that **professionalisation of procurement has a transformative impact**. Included in this professional approach is a service orientation to the customers, i.e., the program as well as suppliers who are both key stakeholders.
- The Jharkhand case study highlights the **importance of improving the entire procurement cycle** and not just focussing on tendering. The role of data and systems is especially crucial in managing procurements effectively



Reduction in # of weeks of stock outs in Jharkhand state warehouse

Forecasting

Procurement

Distribution

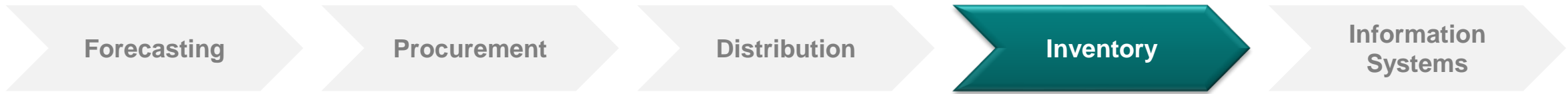
Inventory

Information  
Systems

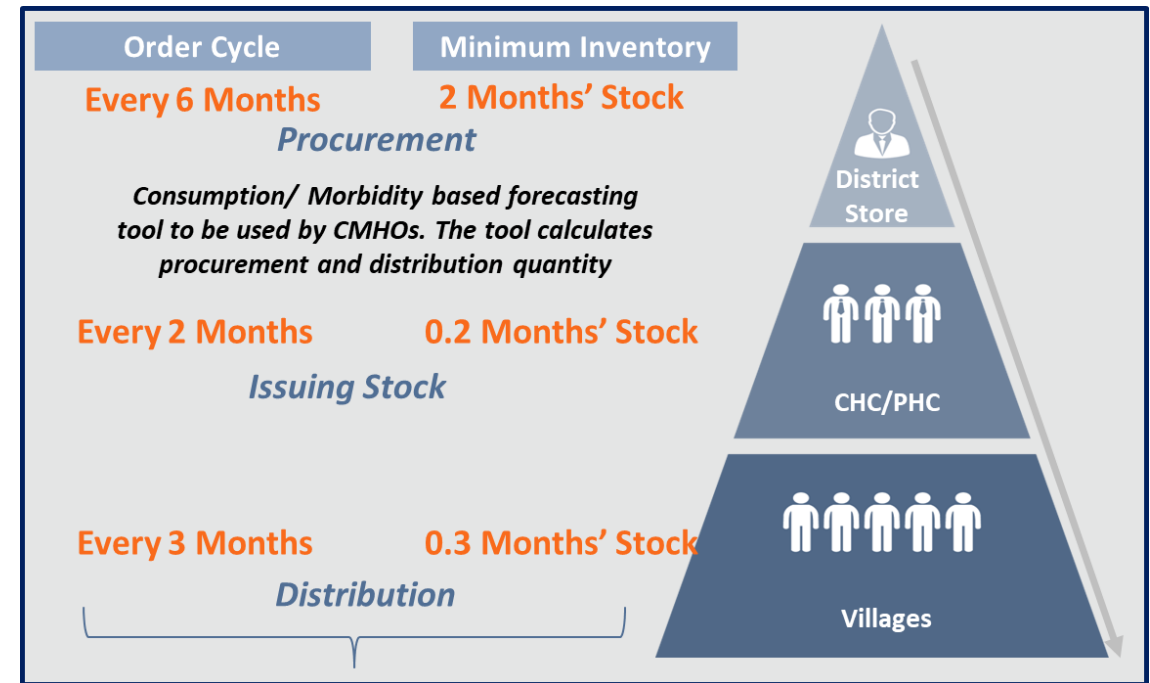
- The MP case study proves that **in resource limited settings innovation and optimization have a profound impact**. The cross-program utilisation of vaccine vans when free shows how limited infrastructure can be leveraged for more productivity with minimal increase in costs. Using route planning and optimization in the last mile again shows how scarce resources can be tweaked for solving distribution challenges
- The experience from UP shows that **distribution planning with the use of simple excel tools can make a significant difference** at the district level in terms of stock availability



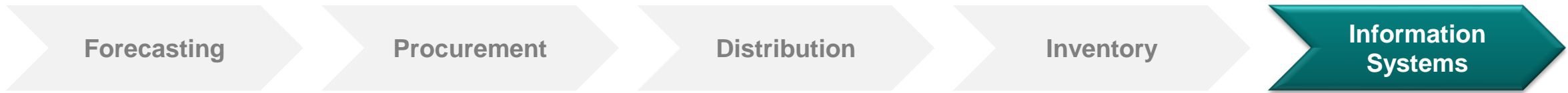
[Vaccine van in Madhya Pradesh](#)



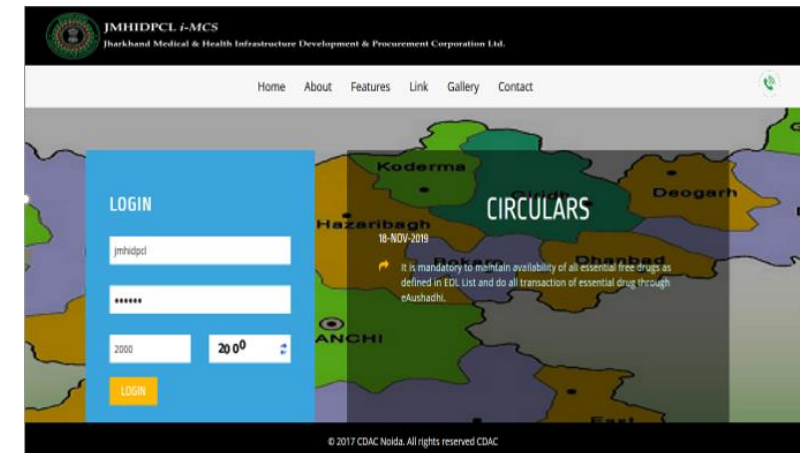
- Experiences from MP stands testimony to the **importance of setting scientific stock norms based on demand, replenishment frequency and lead times**. Different norms are required at state, district and block levels and eAushadhi can be leveraged for enforce norm-based replenishment
- The experience from UP proves that inventory can also be effectively managed at the last mile by **creating simple guidelines which even non-pharmacists can follow**. Thumb rule calculations can be used instead of complex formulae for ordering and setting inventory norms



Inventory strategy in Madhya Pradesh



- The MP experience teaches that eAushadhi/DVDMS system can be adopted and used more widely if users are given **customised manuals and training in order to meet their needs**. Comprehensive assessments to gauge user needs are equally important before designing the manuals and training
- In case of UP, it is evident that while **it may take time to deploy eLMIS up to the last mile, simple manual Excel based systems can be used in the interim**. Unless inventory and replenishment are based on data, availability to beneficiaries cannot be improved
- Jharkhand shows that successful eLMIS implementation is a mission critical initiative. **The use of the five-point framework of advocacy for building consensus, institutionalising review mechanism, customization of eAushadhi platform and monitoring and data validation can be replicated across different states** struggling with eLMIS rollout and adoption



[Snapshot of the eAushadhi system in Jharkhand](#)

# In conclusion

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Supply chain practitioners and program managers in the states are encouraged to make best use of this handbook by following these steps:

1. Review the AMB-NCEAR A assessment as well as any other supply chain assessments done in your state in the last 5 years to identify key supply chain functions, i.e., forecasting, procurement, inventory management etc.. that need strengthening and improvement
2. Use the specific content in this handbook in terms of case studies and technical concepts along with the AMB – NCEAR A operational guidelines and training toolkits to plan improvements
3. Develop supply chain strengthening plans covering objectives, activities, deliverables, timelines, responsibilities and budgets





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# THANK YOU

