



Global Health Supply Chain Summit

ABSTRACT 25

TRACK #4

“Using adaptive learning to evolve the IMPACT Teams data use approach for monitoring supply chains in Kenya and Tanzania”

December 7, 2021

Introduction



Judith O. Anyona is a Senior Advisor at inSupply Health with over 15 years of experience in designing, implementing and managing health projects. Her background is in Social Sciences and International Development



Janet Makena is a MEL Advisor at inSupply Health with over 8 years of experience in Monitoring Learning and Evaluation and health systems strengthening. Her background is in Biomedical Technology

Outline

1. About inSupply Health
2. Background of the IMPACT Teams Approach
3. What is and why Adaptive Learning
4. Our Adaptive Learning process
5. Limitations and challenges experienced in implementation of the AL methodology
6. Adaptations resulting from use of AL
7. Conclusions

Who is inSupply Health

inSupply Health Ltd is a health advisory firm based in East Africa that provides clients with customized guidance on supply chain management and design and is affiliated with JSI Research & Training Institute.

Our mission

Transforming lives by co-creating innovations and sustainable solutions for health

Our Vision

Our vision is for communities to set health priorities and collaboratively design solutions for health challenges, shaping their own healthy futures

Our Value add

- Global perspective, localized
- Empathy at the core
- The process is innovation
- People, process, data

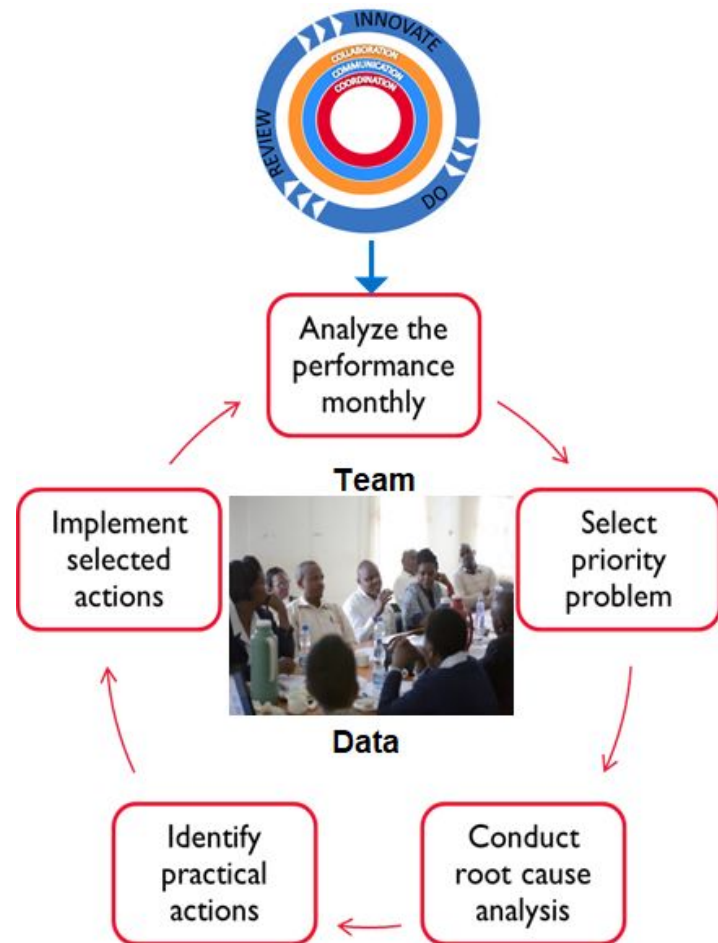


Background of the IMPACT Teams Approach

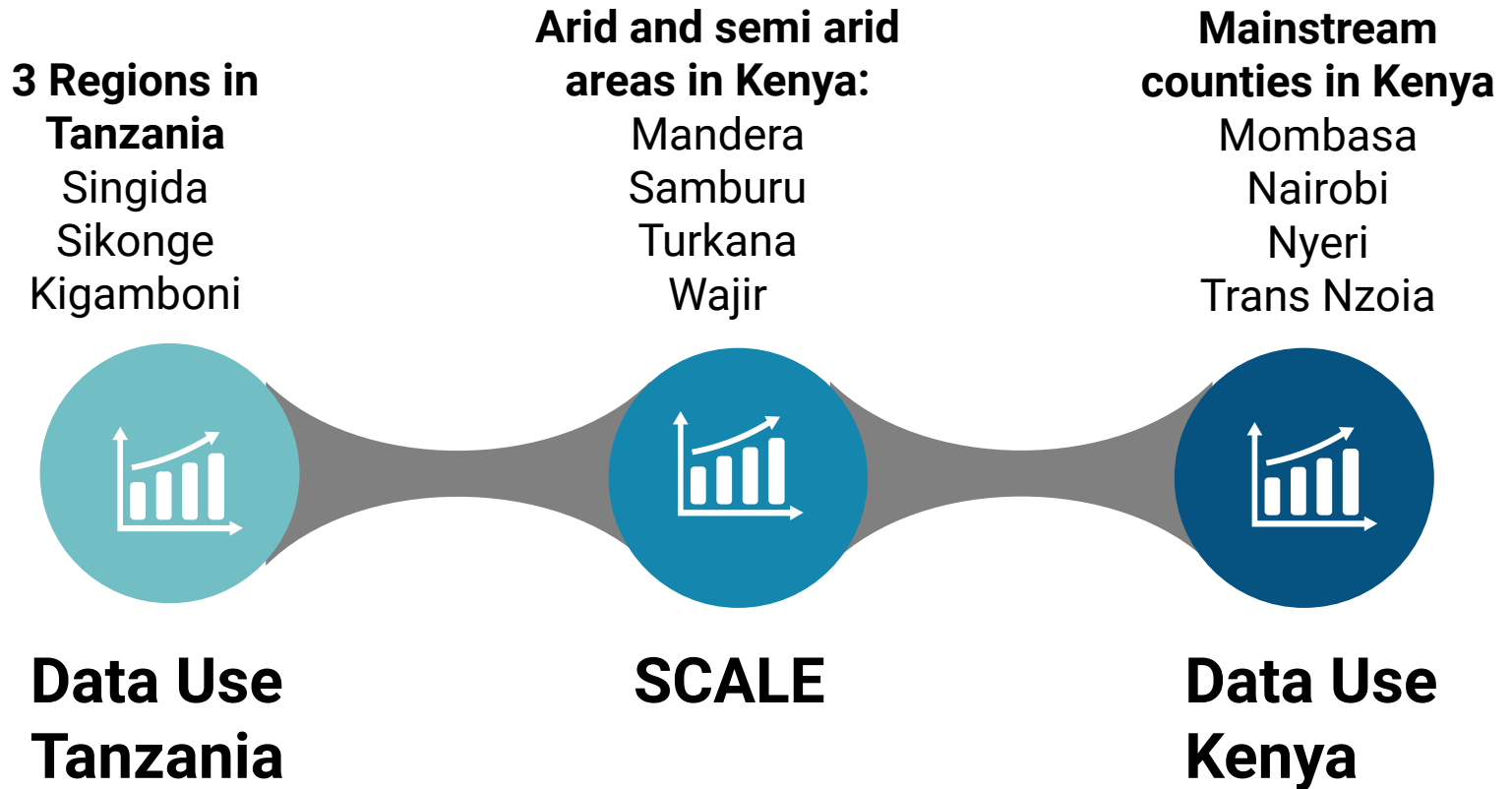
IMPACT Teams are: A system of **interconnected teams**, made up of people across functions and disciplines who meet routinely and are:

- Trained to **develop, interpret and set targets** for key supply chain indicators
- Use action oriented dashboards
- Encouraged to follow a **structured, problem-solving** process
- Empowered to use their data for **operational and strategic decisions** with ultimate goal of improving the performance of their supply chain

IMPACT Teams provide a structured and rigorous process for supply chain problem-solving



Where IMPACT Teams Approach were implemented:



inSupply Health applied Adaptive Learning to monitor effectiveness and iterate and evolve implementation of the IMPACT teams approach

What is and Why Adaptive Learning?



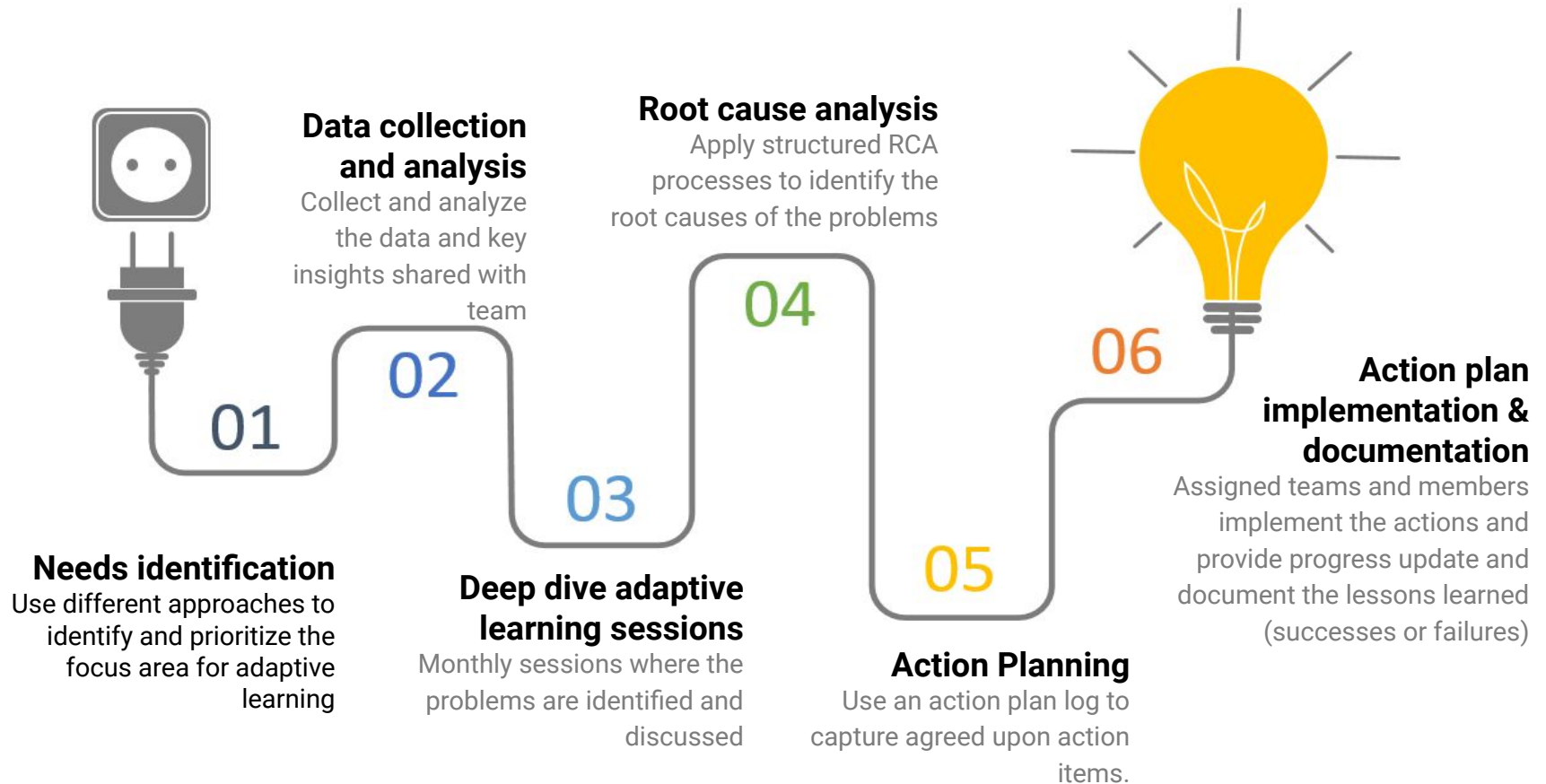
What is adaptive learning?

Adaptive learning is a monitoring and evaluation approach that uses implementation experiences to inform decisions and involves deliberately taking actions in order to learn and adapt as needed under conditions of ongoing uncertainty.

Why Adaptive Learning?

Adaptive Learning ensures that we have learning at the core of our programs, while remaining agile and flexible

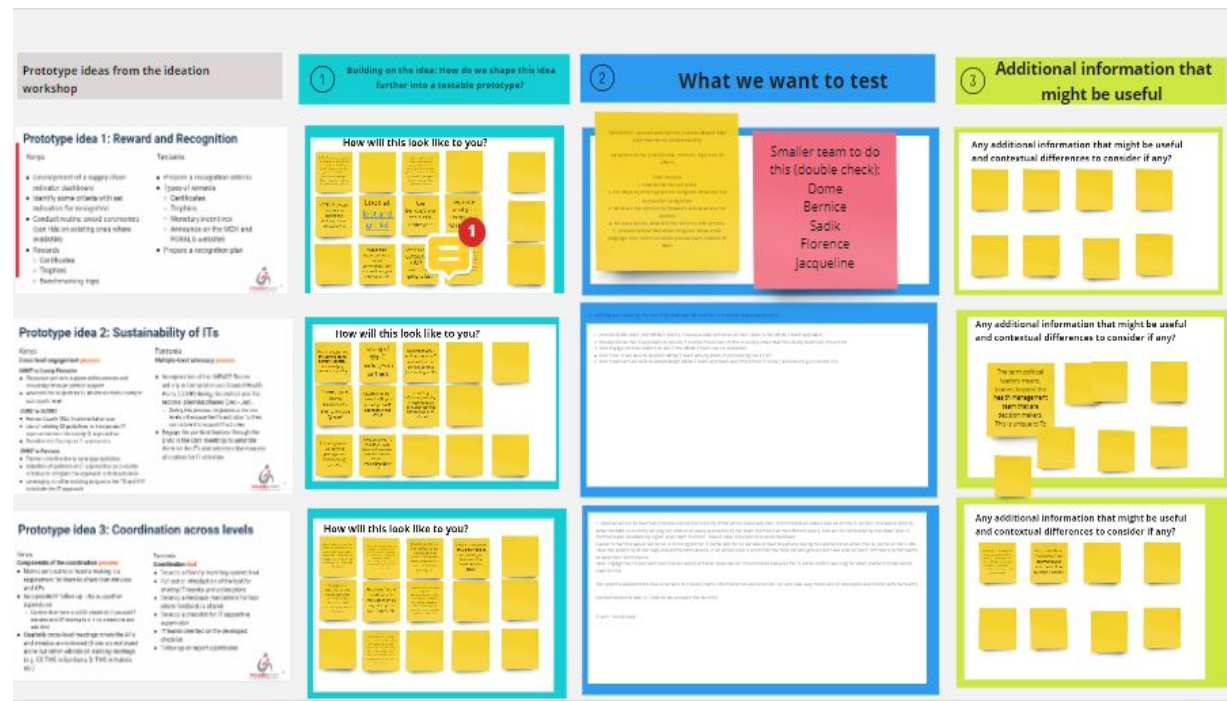
Our Adaptive Learning Process



We held monthly deep dives sessions guided by quantitative and qualitative program data

During the deep dive sessions teams collaborated using Miro Board to identify the issues/problems and brainstorm on possible solutions by:

- ✓ Applying a structured root cause analysis
- ✓ Developing solutions to address the identified issues – contextualized to the different programs
- ✓ Test the solutions, evaluate and report back



Extract of a Miro Board from an Adaptive Learning session

Challenges with the Adaptive Learning Implementation

- We struggled to find the right balance between meeting cadence and structure
- Implementation of action plans from AL meetings were not consistently prioritized
- Lack of a process to review our adaptations and document the learnings



How inSupply embedded Adaptive Learning into the organizational structure

Who

What

Adaptive Learning Team

AL Champions/ Learning GC

Implementation teams

- Provides strategic leadership for topic generation
- Gathers analyze & Visualize the data
- Facilitates participatory AL sessions

- Spearhead the AL culture
- Promotes data-informed adaptations
- Elevate project learning needs weekly

- Leads the prioritization & implementation of adaptations



How

Adaptive Learning Team

AL Champions/ Learning GC

Implementation teams

- Follow up on previous meeting action plan
- Agree of priority topic and data available
- Shares detailed data based on project or subtopic

- Determine the level of experimentation necessary
- Evaluates adaptation

- Prioritize action plan items
- Update project WPs

- **Weekly AL team meetings:** Planning and prioritizing
- **Monthly AL sessions:** Participatory discussion on implications for programming; Document action plans
- **Bi-weekly IT meeting:** Reviewing action plans and working out the details for implementation
- **Bi-weekly guiding coalition meetings:** Organize all follow ups and keeps the process going

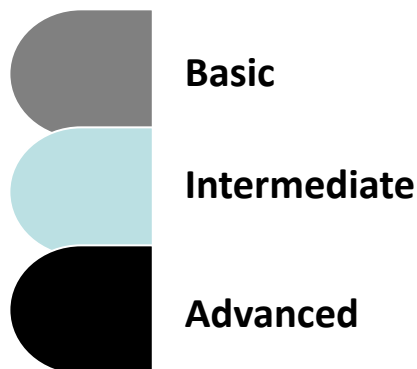
Results: Adaptations resulting from use of AL

Examples of how adaptive learning has supported improvements of the IMPACT Team approach

Identification of the 7 role profiles for effective data use

From SYSTEM based implementation

Self rating of IMPACT Teams (people, processes, data/technology, resources and leadership) into 3 system archetypes, namely:



To PEOPLE based implementation

Role profiles that outline a set of holistic skills and competencies that make up a data use team



From the 7 role profiles, a role profile assessment was developed followed by Virtual Learning Packages

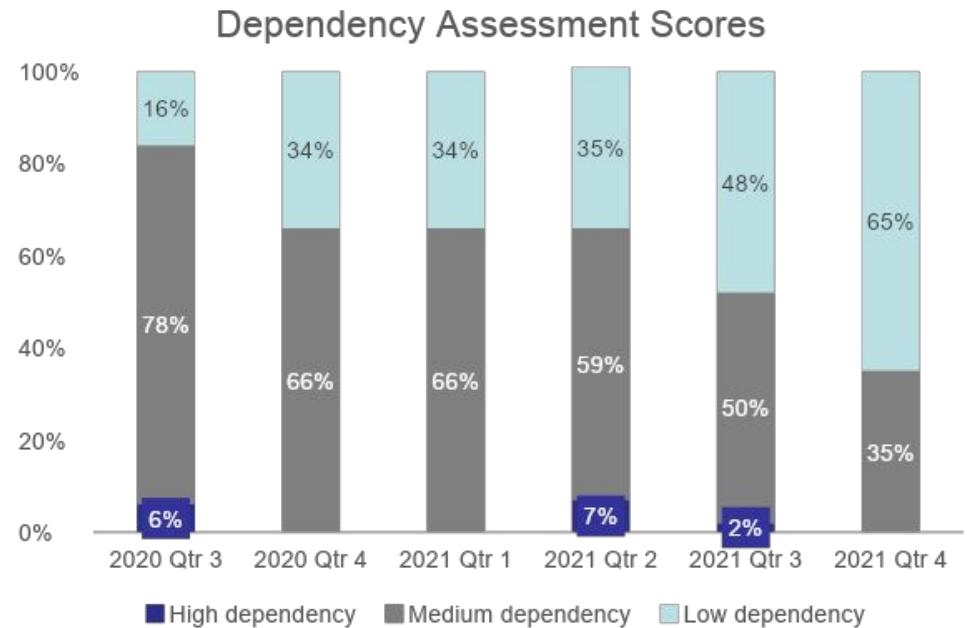
Team assessment of the skills and availability of each role profile was complemented by e-Learning modules, a set of self-guided learning activities tailored to each role profile



Realigning the IMPACT Team monitoring tools to fill existing gaps

To measure sustainability and institutionalization of the IMPACT team approach we:

- Developed a dependency assessment tool for internal use. It assesses teams dependency in technical, financial and coordination identifying gaps and opportunities for TA by our teams
- Embedded sustainability planning in discussions with the teams and strengthened the leadership engagement process



From this internal assessment, we see the number of teams at low dependency (our goal) increasing over the quarters. This means more teams are able to hold effective IT meetings with minimal/no support from inSupply

IMPACT Teams Resources adjusted to fit the context

IMPACT Team action plans were embedded in minutes which posed some challenges

- Action items were getting “lost” in the paper trail
- It was difficult to trace action items from one meeting to another
- It was hard to evaluate action plan implementation progress/identify patterns around pending action items

The action plan template was adjusted to a running log that is Excel based to allow continuous monitoring

C	D	E	F	G	H	I	J	K	L
Action Plan Log- Running log									
	Sub-county								
Issue identified	Agreed action	Priority	Person responsible	Supporting team	Due date	Resources needed	Require Escalation	Status	Progress Update (Narrative)
Overstocking and understocking of FP commodities in some facilities	Verification of the actual commodities in the facilities reporting overstocks		1 RH Coordinator	none	6-Aug-20	Airtime	Yes	Complete	
Overstocking and understocking of FP commodities in some facilities	Map out a commodities redistribution plan		2 RH Coordinator	SCP & SCMOH	7-Aug-20	none		Complete	
Overstocking and understocking of FP commodities in some facilities	Redistribution of commodities from overstocked facilities to those that are understocked		1 RH Coordinator	SCP, Epi Logistician, SCHRIO	28-Aug-20	Vehicle		Pending	

Enhancing the involvement of higher level IMPACT Teams

The current IT design is better aligned to the job function and motivations for operational level ITs (e.g. sub county, district, council).

However, support from leadership is critical to implementing actions and solving SC problems.

Through HCD, the teams came up with three prototype ideas geared towards enhancing the involvement of the higher level teams in the implementation of the IMPACT Teams Approach



Reward and Recognition of
IMPACT Teams



Sustainability of IMPACT Teams

Increased coordination across
different levels of IMPACT Teams

END GOAL

National and county/region level IMPACT Teams are able to support sub-county/district ITs, fulfill the supporting role profiles and ensure action plans are carried out

Conclusion: Advantages of AL

Moving
away from
traditional
M&E

Incorporating
learning into
implementation
for best
outcomes

Ability to
develop a
better
program

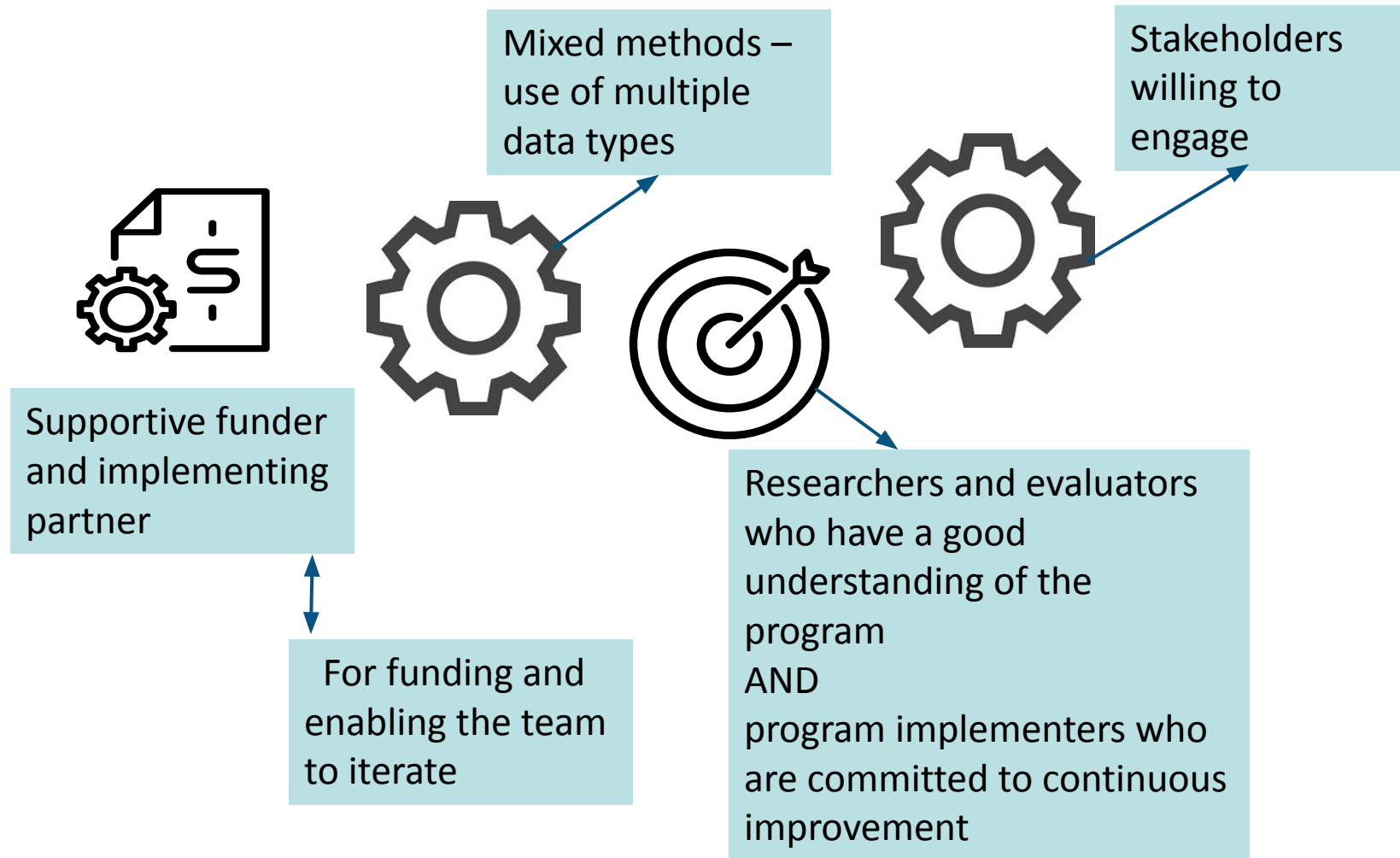
Tailoring of
interventions
to context
and target
populations

No need to wait
for end-line
results,
potential for
early
stakeholder
buy-in

**RELEVANT AND TIMELY DATA ARE
NEEDED TO MAKE PROGRAM
IMPLEMENTATION EVIDENCE BASED**

Creating a Culture of Real Time Data Use

Conclusion: What does it take to make this work



Conclusion: Key Takeaways

Program adapting should be:

1. Deliberate and methodical
2. Based on data and implementation experience
3. Systematically documented to provide structure and institutional knowledge
4. Responding to the actual problems
5. Consultative

learning and iteration
program adjustment
solution generation
adaptive management readjust
adapt evaluate
understanding challenges
adaptive learning
design and experiments



Global Health Supply Chain Summit

Contact us:

judith_anyona@insupplyhealth.com

janet_makena@insupplyhealth.com



www.insupplyhealth.com



info@insupplyhealth.com



[@inSupplyHealth](https://twitter.com/inSupplyHealth)