Family Planning Logistics Toolkit

In family planning programs, logistics refers to the selection, financing, delivery, and distribution of contraceptives and related supplies. Successful logistics management means delivering the right product, in the right quantity, in the right condition, to the right place, at the right time, for the right cost.

Logistics: Complex, Yet Critical To Contraceptive Access

Contraceptive supply chains consist of the organizations that are linked in the delivery of supplies from manufacturers to clients and in the flow of information about clients' contraceptive commodity needs. Because supply chains often involve many different organizations, people, and procedures, managing family planning logistics can be a complex task. Organizations must work together to make sure they accurately forecast demand and then efficiently order and deliver the right quantity of contraceptives so that they reach all of the family planning clients who need them. Consistent contraceptive supply depends on adequate funding and on well-run activities. These activities include accurate estimation of supply needs, efficient procurement practices, and reliable and timely deliveries.

The Family Planning Logistics Toolkit Can Help

Strong logistics systems help ensure access to contraception. The Family Planning Logistics Toolkit provides insight into how to achieve greater contraceptive security with smart logistics system design and supply chain management. The Toolkit provides essential information and tools for:

- strengthening the supply chain management workforce
- forecasting
- procurement
- storage, distribution, and waste disposal
- assessment, monitoring, and evaluation
- advocacy to raise awareness and foster policy change for greater commitment to contraceptive security
The Toolkit also shares lessons learned from various country-specific experiences with various aspects of supply chain management; see the **Country Experiences** page within each section of the Toolkit for these stories.

Do you have a family planning logistics resource or experience you’d like to share? Please fill out our feedback form!

**What are K4Health Toolkits?**

K4Health Toolkits are electronic collections of carefully selected information resources on a particular topic for health policy makers, program managers and service providers. They are based on a continuous publishing principle that allows them to evolve after publication to capture additional resources and to identify and fill remaining information gaps.

**What is the purpose of this Toolkit?**

This Toolkit shares evidence-based guidance and tools for strengthening and managing family planning logistics systems.

**Who developed this Toolkit?**

The Family Planning Logistics Toolkit was developed by K4Health and IntraHealth International and reviewed by the USAID | DELIVER Project, the Reproductive Health Supplies Coalition, and FHI 360. We welcome collaboration and feedback from interested organizations.

**What types of resources are included?**

This Toolkit is not a comprehensive library of all existing family planning logistics publications but a strategic package of resources to guide decision makers, donors, program managers, service
providers, advocates, and others through the processes of developing, monitoring, or improving a family planning logistics system to strengthen contraceptive security. These resources include:

- Guides, frameworks, and tools for logistics system design and supply chain management
- Resources for developing the capacity of the supply chain workforce
- Forecasting handbooks and tools
- Information resources to assist in the procurement process
- Guidelines for storage, distribution, and waste disposal
- Indicators and tools for assessing, measuring, and improving contraceptive security
- Advocacy materials that highlight the linkages between supportive policy, adequate funding, and effective logistics systems for contraceptive security and improved health and development outcomes

Who are the intended audiences?

- **Donors and policymakers** will find evidence packaged in a variety of formats about the importance of ensuring consistent access to family planning through contraceptive security.

- **Program managers** will find information and tools to help them design, manage, monitor, and improve their logistics systems by understanding the supply chain; forecasting contraceptive needs accurately; using effective procurement practices; and establishing and following proper storage, distribution, and waste disposal protocol.

- **Health service providers**, including clinicians and community health workers, will find resources that define their role in the contraceptive supply chain and tools that make it easier for them to do their part.

- **Communication professionals** can use the Toolkit resources to explore the rationale behind, and key messages for, working to improve contraceptive security.

How do I get started using this Toolkit?

There are several ways to browse the content of this Toolkit:

- Use the purple navigation menu on the right side of the page to browse sections of the Toolkit by topic.

- Use the Search This Toolkit search bar on the right side of the page below the navigation
menu to search for resources by keyword, language, publisher, or publication date.

- Use the Toolkit site map.

Within each Toolkit page, lists of resources are ordered according to publication date, and within the same publication year, resources are ordered alphabetically. Click on the title of the resource for more information about it, or click on the full-text link to get direct access to the full publication. Some of the tools are readily available in an adaptable format (for example, Microsoft Word documents and PowerPoint presentations). We encourage you to alter and personalize these tools for your own use. (Please remember to credit the source).

**How can I suggest a resource to include in this Toolkit?**

We invite you to contribute to evolving and enhancing this Toolkit. If you have developed or use quality resources that you think should be included in this Toolkit, please fill out our feedback form with your suggestions. K4Health will review and consider your suggestions.

**How can I make a comment or give feedback?**

If you have comments about the Toolkit, please share them through the feedback form. Your feedback will help to ensure the Toolkit remains up-to-date and is continually improved. For example, you can share ideas about how you have used the Toolkit in your work so that others can learn from and adapt your experiences.

**Related eLearning Courses:**
Logistics for Health Commodities

**Logistics System Design & Supply Chain Management**
Well-designed family planning logistics systems let clients' needs direct the supply chain. Client-centered supply chains provide a dependable supply of quality, affordable contraceptives of clients' choice that are available when and where clients want them. Programs can ensure clients receive the supplies they need, when they need them, by continually improving key components of the logistics system, including management and staff performance, information systems, forecasting, procurement, and distribution.

In addition, adequate funding, political commitment, strong leadership and management, effective training, and ongoing support are necessary to maintain a highly functioning logistics system. Good logistics systems enable greater contraceptive access, higher quality of care, and more efficient use of resources. These benefits are linked to greater contraceptive prevalence, higher continuation rates, and more client satisfaction.

This section of the Toolkit provides briefs, handbooks, tools, and other resources for designing, assessing, and improving logistics systems to ensure that each link in the supply chain works together seamlessly to connect family planning clients with the contraceptives they need. Here you can also find case studies, briefs, and other resources sharing various countries' experiences implementing different approaches to logistics system design and improvement.

Do you have a comment about this section of the Toolkit or a resource to suggest? Please fill out our feedback form.

Resources:

- **Ensuring Contraceptive Security Through Effective Supply Chains**

  Strengthening supply chains to meet the growing demand for family planning will require systems diagnostics, supply chain redesign or adjustments, strategically located storage and
distribution systems, adequate staffing and training, and better information about inventory and financing. This evidence brief provides policy considerations and evidence-based solutions.

- **Financing Commodities and Services: Essential for meeting family planning needs**

Ensuring proper financing for family planning involves identifying and putting in place various mechanisms for purchasing family planning commodities and supplies at the national and local levels. To help countries advance toward contraceptive security, this 8 page brief focuses primarily on increasing funds for procurement of contraceptive commodities and supplies.

- **A Business Approach to Transforming Public Health Supply Systems**

This brief lays out the key principles that governments can embrace to re-engineer their public health supplies systems to better serve their mandate to improve and save lives. The brief expands on the idea that governments must act as stewards who guide and govern functioning supply systems but must also embrace the diversity of supply chains and the players involved.

- **Logistics Outsourcing and Contract Management in Public Health Settings**

This technical brief offers basic advice for getting the best possible performance from a logistics contract in a public health setting; it also describes the basic duties and required capabilities of a logistics contract manager; plus, it summarizes several tools for contract management. It also both summarizes and complements a USAID | DELIVER PROJECT guide to logistics outsourcing, Emerging Trends in Supply Chain Management.

- **Promising Practices: Service Delivery and Utilization**

This is Brief # 5 in the *Promising Practices in Supply Chain Management* series, which aims to share some of the promising practices and tested solutions from *Every Women Every Child*
Proven Practices: A Systematic Review

This is Brief # 8 in the Promising Practices in Supply Chain Management series, which aims to share some of the promising practices and tested solutions from Every Women Every Child (EWEC) countries. The promising practices in these briefs provide ministries of health and their partners with specific guidance on ways in which other EWEC countries have addressed specific supply chain barriers and challenges. Although the focus of this series is on improving access to the 13 life-saving commodities identified by the Commission, the Supply and Awareness TRT has adopted a holistic approach to in-country supply chain strengthening. A strong supply chain design, as illustrated in the examples and case studies included in this document, supports the availability of all commodities, including the priority commodities named by the Commission.

This series of briefs focuses on five key domains and two cross-cutting areas, documenting more than 30 proven or promising practices and related case studies.

Inventory of Information and Communication Technology Solutions for Supply Chains

Two recent trends provide new ways to improve supply chain capabilities: 1) the variety of information and communication technologies (ICT) now available to support commodity management and 2) increasing access to mobile and wireless connectivity. Supply chain managers are shifting away from paper-based supply chain management systems and exploring appropriate-technology solutions to meet supply chain data management needs. The details included in this report serve to complement the inventory spreadsheet, which
contains a catalog of ICT solutions for supply chains. The objective of the inventory is to assist countries in selecting a supply chain tool by reviewing the ways in which existing ICT solutions have been already implemented in different countries.

- **Private Sector Engagement: A Guidance Document for Supply Chains in the Modern Context**

  This guidance document has been developed to provide guidance to stakeholders on identifying opportunities where public and private sector parties can work together to increase access to high quality life-saving commodities and the process for engagement to ensure a productive and smooth process for all parties involved.

- **Getting Products to People: How Integration Can Transform Public Health Supply Chains (Video)**

  Published on Nov 19, 2013

  A strong health system cannot function without a well-designed, well-operated, and well-maintained supply chain management system. The JSI Framework for Integrated Supply Chain Management in Public Health draws from commercial sector best practices to solve problems in public health supply chains. This animated video features JSI's approach to integrated supply chains.

- **Supply Chain Management: Investing in Contraceptive Security and Strengthening Health Systems**

  Supply chain management (SCM) of contraceptives and related products, such as the equipment, instruments, and supplies required to provide long-acting and permanent methods (LA/PMs), is critical to the effective operation of family planning programs and to their overall success. This eight-page brief describes the importance and impact of strengthening SCM and provides examples of critical implementation elements.

- **Getting Products to People: The JSI Framework for Integrated Supply Chain Management in Public Health**
A strong health system cannot function without a well-designed, well-operated, and well-maintained supply chain management system. The JSI Framework for Integrated Supply Chain Management in Public Health draws from commercial sector best practices to solve problems in public health supply chains.

An integrated supply chain has visibility of information and activity up and down the chain, fewer steps in its processes, and greater coordination and predictability of demand between all the levels and actors in the system. This includes linking all the actors involved in managing essential health commodities into one cohesive supply chain management organization. The organization can oversee all functions, levels, and partners, ensuring an adequate supply of essential health commodities to the clients who need them. (JSI, 2012)

- **How Commercial Sector Solutions are Transforming Public Health Supply Chains (Infographic)**

By integrating their supply chains, high-tech companies have improved customer satisfaction, increased sales performance, and reduced costs. An integrated public health supply chain links users, managers, suppliers, and funders from top to bottom. This infographic illustrates how.

- **Supply Chain Evolution: Adapting a Commercial Sector Maturity Model to Build Integrated Public Health Supply Chains (Infographic)**

This supply chain evolution framework can help countries determine their current level of maturity and make a plan to strengthen their operations to achieve and track progress along the evolutionary trajectory.

- **Segmentation: A Commercial Sector Approach to Designing Supply Chains (Infographic)**

This infographic explains how segmentation can help logisticians group products together for more efficient procurement, storage, and delivery of health commodities.

The Logistics Handbook, updated in 2011, offers practical guidance for managing the supply chain, with an emphasis on health commodities. It is intended to help program managers who design, manage, and assess logistics systems for health programs. In addition, policymakers, system stakeholders, and anyone working in logistics will also find it helpful as a system overview and overall approach.

**Supply Chain Integration: Seamlessly Linking the Pieces**

Supply chain integration is a performance-improving approach that develops seamless linkages between the various actors, levels, and functions within a supply chain to optimize customer service. This brief outlines the six key characteristics of an integrated supply chain.

**Supply Chain Evolution: Introduction to a Framework for Supply Chain Strengthening of a Developing Country Public Health Programs**

This resource demonstrates how countries can implement and sustain an integrated supply chain.

**Contraceptive Security: A Toolkit for Policy Audiences**

The set of policy briefs is meant to provide policymakers, program managers, advocates, and the media with basic information about achieving contraceptive security. It includes six briefs that address specific topics related to contraceptive security. Each brief includes key messages and supporting information, country-based experiences, and next steps for policy audiences to advance the policy and programmatic issue covered in the brief. By sharing experiences and lessons learned, advocates and policymakers can better hone successful strategies to achieve contraceptive security.

**Logistics for Health Commodities**
No product, no program! Logistics is the process of getting goods through the supply chain from the point of origin to the point of consumption. Without logistics, health programs would not have the commodities they need to provide clients with lifesaving services. In this course you will learn about a wide range of logistics principles and practices as well as highlights each function of the logistics cycle, including assessing stock status, inventory control, and monitoring and evaluation.

- **Lessons in Logistics Management for Health Commodities**

This online course provides an introduction to logistics management for health commodities. Five sessions cover various topics, including information systems, the assessment of stock, and inventory control systems. Quizzes test the reader's knowledge.

- **Procurement & Supply Management (PSM) Toolbox**

In 2007, the WHO AIDS Medicines and Diagnostics Service (AMDS) created a platform to improve access through the internet to procurement and supply management (PSM) tools. WHO/AMDS in collaboration with the AMDS partner network developed it further. It has evolved into a database that lists available PSM tools and is presented in the form of a search engine to find and select PSM tools that are needed for a particular PSM technical area of interest to the professional.

**Country Experiences: Approaches to Logistics System Improvement**
This section of the Toolkit provides descriptions of various approaches to logistics system improvement implemented in particular countries. These case studies and briefs include countries’ experiences using a total market approach, web-based logistics management information systems, collaboration with other countries, and supply chain integration to strengthen contraceptive security. These experiences illustrate the positive impact a successful logistics system can have on a country's health and related outcomes. Learning about what worked--and what did not-- in these countries can inform the design, assessment, and improvement of other countries' logistics systems.

Resources:

- **Advancing Contraceptive Security in Angola**

  In Angola, contraceptive commodity security faces challenges on many fronts. A fragile logistics management information system, limited human resource capacity, and a centralized distribution system pose significant systemic challenges to the provision of the full range of contraceptive methods need by women and their families.

  This publication discusses the USAID-funded Healthy Families project efforts to strengthen the contraceptive supply chain in Angola.

- **Early Warning System for Contraceptives in West and Central Africa Improves Supply Availability**
Participation in the early warning system (EWS) allows countries to communicate up-to-date data and supply needs to in-country stakeholders and donors. This updated project brief outlines how in West and Central Africa, the EWS for contraceptives has improved visibility and monitoring of contraceptive stock status, and mitigated critical contraceptive stock imbalances.

- **Haryana, India: Findings and Recommendations--Landscape Analysis for RMNCH+A**

This brief describes how the USAID | DELIVER PROJECT, with guidance from India's National Health Mission, conducted a comprehensive assessment of the supply chain management system(s) at the national level (for the family planning program only) and in Jharkhand and Haryana states. Findings from this assessment identify and document areas of strengths and weaknesses and that will form the basis for future interventions designed to strengthen supply chain systems.

- **Nigeria: Using Family Planning Supply Chain Costing for Budgeting and Advocacy**

Well-performing supply chains improve health outcomes by ensuring the availability of essential medicines at health facilities. Reliable information about supply chain operating costs can help stakeholders make sound decisions. This poster describes Nigeria's efforts to understand the costs of the contraceptive logistics management system.

- **A Total Market Approach to Meeting Ethiopia's Family Planning Goals**

This poster describes a recent family planning (FP) market segmentation study conducted in Ethiopia. In November 2012, to improve Ethiopia's FP program and help implement its Reproductive Health Commodity Security Strategy, the project and the Federal Ministry of Health initiated a participatory approach to market analysis.

- **Mozambique: Strengthening the Community Health Worker Supply Chain (Preliminary Report)**
In 2012, the USAID | DELIVER PROJECT designed and began testing a series of interventions aimed at improving logistics operations and supply chain performance at the last mile of Mozambique’s health care system. This report documents the results from a formal survey of the supply chain for community health workers and presents descriptions of the interventions to be piloted and tested.

- **Nepal: Transforming Decisionmaking with Web-based LMIS**

Nepal's LMIS, enhanced with its web-based reporting, is now a credible information system and a major success for the MOHP. It guides logistics activities and helps policymakers establish health sector reform.

- **Supply Chain Integration: Case Studies from Nicaragua, Ethiopia, and Tanzania**

These case studies illustrate the challenges, and opportunities, of implementing supply chain integration.

- **Dominican Republic: Family Planning Program at MOH Is a Logistics Model**

Of three LIATs conducted since 2005 for contraceptives, this is the first that includes basic logistics indicators for other MOH national programs: tuberculosis control, HIV and AIDS holistic care, and the national maternal and child health program.

**Supply Chain Management Workforce**

A competent, motivated, and supported workforce
is needed to ensure that medicines and other health commodities reach the people who need them. It is the supply chain workforce - pharmacists, logisticians, supply chain managers, data managers, and warehouse and transport personnel - who are tasked with ensuring the appropriate product selection, forecasting, procurement, storage, and distribution of health commodities. Key personnel such as doctors, nurses, and other clinical and administrative staff also contribute a portion of their time and function within the system to provide the appropriate medicines and commodities to improve health.

However, the supply chain workforce is not often on the health workforce radar. Under-recognized cadres such as supply chain managers face unique challenges including the absence of clearly-defined educational pathways that result in recognized credentials; lack of professional councils; under-representation in the Ministry of Health; incomplete or lack of job descriptions; limited opportunities for continuing professional development; and indistinct career paths. It is crucial that supply chain workforces be planned, financed, developed, and supported with the aim of ensuring equitable and sustainable access to life saving commodities and medicines.

This section of the Toolkit provides guidance, videos, and other informational and advocacy materials to learn more about the supply chain workforce. Here you can also find case studies, briefs, and other resources sharing various countries' experiences managing and developing the capacity of the supply chain workforce. Have a suggested resource or comment about this section of this Toolkit? Please fill out our feedback form.

Resources:

- Promising Practices: Human Resources

This is Brief # 7 in the Promising Practices in Supply Chain Management series, which aims to share some of the promising practices and tested solutions from Every Women Every Child (EWEC) countries. The promising practices in these briefs provide ministries of health and their partners with specific guidance on ways in which other EWEC countries have addressed specific supply chain barriers and challenges. Although the focus of this series is on improving access to the 13 life-saving commodities identified by the Commission, the Supply and Awareness TRT has adopted a holistic approach to in-country supply chain strengthening. A strong supply chain design, as illustrated in the examples and case studies included in this document, supports the availability of all commodities, including the priority commodities named by the Commission.

This series of briefs focuses on five key domains and two cross-cutting areas, documenting more than 30 proven or promising practices and related case studies.
Supportive Supervision of Supply Chain Personnel 
(Video)

Supervision of supply chain personnel at the health facility level is a crucial element of effective supply chain management. Conducting regular supervision can alert program managers of potential problems within the logistics system, which, once addressed, help strengthen the system and better ensure commodity availability. This short animated video provides examples of supportive supervision best practices, and suggests specific steps on how to conduct a successful supportive supervision visit for facility-level supply chain staff. The video provides practical advice and tips for management level staff on how to be an effective, supportive supervisor for supply chain activities.

PtD Competancy Compendium for Health Supply Chain Management: A reference for health supply chains

This reference document can be referred to by countries as they seek to map out the available cadres and competencies within their health supply chain, and identify gaps or overlaps. This reference can also be used to develop competency frameworks that apply to specific cadres and their levels within the supply chain, providing the specific behavioural competencies required for their work. Such frameworks can then be used to develop job descriptions, performance frameworks and supportive supervision, and create pre-service education programs and in-service training plans.

Country Guide: Applying for Public Health Supply Chain Management Development Funds

This guide is created to aid health supply chain managers in their application for funds for development. It should be acknowledged that no direct funding stream for human resources in supply chain management (SCM) exists, but the systematic strengthening of human resources for SCM forms part of a strategic and planned approach to health systems strengthening (HSS).

Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool

The USAID | DELIVER PROJECT and People that Deliver have developed a toolkit to help
public health supply chain managers in developing countries assess and improve the
management of their human resources. It provides a structured, rating-based methodology
designed to collect data needed for a rapid, comprehensive assessment of the capacity of the
human resource support system for a country’s supply chain.

The toolkit includes an assessment guide and an Excel-based diagnostic dashboard tool, an
assessment team training curriculum and supporting materials, and the adaptable tool and
templates in MSWord. To download these components, click on the links below.


  An essential component of a robust health system is an effective supply chain that provides
health workers and clients with vital public health commodities. However, supply chains face
significant challenges when recruiting the employees needed to manage supply chain
operations. This ready reference guide leads users through the steps required to hire the
right supply chain professionals, in the right quantities, with the right skills, in the right place,
at the right time, and for the right salaries. It also includes templates that will be helpful at
each stage of the process.

- **Applying the HRH Action Framework to Develop Sustainable Excellence in the Health Supply Chain Workforce**

  To ensure that medicines and other health commodities reach the people who need them
and contribute to improved health, people in the supply chain management (SCM) field must
understand and apply effective approaches for developing and managing supply chain
workforces. At the same time, those in the human resources for health (HRH) arena must
recognize the crucial role of SCM in health service delivery and ensure that HRH policies,
strategies, and plans systematically incorporate the supply chain workforce. The objective of
this technical brief is to create a bridge between the SCM and HRH communities by
describing how the HRH Action Framework can be applied to strengthen the health supply
chain workforce, drawing on lessons learned and successes from applications in the health
sector.

- **Performance-Based Incentives for Public Health Supply Chains: Training Toolkit**
This training toolkit introduces the basics of performance-based incentive (PBI) schemes for the public health supply chain. It includes everything trainers need to conduct a training workshop, from a training PowerPoint and facilitator notes to a sample agenda and PBI flash cards.

• **Commercial Sector Performance-Based Financing Offers Lessons for Public Health Supply Chains in Developing Countries**

This brief explores ways that public health supply chain managers can adapt commercial sector performance incentives to improve supply chain performance.

• **Options Guide: Performance-Based Incentives to Strengthen Public Health Supply Chains (Version 1)**

Performance-based incentives (PBIs) aim to motivate all the people and teams who together comprise a public supply chain to work hard and perform their function well. PBI is an innovative approach that explicitly links financial investment to results. This guide is intended to facilitate the task of developing successful PBI initiatives to strengthen supply system performance so that such systems can contribute to improved health outcomes in low- and middle-income countries.

• **Initiating In-Country Pre-Service Training in Supply Chain Management for Health Commodities: Process Guide and Sample Curriculum Outline**

While health professional schools in developing countries typically are responsible for a full range of topics related to patient care?diagnosing diseases, using medicines to treat the diseases, and other topics related to
the treatment or prevention of disease or illness, frequently health care workers must also manage the commodities used to provide this patient care. Pre-service training (PST) in supply chain management for health commodities complements the clinical training that the students receive; it prepares them to capably manage their commodities and fully perform their duties. This process guide and sample curriculum outline offers programs, governments, and projects interested in implementing PST for supply chain management of health commodities a general understanding of the process, stages, steps, and activities required for initiating a successful PST training program.

**Tips & Tools for Strengthening the Effectiveness and Sustainability of Contraceptive Security Committees**

The Toolkit for Strengthening Contraceptive Security Committees offers a collection of tips and tools that countries can use to improve the effectiveness and sustainability of their contraceptive security (CS) committees. The kit includes documents from the USAID | DELIVER PROJECT; the Health Policy Initiative; the Leadership, Management and Sustainability project; CapacityPlus; Management Sciences for Health (MSH); and other USAID-supported projects.

**LAPTOP (Learning and Professional Training Opportunities for Public Sector Health Commodity Managers)**

LAPTOP serves as an information clearinghouse on professional development opportunities for health commodity managers in developing countries. The database includes courses that focus on the development of practical skills that have the potential to result in more professional management of public sector supply chains and therefore in improved product availability in country. These include classroom-based courses and workshops, self-directed distance learning programs, and degree programs.

**People That Deliver**

The *People that Deliver* (PtD) Initiative is a broad coalition of organizations from around the world that strives to improve the health supply chain workforce in developing countries. It is based on global recognition that without trained professionals to manage the health supply chains, drugs and other health supplies do not reach the patients who need them.
Advocacy Toolkit: Advocacy for professionalization and a systematic approach to HR for health SCM

Government decision makers and health supply chain leaders need to be aware of the importance of health supply chains to improved health outcomes. People That Deliver has put together this toolkit, which includes four tools to aid advocacy efforts: (1) a 2-page brief that outlines key messages, (2) a 2-page brief that describes People That Deliver, (3) an advocacy slide presentation that can be adapted for particular contexts, and (4) links to a variety of advocacy videos on the importance of health supply chains and the need to focus on human resources in health.

Country Experiences: Supply Chain Management Workforce

The country-specific experiences described in this section of the Toolkit demonstrate how building the capacity of health workers to manage different aspects of the supply chain contributes to vast improvements in contraceptive security. These country-specific experiences illustrate the positive impact a successful logistics system can have on a country’s health and related outcomes. Learning about what worked--and what did not--in these countries can inform the capacity development and management of other countries' supply chain management workforces.

Resources:

• Getting Pushy to Increase Access to Family Planning in

The Informed Push Model (IPM) is a last-mile distribution model that adapts principles used in the commercial sector distribution to the public health sector. In this Senegal case study the model involves dedicated logistics professionals delivering contraceptives from the regional level directly to the SDPs on a monthly basis. It is a systems design model that reduces the logistics and supply chain competencies required by healthcare workers at the service delivery point.

Pakistan: Internships Build Capacity in Logistics for Health Supplies (Logistics Brief)

As the USAID | DELIVER PROJECT steps into its fourth year with the Government of Pakistan to achieve universal access to health commodities by strengthening health supply chains and the policy environment, a number of capacity-building measures have been adopted to help sustain the project’s interventions. This brief describes the successful new internship program that is part of that capacity building effort.

Success Story: Regional Training Institutes Become Long-term Sustainable Partners

This brief describes how four Regional Training Institutes (RTIs) in Africa and South America have trained hundreds of decisionmakers, in dozens of countries in Africa, Latin America, and the Caribbean, in commodity security and supply chain management (SCM). Over the past four years, the RTIs have evolved as leaders in training for SCM and logistics in developing countries.

Ethiopian Women Want a Steady Supply of Contraceptives

Success story addressing the issues women face when it comes to contraceptive supply chain management in Ethiopia.
Sustainable Training Programs Ensure Access to Health Commodities in Rwanda

In recent years, better access to medicines and other health commodities, such as contraceptives, has improved the lives of Rwandans. However, even small disruptions in the delivery systems can cause shortages at health clinics, leaving patients without treatments as basic as antibiotics. A persistent problem is finding and retaining health workers trained in logistics. Today, by bringing logistics training to the universities, the USAID | DELIVER PROJECT is bolstering the country’s supply chains with sustainable training programs.

Forecasting

The efficiency of a supply chain depends largely on accurate forecasts of contraceptive use, which inform estimates of quantities and types of contraceptives to be procured. While forecasts will always differ somewhat from actual contraceptive use, more accurate forecasts can help ensure programs order enough supplies to serve their clients, ensure contraceptive choice, and avoid stockouts, but not so many that supplies—and the money spent on them—go to waste.

Several sources of information can inform a contraceptive forecast:

- **Historical consumption data.** Looking at the quantities of particular contraceptive methods provided to clients over a period of time can guide a program's understanding of future needs. However, it is important to be mindful of the limitations of historical data, which do not account for demographic, policy, or programmatic shifts—or availability of particular methods—that might affect demand.
- **Historical service data.** This sheds light on the number of new clients and returning clients
using each contraceptive method (or brand.)

- **Population data.** Information from population surveys is often most useful for new programs that lack historical data. By informing assumptions about growth of demand, population data can help these projects forecast demand for contraceptives several years into the future.

This section of the Toolkit provides a number of forecasting guides, software, and other tools programs can use to project their contraceptive needs. Do you have a comment about this section of the Toolkit or an additional resource to suggest? Please fill out our feedback form!

**Resources:**

- **Using Reality Check and PipeLine for Contraceptive Forecasting and Supply Planning**

  This technical brief, an overview and a comparison of Reality Check and PipeLine, includes guidance on how to effectively pair the two tools for contraceptive quantification: forecasting and supply planning. This guidance will be helpful when a country or program uses the two tools together during a quantification exercise, or if the country wants to select a tool or tools to assist in family planning program planning and quantification.

- **Reality ?: A Planning and Advocacy Tool for Strengthening Family Planning Programs (Version 3)**

  Reality Check is an easy-to-use tool recently updated by RESPOND and EngenderHealth that can generate data for evidence-based advocacy and strategic planning. Users can set realistic family planning goals, plan for service expansion to meet program objectives, and evaluate alternative methods for achieving specific goals. It also can help managers better understand the costs of changing the method mix in a country or region.

- **Promising Practices: Quantification: Forecasting and Supply Planning**

  This is Brief # 1 in the *Promising Practices in Supply Chain Management* series, which aims to share some of the promising practices and tested solutions from *Every Women Every Child* (EWEC) countries. The promising practices in these briefs provide ministries of health and their partners with specific guidance on ways in which other EWEC countries have addressed specific supply chain barriers and challenges. Although the focus of this series is on improving access to the 13 life-saving commodities identified by the Commission, the Supply
and Awareness TRT has adopted a holistic approach to in-country supply chain strengthening. A strong supply chain design, as illustrated in the examples and case studies included in this document, supports the availability of all commodities, including the priority commodities named by the Commission.

This series of briefs focuses on five key domains and two cross-cutting areas, documenting more than 30 proven or promising practices and related case studies.

- **The Art and Science of Forecasting (Video)**

  Forecasting is a critical supply chain activity that links information on services and commodities from the facility level with program policies and plans at the national level, and is then used to inform higher level decision making on the financing and procurement of commodities. Forecasting is a complex activity in that it involves using hard data to make mathematic calculations, but it also involves using contextual clues to make judgments and predictions. The dual use of both "art and science" in the forecasting process is the main focus of this video. The video combines animated teaching segments with commentary from field experts who share their wisdom, experiences, and advice on this interesting topic.

- **Quantification of Health Commodities: A Guide to Forecasting and Supply Planning for Procurement**

  **Abstract:** This guide was developed for quantifying health commodities; it will assist technical advisors, program managers, warehouse managers, procurement officers, and service providers in (1) estimating the total commodity needs and costs for successful implementation of national health program strategies and goals, (2) identifying funding needs and gaps for procuring the required commodities, and (3) planning procurements and shipment delivery schedules to ensure a sustained and effective supply of health commodities. The step-by-step approach to quantification presented in this guide is complemented by a set of product-specific companion pieces that include detailed instructions for forecasting consumption of antiretroviral drugs, HIV test kids, antimalarial drugs, and laboratory supplies.

- **Quantification of Health Commodities: RMNCH Supplement--Forecasting Consumption of Select RMNCH Commodities**

  Quantification of Health Commodities: RMNCH Supplement Forecasting Consumption of
Select Reproductive, Maternal, Newborn and Child Health Commodities will assist programs in estimating commodity needs for the 13 reproductive, maternal, newborn, and child health commodities prioritized by the UNCoLSC. This supplement describes the steps in forecasting consumption of these supplies when consumption and service data are not available; after which, to complete the quantification, the users should refer to the main quantification guide for the supply planning step.

- **A Forecasting Guide for New and Underused Methods of Family Planning**

  This guide, in the form of a toolkit, provides direction to programs that want to forecast for new and underused methods (NUMs) of family planning. It supports program managers and others involved in forecasting as they plan to (1) introduce a contraceptive technology for the first time in a country, and/or (2) position an underused method for scale up. The guide recognizes that accurate forecasts take into account the larger system into which the NUM will be introduced and scaled, and it offers a framework for building rational assumptions to support accurate forecasting for NUMs or any family planning method where future demand is inherently difficult to predict. It also identifies common pitfalls in NUMs forecasting and recommends strategies to avoid them.

- **Quantification of Health Commodities: Contraceptive Companion Guide (Forecasting Consumption of Contraceptive Supplies)**

  This guide should be used to support the forecasting step in conducting a quantification for contraceptive supplies, following the project’s approach to quantification. The guide presents a methodology for forecasting consumption of contraceptives and the additional supplies needed to provide both short-acting methods (SAM) and long-acting and permanent methods (LAPM) of contraception. Throughout the guide, examples of forecasting for a SAM (contraceptive pills) and a LAPM of contraception (sterilization) are presented to illustrate the data sources, forecasting assumptions, and the outputs at each step.

- **Spectrum Policy Modeling System, FamPlan**

  A program to project family planning requirements in order for consumers and/or nations to reach their goals of contraceptive practice or desired fertility.
CastCost

This user-friendly tool provides an estimate of contraceptive quantities that will be needed for the next five years and how much they will cost. It can be used for a country as a whole or for different sectors (public or private) or for providers.

CastCost can also be used to?

- Make budget projections.
- Validate logistics-based contraceptive forecasts.
- Determine contraceptive needs as part of a contraceptive security exercise.
- Test cost and procurement scenarios for different contraceptive method mixes or supply sources (donors or manufacturers).

Procurement

Family planning programs can procure contraceptives in a variety of ways. While some receive donated contraceptives, others procure them directly from manufacturers, through procurement agents, or through social marketing programs. Programs might procure contraceptives using their own money or using credit from the World Bank.
The Population Report on "Strengthening the Supply Chain" outlines eight steps usually involved in the procurement process.

**Step 1: Prepare procurement plan.** This includes product specifications, timing of procurement activities, and estimated quantities.

**Step 2: Reconcile needs with funds.** Program managers must prioritize in the event that available funds do not cover needed quantities.

**Step 3: Select procurement method.** Contraceptives can be acquired through competitive international bidding or through local purchase. Programs can buy contraceptives themselves or use a procurement agent.

**Step 4: Select suppliers.** Trusted organizations like UNFPA, USAID, and the International Planned Parenthood Federation (IPPF) can provide references for reputable suppliers.

**Step 5: Specify terms and place the order.** When possible, programs should order shipments so that shipping containers are full to avoid contraceptives being mixed with toxic or flammable goods. The size and frequency of shipments might vary depending on a country’s capacity for processing at customs, reliability of shipping systems, and weather conditions.

**Step 6: Monitor order status.** This includes tracking the supplier’s receipt of the order, order fulfillment, and shipping dates.

**Step 7: Receive and check goods.** Good working relationships with customs officials can ensure open lines of communication so that programs are notified quickly of any problems with a shipment. Programs generally check the quality of contraceptives upon entry into the country or at the central warehouse.

**Step 8: Make payment to suppliers.** Failing to pay, or paying late, can disrupt the supply chain by jeopardizing relationships with suppliers.

This section of the Toolkit provides a variety of guides and tools to aid in the procurement process and shares several country experiences with addressing barriers and improving procurement processes. Visit the Assessment, Monitoring, and Evaluation section of the Toolkit for procurement indicators and tools for assessing the impact of policy on procurement and on contraceptive security. Do you have a comment about this section of the Toolkit or a resource you’d like to suggest? Please fill out our feedback form.

**Resources:**

- **Promising Practices: Procurement**

  This is Brief # 2 in the Promising Practices in Supply Chain Management series, which aims
to share some of the promising practices and tested solutions from Every Women Every Child (EWEC) countries. The promising practices in these briefs provide ministries of health and their partners with specific guidance on ways in which other EWEC countries have addressed specific supply chain barriers and challenges. Although the focus of this series is on improving access to the 13 life-saving commodities identified by the Commission, the Supply and Awareness TRT has adopted a holistic approach to in-country supply chain strengthening. A strong supply chain design, as illustrated in the examples and case studies included in this document, supports the availability of all commodities, including the priority commodities named by the Commission.

This series of briefs focuses on five key domains and two cross-cutting areas, documenting more than 30 proven or promising practices and related case studies.

- **Addressing Procurement Bottlenecks: A Review of Procurement Bottlenecks in Public Sector Medicine Supply Chains and Practical Approaches Taken to Resolve Them**

  This report documents the successes in overcoming procurement bottlenecks, in particular, those that occur at the first mile of the procurement cycle (planning and budgeting; purchasing activity; contract management) of public sector supply chains for medicine. It presents a set of 14 short case studies from various developing countries that illustrate successful strategies that may help stakeholders and concerned parties in other countries solve their own procurement bottlenecks.

- **Contraceptive Security: A Toolkit for Policy Audiences**

  The set of policy briefs is meant to provide policymakers, program managers, advocates, and the media with basic information about achieving contraceptive security. It includes six briefs that address specific topics related to contraceptive security. Each brief includes key messages and supporting information, country-based experiences, and next steps for policy audiences to advance the policy and programmatic issue covered in the brief. By sharing experiences and lessons learned, advocates and policymakers can better hone successful strategies to achieve contraceptive security.

- **UNFPA Procurement Services**
UNFPA is the lead agency within the UN system for the procurement of reproductive health commodities. Vendors wishing to do business with UNFPA should register with UNFPA through the UN Global Marketplace.

- **International Drug Price Indicator Guide**

  This guide contains a spectrum of prices from pharmaceutical suppliers, international development organizations and government agencies. It aims to make price information more widely available in order to improve procurement of medicines of assured quality for the lowest possible price.

- **Reproductive Health Supplies Coalition: Supplies Information Database (SID)**

  This is an online reference library with more than 6,000 records on the status of reproductive health supplies at country-level.

- **RHInterchange**

  This website assists with the coordination of contraceptive orders and shipments. The RHInterchange provides access to up-to-date, harmonized data on more than $1 billion worth of shipments of contraceptive supplies for more than 140 countries. It stores historical information and offers information on upcoming shipments. It can be used for pipeline monitoring, commodity management, analysis, and planning. Family planning program managers can use summary information for planning and budgeting. Commodity managers can monitor shipments and prepare for their arrival. Advocates and researchers can use figures as evidence to inform their campaigns or research questions. Donors can coordinate and allocate resources more efficiently. Technical assistance providers can access country-specific data for help with contraceptive forecasting, procurement, supply chain management, and financing.

- **Procurement Planning and Monitoring Reports**

  The Procurement Planning and Monitoring Report (PPMR) describes stock status of contraceptive products on a country-by-country basis. It is produced monthly by the USAID | DELIVER Project for the Coordinated Assistance for Reproductive health supplies (CARhs) group.
at the Reproductive Health Supplies Coalition (RHSC). Data are provided by Ministries of Health, or USAID partners, such as Abt Associates, Management Sciences for Health (MSH), the USAID | DELIVER PROJECT, social marketing organizations such as Population Services International (PSI), Marie Stopes International (MSI), and UNFPA. As of June 2013, 33 countries report in the PPMR.

Login to access data from the PPMR, or just register contribute data to it. If you are a first-time user, just register.

- **AccessRH**

AccessRH is a UNFPA-managed reproductive health procurement and information service that aims to improve access to quality, affordable sexual and reproductive health (RH) commodities and reduce delivery times for low- and middle-income country governments and non-governmental organizations (NGOs). AccessRH also offers accurate, up-to-date information on contraceptive orders and shipments for more than 140 countries through the Reproductive Health Interchange (RHI).

**Country Experiences: Procurement**

This section of the Toolkit shares country experiences with tracking and assessing costs, financing, and procurement of contraceptive supplies in order to strengthen the supply chain and improve contraceptive access. These country-specific experiences illustrate the positive impact a successful logistics system can have on a country’s health and related outcomes. Learning about what worked—and what did not—in these countries can inform the design, assessment, and improvement of other countries’ financial and procurement processes.

**Resources:**
Yemen: Mapping the Procurement Process for Family Planning and Reproductive Health Commodities

In June 2014, the USAID | DELIVER PROJECT, Task Order 4, provided technical assistance to the Population Sector of the Ministry of Public Health and Population to document the procurement process for family planning and reproductive health commodities, identify bottlenecks, and recommend ways to improve the process. This report details the findings from the study.

Nigeria: Effective Coordination Creates an Enabling Environment for Availability of Reproductive Health Commodities

This poster presented at the 14th World Congress on Public Health in Kolkata, India shows how effective coordination created a better environment for the availability of reproductive health commodities in Nigeria.

Addressing Procurement Bottlenecks: A Review of Procurement Bottlenecks in Public Sector Medicine Supply Chains and Practical Approaches Taken to Resolve Them

This report documents the successes in overcoming procurement bottlenecks, in particular, those that occur at the first mile of the procurement cycle (planning and budgeting; purchasing activity; contract management) of public sector supply chains for medicine. It presents a set of 14 short case studies from various developing countries that illustrate successful strategies that may help stakeholders and concerned parties in other countries solve their own procurement bottlenecks.

Lessons from Latin America and the Caribbean for Improving Contraceptive Procurement

This primer provides tips to help facilitate the work of those responsible for contraceptive
procurement within ministries of health and social security institutes. The primer aims to serve as a quick and accessible reference guide that provides practical advice to help maximize resources available for procurement and to provide practical tips to help staff involved in contraceptive procurement improve their management practices and efficiency.

Storage, Distribution, & Waste Disposal

Storage & Distribution

Proper storage and efficient distribution of contraceptive supplies is essential to a functional supply chain. The focus should always be on providing contraceptives to clients, not just moving them from Point A to Point B and then letting them sit on shelves. Health commodities go through a number of processes, including testing and repacking, before they reach service delivery points and, ultimately, clients. To ensure quality, contraceptives must be stored correctly—in a clean, well-ventilated area away from excessive heat, direct sunlight, and water—at all times and then distributed in a timely manner using a transport system that provides regular, complete coverage of all facilities in the supply chain.

Waste Management

Health care waste—for example, used needles—can be
hazardous and infectious. Good practices for handling and disposing of health care waste must be established and enforced in any family planning program. As illustrated in the graphic to the right, the USAID | DELIVER Project identifies four key steps in health care waste management:

1. Minimization
2. Segregation
3. Storage & transport
4. Disposal

This section of the Toolkit provides guidelines, a video, and other instructional materials to guide the implementation of proper storage, distribution, and waste disposal procedures for contraceptive supplies. You can also find country experiences improving distribution systems to ensure contraceptives reach clients efficiently.

Do you have a comment or a resource to suggest for inclusion in this section of the Toolkit? Fill out our feedback form!

Resources:

- **Guidelines for Warehousing Health Commodities**

  These guidelines were written to meet and solve the challenges of operating a warehouse with health commodities. It serves as a reference tool for supply chain managers, logistics advisors and warehouse managers who want to improve and increase efficiency in constructing a new warehouse, implementing a new warehouse system or redesigning their current system.

- **Disposing of Unusable Health Commodities (video)**

  Establishing good practices for proper handling and disposal of health care waste is an important part of the health care delivery system. Expired medicines, contraceptives, and cleaning solvents require specific attention from health care workers in order to ensure that the waste is disposed of in a safe, effective manner that does not harm the environment. This short animated video discusses the importance of following recommended waste disposal practices, and outlines specific steps for health care workers to take when disposing of pharmaceutical waste at their facilities.

- **Promising Practices: Warehousing and Inventory Management**
This is Brief # 3 in the *Promising Practices in Supply Chain Management* series, which aims to share some of the promising practices and tested solutions from *Every Women Every Child* (EWEC) countries. The promising practices in these briefs provide ministries of health and their partners with specific guidance on ways in which other EWEC countries have addressed specific supply chain barriers and challenges. Although the focus of this series is on improving access to the 13 life-saving commodities identified by the Commission, the Supply and Awareness TRT has adopted a holistic approach to in-country supply chain strengthening. A strong supply chain design, as illustrated in the examples and case studies included in this document, supports the availability of all commodities, including the priority commodities named by the Commission.

This series of briefs focuses on five key domains and two cross-cutting areas, documenting more than 30 proven or promising practices and related case studies.

**Promising Practices: Distribution**

This is Brief # 4 in the *Promising Practices in Supply Chain Management* series, which aims to share some of the promising practices and tested solutions from *Every Women Every Child* (EWEC) countries. The promising practices in these briefs provide ministries of health and their partners with specific guidance on ways in which other EWEC countries have addressed specific supply chain barriers and challenges. Although the focus of this series is on improving access to the 13 life-saving commodities identified by the Commission, the Supply and Awareness TRT has adopted a holistic approach to in-country supply chain strengthening. A strong supply chain design, as illustrated in the examples and case studies included in this document, supports the availability of all commodities, including the priority commodities named by the Commission.

This series of briefs focuses on five key domains and two cross-cutting areas, documenting more than 30 proven or promising practices and related case studies.

**Using Last Mile Distribution to Increase Access to Health Commodities**

Last Mile delivery presents a unique challenge in making health commodities available in the developing world. This guide, designed for in-country practitioners and decisionmakers, uses
a range of real world examples to support selection and design of last mile distribution approaches which respond to specific challenges.

- **Guide to Health Care Waste Management for the Community Health Worker**

  This guide provides practical guidance for community health workers on how to safely handle and dispose of hazardous waste. It describes the basic principles of waste management and offers solutions for managing the waste generated from everyday activities carried out in the community.

- **Transport Assessment Tool**

  This tool can be used to review the performance of a transport system that manages any health commodity. The tool includes questions on numerous components related directly and indirectly to transport. The answers to these questions can be used to document the system's strengths and the areas that require attention and to help identify opportunities for improvements.

- **Transport Management: A Self-Learning Guide for Local Transport Managers of Public Health Services**

  This guide comprises a self-directed course on managing sustainable, cost-effective transport management systems for Ministries of Health and other organizations implementing public health programs. It is written for local managers of public health services.

**Country Experiences: Distribution**
This section of the Toolkit shares countries' successes improving distribution and delivery of contraceptive supplies using innovative approaches such as informed push distribution in Senegal and systematic scheduled deliveries in Ghana. These country-specific experiences illustrate the positive impact a successful logistics system can have on a country's health and related outcomes. Learning about what worked--and what did not--in these countries can inform the design, assessment, and improvement of other countries' distribution systems in order to avoid stockouts and ensure clients have access to the contraceptives they need, when they need them.

Resources:

- **Preventing Stockouts, Saving Lives (Video)**

  IntraHealth International, in collaboration with the Senegal Ministry of Health, is expanding access to family planning by reducing contraceptive stockouts. The informed push model (IPM) reinvests proceeds from clients' contraceptive purchases back into the public contraceptive supply system to ensure the constant flow and availability of products. IPM makes a wide range of family planning commodities available, allowing women to more freely choose the methods they want at affordable prices. The model also generates data on the consumption of family planning commodities, and those data can then be used to inform and improve how health services are provided. This video shows how IPM works and its impact on the lives of Senegalese women and their families.

- **Information Highway to Health (Video)**

  Health logistics systems rely on information to deliver products to customers. Logistics Management Information Systems (LMIS) provide these data. The Delivery Team Topping Up system (DTTU) is a LMIS in Zimbabwe that delivers family planning and HIV & AIDS commodities. It serves as an example of a successful automated system that delivers both data and products throughout the supply chain.
Assessment, Monitoring, & Evaluation

To succeed, a family planning program needs an uninterrupted supply of a variety of contraceptives so that clients can choose and use their preferred method without interruption. Successful programs provide contraceptive security—that is they ensure that people are able to choose, obtain, and use high quality contraceptives whenever they want them. Continual assessment, monitoring, and evaluation of supply chain processes and outcomes can help ensure contraceptive security.

This section of the Toolkit includes a variety of indicators, software, and tools to help programs measure contraceptive security, assess policies that affect contraceptive security, track contraceptive financing and financial processes, assess the functionality of the supply chain, evaluate logistics system performance, and plan and monitor optimal procurement and delivery schedules for health commodities. You can also find case studies and briefs that share country experiences tracking supply chain costs and finances.

Have a suggested resource or comment about the Assessment, Monitoring, and Evaluation section of this Toolkit? Please fill out our feedback form.

Resources:

- **Contraceptive Security Indicators 2015**

The systematic tracking of contraceptive security (CS) indicators can be an effective way for in-country stakeholders to regularly monitor their country’s CS status to inform decisionmaking, advocacy, and program planning. It also provides an opportunity for stakeholders to look at trends across countries related to the five component areas measured: leadership and coordination, finance and procurement, commodities, policies, and supply chain.
Contraceptive Security Index 2015: Global Efforts Yield Significant Dividends in Contraceptive Security

The CS Index is a powerful tool for raising awareness about CS and the interrelationships between program components, different sectors, and program outcomes. The CS Index can be used to set priorities, plan and advocate to support policies, identify areas of relative strength and weakness, and target stakeholder resources effectively.

- Harmonized Suite of Indicators to Measure Stockouts and Availability of Contraceptives

Abstract (excerpt): This guidance document introduces and comprehensively defines a suite of indicators with the goal of harmonizing the indicators related to stockouts of contraceptives.

- Universal Stockout Indicator Infographic

Graphic depiction of the universal stockout indicator

- Promising Practices: Data Management

This is Brief # 6 in the Promising Practices in Supply Chain Management series, which aims to share some of the promising practices and tested solutions from Every Women Every Child (EWEC) countries. The promising practices in these briefs provide ministries of health and their partners with specific guidance on ways in which other EWEC countries have addressed specific supply chain barriers and challenges. Although the focus of this series is on improving access to the 13 life-saving commodities identified by the Commission, the Supply and Awareness TRT has adopted a holistic approach to in-country supply chain strengthening. A strong supply chain design, as illustrated in the examples and case studies included in this document, supports the availability of all commodities, including the priority commodities named by the Commission.

This series of briefs focuses on five key domains and two cross-cutting areas, documenting more than 30 proven or promising practices and related case studies.
• **Enhancing Contraceptive Security through Better Financial Tracking: A Resource Guide for Analysts and Advocates**

This document guides readers through the steps to track contraceptive financing and finance processes. The guide provides information about financing schemes, sources, and agents and details how to collect and analyze data on how much funding was needed, committed, and spent for contraceptives. It also provides information to help users map the funding processes (including organizations involved, funding decisions, timing, and potential bottlenecks) in order to determine when and to whom to advocate for adequate and timely funding for contraceptives. Finally, the guide suggests various situations in which to use the finance tracking information to enhance advocacy and decisionmaking.

• **Procurement Performance Indicators Guide: Using Procurement Performance Indicators to Strengthen the Procurement Process for Public Health Commodities**

This guide describes suggested key indicators that can be helpful in tracking the performance of various aspects of a procurement system. The guide provides the following information for each indicator: the formula for calculating the indicator, guidance on setting an appropriate target level, where to find the data needed to calculate the indicator, how to use the results, and how to illustrate the results.

• **Follow the Money: Tracking Contraceptive Finances**
Follow the Money: Tracking Contraceptive Finances describes how the annual Contraceptive Security Indicators survey can provide stakeholders with the information they need to make critical decisions related to contraceptive security. Increasingly, national governments are recognizing the importance of contraceptive financing; they are taking responsibility for determining financial requirements, mobilizing resources for supplies, and monitoring financial commitments to ensure they translate into contraceptives. To do this effectively, stakeholders, including the Ministry of Health reproductive health program managers, CS committee members, and advocates need to know how public-sector contraceptives are currently being financed in their respective countries.

• **Guide to Conducting Supply Chain Assessments Using the LSAT and LIAT**

Supply chain assessments are conducted periodically to support the development of logistics systems. As assessments become a standard part of overall logistics management, the capacity of in-country stakeholders to drive the assessment process needs to increase. As a guide to conducting supply chain assessments with the Logistics System Assessment Tool (LSAT) and the Logistics Indicators Assessment Tool (LIAT), this document is meant to support capacity building and supplement the lessons that evaluators have learned from their own experience.

• **How Contraceptive Security Indicators Can Be Used to Improve Family Planning Programs**

This brief focuses on contraceptive security indicators. It discusses why and how they can be used to improve family planning programs, the questions they can address, and their use in monitoring, planning and advocacy.

• **Contraceptive Security Index: Technical Manual**
The contraceptive security (CS) index is a means of measuring and monitoring contraceptive and reproductive health security. Strategic Pathway to Reproductive Health Commodity Security (SPARHCS) --a tool for assessing and planning reproductive health commodity security developed by more than 20 collaborating organizations--helped guide the development of the CS index. However, the CS index differs from SPARHCS in that it considers additional indicators, is organized around a particular conceptual framework, and has other unique features.

- **Logistics System Assessment Tool (LSAT)**

This quantitative data collection instrument, developed by DELIVER, assesses health commodity logistics system performance and commodity availability at health facilities. A user's guide provides details on how to use the tool.

- **Logistics Indicators Assessment Tool (LIAT)**

A quantitative data collection instrument that assesses health commodity logistics system performance and commodity availability at health facilities. The User’s Guide is included and provides detailed instructions on how to use the tool.

- **Procurement Planning and Monitoring Reports**

The Procurement Planning and Monitoring Report (PPMR) describes stock status of contraceptive products on a country-by-country basis. It is produced monthly by the USAID | DELIVER Project for the Coordinated Assistance for Reproductive health supplies (CARhs) group at the Reproductive Health Supplies Coalition (RHSC). Data are provided by Ministries of Health, or USAID partners, such as Abt Associates, Management Sciences for Health (MSH), the USAID | DELIVER PROJECT, social marketing organizations such as Population Services International (PSI), Marie Stopes International (MSI), and UNFPA. As of June 2013, 33 countries report in the PPMR.

Login to access data from the PPMR, or just register contribute data to it. If you are a first-time user, just register.

- **Family Planning and Reproductive Health Indicators**
Database

The Family Planning and Reproductive Health (FP/RH) Indicators Database is an update of the Compendium of Indicators for Evaluating Reproductive Health Programs. The Compendium was developed in 2002 as a result of two events in the 1990s. The first, the International Conference on Population and Development (ICPD), held in Cairo, Egypt in 1994, shifted the paradigm conceptualizing women’s health. In contrast to the earlier focus on family planning (FP) and (in some countries) on demographic objectives, the new paradigm emphasizes quality of life, gender equity, and human rights. As a result, the field of reproductive health (RH) has broadened to include multiple areas in addition to FP: safe motherhood, STI/HIV/AIDS, women’s nutrition, breastfeeding, postabortion care, female genital cutting, and related topics. The goals from ICPD require monitoring of reproductive health outcomes in terms of clearly defined indicators, as well as evidence-based results to demonstrate progress.

Country Experiences: Assessment, Monitoring, & Evaluation

This section of the Toolkit shares country experiences with tracking and assessing costs, financing, and procurement of contraceptive supplies in order to strengthen the supply chain and improve contraceptive access. These country-specific experiences illustrate the positive impact a successful logistics system can have on a country’s health and related outcomes. Learning about what worked--and what did not-- in these countries can inform the design, assessment, and improvement of other countries’ contraceptive supply chains and their financing mechanisms.

Resources:

- Nigeria: Using Family Planning Supply Chain Costing for
Budgeting and Advocacy

Well-performing supply chains improve health outcomes by ensuring the availability of essential medicines at health facilities. Reliable information about supply chain operating costs can help stakeholders make sound decisions. This poster describes Nigeria’s efforts to understand the costs of the contraceptive logistics management system.

- Tracking Contraceptive Financing--Lessons from Uganda

Adequate funding for contraceptives is essential for ensuring that men and women in developing countries have access to a full range of family planning services. But, how can a country determine how much money is enough? In September 2012, stakeholders in Uganda used a new systematic approach to gather and analyze detailed financial and procurement information. This brief describes how this approach brought new clarity and focus to the status of contraceptive financing for the country.

Advocacy
Commitment to reproductive health supplies in the forms of supportive policy and allocation of adequate funding are necessary to ensure that family planning clients can access the contraceptive supplies of their choice when they need them. The materials in this section of the Toolkit help advocates and decision makers articulate the correlation between contraceptive security and improved health and development outcomes in particular countries or regions.

To access general family planning advocacy materials, please visit the Family Planning Advocacy Toolkit.

Do you have a comment about this section of the Toolkit or an advocacy resource to suggest? Please fill out our feedback form.

Resources:

- **Global Contraceptive Commodity Gap Analysis**

  This edition of Global Contraceptive Commodity Gap Analysis 2018 (CGA 2018) is the Reproductive Health Supplies Coalition’s fourth report to highlight disparities between the growing demand for family planning services and the resource base required to provide the supplies on which services depend.

  In this edition of the CGA, we follow the broad outlines set out in 2016. We project growth in contraceptive use along each country’s historical trajectory and revisit the four key questions. We also, for the first time, probe more deeply into the division between the public and private sectors. We draw on updated data from the diverse sources we used last year, and introduce entirely new data – particularly data on private sector pricing and procurement. We also reflect, in a more nuanced way, the implications of declining public sector funding for the role of the private sector, in terms of the latter’s absorptive capacity, equity, and
contraceptive availability. One- and two-page ?snapshots? for individual countries and groups of countries are also provided.

In addition, the interactive dashboard provides access to estimates that contribute to - but are not published in - the CGA 2018 report.

- **TakeStock Advocacy Guide**

Access to family planning and contraception is essential to improving the health of women, children and economies and allows women and girls to exercise their sexual and reproductive rights time and space their pregnancies. Yet, in many of the world?s poorest countries women travel an entire day seeking access to contraceptives only to find an empty shelf. Contraceptive stockouts lead to high rates of unintended pregnancies and unmet need, and increased maternal and infant mortality. Take Stock aims to resolve the contraceptive stockouts and ensure every shelf is stocked with a wide range of high-quality contraceptives that women and families want and need.

- **Contraceptives Save and Improve Lives (Infographic)**

Complications during pregnancy and childbirth kill nearly 785 women every day. In addition to this, more than 3 million babies die in their first month of life every year. This infographic illustrates how contraceptives, by spacing and limiting pregnancies, help save the lives of mothers as well as their children.

- **Financing Commodities and Services: Essential for meeting family planning needs**

Ensuring proper financing for family planning involves identifying and putting in place various mechanisms for purchasing family planning commodities and supplies at the national and local levels. To help countries advance toward contraceptive security, this 8 page brief focuses primarily on increasing funds for procurement of contraceptive commodities and supplies.

- **Enhancing Contraceptive Security through Better**
Financial Tracking: A Resource Guide for Analysts and Advocates

This document guides readers through the steps to track contraceptive financing and finance processes. The guide provides information about financing schemes, sources, and agents and details how to collect and analyze data on how much funding was needed, committed, and spent for contraceptives. It also provides information to help users map the funding processes (including organizations involved, funding decisions, timing, and potential bottlenecks) in order to determine when and to whom to advocate for adequate and timely funding for contraceptives. Finally, the guide suggests various situations in which to use the finance tracking information to enhance advocacy and decisionmaking.

• Getting Products to People: Investing in Commodities Will Improve Maternal, Neonatal, and Child Health in Nigeria

This infographic presents the results of a first-ever forecast and funding gap analysis for maternal, neonatal, and child health commodities in Nigeria. It points out that if funds are met to fill the funding gap for these commodities through 2015, approximately 2 million lives can be saved.

• Empty Shelves, Empty Hands (Video)

Too often, Latin American women go to a clinic for contraception, but they leave con las manos vacias ? empty handed. When they return to the clinic, it will likely be for prenatal services. More than half of pregnancies in Latin America and the Caribbean are unplanned, due in large part to the lack of family planning methods available to women.

• Contraceptive Security: A Toolkit for Policy Audiences

The set of policy briefs is meant to provide policymakers, program managers, advocates, and the media with basic information about achieving contraceptive security. It includes six briefs that address specific topics related to contraceptive security. Each brief includes key messages and supporting information, country-based experiences, and next steps for policy audiences to advance the policy and programmatic issue covered in the brief. By sharing experiences and lessons learned, advocates and policymakers can better hone successful
strategies to achieve contraceptive security.

- **UN Commission on Life-Saving Commodities**

  This Commission works to make 13 life-saving commodities, including several contraceptive methods, more widely available and used in low- and middle-income countries to avert preventable maternal and child deaths. Visit their website for information and advocacy tools and resources.

- **Advocacy Toolkit: Advocacy for professionalization and a systematic approach to HR for health SCM**

  Government decision makers and health supply chain leaders need to be aware of the importance of health supply chains to improved health outcomes. People That Deliver has put together this toolkit, which includes four tools to aid advocacy efforts: (1) a 2-page brief that outlines key messages, (2) a 2-page brief that describes People That Deliver, (3) an advocacy slide presentation that can be adapted for particular contexts, and (4) links to a variety of advocacy videos on the importance of health supply chains and the need to focus on human resources in health.

**Country Experiences: Advocacy**

This section of the Toolkit shares country-specific examples of how advocating effectively for the elimination of barriers to contraceptive security in order to reduce stockouts can improve contraceptive access. These country experiences illustrate the positive impact that successful advocacy for contraceptive security can have on a country's health and related outcomes. Learning about what worked--and what did not-- in these countries can inform the design, assessment, and improvement of other countries' advocacy strategies.

**Resources:**

- **Advocacy in Zanzibar Leads to Reduction in Family Planning Commodity Stock-outs**

  The African Women Leaders Network for Reproductive Health and Family Planning (AWLN),
an AFP regional partner, worked with local stakeholders and government representatives to eliminate supply chain bottlenecks and ensure reliable contraceptive access.

- **Finding Alternative Pathways for Contraceptive Commodities to Reach Users in Uganda**

  Family planning stakeholders worked with donors and the Ministry of Health to develop an "alternative distribution" strategy to avoid stockouts frequently encountered by private-sector facilities.

- **Collaboration with the West African Health Organization (WAHO) to Improve Contraceptive Security**

  This brief summarizes some of the achievements resulting from the project’s strategic partnership with WAHO and demonstrates how these achievements have led to greater support for contraceptive security.

- **Health Logistics Students Gain Valuable Quantification Skills**

  This brief discusses the project’s collaboration with the National School of Public Health in Burkina Faso to develop and teach a training course in quantification of health products for the school’s two-year master’s degree program in health logistics.

- **Eliminating import duties in Sierra Leone**

  A $40,000 grant from the Innovation Fund has driven a landmark policy change in Sierra Leone that will save some $200,000 per year on the importation of reproductive health commodities.

- **Saving and Improving Lives through Increased Access to Contraceptives**
USAID | DELIVER PROJECT has published 20 country briefs focusing on the impact of improving access to family planning products in countries. The briefs outline how access to modern methods of contraception has saved lives and improved health outcomes among women. Based on USAID’s investment in contraceptives for each country, the brief estimates the number of unintended pregnancies prevented, maternal deaths prevented, and health care savings, among other things.

• **Nigeria: Using Family Planning Supply Chain Costing for Budgeting and Advocacy**

Well-performing supply chains improve health outcomes by ensuring the availability of essential medicines at health facilities. Reliable information about supply chain operating costs can help stakeholders make sound decisions. This poster describes Nigeria’s efforts to understand the costs of the contraceptive logistics management system.

• **Improving Lives through Family Planning: What Can Pakistan Do with Enough Contraceptives to Serve 11 Million People?**

This infographic describes how in 2010 and 2011, USAID-funded contraceptives served the needs of around 11 million Pakistani couples, potentially preventing millions of unintended pregnancies and thousands of maternal and child deaths.

• **Working Together Regionally to Save Lives Locally: How Latin America Increased Access to Family Planning Services and Supplies**

Tri-fold brochure for the Latin American and Caribbean Contraceptive Security Regional Initiative. Launched in 2003 by the Bureau for Latin America and the Caribbean of the U.S. Agency for International Development (USAID) and USAID missions in LAC, the Regional Initiative aims to strengthen contraceptive security and build a network to help countries sustain progress when USAID donations and family planning technical assistance are being phased out. Countries participating in the Regional Initiative include Bolivia, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Paraguay, and Peru.
The content in the Financial Tracking section of the Family Planning Logistics Toolkit was developed and originally published by the USAID | DELIVER PROJECT.

Adequate funding for contraceptives and related commodities is critical for ensuring access to a full range of family planning services. The guide *Enhancing Contraceptive Security through Better Financial Tracking* can help you improve the tracking of financing for contraceptives to ensure that decisionmakers have timely information to do the following:

- Monitor trends
- Understand funding gaps
- Follow finance processes
- Mobilize resources for contraceptives.

While the examples here are based on contraceptive finance tracking, these processes can be used for a range of health commodities.

This online guide features highlights from the full guide, templates, and additional resources and examples.

**Getting Started with the Online Financial Tracking Toolkit**

<table>
<thead>
<tr>
<th>Current status</th>
<th>This guide can help you?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you clearly understand why you are tracking?</td>
<td>Define clearly your tracking object</td>
</tr>
<tr>
<td>Are you focused specifically on tracking stock status, supply plan,</td>
<td></td>
</tr>
<tr>
<td>individual shipments, or more broadly, budgeting and release of funds?</td>
<td></td>
</tr>
<tr>
<td>Does your tracking team include the appropriate members?</td>
<td>Identify tracking team members</td>
</tr>
<tr>
<td>Have you defined which commodities to track?</td>
<td>Decide which commodities to track</td>
</tr>
</tbody>
</table>
Have you done a clear and comprehensive mapping of the financing players and decisionmakers?

Comprehensively identify and categorize the financing players

To what extent are you collecting appropriate information on procurement requirements, commitments, and spending?

Determine what data to collect and what information gaps may exist

Do you regularly carry out analyses of procurement requirements, commitments and spending?

Identify and carry out appropriate analyses

There are many potential uses for a financial tracking exercise. Before you begin, you need to ask why you are doing a tracking exercise.

Map all key financing and procurement processes

Do your analyses meet the needs of decisionmakers and advocates?

Identify and carry out appropriate analyses

Do all stakeholders understand all key financing and procurement processes?

Map all key financing and procurement processes

Are you disseminating tracking results effectively?

Use your information for advocacy and decisionmaking

- Monitor funding
- Analyze funding by main sources and uses
- Compare funding over time
- Advocate for more funding, overcome funding bottlenecks
- Ensure funders meet commitments

- Gauge the success of commodity security efforts
- Facilitate procurement decisionmaking
- Improve transparency
- Anticipate funding gaps
- Respond better to spending surveys

Define the finance tracking objectives

In a table similar to the one below, list your objectives and the questions you want to answer to reach your objectives. Throughout the tracking exercise, review the list occasionally.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor funding</td>
<td>How much is required to cover contraceptive procurement?</td>
</tr>
<tr>
<td>Monitor funding</td>
<td>What are the sources of financing for contraceptives (cash, in-kind donation, etc.)?</td>
</tr>
<tr>
<td>Monitor funding</td>
<td>How much has each source committed for contraceptives?</td>
</tr>
<tr>
<td>Monitor funding</td>
<td>Has each of the various funders followed through on their commitment? How much was spent by each source over time?</td>
</tr>
<tr>
<td>Monitor funding</td>
<td>How much has each source spent on contraceptives, over time?</td>
</tr>
<tr>
<td>Exercise trends in donor and government financing</td>
<td>Where is the funding going to reduce the usability of external financing and improve the diversity of aid?</td>
</tr>
<tr>
<td>Exercise trends in donor and government financing</td>
<td>What is the government doing to ensure that its own contraceptive commodity needs are met?</td>
</tr>
<tr>
<td>Exercise trends in donor and government financing</td>
<td>How is funding changing, over time, both in absolute terms and in the composition of funding sources?</td>
</tr>
<tr>
<td>Exercise trends in donor and government financing</td>
<td>How much has funding covered procurement requirements?</td>
</tr>
<tr>
<td>Exercise trends in donor and government financing</td>
<td>For each funding source, what is the lead time between release of funds and delivery of commodities at the national warehouse?</td>
</tr>
</tbody>
</table>

Click to enlarge.
Develop the Tracking Team

To track effectively, you need the insight and expertise of more than one person or institution. This page offers guidance on how to form a tracking team and steering committee.

1. Form the team.

For optimal tracking, the team should include people with the following skills and knowledge:

- Familiarity with government accounting mechanisms
- In-depth knowledge about the national health system and health policies
- Specific knowledge about actors in the family planning program
- Experience with advocacy
- Experience with using data and information generated by different entities within the health system
- Ability with numbers and willingness to question numbers
- Willingness to look for and consider alternatives to known data sources.

Adapted from the WHO Guide to Producing National Health Accounts

2. Form the steering committee.

To support the tracking team, consider forming a steering committee to provide overall technical guidance. For many countries, the contraceptive security committee will be a natural choice. The steering committee should do the following:

- Provide technical guidance for the tracking activity and ensure that it aligns with other activities.
- Ensure an adequate budget for tracking activities.
- Open doors for data collection.
- Be a conduit for disseminating the results of the tracking effort and for subsequent advocacy efforts, as appropriate.

3. Decide which commodities to track.

From the beginning, the team needs to be clear about which commodities to track. You can use the template Defining the Commodities You Want to Track as an initial guide if you are tracking contraceptives. The list can be expanded/modified to include additional reproductive health commodities as determined by the tracking committee. For other health commodity groups, develop a specific commodity list with the tracking team.
Once the tracking team has been put together, and the list of commodities to track agreed upon, the team should list the key agencies and organizational units that make up the contraceptive financing system. We suggest using the national health accounts (NHA) financing framework as the starting point.

1. **Identify the main financing schemes for contraceptives.**

   Through health care financing schemes, people can get financial access to health care. Three broad categories of financing schemes are:

   - Government schemes and compulsory contributory healthcare financing schemes
   - Voluntary healthcare payment schemes
   - Household out-of-pocket payment schemes.

   See Identify the Main Financing Schemes for Contraceptives for more detail on the various schemes. Use the template worksheet for Defining Contraceptive Financing Schemes in Your Country.

2. **Map financing agents for contraceptives.**

   Agents are the institutions that manage and operate the financing schemes, collect the revenue, and/or purchase contraceptives and other commodities.

   The table Financing Agents for Main Types of Financing Schemes and Classification of Agents lists financing agents for revenue collection and for purchasing contraceptives.

   Use the template Financing Agents by Main Financing Scheme.

3. **Map financing sources.**

   Funding sources for contraceptives provide revenues for the healthcare financing schemes. The table Common Sources of Contraceptive Financing, by Type lists the main sources of
revenue, grouped into three main categories: public funds, private funds, and foreign direct transfers.

Use the template Sources of Finance by Scheme.

4. Combine information on financing schemes, agents, and sources.

Use the template Financing Schemes by Sources and Agents to organize all of the information in one place. Using the major schemes as the unit of analysis, the team should be able to make a preliminary sketch of the financing framework, as can be seen in the example below.

**Country Example of Contraceptive Financing**

![Diagram of Contraceptive Financing]

**Determine the Data to Collect**

Before you begin to collect data, it is important that you clearly understand the types of analyses you plan to undertake. By identifying the objectives for your tracking, you have already created
an overall framework for thinking about your choice of data analyses. This page will help you
determine what data needs to be collected for your specific analyses.

1. Determine the data analyses.

While different entities within the financing system operate on different fiscal years, the
recommended approach is to select a single year of analysis and then convert all the information
to that year. Because government funding is usually the focus, the logical choice is to use the
government’s fiscal year as your unit of analysis. See Example Data Analyses to Answer
Questions and Meet Objectives of the Tracking Exercise for more information on analyses to
consider.

2. Prepare to collect funding data.

In general, you will need information on funding needs, commitments, and spending for
contraceptive procurement.

**Funding Needs:** The amount of financing the country’s family planning program needs for
contraceptive procurement. The main source for this is the contraceptive supply plan.

**Funding Commitments:** The amount of financing that a source of revenue says it will spend on
contraceptives. Sources include:

- Annual budget report or workplan
- Verbal commitment (via press release or meeting minutes)
- Contraceptive supply plan.

Information on commitments can be recorded in the template Data Sources on Contraceptive
Financing Commitments.

**Funds Spent:** The amount of financing actually used on contraceptives. A list of suggested
sources of information on spending is available here.

Information on spending can be recorded in the template Sources of Data on Spending on
Contraceptives.

3. Collect data.

Once you complete a list of potential sources of information on funding needs, commitment, and
spending, you can develop a data collection plan using the associated Data Collection Plan
template. The data collection plan should identify, for each funding source or agent, the data
source for obtaining funding information, and the name of the team member that will take the
lead in collecting the information.

Now that you’re ready to collect the data, use the Interview Guide for Collecting Information on
Commitment and Spending and these templates to record the following:

**Funding Needs:** Use the template Funding Needs for Subsidized Contraceptives, Historical and
Projected
Funding Commitments: Use the Worksheet for Collecting Information on Commitments.

Funds spent: Use the Worksheet for Collecting Information on Spending.

Analyze the Financing Data

Once you have collected all your data, you will be able to analyze the funding requirements, commitments, and spending in a variety of ways. To do this, it may be helpful to organize the data you have collected using the template Amount Committed for Contraceptives by Funding Source.

Determine which analyses to use.

Your analyses will depend on your objectives as defined. Here are some examples of common analyses that can be done:

- Commitment as a Percentage of Need
- Comparison of Requirements, Commitments, and Spending
- Spending by:
  - Commodity
  - Source (see template)
  - Scheme (see template)
- Spending as a percentage of:
  - Need
  - Total commitments
  - Commitment by source (see template)
- Public share of spending on contraceptives for the government scheme.

Depending on the analysis and the needs of your target audience, you may want to present the information either as a graph or a table, as shown in the examples below.

Comparison of Requirements, Commitments, and Spending
Illustrative Data

Spending as a Percentage of Commitment by Source

<table>
<thead>
<tr>
<th>Source</th>
<th>Fiscal Year 2011</th>
<th>Fiscal Year 2012</th>
<th>Fiscal Year 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internally generated funds</td>
<td>114%</td>
<td>45%</td>
<td>89%</td>
</tr>
<tr>
<td>World Bank loan</td>
<td>N/A</td>
<td>47%</td>
<td>54%</td>
</tr>
<tr>
<td>USAID in-kind</td>
<td>68%</td>
<td>87%</td>
<td>122%</td>
</tr>
<tr>
<td>UNFPA in-kind</td>
<td>73%</td>
<td>67%</td>
<td>72%</td>
</tr>
<tr>
<td>GFF/TH in-kind</td>
<td>N/A</td>
<td>14%</td>
<td>49%</td>
</tr>
<tr>
<td>DFID in-kind</td>
<td>0%</td>
<td>N/A</td>
<td>130%</td>
</tr>
</tbody>
</table>

Key:
- Red = 0-49% of committed amount spent
- Orange = 50-99%
- Green = 100% or more of committed amount spent

Illustrative Data

Spending by Scheme

Map the Funding Processes
This section focuses on the processes by which funds flow and how you can influence these processes. Understanding the financing processes will help your team track and influence spending more effectively.

1. Describe the steps in the funding process.

For each funding source, your team can map the funding processes, including the timing and decisionmakers for each step (Interview Guide for Collecting Information on the Financing Processes and Worksheet for Describing Steps in the Contraceptive Financing Process).

2. Identify advocacy entry points.

Once you know the funding processes, you will be able to identify advocacy entry points for mobilizing and utilizing funds for procuring contraceptives. This guide includes support for the first three steps in an advocacy process:

1. Define the issue or problem.
2. Set an advocacy goal or objective.
3. Identify target audiences for the advocacy.

Use Worksheet for Identifying Advocacy Entry Points in the Contraceptive Financing Process to organize your information for each step of the funding process, along with the potential bottleneck and possible advocacy goal. The completed template will look like the example below.

**Illustrative Process for Releasing Contraceptive Procurement Funds to MOH**
Use Your Information

You are probably already using your finance tracking information for decision making and advocacy. Here are some real-life examples of how the information has been used to do the following:

- Advocate for resource mobilization
- Hold funding sources accountable
- Follow up on delayed procurements
- Determine an optimal quantification timeline
- Ensure spending in a sector-wide approach environment
- Gauge success of contraceptive security efforts in increasing government contribution.

See section 4 of the guide for additional challenges and solutions related to each of these advocacy areas.
Glossary

**Contraceptive security:** A situation in which people are able to reliably choose, obtain, and use quality contraceptives when they want them.

**Forecasting:** Estimating the quantity of a commodity that clients will consume. The accuracy of forecasting depends on the availability of good quality data and the number and accuracy of the associated assumptions. Data sources can include primarily *logistics data* (the actual number of contraceptives dispensed to end users); *service statistics* (data on clients and visits); *demographic data*; and *distribution capacity of the program*. Forecasting often requires the application of two or more methods. This method determines the short term (1-5 years) contraceptive commodity needs.

**Health commodities:** Used interchangeably with stock, goods, products, supplies, and other terms to refer to all the items that flow through a logistics system.

**Informed push distribution:** A distribution system in which the personnel who issue the supplies determine the quantities to be issued.

**Logistician:** A person who analyzes and coordinates an organization’s supply chain and manages the entire life cycle of a product including how the product is acquired, distributed,
allocated, and delivered.

**Logistics (in family planning programs):** The selection, financing, delivery, and distribution of contraceptives and related supplies.

**Logistics management information system:** A system for collection and reporting of accurate data when and where needed.

**Procurement:** The acquisition of contraceptive supplies from an external source.

**Procurement agent:** An individual who makes purchases on the behalf of a program or organization.

**Social marketing program:** Publicizing and selling products through retail outlets at subsidized prices.

**Supply chain:** Organizations linked in the delivery of supplies from manufacturers to clients and the flow of information about clients' contraceptive needs.

**Supply chain management:** The design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand, and measuring performance.

**Source URL:** https://www.k4health.org/toolkits/fp-logistics