

## INTISARI

Pengadaan obat e-katalog melalui *e-purchasing* merupakan metode pengadaan obat secara elektronik berbasis *website* yang dikembangkan Pemerintah untuk meningkatkan efektivitas, efisiensi dan transparansi pengadaan obat. Di Kabupaten Klaten, pengadaan obat e-katalog Puskesmas masih mengalami hambatan yang menyebabkan rendahnya kinerja.

Penelitian ini merupakan penelitian deskriptif untuk mengevaluasi kinerja pengadaan obat sekaligus menggali akar masalah di tujuh Puskesmas di Kabupaten Klaten. Hasil evaluasi kinerja menunjukkan bahwa satu Puskesmas memiliki ketersediaan obat indikator yang kurang. Rendahnya realisasi pengadaan dan *lead time* obat e-katalog yang melebihi masa kontrak terjadi di dua Puskesmas. Semua Puskesmas bermasalah pada rendahnya kesesuaian anggaran pengadaan dengan realisasinya. Persentase pengadaan obat melalui e-katalog rendah, dengan rata-rata 29,57%. Adapun persentase alokasi anggaran pengadaan obat di Puskesmas rata-rata 4,95%, sangat rendah dibandingkan total 40% biaya operasional anggaran kapitasi JKN.

Wawancara dengan 17 responden dilakukan untuk mendapatkan informasi hambatan pengadaan obat e-katalog. Analisis akar masalah (*Root Cause Analysis*) menunjukkan adanya hambatan pada aspek sumber daya manusia, mekanisme, kebijakan, sistem informasi, anggaran dan faktor lain diluar Puskesmas (*environment*). Rekomendasi strategi peningkatan kinerja pengadaan obat e-katalog Puskesmas di Kabupaten Klaten disusun berdasarkan akar masalah dan disampaikan kepada para *steak holder* pada forum *Focused Group Discussion* (FGD) untuk diimplementasikan. Dapat disimpulkan bahwa masih terdapat permasalahan dalam pengadaan obat e-katalog, yang berakar pada kurangnya peran tim Puskesmas, IFK dan Dinas Kesehatan untuk bersinergi sesuai tugas kewenangannya, rendahnya komitmen IF dan PBF dalam penyediaan obat e-katalog Puskesmas serta perlunya penyempurnaan sistem dan regulasi oleh Pemerintah.

Kata kunci: Pengadaan obat e-katalog, Kinerja pengadaan obat, *Root Cause Analysis*

## ABSTRACT

*E-catalogue procurement of medicine is a method of electronic procurement using a particular website developed by the Government to increase the effectiveness, efficiency, and transparency of medicine procurement. In Klaten Regency, e-catalogue procurement of medicine in the Public Health Center (PHC) experienced obstacles that caused low procurement performance. The objective of the study was to evaluate the performance of e-catalogue procurement of medicine, analyze the root problem as well as formulate strategies to improve the performance.*

*This descriptive study involved seven PHCs with data on medicine procurement in 2021. Quantitative data analysis was conducted by evaluating six performance indicators of medicine procurement. Qualitative data analysis was conducted by gathering information on e-catalogue procurement obstacles from 17 respondents, mapping obstacles using Fishbone Diagram, and formulating strategies to overcome the obstacles. The study showed that one PHC had medicine availability less than 80%. Low realization of e-catalogue procurement of medicine occurred in two PHCs. Lead time beyond the contract period occurred in two PHCs. All PHCs experienced low suitability of procurement funds and percentage of medicine procurement through e-catalogue. Percentage of budget allocation for medicine procurement varied between 1.59% to 7.29%. Analysis of the root problem showed obstacles in some aspects, which were human resources, mechanism of procurement, policies, systems information, budget, and environment. Improvement strategies were arranged based on root problems. It was concluded that the obstacles rooted in the lack of team role and synergy of PHC, District Pharmacy Unit, and District Health Office in accordance with their duty authority, the lack of pharmaceutical industry and distributor commitments in the provision of e-catalogue medicine for PHC as well as the urgent needs of system and regulatory improvement by The National Procurement Policy Agency and the Indonesian Ministry of Health.*

**Keywords:** *E-catalogue procurement of medicine, Performance of Medicine Procurement, Root Cause Analysis*