



The Essential Package of Health Services and Health Benefit Plans in Indonesia



About the health benefit plan crosswalk analysis

An Essential Package of Health Services (EPHS) is a broad policy statement that identifies the services that a government has prioritized. The government seeks to ensure that these essential services reach the population equitably. A health benefit plan (HBP) specifies an explicit set of services and the cost-sharing requirements for beneficiaries to access those services.

In 2015, the USAID-funded Health Finance and Governance (HFG) project completed a landscape analysis of the EPHS in the 24 USAID priority countries for Ending Preventable Child and Maternal Deaths (EPCMD).¹ The analysis found that the government in most of the countries intends for the public and/or private not-for-profit facilities in the country to deliver the services in the EPHS. It also showed that several governments were implementing major HBPs (such as social health insurance schemes) as a primary strategy for moving toward universal health coverage. Yet it remained unclear how the EPHSs and HBPs are formulated, how they are modified, and the extent to which they overlap.

HFG conducted a second landscape analysis in 2016 to identify existing HBPs in the countries, and the services they cover. It then did a crosswalk analysis – a mapping of items on one list to equivalent items on another list – of the services specified in the country’s EPHS and those identified in an HBP. This companion analysis to the EPHS country snapshot documented the degree of alignment between the EPHS and HBP.

This brief presents HFG’s findings and observations for policymakers and program managers seeking to promote alignment of services in the EPHS with services covered in the HBP and move toward universal health coverage.

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*Photo: A mother carries her child in Tumpang Village, Malang, Jawa Timur province, Indonesia.
Credit: © 2010 Aman Rochman/AFP,
Courtesy of Photoshare*

¹ See HFG’s series of country snapshots on EPHS here:
<https://www.hfgproject.org/ephs-epcmd-country-snapshots-series/>

Health benefit plans in Indonesia

Indonesia has sponsored a number of health programs that promote social security. In 2014, the government created the Social Security Agency for Health (Badan Penyelenggara Jaminan Sosial, BPJS) as an organizing body. To reduce fragmentation, cost and improve quality, in 2014 BPJS consolidated the management of the five existing government-run insurance schemes, Askes; Military and Police; Jamsostek; Jamkesmas; Jamkesda; and another scheme for informal sector workers and the unemployed, into a single scheme called the Jaminan Kesehatan Nasional program (JKN) (Hatt et al. 2015).

JKN is currently funded by government subsidies for the poor and premiums paid by the non-poor. BPJS is tasked to create one risk pool from the five existing schemes (Trisnantoro et al. 2014). Membership is mandatory for all residents. Federal and private employees pay premiums jointly with employers; self-employed members pay a premium based on their income. Premiums are subsidized by the government for the poor and near-poor identified by the Ministry of Social Affairs (Marzoeki et al. 2014). According to Healthy Developments, JKN covers 134 million people, making it one of the largest social health insurance schemes in the world.²

BPJS pays hospitals using a prospective payment based on diagnostic-related groups (DRGs), called INA-CBGs. Payments vary with the specialization of the hospital but remain the same for public and private providers. All primary and secondary public providers are obligated to join Jamkesmas; no accreditation is required. There is currently no selection or accreditation process for private providers to become empaneled in the network (Harimurti 2013).

Methodology

HFG identified all major HBPs operating in the country through a desk review of public domain sources found through web-based searches, including: government strategy documents, studies and reports, peer-reviewed journal articles, news articles, and gray literature. A list of sources reviewed is at the end of this document. We collected information across all 24 countries using a common template. We analyzed the HBPs operating in the country which:

- ▶ are fully or partially publicly financed.
- ▶ employ a risk-pooling mechanism to provide financial protection to beneficiaries when they access covered services.

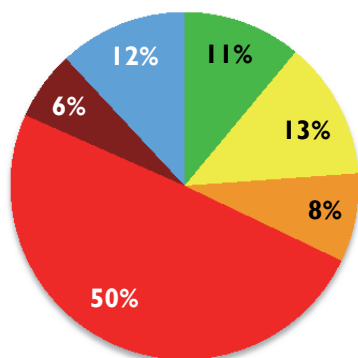
HFG determined whether the HBP had an explicit, published list of covered services. We compared services included in the government's EPHS to those in the HBP using Microsoft Excel. To indicate how each service included in the EPHS relates to those in the HBP, we established a color-coded system as follows:

TABLE 1: CLASSIFICATION SYSTEM FOR THE CROSSWALK ANALYSIS

Service included in EPHS matches service included in HBP	
Service included in HBP fits within a broader category of services included in EPHS	Service included in EPHS fits within a broader category of services included in HBP
Service included in EPHS but not included in HBP	Service included in HBP but not included in EPHS
Service explicitly excluded from EPHS	Service explicitly excluded from HBP

² See article here: Healthy Developments, German Federal Ministry for Economic Cooperation and Development:

Main observations from the crosswalk



- ▶ Overall there is limited alignment between Indonesia's EPHS and the JKN HBP.
- ▶ There is fair alignment under maternal health services between the EPHS and JKN HBP. Antenatal care, assisted deliveries, complicated deliveries and post-partum care are all included under the HBP

- ▶ Communicable diseases like malaria, TB and HIV are not mentioned under the HBP
- ▶ Newborn health services listed in the HBP fall under a broader category 'Coverage of newborns with complications' listed in the EPHS.
- ▶ Traditional, complementary, and alternative medicine listed under the EPHS is explicitly excluded from the HBP

The detailed crosswalk is shown below.³ The tables present the health services essentially as written in the official health policy documents, although HFG has edited them to maintain a consistent style across this series of country briefs.

³The JKN HBP was translated from Indonesian to English using Google Translate.

TABLE 2: JKN CROSSWALK ANALYSIS

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Family Planning and Reproductive Health		
Family planning services <ol style="list-style-type: none"> Information, education, and communication) Counseling Contraceptive services for married couple, considering age, parity, number of children, health status, and religious norms Contraceptives include IUDs, implants, tubectomy, and vasectomy Emergency contraceptives are given to women without contraceptives or rape victims 	Service included in EPHS matches service included in HBP	Family planning, including counseling, basic contraception, vasectomy, tubal ligation, including birth complications in collaboration with institutions in the field of family planning
Coverage of active family planning (FP) users <ol style="list-style-type: none"> Surveillance for fertile couple Counseling for fertile couple Standard FP services Contraceptives provision Clinical training on contraceptives Training on FP services Training on FP decision tool FP information system strengthening Supervision, monitoring, and evaluation 	Service included in HBP fits within a broader category of services included in EPHS	Basic contraceptives provided by the Government and/or regional governments

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Reproductive health services: Protect reproductive organs and functions from disease and disability	Service included in HBP fits within a broader category of services included in EPHS	Health screening: Examination of cervical cancer stage IVA and Pap smear. For cases with positive IVA inspection, do therapy
Reproductive health services for teenagers <ul style="list-style-type: none"> a. Information, education, and communication on: Healthy life, Mental health, Reproductive system, Safe and healthy sexual behaviors, Risky sexual behaviors and their consequences, Family planning, Other risky behaviors related to reproductive health b. Counseling c. Medical services for screening, treatment and rehabilitation 	Service included in EPHS but not included in HBP	
Sexual health services <ul style="list-style-type: none"> a. Social skills b. Information, education, and communication c. Counseling d. Drugs e. Treatments f. Services for rape victims 	Service included in EPHS but not included in HBP	
Abortion services only under medical emergency and for rape victims	Service included in EPHS but not included in HBP	
Services for infertile couple	Service included in EPHS but not included in HBP	
Venereal disease research laboratory evaluation	Service included in EPHS but not included in HBP	
Reproductive health counseling for teens	Service included in EPHS but not included in HBP	
Nutrition education and counseling for school-aged children	Service included in EPHS but not included in HBP	
	Service explicitly excluded from HBP	Fertility treatment
Malaria		
Anti-malarial drug for malaria endemic area	Service included in EPHS but not included in HBP	

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Tuberculosis		
Case finding for tuberculosis with positive bacterial transcriptional activation (BTA) <ol style="list-style-type: none"> 1. New case management: case finding and treatment 2. Sputum analysis 3. Training 4. Outreach 5. Reporting 6. Monitoring and evaluation 	Service included in EPHS but not included in HBP	
HIV/AIDS		
Prevention of HIV/ AIDS and sexually transmitted diseases	Service included in EPHS but not included in HBP	
Maternal Health		
Coverage of pregnant women who had at least 4 antenatal care visits <ol style="list-style-type: none"> a. MCH [maternal child health] book provision (with P4K sticker (delivery and complication prevention program)) b. Surveillance of pregnant women c. Standard antenatal care d. Home visits for dropouts e. Delivery envelope/packet (for midwife to track expecting mothers) f. Interpersonal communication/counseling training g. Reporting h. Supervision, monitoring, and evaluation 	Service included in EPHS matches service included in HBP	Standard ANC package: four visits, with examinations
Postpartum services <ol style="list-style-type: none"> a. Postpartum care b. Exclusive breastfeeding support c. Services for children under two years 	Service included in EPHS matches service included in HBP	Postpartum, nursing mothers, infants, and toddler by a midwife or doctor
Delivery and perinatology	Service included in EPHS matches service included in HBP	Obstetric care and neonatal performed by a midwife or doctor, according to its competence and authority

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Deliveries assisted by skilled birth attendants <ol style="list-style-type: none"> i. Witchdoctor and midwife partnership ii. Delivery and complication prevention planning program iii. Delivery service iv. Delivery equipment provision (midwife kit) v. Normal labor training vi. Supervision, monitoring, and evaluation 	Service included in EPHS matches service included in HBP	Obstetric care and neonatal performed by a midwife or doctor, according to their competence and authority
Postpartum care (6–42 hours after delivery) <ol style="list-style-type: none"> i. Standard postpartum care (mother and newborn) ii. Family planning service postpartum iii. Training on maternal and neonatal health iv. Postpartum referral care v. Home visits for dropped-out cases vi. Reporting vii. Supervision, monitoring, and evaluation 	Service included in EPHS matches service included in HBP	Postnatal/neonatal care: Standard package of at least 3 (three) visits for mother and 3 (three) for baby
Blood pressure measurement	Service included in EPHS matches service included in HBP	Blood pressure
Uterine fundus height measurement	Service included in EPHS matches service included in HBP	Examination fundus uteri
Urine protein evaluation	Service included in EPHS matches service included in HBP	Urine glycoprotein test
Obstetric complications treated <ol style="list-style-type: none"> a. Complication detection for pregnant women, women in labor, and postpartum women b. Referral for complicated labor c. Obstetric complication management d. Clinical training center provision e. BEmONC (Basic Emergency Obstetric and Newborn Care) training for village midwife and Puskesmas team f. CEmONC (Comprehensive Emergency Obstetric and Newborn Care) training at district/municipal hospital levels g. BEmONC and CEmONC equipment provision in Puskesmas and hospital, respectively h. Hospital blood bank provision i. BEmONC and CEmONC provision j. Reporting k. Monitoring and evaluation 	Service included in HBP fits within a broader category of services included in EPHS	Birth complications

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Pre-pregnancy service: Physical examination, Immunization, Health consultation	Service included in EPHS fits within a broader category of services included in HBP	Examination of pregnant and postpartum women, nursing mothers, infants, and toddlers by a midwife or doctor
Weight measurement	Service included in EPHS fits within a broader category of services included in HBP	Measurement of height, weight, and circumference of the upper arm
Delivery services <ul style="list-style-type: none"> a. Infection prevention b. Early detection on risk factors and possible complication c. Standardized delivery services d. Breastfeeding e. Referral services 	Service included in EPHS but not included in HBP	
Iron tablets for 90 days during pregnancy	Service included in EPHS but not included in HBP	
Tetanus toxoid	Service included in EPHS but not included in HBP	
Hemoglobin evaluation	Service included in EPHS but not included in HBP	
Venereal disease research laboratory evaluation	Service included in EPHS but not included in HBP	
Breast management	Service included in EPHS but not included in HBP	
Pregnancy fitness class	Service included in EPHS but not included in HBP	
Discussion for referral preparation	Service included in EPHS but not included in HBP	
Urine reduction evaluation based on indication	Service included in EPHS but not included in HBP	
Mental health counseling for pregnant and lactating mothers	Service included in EPHS but not included in HBP	
Nutrition education and counseling for malnourished pregnant women	Service included in EPHS but not included in HBP	
Dental health services for pregnant women, children <5, early childhood, and the elderly	Service included in EPHS but not included in HBP	
	Service included in HBP but not included in EPHS	Provision of iron and folic acid supplementation
	Service included in HBP but not included in EPHS	Counseling, as well as consultation with a doctor in the first trimester, or as early as possible

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
	Service included in HBP but not included in EPHS	Examination of fetal heart rate, examination of the fetus' position, test Hb, blood type
Weight measurement	Service included in EPHS fits within a broader category of services included in HBP	Measurement of height, weight, and circumference of the upper arm
	Service explicitly excluded from HBP	Contraceptives, cosmetics, baby food, and milk
	Service explicitly excluded from HBP	Household health supplies
Newborn Health		
<p>Coverage of newborns (0-28 days) with complications who received care</p> <ol style="list-style-type: none"> i. Complication detection for pregnant women, women in labor, and postpartum women ii. Standard postpartum care for mother and newborn iii. Provision of essential equipment, lab, drugs, and transport iv. Training for midwife: Low birth weight, asphyxia in newborn, integrated management for sick children <5 years old, BEmONC by Puskesmas team, and CEmONC by district/municipal hospital team 	Service included in HBP fits within a broader category of services included in EPHS	Postnatal/neonatal care: Standard package of at least 3 (three) visits for mother and 3 (three) for baby
<p>Coverage of baby visit</p> <ol style="list-style-type: none"> i. Scaling up clinical competence on early stimulation, detection, and intervention for growth and development and on management for sick children <5 years old ii. Follow-up post training iii. Standard services for baby iv. Referral care v. Death and disease tracking of babies vi. Home visits for those who do not come to facility 		
<p>Universal child immunization at village/subdistrict</p> <ol style="list-style-type: none"> i. Routine immunization ii. Extended immunization iii. Immunization during outbreak iv. Immunization for certain diseases 	Service included in HBP fits within a broader category of services included in EPHS	Basic immunization, covering BCG, Diphtheria Pertussis Tetanus and Hepatitis-B (DPT-HB), Polio, and Measles

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Growth monitoring for children <5 years <ol style="list-style-type: none"> i. Surveillance of children 12-59 months ii. Growth monitoring of children 12-59 months at least 8 times per year iii. Development monitoring of children 12-59 months at least every six months iv. Prompt intervention when abnormality detected v. Referral when intervention produces no improvement vi. Screening kit provision for early stimulation, detection, and intervention for growth and development vii. Targeted high-dose Vitamin A (200,000IU) viii. Reporting form ix. Monitoring and evaluation x. Training 	Service included in EPHS but not included in HBP	
Education and counseling for feeding infants and children (including breastfeeding, complementary feeding, and promotion of care for malnourished children)	Service included in EPHS but not included in HBP	
Child Health (1–5 years) (including immunization)		
Provision of complementary foods for children aged 6–24 months in poor families <ol style="list-style-type: none"> i. Surveillance ii. Training on complementary feeding and breastfeeding counseling iii. Complementary feeding provision iv. Complementary feeding storage v. Complementary feeding distribution vi. Reporting vii. Monitoring and evaluation 	Service included in EPHS but not included in HBP	
Coverage of malnourished children who received treatment <ol style="list-style-type: none"> i. Nutrition surveillance to find cases ii. Early response for malnourished cases iii. Training on malnourishment management iv. Mineral mix provision v. Malnourishment management in TFC (therapeutic feeding center) in hospital vi. Assistance post malnourishment management (community therapeutic center) vii. Comprehensive supervision and assistance 	Service included in EPHS but not included in HBP	

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
<p>Case finding for pneumonia in children <5 years</p> <ul style="list-style-type: none"> a. Health care services: early detection, treatment, referral services, care seeking assistance b. Equipment provision c. Health care worker training: upper respiratory tract infection management, integrated management for sick children <5 years old, verbal autopsy (for children <5 years old) training, pneumonia in children <5 years old d. Community outreach e. Networking and partnership f. Data gathering and analysis g. Monitoring and supervision h. Evaluation i. Reporting 	Service included in EPHS but not included in HBP	
<p>Elementary students health examination by health care workers or trained staff (teachers or students)</p> <ul style="list-style-type: none"> i. Surveillance ii. Healthcare kit provision and maintenance iii. Training iv. Disease detection v. Health care services vi. Reporting 	Service included in EPHS but not included in HBP	
Case finding for pneumonia in children <5 years old	Service included in EPHS but not included in HBP	
Health promotion at elementary schools	Service included in EPHS but not included in HBP	
Promotion of and outreach for childhood immunizations	Service included in EPHS but not included in HBP	
School health screening	Service included in EPHS but not included in HBP	
Dental health services for pregnant women, children <5, early childhood, and the elderly	Service included in EPHS but not included in HBP	
School-based services: Immunization of school children, oral and dental health services	Service included in EPHS but not included in HBP	

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Other Communicable Diseases		
Disease diagnostics and management <ul style="list-style-type: none"> a. Socialization b. Case finding c. Specimen for lab 	Service included in EPHS matches service included in HBP	Laboratory diagnostic investigations, first level
Prevention and control of infectious diseases: Filariasis, Worms, Dengue fever, Malaria, Zoonotic diseases, HIV/AIDS, Sexually transmitted diseases, Diseases that can be prevented through immunizations	Service included in HBP fits within a broader category of services included in EPHS	Basic immunization: BCG, Diphtheria Pertussis Tetanus and Hepatitis-B (DPT-HB), Polio, and Measles
Case finding for acute flaccid paralysis per 100,000 people <15 years old	Service included in EPHS but not included in HBP	
Coverage of dengue patients who received treatment <ul style="list-style-type: none"> a. Diagnosis, treatment, and referral at Puskesmas and hospital level b. Human resources training c. Case management by Puskesmas staff d. Epidemiology e. Reporting f. Monitoring and evaluation 	Service included in EPHS but not included in HBP	
Coverage of case finding for diarrhea <ul style="list-style-type: none"> 1. Case management 2. Form provision 3. Data gathering and analysis 4. Staff training: case management and program management 5. Promotion/outreach 6. Networking and partnership 7. Evaluation 	Service included in EPHS but not included in HBP	
Education and community prevention of diarrhea, typhoid, and hepatitis	Service included in EPHS but not included in HBP	
Drugs		
Pharmaceutical services	Service included in EPHS but not included in HBP	
Non-Communicable Diseases		
Disease diagnostics and management	Service included in HBP fits within a broader category of services included in EPHS	Screening to detect the risk of disease and prevent further impacts of diabetes mellitus type II; hypertension; cervical cancer; breast cancer; and other diseases as determined by Minister

Service listed in the EPHS		Degree of alignment between EPHS and HBP	Service listed in the HBP
Disease diagnostics and management		Service included in HBP fits within a broader category of services included in EPHS	Screening for checking blood sugar
Iodine capsule for goiter-endemic area		Service included in EPHS but not included in HBP	
Mental health and drug abuse services		Service included in EPHS but not included in HBP	
Other			
Diagnostic services	Clinical pathology lab	Service included in HBP fits within a broader category of services included in EPHS	Services of forensic medicine clinics
	Urine protein evaluation	Service included in EPHS fits within a broader category of services included in HBP	Laboratory diagnostic investigations, first level
	Urine reduction evaluation based on indication	Service included in EPHS fits within a broader category of services included in HBP	Laboratory diagnostic investigations, first level
		Service included in HBP but not included in EPHS	Blood services
Surgical services	Surgical services	Service included in EPHS but not included in HBP	
Outpatient, generic	Pediatric, Internal medicine, Obstetric, Surgery, Teenager, Narcotics, Psychotropics and addictive substances, Neurotics, Mental retardation, Elderly	Service included in EPHS but not included in HBP	
Inpatient, generic	Pediatric, Internal medicine, Obstetric, Surgery	Service included in HBP fits within a broader category of services included in EPHS	Inpatient first level in accordance with the medical indications
	Pediatric, Internal medicine, Obstetric, Surgery	Service included in HBP fits within a broader category of services included in EPHS	Non-intensive inpatient treatment
	Pediatric, Internal medicine, Obstetric, Surgery	Service included in HBP fits within a broader category of services included in EPHS	Inpatient care in intensive care

	Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Emergency services	Coverage of level I emergency services provided in health facilities (hospitals) in districts/ municipalities i. Standardization of emergency care service in districts/ municipalities and provinces ii. Formulation of disaster plan iii. Calculation of service cost iv. Fundraising (multiple sources) v. Reporting vi. Training	Service included in EPHS but not included in HBP	
		Service explicitly excluded from HBP	Catastrophic health care in emergency relief, extraordinary events/outbreaks
Other public health services	Oral and dental health promotion throughout the life cycle	Service included in HBP fits within a broader category of services included in EPHS	Dental health
	Health promotion and community development: Coverage of active/aware villages (health care workers and community)	Service included in EPHS fits within a broader category of services included in HBP	Promotion and preventive services
	Community empowerment related to health		
	Hygiene promotion		
	Health promotion services: Community empowerment, training and advocacy		
	General nutrition education and counseling	Service included in EPHS fits within a broader category of services included in HBP	Extension of individual health, include at least one counseling session on managing disease risk and healthy behavior
	Education and counseling for self-care and rational drug use		
Coverage of primary health care for the poor i. Surveillance (population, health care facility, and visit) ii. Basic services for the poor iii. Outreach iv. Training v. Monitoring and evaluation vi. Reporting	Service included in EPHS but not included in HBP		

	Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Other public health services	Epidemiology investigation and outbreak prevention: Coverage of villages/sub districts with outbreaks handled within 24 hours	Service included in EPHS but not included in HBP	
	Waste management	Service included in EPHS but not included in HBP	
	Environmental health services: Food management and water monitoring	Service included in EPHS but not included in HBP	
Specialized services	Medical rehabilitation	Service included in EPHS matches service included in HBP	Basic medical rehabilitation
	Blood transfusion	Service included in EPHS matches service included in HBP	Blood transfusion in accordance with medical needs
	Care of the elderly	Service included in EPHS but not included in HBP	
	Occupational health and sports medicine	Service included in EPHS but not included in HBP	
	Intensive care	Service included in EPHS but not included in HBP	
	Radiology	Service included in EPHS but not included in HBP	
	Mental health and drug abuse counseling for at-risk populations (elderly, children, adolescents)	Service included in EPHS but not included in HBP	
	Services for the poor	Service included in EPHS but not included in HBP	
		Service included in HBP but not included in EPHS	Mortuary services of patients who died at the facility (excluding coffin)
		Service included in HBP but not included in EPHS	Medical acupuncture
	Traditional, complementary, and alternative medicine	Service explicitly excluded from HBP	Complementary, alternative, and traditional medicine, including non-medical acupuncture, chiropractic, which has not been declared effective by health technology assessment
		Service explicitly excluded from HBP	Health services covered by workplace disability program for illness or injury due to accidents or employment relationship
		Service explicitly excluded from HBP	Health services had been secured by the traffic accident insurance program mandatory until a value is covered by the insurance program of traffic accidents

Service listed in the EPHS	Degree of alignment between EPHS and HBP	Service listed in the HBP
Specialized services	Service explicitly excluded from HBP	Health services performed abroad
	Service explicitly excluded from HBP	Cosmetic procedures
	Service explicitly excluded from HBP	Orthodontic dentistry
	Service explicitly excluded from HBP	Health problems from accidentally hurting yourself, or as a result of hobbies
	Service explicitly excluded from HBP	Experimental treatment
	Service explicitly excluded from HBP	Health care costs related to unexpected, avoidable, preventable, adverse events: injury-related errors / omissions of medical treatment including therapy and diagnosis errors, inadequacies and other tools as unless complications related diseases
	Service explicitly excluded from HBP	Cost of other services that are not related to health insurance benefits



About HFG:

A flagship project of USAID's Office of Health Systems, the Health Finance and Governance (HFG) project supports its partners in low- and middle-income countries to strengthen the health finance and governance functions of their health systems, expanding access to life-saving health services. The HFG project is a six-year (2012-2018), \$209 million global health project. The project builds on the achievements of the Health Systems 20/20 project. To learn more, please visit www.hfgproject.org.

The HFG project is led by Abt Associates in collaboration with Avenir Health, Broad Branch Associates, Development Alternatives Inc., Johns Hopkins Bloomberg School of Public Health, Results for Development Institute, RTI International, and Training Resources Group, Inc.

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DISCLAIMER

The author's views expressed here do not necessarily reflect the views of the U.S. Agency for International Development or the U.S. Government.

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