



USAID | **DELIVER PROJECT**
FROM THE AMERICAN PEOPLE

Facilitator's Guide

Workshop on Contraceptive Financial Tracking

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Workshop Preparation

1. This Facilitator’s Guide provides the process and activities that will prepare participants for using [*Enhancing Contraceptive Security through Better Financial Tracking: A Resource Guide for Analysts and Advocates*](#)¹. It is assumed that the facilitators have experience in doing financial tracking as described in the Resource Guide and are familiar with the country specific applications of the process that are presented to enrich the theoretical content. In addition to reviewing this Facilitator’s Guide thoroughly before the workshop, facilitators should also review the report [*Uganda: Financial Tracking of Reproductive Health Commodities*](#)², since examples from this report are used throughout the workshop.
2. This workshop works best when country teams can be formed in the workshop, i.e. when each country is represented in the workshop with 2 or more participants who represent government and advocacy groups.
3. After workshop participants have been selected, they should be provided with the templates of the Status and Plans for Financial Tracking Efforts and Status and Plans for Financial Advocacy Efforts to complete before attending the workshop. The templates should be sent with corresponding instructions that define more precisely what each of the “Tracking Areas” mean and possible examples. Assure participants although they may not have all the information needed to complete the entire template, they should complete what they can. If possible, ask participants to send the completed template to facilitators before coming to the workshop.
4. Prepare workshop materials. Handouts are included in this Facilitator’s Guide unless otherwise noted in the following list.

¹ Rosen, James E. and Suzy Sacher. 2013. *Enhancing Contraceptive Security through Better Financial Tracking: A Resource Guide for Analysts and Advocates*. Arlington, Va.: USAID | DELIVER PROJECT, Task Order 4.

² Rosen, James E., Suzy Sacher, Albert Kalangwa, and Betty Kyaddondo. 2013. *Uganda: Financial Tracking of Reproductive Health Commodities*. Arlington, Va.: USAID | DELIVER PROJECT, Task Order 4.

List of workshop handouts

- Financial Tracking Guide (*Enhancing Contraceptive Security through Better Financial Tracking: A Resource Guide for Analysts and Advocates*)—see above hyperlink
- Workshop Goal, Objectives and Schedule
- Workshop schedule
- Uganda: Financial Tracking of Reproductive Health Commodities* (report)—see above hyperlink
- Status and Plans for Financial Tracking Efforts
- Status and Plans for Financial Advocacy Efforts
- Scavenger Hunt Questions Using Financial Tracking Guide
- Scheme, Agent or Funding Source?
- Worksheet for Mapping Contraceptive Financing Schemes, Sources of Financing and Financing Agents in Your Country
- Results from Financing Analyses
- Worksheet for Describing Steps in the Contraceptive Financing Process
- Challenges
- Action Plan for Financial Tracking and Advocacy to Improve Contraceptive Security
- Workshop on Contraceptive Financial Tracking Workshop Evaluation Form

Other handouts:

- Cards for Icebreaker Activity
- Financing Process Steps

5. At the end of the workshop, provide participants (on CD or flash drive) with electronic copies of all the workshop documents, plus a collection of other relevant reports/documents, from the USAID | DELIVER PROJECT and from other organizations. This should be similar to the list of references/further resources from the Resource Guide, and include anything more recently published.

Workshop Sessions

1. Introduction to the Workshop

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Session Objectives:

By the end of the session, participants will be able to:

1. Identify other workshop participants
2. Describe the concept of contraceptive security and their role in helping to promote it
3. Explain the goal and objectives of the workshop

Time: 60 minutes

Materials:

For the workshop

- LCD projector, screen and computer
- Workshop slide deck

For each participant

- Folder of workshop handouts
- Name tag, name tent, paper, pen
- Card for icebreaker activity (found at end of this session)

Facilitator Preparation:

- Print cards for icebreaker activity on card stock and cut into card shape before the workshop
- Place folder of Workshop Handouts and other materials at participant places before they come into the room
- Prepare a flip chart titled “Parking Lot” and hang it where it can be easily seen by participants
- As participants come into the room, ask them to create a name tag and name tent

Learning Activities Summary

Activity Title	Type	Time
Brief Welcome	Lecturette	5
Icebreaker Activity	Pairs work, large group report out	40
Workshop Goal, Objectives and Schedule Review	Lecturette	15

Learning Activities:

1. Brief Welcome—Lecturette—5 minutes

- Facilitator should introduce self and welcome participants to the Workshop on Contraceptive Finance Tracking.

2. Icebreaker Activity—Pairs Work, Large Group Report Out—40 minutes

- Explain that to start the workshop, participants are going to do a brief activity to begin thinking about contraceptive security while at the same time getting to know each other
- Ask participants to find a colored card on their table; each person should take only one card.
- Note that the card has only a few letters of the phrase “Contraceptive Security.” They are to walk around the room and find the person who has the rest of the letters to complete the phrase “Contraceptive Security”. That person is your partner.
- Explain that when they find their partner they are to follow the activity instructions on **Slide 3**):

Introductory Activity

First:

- Find the partner whose card completes yours to make the phrase “contraceptive security”
- Introduce yourselves to each other
- Discuss what you each think “contraceptive security” means
- Describe your role in ensuring contraceptive security

Then:

- Introduce your partner to the group

- Tell participants they have 10 minutes to do this.

- After 10 minutes, ask participants to introduce each other to the entire group and briefly recap some aspects of your discussion.
- Thank participants and ask them to return to their seats.
- Summarize by showing the **Slide 4, Definition of Contraceptive Security**:

Definition of Contraceptive Security:

Contraceptive security exists when everyone is able to choose, obtain, and use quality, affordable contraceptives whenever they want or need them.

3. Workshop Goal, Objectives and Schedule Review—Lecturette—15 minutes

- Point out the materials on their desk, including packet of handouts to be used during the workshop.
- Ask participants to find the workshop goal, objectives and schedule and review this with participants.
- Point out the flip chart titled “Parking Lot”. Note that the Parking Lot will be used to capture any questions that cannot be answered right away, but which will be answered at some point during the workshop.
- Briefly discuss workshop norms (participation, mobile phones silent, etc.)
- Provide any workshop logistics instructions—restrooms, breaks, lunch, cell phone use policy, etc.

Cards for Icebreaker Activity

Contra	ceptive Security
Contracep	tive Security
Contraceptive	Security
Con	traceptive Security

Contraceptive Se	curity
Contraceptive Secu	urity
Contra	eptive Security
Contraceptive S	ecurity

Contracept	ive Security
Contraceptiv	e Security
Contraceptive Securi	ty
Contracepti	ve Security

Contraceptive Sec	urity
Co	ntraceptive Security
C	ontraceptive Security

Workshop on Contraceptive Finance Tracking Goal and Objectives

Workshop Goal:

Government, civil society advocates, and technical participants in this workshop will learn to use *Enhancing Contraceptive Security through Better Financial Tracking: A Resource Guide for Analysts and Advocates* to enable them to track contraceptive financing in their country, identify funding gaps, and advocate for sufficient resources to better ensure contraceptive security.

Workshop Objectives:

1. Identify the role of government, technical experts, and civil society advocates in ensuring contraceptive security in their country
2. Assess current status of financial tracking for commodity security in their country and create a vision for what they would like that status to be
3. Describe the merits of forming a finance tracking team, how it relates to existing working groups, and what each team member brings to the process
4. Describe the objectives of the Tracking Guide, benefits that can be achieved in using the guide, and how it can be used to promote contraceptive security
5. Map country-level contraceptive financing players, including schemes, agents and sources of financing
6. Identify the type of analyses that can be done and determine which may be appropriate based on country specific objectives in tracking contraceptive financing
7. Use the guide as a resource to track governmental and non-governmental sources of funding and to collect financing data
8. Analyze the data collected to compare needs against committed and expended resources and identify financial gaps
9. Map country-level contraceptive funding processes of financing sources and agents
10. As a country team, use the results of working through the guide to identify contraceptive financing gaps and bottlenecks, determine actions needed to address those gaps and bottlenecks in relation to ongoing activities, identify advocacy entry points, develop advocacy objectives, and identify target audiences for advocacy
11. Draft an action plan for country level presentation that promotes both the use of finance tracking information and advocacy for improving commodity security (this should indicate what resources are required for implementation of the plan and include level of effort, number of trainings, number of trips, etc.)

Workshop on Contraceptive Finance Tracking Schedule

Day 1

8:00—8:30	Registration
8.30 – 9:30	Session 1: Introduction to the Workshop
9:30 – 10:30	Session 2: Introduction to Financial Tracking and Contraceptive Security
10:30 – 10:45	Break
10:45 – 11:45	Introduction to Financial Tracking and Contraceptive Security (cont.)
11:45 – 12:30	Session 3: The Financial Tracking Guide
12:30 – 1:30	Lunch
1:30 – 2:45	The Financial Tracking Guide (cont.)
2:45 – 3:30	Session 4: Mapping the Contraceptive Financing Players
3:30 – 3:45	Break
3:45 – 4:30	Mapping the Contraceptive Financing Players (cont.)
4:30 – 5:00	End of Day 1 Wrap-Up

Day 2

8:30 – 9:00	Opening of Day 2
9:00 – 10:30	Determining the Data Analyses
10:30 – 10:45	Break
10:45 – 12:00	Determining the Data Analyses (cont.)
12:00 – 12:30	Collecting the Data
12:30 – 1:30	Lunch
1:30 – 3:30	Collecting the Data (cont.)
3:30 – 3:45	Break
3:45 – 4:30	Collecting the Data (cont.)
4:30 – 5:45	Mapping Funding Processes/Identifying Advocacy Points
5:45 – 6:00	End of Day 2 Wrap-Up

Day 3

9:00 – 9:30	Opening of Day 3
9:30 – 11:15	An Action Plan for Decision Making and Advocacy
11:15 – 11:30	Break
11:30 – 12:30	An Action Plan for Decision Making and Advocacy (cont.)
12:30 – 1:30	Lunch
1:30 – 3:15	An Action Plan for Decision Making and Advocacy (cont.)
3:15 – 3:30	Break
3:30 – 4:15	An Action Plan for Decision Making and Advocacy (cont.)
4:15 – 5:15	Workshop Wrap-Up

2. Introduction to Financial Tracking and Contraceptive Security

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Session Objectives:

By the end of the session participants will be able to:

1. Identify challenges in achieving contraceptive security
2. Describe the relationship between financial tracking, advocacy, and contraceptive security
3. Identify the role of government, technical experts, and civil society in ensuring contraceptive security
4. Describe the merits of forming a finance tracking team and what each team member brings to the process

Time: 120 minutes

Materials:

- Post-it notes and sharpie markers for participants
- Flip charts, tape and markers
- Financial Tracking Guide

Facilitator Preparation:

Learning Activities Summary

Activity Title	Type	Time
Global Picture for Financing Contraceptives	Interactive Lecturette	15
Challenges in Achieving Contraceptive Security	Brainstorm, Large Group Discussion	30
What Can Government Do, What Can Civil Society Do to Ensure Contraceptive Security	Small Group Discussion & Assignment, Report Out	45
Forming the Finance Tracking Team	Large Group Discussion	30

Learning Activities:

1. Global Picture for Financing Contraceptives—Interactive Lecturette—15 minutes

- Explain to participants that before we focus on the details of financial tracking for contraceptive security at the country level, it's good to think about what is happening in the global context.
- Use **Slides 5-10** to discuss the global context for financing contraceptives, being sure to emphasize how much is needed versus what is being spent, as well as donor spending versus spending by governments. (The slides will need to be updated based on the current situation.)
- Summarize by explaining that given the global context, it is very important to track contraceptive financing locally, in each country, to work towards contraceptive security.

2. Challenges in Achieving CS—Brainstorm, Large Group Discussion—30 minutes

- Introduce the session by telling participants that we are now going to start discussing the topic of financial tracking as it relates to contraceptive security.
- Distribute post-it notes and sharpie markers to participants.
- Ask participants to think about the question “What do you think the main challenges to achieving contraceptive security are?” (**Slide 11**)
- Ask participants to write their answers on the post-it notes, one answer per post-it note, and after two minutes ask them to stop and post their notes on the flip charts at the front of the room.
- Categorize the post-it notes into similar categories and ask participants to clarify and give the reasons behind these challenges.
- Note the prominence of finance and the managing of financial inputs as a challenge; note that this is the reason why it is so important that countries and programs truly understand their contraceptive financing situation and what their needs are. Lastly, note that advocacy is important to promote commitments and help ensure that funding materializes to meet the needs.

3. What Can Government Do, What Can Civil Society Do—Small Group Discussion & Assignment, Report Out—45 minutes

- Note that we have just talked about the challenges to contraceptive security, particularly as they relate to financing contraceptives, and now we are going to ask participants to think about what they can do to address the challenges related to contraceptive security. Remind participants that while many of the challenges may be financial in nature, the challenge may actually be the result of policy and implementation issues that affect the financing and procurement of contraceptives. We

need to think about what the cause of the challenge may be and what we can do to address it.

- Show activity instructions on **Slide 12**:

What Can You Do?
List on a flip chart...

- 3 things government can do
- 3 things advocates and advocacy groups can do
- 3 things technical experts can do
- 3 things government, advocates and technical experts can do together

...to address the financial, policy, and implementation challenges to contraceptive security.

- Divide participants into small groups of about 4-6 people, mixing government, advocacy and technical expert participants in each group. Give each group a sheet of flip chart paper and markers.
- Tell participants that they have 15 minutes to make their lists.
- After 15 minutes, have groups present, then lead a discussion on the lists.
- Ask participants to then turn to page 5 of the financial tracking guide and note the list of things that the guide can help them do, then have them compare the guide's list with their own list. Congratulate them on their work.

4. Forming a Financial Tracking Team—Large Group Discussion —30 minutes

- Using the results of the report out and the “What Can You Do?” list together –this will most likely include everything government, advocates/advocacy groups, and technical experts could do separately—lead a discussion on the merits of forming a financing team. Explain that by forming a team you can bring together people who have varied levels of expertise that can be beneficial to the team.
- Ask participants who they think should be on the team and what kind of background they should have; note their answers on a flip chart. Ask how many of them think they should be on the financial tracking team for contraceptive security. Hopefully they all raise their hands.
- Ask participants to turn to section 2.2 in the resource guide. Ask participants to look at the box on page 9 and at their list and see how well they did in thinking of appropriate people and experience. Check off all their attributes that match.
- Explain that in addition to a financial tracking team, it may be beneficial to establish a steering committee. Summarize the reasons for the committee. Ask participants to raise their hands if they have a contraceptive security committee or family planning technical

working group in their country. Note that these committees are quite appropriate to act as the steering committee for the financial tracking team. Note and discuss the list of steering committee responsibilities in the guide.

- Ask participants to think of their programs and the contraceptives that they offer. Ask participants if they think they should track all these products. Discuss which they would track and which they may not and why. Refer to Table 3 in the guide.
- Explain that in the next session, we are going to learn more about the financial tracking guide.

3. The Financial Tracking Guide

Session Objectives:

By the end of the session participants will be able to:

1. Describe their efforts to date in financial tracking and financial advocacy for contraceptive security
2. Describe the objectives of the Tracking Guide, the benefits that can be achieved in using the guide, and how the guide can be used to promote contraceptive security
3. Define a range of objectives and questions that financial tracking can help answer

Time: 120 minutes

Materials:

- Handout, **Status and Plans for Financial Tracking Efforts** template
- Handout, **Status and Plans for Financial Advocacy Efforts** template
- Handout, **Scavenger Hunt Questions Using Financial Tracking Guide**
- Candy for scavenger hunt prizes
- Index cards (1-2 per participant)

Facilitator Preparation:

This session assumes that participants received and completed the **Status and Plans for Financial Tracking Efforts** and the **Status and Plans for Financial Advocacy Efforts** templates ahead of the workshop. The Status and Plans for Financial Tracking Efforts template should also include a place to list the commodities that they are tracking or want to track and their objectives for doing financial tracking.

Learning Activities Summary

Activity Title	Type	Time
What is Your Current Financial Tracking Status? What is Your Current Financial Advocacy Status?	Country group work and sharing	60
The Financial Tracking Guide	Scavenger Hunt	45
What Questions Do You Want to Answer	Individual work, large group discussion	15

Learning Activities:

1. What is Your Current Financial Tracking Status? What is Your Current Financial Advocacy Status? —Country Group Work and Sharing—60 minutes

- Explain that before we get into the specifics of how to do contraceptive financial tracking using the guide, we want to take some time to learn what activities the participants have been doing so far in both their financial tracking efforts and in their financial advocacy efforts.
- Remind participants that they received two templates prior to the workshop to complete, one called the Status and Plans for Financial Tracking Efforts, the other called the Status and Plans for Financial Advocacy Efforts. Show the templates on **Slides 13 and 14**. Ask participants to find their templates. (If anyone forgot their template, provide a blank template for their use and ask them to work on it as they can during the workshop.)
- Ask participants to take 20 minutes to review their Status and Plans for Financial Tracking Efforts and Status and Plans for Financial Advocacy Efforts with their partners from their country; if they don't have a country group, join them with others. Ask them to ensure the data is typed into the template, as we will be projecting their templates.
- Return to plenary and take 40 minutes for countries to share their status on each template with each other and to talk about some of the successes and challenges they have had with doing financial tracking and in advocating for financing of contraceptives.
- Ask participants where they would like to be in the future and why, and what do they hope to achieve from improved financial tracking. Ask how this may be achieved through their financial advocacy activities and what additional advocacy activities they

would like to pursue. Informally discuss. (More formal development of this will occur later in the workshop.)

- Note that we will now begin learning to use the tracking guide and that we hope the guide and the process it provides will help contribute to and improve their financial tracking, as well as provide information that will be useful in financial advocacy.

2. The Financial Tracking Guide—Scavenger Hunt—45 minutes

- Ask participants to find their Financial Tracking Guide. Tell them that they are going to get to know the guide by doing a game—a scavenger hunt. Ask participants to find the scavenger hunt handout in their packets.
- Divide participants into pairs to work together. Tell participants they have 30 minutes to answer the questions, finding the answers in the guide—point out that they need only write down the page number where the answer can be found in the guide. Ask half the group to start answering the questions from #1 down; ask the other half of the group to start answering questions from #10 and to move up the list of questions. Tell them that there is a prize for right answers.
- Tell participants that the guide’s table of contents (which is 3 pages long) is their friend for this exercise. Participants should be reminded to turn to the relevant page noted in the table of contents to make sure that the page that seems relevant does in fact contain the answer they’re looking for.
- After 15 minutes, review scavenger hunt questions and answers and clarify any points. Pass out candy to everyone who gets a right answer.
- Conclude by pointing out the symbol in the guide that’s attached to empty tables and interview guides and indicates a template. These are also compiled in Word and available on the DELIVER website for people to easily adapt and use.

3. What Questions Do You Want to Answer—Individual Work, Large Group Discussion—15 minutes

- Distribute index cards to participants and ask them to think of what questions their financial tracking team would like to answer by doing financial tracking for contraceptive security in their country, and write them on their index card. Give them some examples of possible questions to jumpstart their ideas. Some examples include:
 - How much funding is required to cover contraceptive procurement?
 - To what extent is government covering the contraceptive funding needs?
 - How much time does it take between allocation of funds for contraceptives and delivery of those contraceptives to the national warehouse?

- After a few minutes, ask participants to share their questions and ask the group how financial tracking could answer their questions and discuss briefly.
- Ask participants to turn to Table 2 on page 8 of the guide, where they will find examples of objectives of tracking exercises and questions that may be answered in these tracking exercises. Ask participants to see if they can find any of their questions in the table; ask participants who do find their questions to read the question and corresponding objective aloud. Summarize the other questions. Also ask if they want to add any of the questions noted in the guide to their index cards. Discuss.
- Tell participants to add to their tracking objectives on their status template if needed and to save their cards for later use with their action plans.

Status and Plans for Financial Tracking Efforts

Tracking Area	Current Status	Recommendations for Improving Tracking
Objectives of financial tracking (What are your objectives for the financial tracking of FP products?)		
Composition of tracking team (Who is involved with financial tracking? Who leads this effort? Is there a team?)		
Which commodities are tracked (For which commodities are finances being tracked?)		
Mapping of the financing players and decision makers (Has a mapping been done of the financing players and decision makers?)		
Mapping of financing and procurement processes (Has a mapping of the key financing /procurement processes been done?)		
Data collection (What data is collected, how is it collected, and how often?)		
Analyses (What analyses are conducted based on the data?)		
Dissemination & use of information (Are the findings shared and used? If so, how?)		

Overall challenges with financial tracking:

Overall successes with financial tracking:

Status and Plans for Financial Advocacy Efforts

	Existing Advocacy Effort #1	Existing Advocacy Effort #2	Existing Advocacy Effort #3	Future Advocacy Efforts (planned or desired)
Time frame				
Responsibility (who leads effort)				
Decision-makers targeted				
Principal activities undertaken (up to 5)				
Messages developed (up to 3)				
Obstacles encountered (up to 5)				
Advocacy outcome achieved				

Scavenger Hunt Questions Using Financial Tracking Guide

With your partner, answer the following questions using *Enhancing Contraceptive Security through Better Financial Tracking: A Resource Guide for Analysts and Advocates*. Write down the page number in the guide where you found the answer; you do not need to write the answer itself.

1. What are the objectives of the financial tracking guide?
2. How many interview guides are found in the guide and what are they for?
3. What are the uses for the financial tracking guide?
4. What are the seven steps for counting and tracking contraceptive funding?
5. What is advocacy?
6. Which table will help you determine the type of analysis to do to answer your finance questions?
7. What is an example of a financing scheme?
8. Which table will help you show the source of money for contraceptives by financing scheme?
9. What are the typical financing process steps?
10. What is the definition of “direct budget support”?

ANSWER SHEET—Scavenger Hunt Questions Using Financial Tracking Guide

1. What are the objectives of the financial tracking guide?
Page 2 (if participants just look at the Table of Contents, though, they will think it's page 1)
2. How many interview guides are found in the guide and what are they for?
Appendix 7, Page 81 and Appendix 8, Page 85
(the answer is 2:
 1. collecting information on commitment & spending, and
 2. collecting information on the financing processes))
3. What are the uses for the financial tracking guide?
 - Page 5 (if participants just look at the Table of Contents though, they will think it's page 4 instead of page 5)
 - Chapter 4 (pages 51-53)—discusses how to use the info collected for decision making and advocacy
4. What are the seven steps for counting and tracking contraceptive funding?
Chapter 2, Page 7
5. What is advocacy?
Page 48 (in the textbox)—(This one is hard to find—it can be found by paging through the advocacy sections.)
6. Which table will help you determine the type of analysis to do to answer your finance questions?
Table 10, Pages 18- 19
7. What is an example of a financing scheme?
Pages 12-13
8. Which table will help you show the source of money for contraceptives by financing scheme?
 - Table 8, Page 16
 - Table 9, Page 16 (the Table of Contents has a typo—it should be p. 16)
 - Table 19, Page 33
9. What are the typical financing process steps?
Page 44, Figure 15
10. What is the definition of “direct budget support”?
Appendix 2: Glossary, Page 65

4. Mapping the Contraceptive Financing Players

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Session Objectives:

By the end of the session, participants will be able to:

1. List three categories of financing schemes and which financing schemes are in place in their own country
2. Identify financing agents for each financing scheme
3. List main sources of funding for contraceptives and map them to each financing scheme
4. Sketch their country financing framework

Time: 90 minutes

Materials:

- Flip chart and markers
- Handout, **Scheme, Agent or Funding Source?**
- Handout, **Worksheet for Mapping Contraceptive Financing Schemes, Sources of Financing and Financing Agents in Your Country**

Facilitator Preparation:

Learning Activities Summary

Activity Title	Type	Time
Financing Schemes, Sources of Funding and Financing Agents	Interactive Lecturette with PPT & Discussion	30
Is It a Scheme, Source of Funding or Agent	Pairs Activity and Discussion	20
Mapping Country Specific Contraceptive Financing Players	Small Group Work and Discussion	40

Learning Activities:

1. Financing Schemes , Sources of Funding and Financing Agents—Interactive Lecturette with PPT and Discussion —30 minutes

- Introduce this session by explaining that a good place to start our financial tracking exercise is by identifying the financing players—the financing schemes, the financing agents that operate the schemes, and the sources of funding—and mapping the relationships of these players. Mention that this exercise will also prove useful to identify advocacy targets and tactics.
- Show **Slide 15** that describes financing schemes and lists the types of schemes. Discuss each type and give examples. Ask participants to turn to page 13 in their Guide and look at Table 5 at the types of schemes and discuss which of these they might have in their countries.
- Tell participants that Uganda recently went through a financial tracking exercise to help improve its reproductive health commodity security situation. It was estimated that Uganda would need \$91 million to cover its RH requirements between 2011 and 2015, and while government spending on RH had increased in Uganda, its needs were huge and its financing landscape very complicated. Say: Let’s start by seeing what their schemes are. Note that the report of the Uganda Financial Tracking exercise is included in their handouts for their reference.
- Show **Slide 16 and 17** with Uganda’s schemes. Note that there is only the MOH scheme under government as there isn’t a compulsory contributory scheme such as national health insurance. Point out the variety of voluntary schemes through which individuals can access contraceptives, many of which are NGOs.
- Show **Slide 18** that describes the roles of the financing agents. Explain to participants that financing agents manage the transactions for the financing schemes—they collect the funds, buy commodities, pay for services, etc. Give some examples and point out that you may have different financing agents playing different roles—one that collects revenues and one that purchases the contraceptives. Ask participants to turn to Appendix 3 in their Guide and review some of the examples of financing agents and note the division of responsibility between revenue collection and contraceptive purchasing.
- Ask participants to now brainstorm common sources of funding for contraceptives and note them on a flip chart. Challenge them to think of at least 8 different sources. (Save this flip chart for a later session.)
- Ask participants to turn to Table 7 in their guide and review the types of financing sources and their definitions.

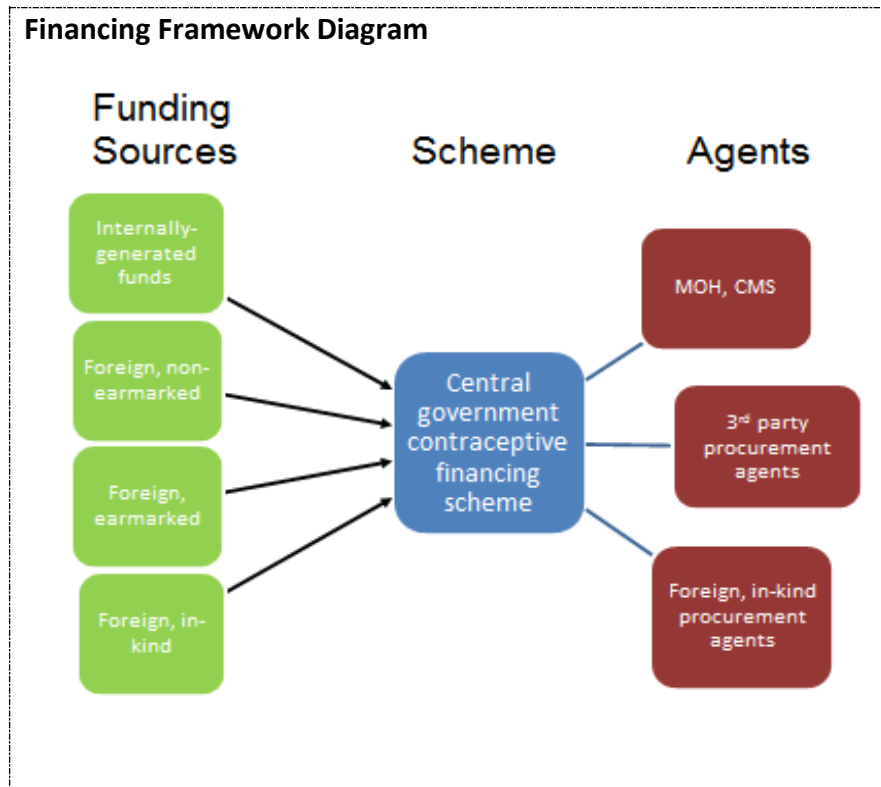
- Now ask participants to think of their own programs and to identify and share some of their sources of funding for contraceptives.
- Show **Slides 19 and 20**, the Uganda example of the financing schemes, sources of funding and financing agents. Explain that this table maps the schemes to the sources of financing and the agents involved, and clarifies who is doing what. This process of mapping the financing players makes it easier to track the financing and understand where actions can be taken once we analyze the funding situation.

2. Is It A Scheme, Source of Funding or Agent —Pairs Activity and Discussion —20 minutes

- Divide participants into pairs and ask participants to find their Handout, **Scheme, Agent or Funding Source?**
- Ask participants to take the next 10 minutes to work together in their pair to identify if the financing player described in each situation is a financing scheme, a financing agent, or a source of funding.
- After 10 minutes, call time and go over the handout, asking each pair to contribute and give their answer. Discuss as needed when pairs do not get the answer right, explaining why the answer is the right one.
- Answer any questions participants may have.

3. Mapping Country Specific Contraceptive Financing Players —Small Group Work and Discussion —40 minutes

- Group participants into country teams (as possible) or small groups.
- Ask participants to find the Handout, **Worksheet for Mapping Contraceptive Financing Schemes, Sources of Financing and Financing Agents in Your Country**, and to take 20 minutes to complete Columns 1-3 for their own country to the best of their ability. Facilitators should participate in the groups to answer questions and make sure the teams understand how to identify schemes vs sources vs agents.
- Ask participants to write their responses on a flip chart. Tell them to do their best and not to worry if they don't have all the information, as they can work on this more when they return to their country.
- After 20 minutes, ask participants to share their work, asking one group to note their government scheme and its agents and sources of funding; another group to note their voluntary schemes, etc. Discuss their work, and also discuss what they think are some of the challenges with having multiple sources of funding and multiple financing agents. Emphasize the importance of tracking efforts to make clear the different players.
- Show **Slide 21**, the Financing Framework Diagram. Explain that you can use the information you have just collected to create a diagram, an actual map of the relationships of the financing players.



- Ask for one of the small groups that may not have already shared to describe one of their schemes with its funding sources and agents, and then map that relationship on a flip chart for participants. Ask clarifying questions to emphasize the relationships of the players as you draw the diagram.
- Ask if there are any questions before they move to the next session. Answer as needed.

Scheme, Agent, or Funding Source?

For each of the entities described, indicate whether it is a contraceptive financing scheme, a financing agent (for revenue collection or for purchasing commodities), or a source of contraceptive funding, by placing an X in the column(s) for each entity.

Note: Some entities may serve multiple functions.

	Financing Scheme	Financing Agent	Funding Source
Public funds (in other words, government internally generated funds, funds given to the government from foreign origin, or social insurance contributions)			
Government and compulsory contributory health care financing			
National Medical Stores			
USAID DELIVER PROJECT			
World Bank loans			
Voluntary health care payment (including nongovernmental organizations [NGOs], social marketing, and corporate health insurance)			
DFID			
Household out-of-pocket payment			
Private funds (employers, households, NGOs)			
Ministry of Finance			
Government internally generated funds			
USAID in-kind donations			
IPPF			
UNFPA			
Global Fund			

ANSWER SHEET—Scheme, Agent, or Funding Source?

For each of the entities described, indicate whether it is a contraceptive financing scheme, a financing agent (for revenue collection or for purchasing commodities), or a source of contraceptive funding, by placing an X in the column(s) for each entity. Note: Some entities may serve multiple functions.

	Financing Scheme	Financing Agent	Funding Source
Public funds (in other words, government internally generated funds, funds given to the government from foreign origin, or social insurance contributions)			X
Government and compulsory contributory health care financing	X		
National Medical Stores		X	
USAID DELIVER PROJECT		X	
World Bank loans			X
Voluntary health care payment (including nongovernmental organizations [NGOs], social marketing, and corporate health insurance)	X		
DFID			X
Household out-of-pocket payment	X		X
Private funds (employers, households, NGOs)			X
Ministry of Finance		X	X
Government internally generated funds			X
USAID in-kind donations			X
IPPF		X	X
UNFPA		X	X
Global Fund			X

Worksheet for Mapping Contraceptive Financing Schemes, Sources of Financing, and Financing Agents in Your Country

	Column 1	Column 2	Column 3	
Scheme Types	Schemes for Contraceptive Financing (see examples in Table 5)	Sources of Financing for Contraceptives (see examples in Table 7)	Financing Agent	
			For revenue collection	For purchasing commodities
		<i>List as many that apply for each scheme</i>	<i>List as many as apply</i>	<i>List as many as apply</i>
Government				
Central government		- - - -	- - - -	- - - -
Regional/state government		- - - -	- - - -	- - - -
Local government		- - - -	- - - -	- - - -
Social health insurance		- - - -	- - - -	- - - -

	Column 1	Column 2	Column 3	
Scheme Types	Schemes for Contraceptive Financing (see examples in Table 5)	Sources of Financing for Contraceptives (see examples in Table 7)	Financing Agent	
			For revenue collection	For purchasing commodities
		<i>List as many that apply for each scheme</i>	<i>List as many as apply</i>	<i>List as many as apply</i>
Voluntary				
Planned Parenthood National Affiliate		- - -	- - -	- - -
Other nongovernmental organizations (NGOs) <i>(add rows as needed)</i>		- - - -	- - - -	- - - -
		- - - -	- - - -	- - - -
		- - -	- - -	- - -
		- - -	- - -	- - -
Out-of-pocket spending				
Out-of-pocket spending				

5. End of Day 1 Wrap-Up

.....
Session Objectives:

By the end of the session participants will be able to:

1. Resolve questions on the content of the day
2. Explain their homework assignment

Time: 30 minutes

Materials: Slide of Homework Assignment

Facilitator Preparation: None

Learning Activities:

1. Q & A—15 minutes

- Thank participants for their work today.
- Ask them if they have any questions on the content reviewed today, the tracking guide or any of the discussions. Answer their questions.
- Visit the Parking Lot flip chart and discuss any unanswered questions or issues, as possible.
- Review the schedule for tomorrow's sessions.

2. Homework Assignment—15 minutes

- Tell participants that they have homework tonight to help them review what they learned today.
- Show **Slide 22** with the homework assignment.

Day 1 Homework Assignment

- Review the Financial Tracking Guide.
- Write 3 questions on the content.
- Be able to answer the questions.

- Explain that they will be using their questions for an activity tomorrow morning.

6. Opening of Day 2

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Session Objectives:

By the end of the session participants will be able to:

1. Test their knowledge of the content of the Financial Tracking Guide

Time: 30 minutes

Materials: None

Facilitator Preparation: None

Learning Activities:

1. Introduction to the Day—5 minutes

- Welcome participants back.
- Briefly go over the schedule for the day.
- Answer any housekeeping questions.

2. Q & A Homework and Review—Triad Activity—25 minutes

- Tell participants that you hope they had a chance to do their homework as we are now going to do a review activity using their homework.

Instruct participants to break into groups of threes. If the number of participants doesn't break evenly into threes, then make one group of two or four. Tell participants that they are to take turns quizzing each other using the questions they developed for homework. Tell them that if there is a disagreement about the answer, or if participants are unable to answer the question, they should look the answer up in the guide. Participants should continue quizzing each other until they have finished their questions or until the facilitator calls time. Call time after 20 minutes and spend a few minutes answering any questions participants might have.

7. Determining the Data Analyses

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Session Objectives:

By the end of the session participants will be able to:

1. List at least ten different data analyses that can be done using the data collected
2. Describe what can be learned by doing each analysis
3. Interpret the results of a given analysis
4. Use their objectives for financial tracking to determine the data analyses to be done for their country

Time: 165 minutes

Materials:

- Flip chart and markers
- Handout, **Results from Financing Analyses**

Facilitator Preparation:

- Review the Results of Financial Analyses ahead of the session to be prepared with your interpretations

Learning Activities Summary

Activity Title	Type	Time
Common Analyses for Financial Data	Individual and Large Group Brainstorm, Interactive Lecturette with PPT	45
Interpreting Financial Analyses	Small Group Work, Large Group Discussion	75
Which Analyses Best Address Your Objectives	Interactive Lecturette, Small Group Work, Large Group Discussion	45

Learning Activities:

1. Common Analyses for Financial Data—Individual and Large Group Brainstorm, Interactive Lecture with PPT and Discussion—45 minutes

- Tell participants that they are now going to consider the different types of analyses that they can do with the data collected and how those analyses can help them identify actions to take to improve contraceptive security.
- Ask participants to take a few minutes and write down on a piece of paper some of the things they would like to know from the financial data they have collected or plan to collect. (This may build upon the questions they decided they want to answer or the information discussed about schemes and sources of funding.)
- After a few minutes, ask participants to share their thoughts and note them on the flip chart as they call them out.
- Congratulate participants for thinking of so many types of analyses.
- Tell participants that the analyses can be categorized. Show **Slide 24**, categories of financial analyses, and then show **Slides 25-26**, which list the common analyses; note that these are the ones illustrated in the guide. Compare the participants' flip chart of analyses and relate it to those that are found in the guide.
- Review **Slides 27-35** of the different sample analyses results, noting that these are also found in the guide. (Note: many of these slides have the same type of information as the graphs in the handouts in the next session. Therefore, you may decide to show just a subset of the slides.) Discuss each graph in terms of the sources of data that are used to create it and the information it conveys.
- Ask participants how they might use the information that is illustrated in each graph. What actions might they take by knowing this information? What advocacy activity might this information suggest?
- Answer any questions they have.

2. Interpreting Financial Analyses —Small Group Work, Large Group Discussion—75 minutes

- Tell participants that they are now going to have a chance to look at some financial analyses results and see what they can interpret from the results
- Divide participants into small groups and distribute the handout, **Results from Financing Analyses**.
- Ask participants to take about 30-40 minutes in their groups to discuss the following questions. Show **Slide 36**.

Results of Financing Analyses—Exercise

1. What general statements can you make about the status of commitments and spending on contraceptives?
2. How well is this country meeting its procurement requirements?
3. What are some possible areas that may require action to better ensure contraceptive security?
4. What are potential causes of the increase in public spending and other positive trends reflected in the graphs?
5. What are some of the potential causes of disparities between needs, commitments, and spending?
6. What are advocacy actions that can be used to address these issues?

- After 30-40 minutes, discuss these questions as a large group, asking participants to share their interpretations of the graphs.

3. Which Analyses Best Address Your Objectives—Interactive Lecturette, Small Group Work, Large Group Discussion—45 minutes

- Explain to participants that we are now going to continue our discussion of the types of financial tracking analyses that can be done to help provide their financial tracking teams with information to guide their actions to improve contraceptive security.
- Note that in order to determine the type of analyses you should conduct, you really need to know what your objectives are for your financial tracking efforts.
- Remind participants that yesterday morning they wrote the questions they wanted to answer through financial tracking of contraceptives, and that we looked at the objectives related to those questions on Table 2 (page 8 of the guide).
- Ask participants to find their questions and to now turn to Table 10 (on page 18) in the guide where they will find a list of objectives, questions that should be answered, and the types of analyses that can be used to answer the questions and meet the objectives of their financial tracking efforts. Briefly review the content of the table, highlighting a few examples.
- Divide participants into groups of 4-5 people, keeping country teams together as possible. Ask the groups to take 25 minutes to do the following (show instructions on **Slide 37**), before meeting as a large group to share the highlights of their discussions.

Which Analyses Best Meet My Objectives

In your small group, discuss the following questions:

1. Which objective(s) most closely matches what you need to achieve to address contraceptive security challenges in your country?
2. Which analysis (or analyses) will provide the best information to help you take action to improve contraceptive security?

- Monitor small group work, and after 25 minutes ask the groups to share some of their discussion, using the assignment questions as a starting point.

Ask participants if they have any questions, and note that we are now going to look at the data needed and how to collect that data for these analyses.

Results from Financing Analyses (Figures 1-12)

Procurement Requirements

Figure 1. Total Procurement Requirements for Contraceptives

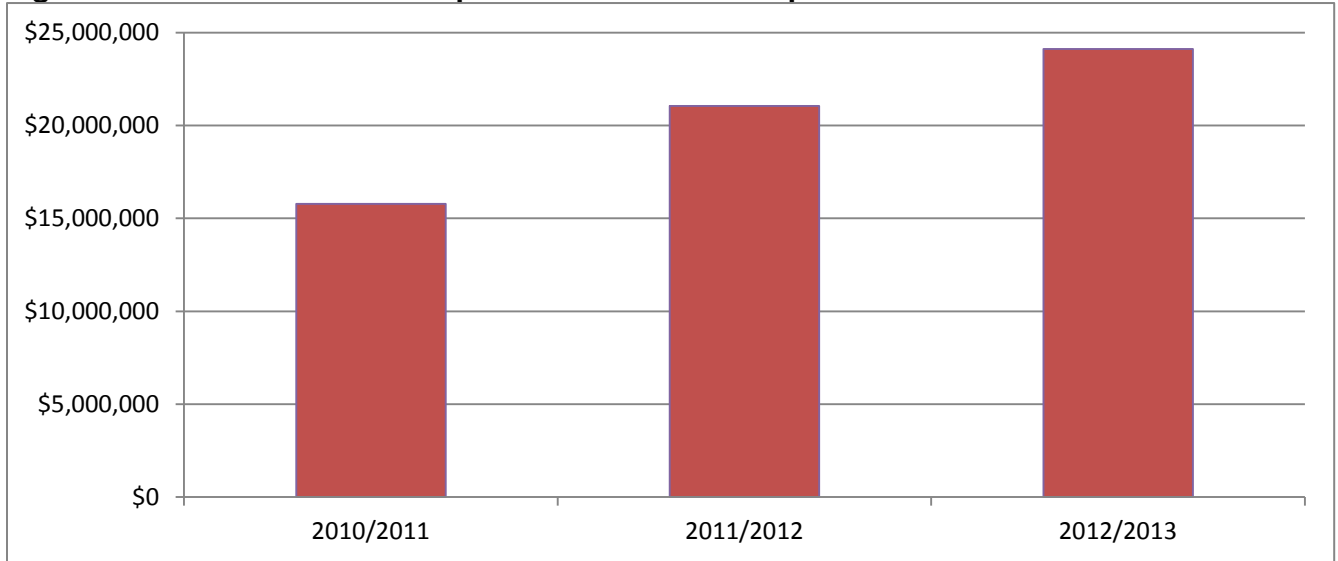
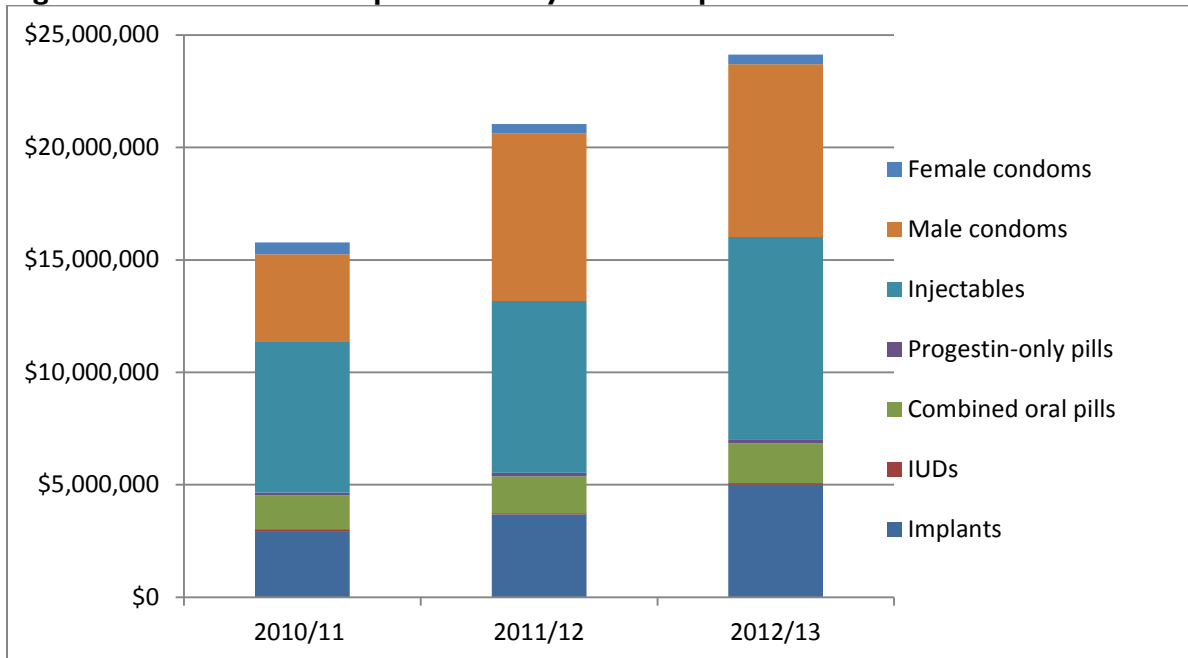


Figure 2. Procurement Requirements by Contraceptive Method



Commitments

Figure 3. Commitments

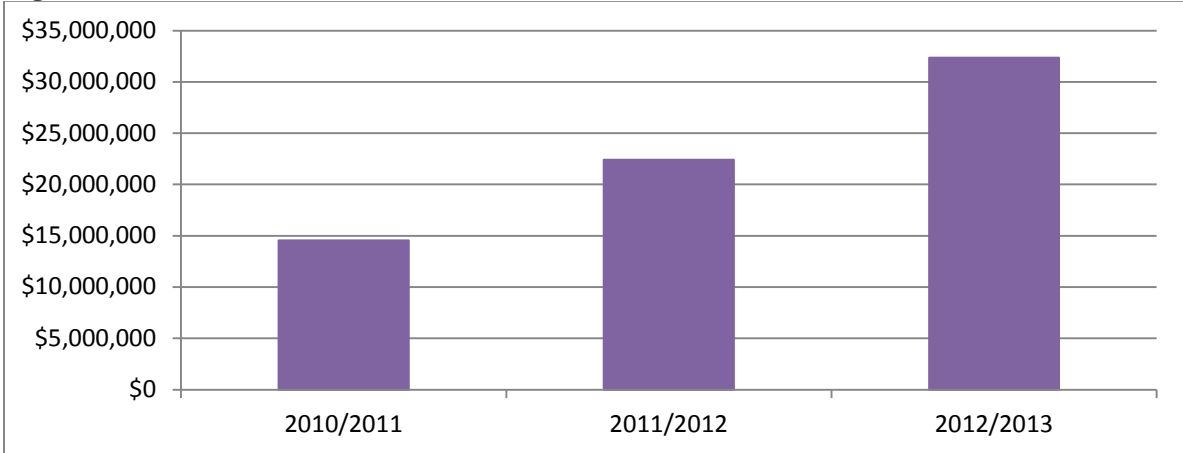


Figure 4. Commitments by Source

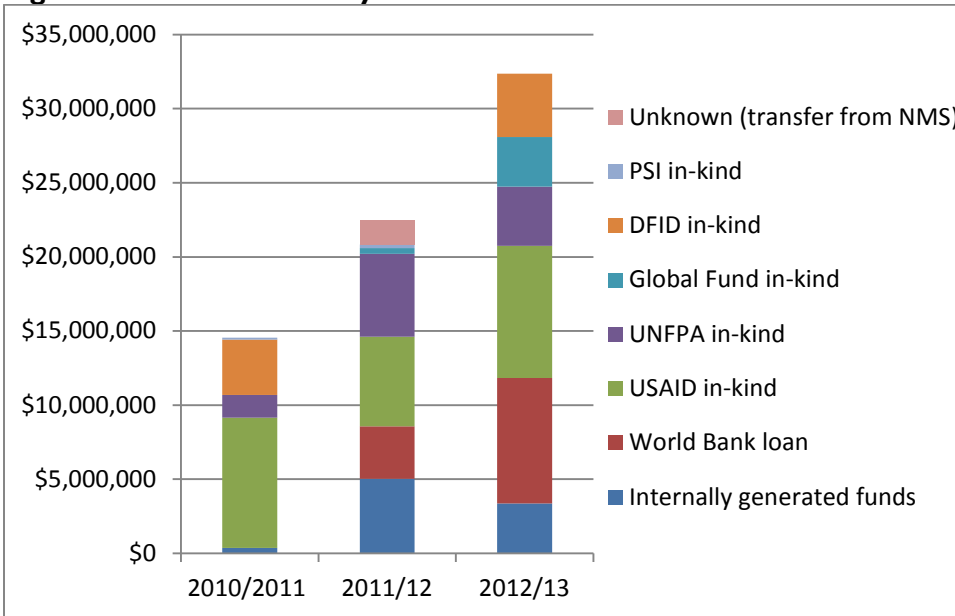
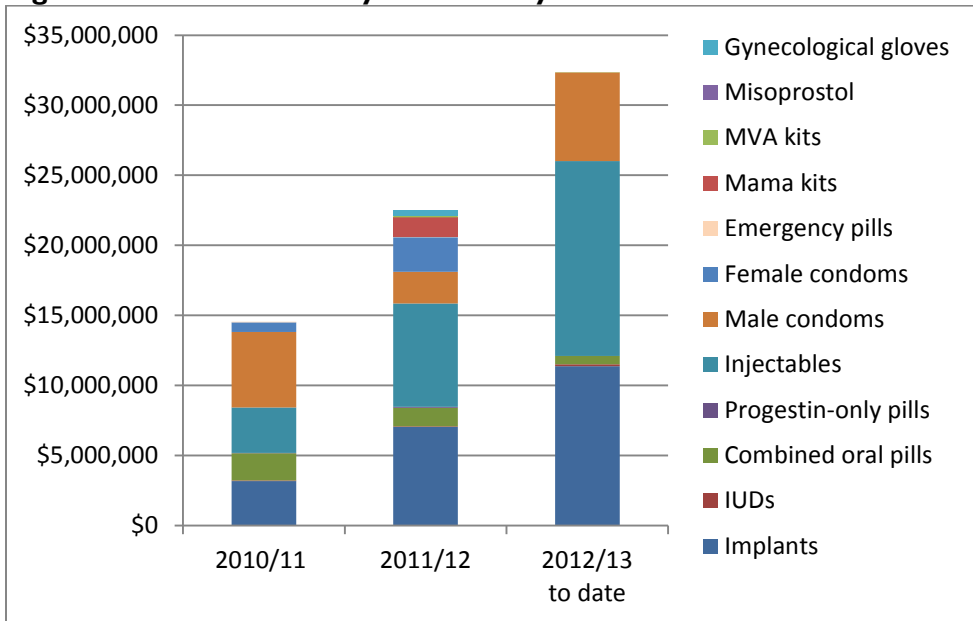


Figure 5. Commitments by Commodity



Spending

Figure 6. Spending

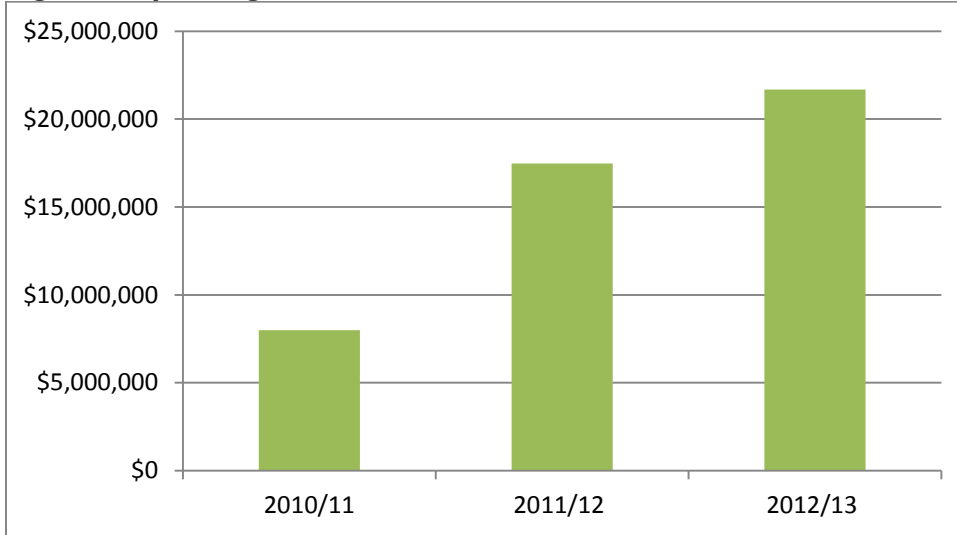


Figure 7. Spending by Source

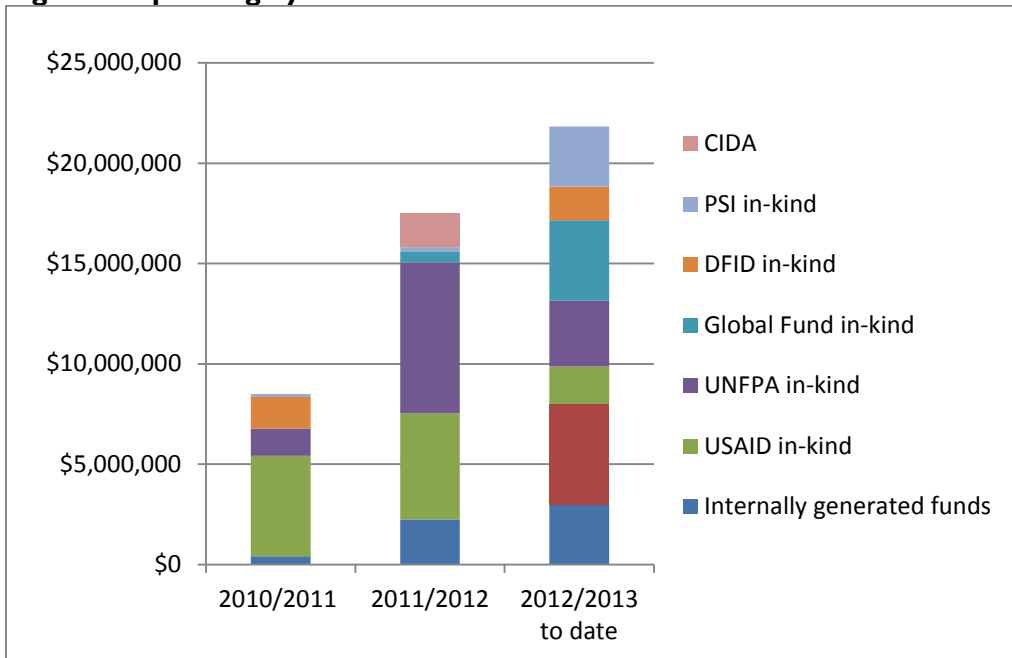


Figure 8. Spending by Scheme

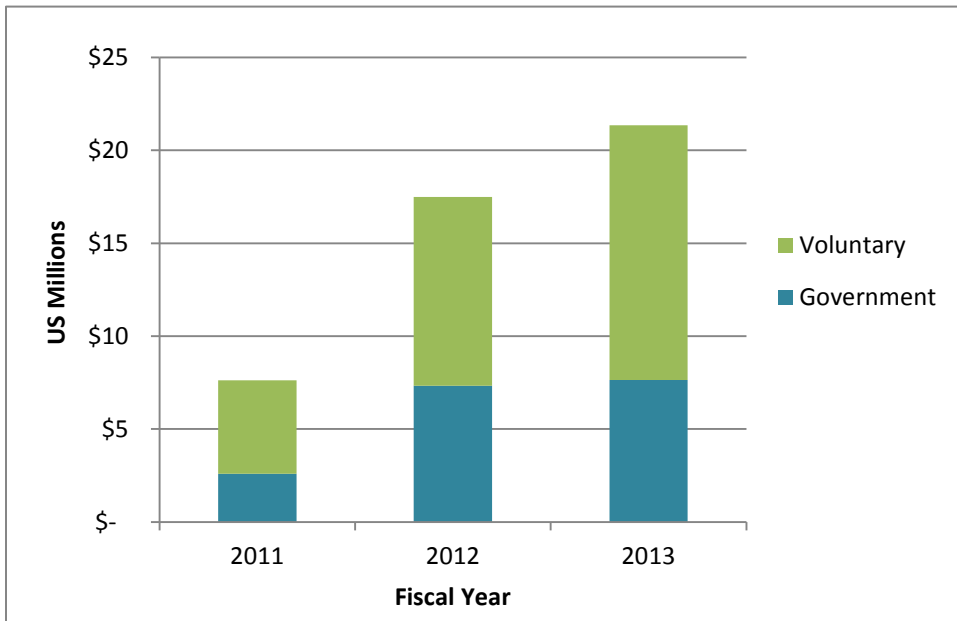
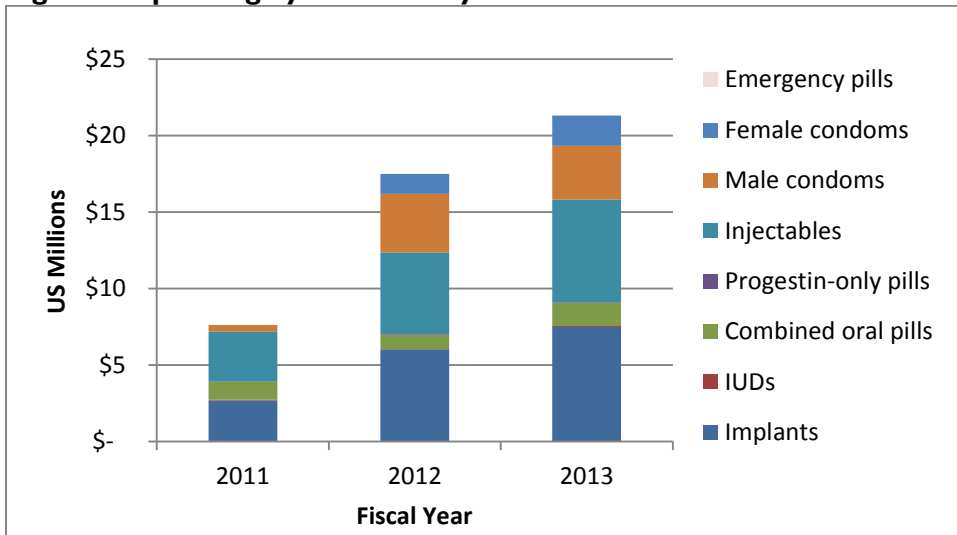
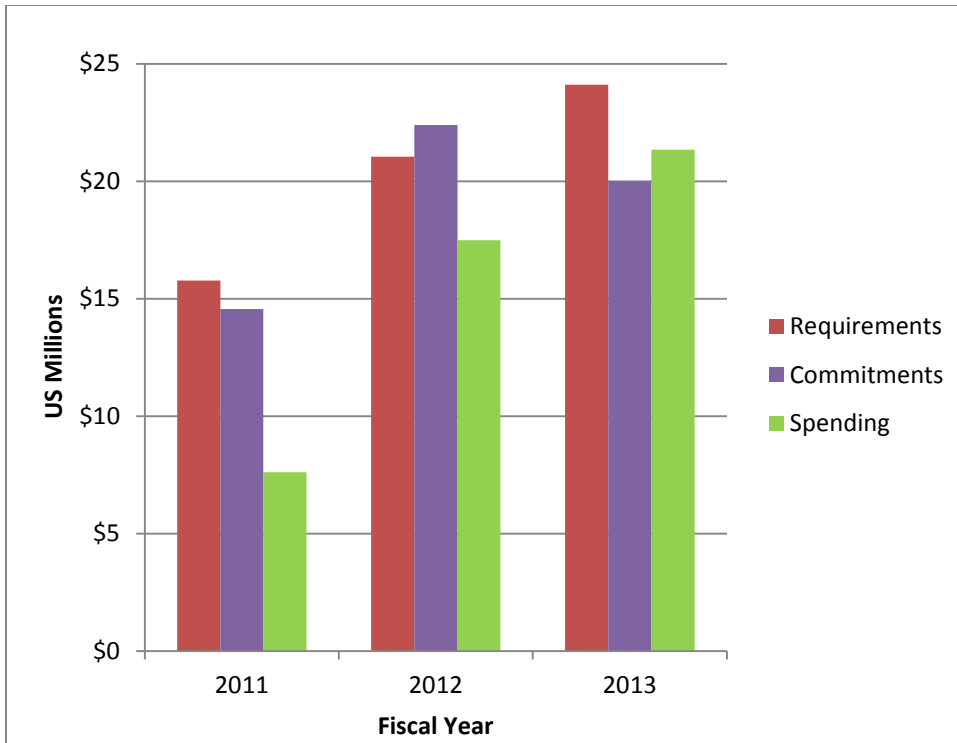


Figure 9. Spending by Commodity



Comparing Procurement Requirements, Commitments, and Spending

Figure 10. Comparison of Procurement Requirements, Commitments, and Spending



Spending versus commitment by funding source

Table I. Spending as a Percentage of Commitment by Source

Source	FY 2010/11 (%)	FY 2011/12 (%)	FY 2012/13 (%)
IGF	116	45	No data
World Bank loan	N/A	0	0
USAID in-kind	100	87	21
UNFPA in-kind	88	134	82
Global Fund in-kind	N/A	140	0
DFID	100	N/A	39

Public share of spending

Figure II. Public Share of Spending in the Government Scheme

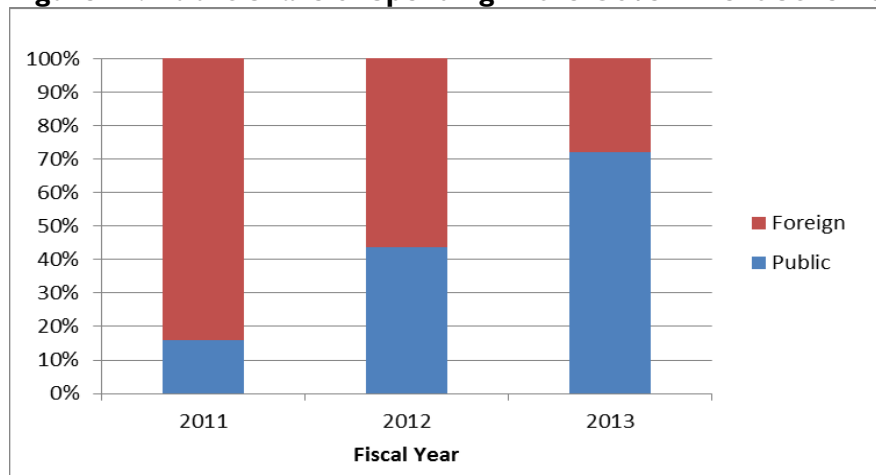
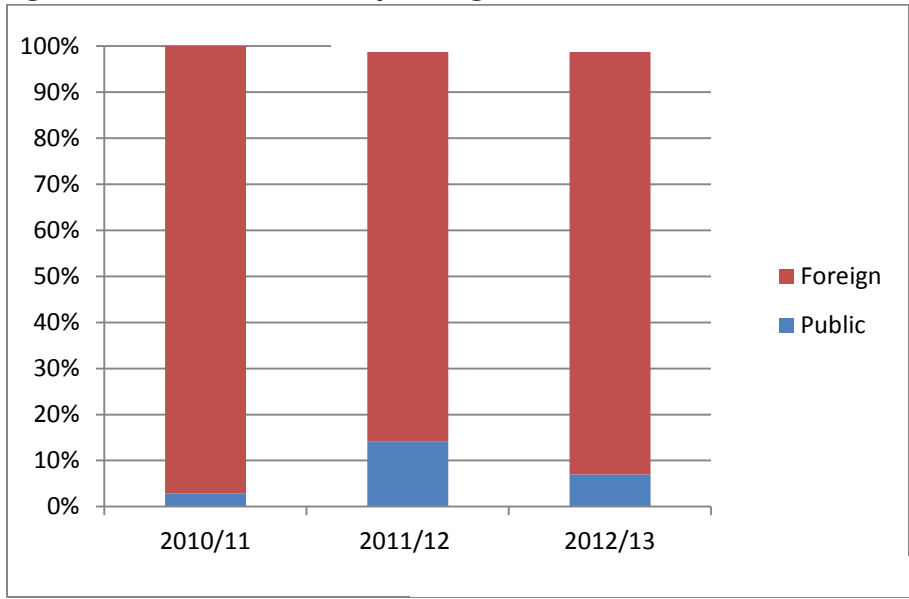


Figure 12. Public Share of Spending in the Government and Voluntary Schemes



8. Collecting the Data

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Session Objectives:

By the end of the session, participants will be able to:

1. Identify the sources of data for information on financial needs, commitments, and spending
2. Identify the elements of a data collection plan
3. Identify the time frame range, periodicity and level of detail of data needed in the categories of funds needed, funds committed, and funds spent
4. Describe considerations in determining the time period and time span for the analyses
5. Use an interview guide to collect financial tracking data from key informants

Time: 195 minutes

Materials:

Facilitator Preparation:

- The facilitator may want to identify and brief two participants ahead of the session to do the interview role-play in Activity 3.

Learning Activities Summary

Activity Title	Type	Time
Sources of Financial Data	Interactive Lecturette, Small Group Work, Large Group Report Out and Discussion	85
The Data Collection Plan	Interactive Lecturette and Discussion	50
Collecting the Data through Interview	Role-Play and Large Group Discussion	30
Considerations for Country Specific Data Collection	Small Group Work and Discussion	30

Learning Activities:

1. Sources of Financial Data—Interactive Lecturette, Small Group Work, Large Group Report Out and Discussion—85 minutes

- Explain to participants that once they have decided which analyses they want to do, the next step is to collect the data to support those analyses.
- Remind participants that the data used in tracking falls into 3 main categories, as seen on **Slide 38**:

Three Categories of Financial Data

- Funds Needed (for Procurement Requirements)
 - The amount of funds needed for the quantity of contraceptives needed to be procured
- Funds Committed
 - The amount of funds that various sources of revenue say they will spend on contraceptives
- Funds Spent
 - The amount the sources actually spent on contraceptives

- Review the content of Slide 38.
- Remind participants that there are a number of different sources for financial tracking data and that at this step it is good to identify possible sources of data.
- Ask participants where they think the data can be obtained for these three categories of financial tracking data. Discuss the source of data for funds needed in terms of quantification results and supply plans.
- Ask participants to turn to Section 2.5 (p. 19) in their Guides and note that this section discusses some sources of data for financial tracking information—in particular, those related to funds committed and funds spent. Show participants **Slide 39**.
- Divide participants into small groups and ask each group to first identify their priority analyses, then discuss the three categories shown in the slide.
- Tell them they have 30-45 minutes for their review and discussion and then they will share some main points with the large group.
- After 30-45 minutes, ask each group to present. Answer any questions they may have.
- Have participants turn to page 9 in the Uganda report and review the data types and sources that were used in that exercise.
- Discuss who on the Financial Tracking Team would be best able to collect data from the different data sources and the role of the steering committee in helping to support the data collection.

2. Developing a Data Collection Plan—Interactive Lecturette and Large Group Discussion — 50 minutes

- Explain that before you start your data collection for the analyses, the finance tracking team will need to define the time period of the data you will collect (e.g., fiscal year) and the time span (e.g., FY 2011-12 through FY 2014-15).
- Note that each organization may have a different financial year—some using a calendar year, some using a fiscal year—and not all fiscal years will line up.
- Give the example of the Uganda financial tracking effort—they decided to analyze three fiscal years (2010/2011, 2011/2012, 2012/2013) based on the Ugandan government fiscal year of July 1–June 30. Data that did not have the same time period was adjusted to match the fiscal year.

Ask participants what they would do if they had most of the information by fiscal year, but some by calendar year. For example, let’s say that information from a donor was provided for the calendar year instead of for the fiscal year.

Information broken down by month, if available, is best since we can then use just the information from the months that align with the fiscal year.

If not, we will need to determine how the fiscal year aligns with the information we have. For example, for Uganda, the fiscal year is July-June. Fiscal year 2013 is July 2012-June 2013. So, for calendar year 2012, the first 6 months (Jan-June) is part of fiscal year 2012, while July-Dec 2012 is part of fiscal year 2013. To estimate how much the donor spent in fiscal year 2013, we will need to take half of the amount that the donor spent in calendar year 2012 plus half the amount that the donor spent in calendar year 2013. They will then need to make sure to note how this amount was calculated and that it is an estimate for the fiscal year. Ask participants to complete the following table found on **Slide 40**. (Note that the slide is animated and the answer can be revealed with a mouse click.)

	Calendar year 2012	Calendar year 2013	Estimate spent in fiscal year 2013 (July 2012-June 2013)
Donor spending	\$1 million	\$2 million	_____

Participants should answer \$1.5 million.

- Complete another example using a different fiscal year timeline, ideally one used in one of the countries represented by participants. (For example, complete the table above if

the fiscal year were April 2012-March 2013. **Slide 41** has this example). Use a flipchart to show which quarters from the calendar year relate to each fiscal year, and therefore what percentage of CY2012 and CY2013, respectively, can be attributed to fiscal year April 2012-March 2013 in this example.

- Ask participants if they have any questions. Note that it is usually recommended that one time period be chosen to be used for all of the analyses and that the analyses cover at least three years.
- Note that there are a number of things to consider when planning for the data collection. Show **Slide 42** and after each item discuss the considerations:

Considerations for Data Collection

- What range of data to collect?
 - Subsidized contraceptives usually
- What time period to use for funding needs, commitments, and expenditures?
- What is the appropriate commodity price to use in spending calculations? (see page 26 in the guide)
- What adjustment to make for exchange rates and inflation?
- What do you do when data available is incomplete or inaccurate?

- Depending on your source of information and the period of analysis, the team may need to make adjustments for exchange rates and/or inflation. As a rule, if you need to convert between currencies, use the average exchange rate for the same year as the data. If you have data for a specific date, use the exchange rate for that date. Using yearly averages might be best for countries with large variations in exchange rates. Websites, such as www.oanda.com, have exchange rate information. Adjust for inflation if your country has high inflation rates when amounts are expressed in the local currency.
- To make an inflation adjustment, select a base year (for example, 2011) and use an index, such as the consumer price index or the gross domestic product (GDP) price deflator. The national statistical institute of most countries publishes data on these indices. In your analysis table(s), note whether and how you adjusted for inflation. Information about this is on page 28 in the guide.
- Discuss the issue of lack of access to complete data: that some data may not be available, some may not be accurate, and that there may be issues of data transparency that affect data collection. Note that this is the reality and that analysis may need to proceed with incomplete data. Discuss any possible solutions to data problems.

- Explain that the goal of the data collection is to be able to complete the tables we are about to look at, and that can be found in section 2.6 of the guide.
- Review **Slides 43-44** which contain tables related to data on funding needs. Discuss the role of quantification exercises in helping to identify funding needs. Ask if anyone has participated in quantification, and if anyone has, ask them to explain how they have used this data to mobilize resources to satisfy funding needs.
- Next discuss the information needed to understand funding amounts committed. Ask participants where this data is obtained. Show the **Slide 45** and note that the table should be completed by source of funding.
- Finally show **Slide 46** and discuss the Worksheet for Collecting Information on Spending.
- Ask participants what might be challenges in collecting this information and how they can overcome those challenges. Ask what their roles are in the data collection process and what might be the role of the steering committee. Note the importance of building trust in data sharing by being sure that sources understand the purpose of the data collection and the benefits to the program. Discuss how advocacy can be used to improve access to data and the quality of the data available for analysis.

3. Collecting the Data—Role-Play and Discussion—30 minutes

- Explain that while information on funds needed will come from quantification activities, information about funds committed and funds spent will come from talking with those players involved in those aspects of the process, and/or by reviewing relevant documents.
- Point out that the tracking guide has in an appendix, an interview guide that can be helpful in obtaining information on commitments and spending.
- Ask participants to take a few minutes to look at the interview guide individually.
- After a few minutes, ask for two volunteers to come to the front of the room and role-play an interview, using the interview guide as they like. (There is no script for the interview and the volunteers can make up the answers as they go.)
- Ask participants to observe, noting not only how the interview guide is used, but other helpful ways in which the interview is conducted—tone, eye contact, probing questions, paraphrasing to be sure points were understood, etc.
- Run the role-play for about 10 minutes or so and debrief the players asking them what they thought went well and what they might do differently next time. Ask how they found the interview guide and its use.
- Hold a general discussion on the interview process and how to make it effective.
- Thank the players.

4. **Considerations for Country Specific Data Collection—Small Group Work and Discussion—
30 minutes**

- Ask participants to work in their country teams to answer and discuss the questions found on **Slide 47**.

Country Specific Data Collection—Small Group Activity

In your country team, spend 20 minutes discussing the following.

Be as specific as possible.

1. What sources of data do we have for contraceptive funds needed, committed, and spent?
2. What additional data sources can we tap?
3. Who should collect this data? How?
4. What challenges might we have in collecting the data we need for financial analyses?

- After 20 minutes, ask groups to share some of their discussion, particularly for Question 4 on challenges for data collection. Encourage discussion to help identify solutions to the challenges.

9. Mapping Funding Processes/Identifying Advocacy Points

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Session Objectives:

By the end of the session, participants will be able to:

1. Explain the importance of mapping the funding process
2. Describe the steps in a typical funding process
3. Identify possible sources of information on the funding process
4. Diagram an illustrative funding process
5. Use an interview guide to collect funding process information from key informants
6. Use results to identify contraceptive financing bottlenecks, develop advocacy goals, and identify target audiences for advocacy

Time: 75 minutes

Materials:

- Envelopes of financing process steps
- Handout, **Worksheet for Describing Steps in the Contraceptive Financing Process**
- Large post-it notes and markers

Facilitator Preparation:

- Prepare envelopes of financing process steps. Each envelope should have the steps in the financing process cut into strips of paper. There should be enough envelopes so each pair of participants gets one.

Learning Activities Summary

Activity Title	Type	Time
Mapping the Funding Processes	Interactive Lecturette, Envelope Exercise, Interactive Process Mapping	40
Identifying Bottlenecks and Determining Advocacy Goals	Interactive Lecturette, Pairs Work, Discussion	35

Learning Activities:

1. Mapping the Funding Processes—Interactive Lecturette, Envelope Exercise, Interactive Process Mapping—40 minutes

- Explain to participants that once they understand the funds needed to cover their procurement requirements, the commitments for funding, and the actual spending on contraceptives, they need to identify possible bottlenecks in the financing process that may be causing delays or shortfalls. To do this, it is important to understand the funding processes of each of the major sources of funding for contraceptives. By knowing the processes, you are better able to anticipate and see any problems and act on them.
- Remind participants of the sources of funding they identified previously (show flip chart they completed in session 4) and that sources can also be found in Table 7 in the guide. Explain that they should focus on the funding processes for the main sources of funding for contraceptives when doing their process analyses.
- Tell participants that to be sure we all understand the main steps in the financing process, they are going to do a little exercise. Ask them to close their guides.
- Pair participants up and give each participant an envelope that has strips of paper with the steps in a typical financing process. Tell the pairs that their job is to put these steps in the order in which they occur. Give participants 5-10 minutes to complete the activity, then show **Slide 48** and ask how many of them got it right. Discuss the steps and clarify as needed.
- Ask participants:
 - if these steps in Slide 48 are similar to those they are familiar with in their countries
 - what some of the differences may be between the processes they have been involved with and the general process shown in the slide
 - how long this process may take
 - what some of the bottlenecks or issues are that they have experienced with the financing process
- Ask participants to turn to Figure 16 in their guides, where they will see a diagram of a process map for government financing in an example country. Ask participants to take turns reading aloud the steps in order. Note the time required to complete the process. Lead a discussion about possible bottlenecks that can occur in this process.
- Ask participants how they could find information about the process for contraceptive funding by their government or other funders. Point out Table 23, Information Sources for Mapping Financing Processes.
- Distribute the Handout, **Worksheet for Describing Steps in the Contraceptive Financing Process**, and note that this worksheet is also found as Table 22 in the guide. Tell

participants that in order to map the financing process, these are the types of information they will need and that they saw in the process map they just looked at.

- Ask participants to now turn to Appendix 8 in the finance tracking guide and describe how the interview guide can help complete this table.
- Tell participants that we want to now try this mapping out and ask if any of the participants have a good idea about their own government financing process. Try to get a volunteer from amongst the group. Tell this volunteer that they will be the informant.
- Ask for another volunteer from the group to be the interviewer.
- Explain that you will ask the two volunteers to conduct an interview using the interview guide. Ask participants to complete the worksheet by listening to the interview as it is conducted.
- Explain to participants that after the interview, we'll be creating a process map with the information we've collected from the interview.
- Assure the informant that if they don't know all the answers, that is alright.
- After the interview, ask the other participants if they want to ask any follow-up questions to the interviewee in order to get all the information needed.
- Ask participants to comment on the process of collecting the information.
- Using post-it notes, ask the participants to help the facilitator create a process map on the flip chart using the information from their worksheets.

Note to facilitator:

- *If there are no volunteers who are knowledgeable, facilitators may need to role-play this interview and should be prepared to do so.*

2. Identifying Bottlenecks and Developing Advocacy Goals—Interactive Lecturette, Brainstorm, Pairs Work, Discussion—35 minutes

- Note that a number of problems or bottlenecks can occur in any process and that we have seen a few bottlenecks described in the interview that was conducted in the previous session.
- Ask participants to brainstorm bottlenecks and problems they have experienced in the funding process and note them on the flip chart. These may include, among others:
 - Delays in release of funds
 - Shortfalls in funds allocated
 - Budget cutbacks
 - Etc.
- For each of the bottlenecks that participants identify, ask them what they might be able to do to address that problem.

- After reviewing these actions, explain that many of the actions could be considered as possible advocacy goals.
- Ask participants what is meant by advocacy. Discuss briefly and then have participants turn to Box 7 in the guide and ask for volunteers to read aloud the content of the box.
- Ask participants what their roles are in advocacy for contraceptive security, and lead a discussion on their roles in relation to some of the actions they discussed to address possible problems.
- Divide participants into pairs.
- Ask the pairs:
 - to review the content of Table 25 on page 50, which describes a financing process and possible problems and advocacy goals
 - to propose other possible advocacy goals that could be considered along with those offered in the table.

Give participants 20 minutes to come up with these additional goals.

- Ask participants to share their goals and discuss.
- During the discussion be sure to:
 - ensure that the goal is feasible and appropriate for the problem
 - ask who would be responsible for working on the goal
 - ask what information they could use to support their achievement of their goals.
- Summarize the session by reminding participants of the role of the financial tracking teams to not only do the analyses, but also to use the results to advocate for strengthening the processes to help ensure contraceptive security.

Financing process steps

Copy this page to make one envelope for each pair of participants. Cut the following into strips and place one set in each envelope.

----- 

Identify contraceptive financing needs

----- 

Develop budget request

----- 

Negotiate budget request

----- 

Finalize budget

----- 

Officially obligate funds

----- 

Release funds for use

----- 

Disburse funds for procurement of contraceptives

----- 

Procure contraceptives

Worksheet for Describing Steps in the Contraceptive Financing Process

Name of funding source: _____

Step in Process (Write a descriptive name for the step.)	Organizations or Units Involved	How a Decision Is Made	Individual Decision Makers or Implementers (organizations and titles)	Does This Step Take Place Regularly?	What Is the Timing of the Decision?	Potential Bottleneck
1.						
2.						
3.						
4.						
5.						
6.						

10. End of Day 2 Wrap-Up

.....
Session Objectives:

By the end of the session participants will be able to:

1. Resolve questions on the content of the day
2. Explain their homework assignment

Time: 15 minutes

Materials: Slide of Homework Assignment

Facilitator Preparation: None

Learning Activities:

3. Q & A—10 minutes

- Thank participants for their work today.
- Ask them if they have any questions on the content reviewed today, the tracking guide, or any of the discussions. Answer their questions.
- Visit the Parking Lot flip chart and discuss any unanswered questions or issues as possible.

4. Homework Assignment—5 minutes

- Review the schedule for tomorrow's session.
- Tell participants that they have homework tonight to help them prepare for the final day of the workshop.
- Explain that tomorrow they will be developing country specific action plans for financial tracking and advocacy for contraceptive security.
- Show **Slide 49** with the homework assignment.

Day 2 Homework Assignment

- Review the Status and Plans for Financial Tracking Efforts and the Status and Plans for Financial Advocacy Efforts tables for your country
- Review any country specific work you have done in the workshop (notes from discussions, etc.)
- Think about some of the next steps you will take after returning to your country.

11. Opening of Day 3

.....
Session Objectives:

By the end of the session, participants will be able to:

1. Summarize progress in meeting the objectives in the workshop
2. Describe the objectives for the day

Time: 30 minutes

Materials: None

Facilitator Preparation: None

Learning Activities:

1. Introduction to the Day—5 minutes

- Welcome participants back.
- Briefly go over the schedule for the day.
- Answer any housekeeping questions.

2. Workshop Objectives Revisited—Large Group Discussion—25 minutes

- Review workshop objectives 1-10, one at a time. After reading aloud an objective, ask participants to summarize some of the main learnings for the objective, adding as needed and asking participants if they have any questions about the content covered when they worked on that objective.
- Then review objective 11 and explain that is what we are going to be working on during this last day of the workshop.

12. An Action Plan for Decision Making and Advocacy

.....
Session Objectives:

By the end of the session, participants will be able to:

1. Identify possible actions that may be taken based on the results of a financial tracking analysis
2. Evaluate their current financial tracking status and identify their future vision for their financial tracking
3. Identify possible advocacy objectives and entry points to use to address financing gaps and bottlenecks
4. Develop and present their country action plan of next steps which they can use to implement financial tracking and use finance tracking information and advocacy to improve contraceptive security

Time: 315 minutes

Materials:

- **Challenges**—cut into strips for small groups
- **Status and Plans for Financial Tracking Efforts** and **Status and Plans for Financial Advocacy Efforts** used previously
- **Action Plan for Financial Tracking and Advocacy to Improve Contraceptive Security**

Facilitator Preparation:

- Prepare the strips for the Challenges Activity

Learning Activities Summary

Activity Title	Type	Time
Using Tracking Information	Brainstorm, Small Group Work, and Large Group Discussion	60
Updating the Status and Plans for Financial Tracking Efforts and the Status and Plans for Financial Advocacy Efforts	Country Team Work and Discussion	45
Next Steps Action Plan	Country Team Work and Discussion	210

Learning Activities:

1. Using Tracking Information—Brainstorm, Small Group Work, and Discussion—60 minutes

- Ask participants what they can do in their own country to help promote contraceptive security, using the information that they obtain through financial tracking. Ask participants to be as specific as possible with their examples.
- Take 3 or 4 examples and discuss more specifically how these financial tracking examples can be used to promote contraceptive security.
- Divide participants into 6 small groups and tell them that each group will receive a slip of paper on which they will find a challenge related to funding for contraceptive security. Tell them they are to take about 15 minutes to discuss how they could use financial tracking information to address the challenge.
- Distribute the slips of paper.
- After 15 minutes, call time and have participants share their challenges and the solutions they suggest related to financial tracking. Ask other participants to contribute to each challenge's solutions.

Note to Facilitator: The challenges included here are those found in the Tracking Guide. Please create new ones if possible. If using these, be sure to ask participants to close their guides while doing the activity.

2. Updating Status and Plans for Financial Tracking Efforts—Country Team Work and Discussion—45 minutes

- Group participants in their country teams and ask them to find the **Status and Plans for Financial Tracking Efforts** table that they brought with them to the workshop and worked on earlier in the workshop.
- Ask participants to work with their country team (or individually if no country team) to update the **Status and Plans for Financial Tracking Efforts** template, given what they have learned in the workshop. Give participants 30 minutes to do this. Check in on groups and coach them as needed.
- After 30 minutes, ask participants to share some of their ideas for improving their financial tracking activities. Take no more than 10 minutes for this.
- Tell participants that from this work and discussion, their final step will be to make an Action Plan to realize these efforts and related advocacy efforts.

3. Next Steps Action Plan—Country Team Work and Discussion—210 minutes

- Ask participants what they should include in their action plans. Brainstorm the contents of the action plan, writing answers on a flip chart.

- Show **Slide 50, Next Steps Action Plan**, and relate their brainstorm to the questions on the slide.

Next Steps Action Plan

1. What are your financial tracking objectives?
2. What are your advocacy objectives?
3. Who will you work with, get data from? Who are the key decision makers?
4. What data do you need? What analysis should you do?
5. What actions will you take? For financial tracking? For advocacy? When? By whom?
6. What resources will you need for the actions? Staff level of effort? Training days? Meeting costs?
7. What will be the outcomes of the actions?

- Ask participants to make a country Financial Tracking Team action plan, answering the questions on the slide and adding any detail they need to make the plan useful to them.
- Review the slide questions. When reviewing the question, “What resources will you need for the actions,” give examples of what it may take—outside TA, staff level of effort (for example, 2 people for 3 weeks), meeting venues, per diem, etc. Note the importance of being specific about the resources needed, as these resources will have to be negotiated and obtained in order to proceed with carrying out the action plan.
- Remind participants that the plan should be focused and that the objectives and analyses in the plan should align closely with one another.
- Give participants time to work and then ask them to share their plans.
- Discuss some of their ideas using the following questions:
 - Who will be on your team to help carry your efforts forward?
 - What will be some of the most significant issues for which you will advocate using the information you generate from financial tracking?
 - What do you think some of the reactions will be to your efforts?
 - How can you gain support for improving financial tracking for contraceptive security?
 - How will you secure any resources you need?
- Thank participants for their work and give them time to revise their action plans based on the feedback received.
- Encourage participants to use their action plans immediately upon returning to their countries. Consider suggesting that within two weeks of returning from the training,

country teams should provide information on which organization will be primarily responsible for each piece of the action plan.

Challenges

Challenge 1:

You recently conducted a quantification for contraceptive commodities and commitments to-date are far less than projected procurement needs for the coming year.

Challenge 2:

Funding sources have not spent as much as they committed; there have been delays in the disbursement of funds. As a result, the flow of contraceptives into the country has been inadequate, leading to shortages and stockouts.

Challenge 3:

According to the supply plan, one of the funders was scheduled to procure 30 million condoms to arrive in-country by June 15. On May 5, you obtain information indicating that the procurement process is stalled.

Challenge 4:

You do not know whether the quantification will occur in time for key funding sources to line up the appropriate financing for contraceptives.

Challenge 5:

External donors contribute to a health SWAp that helps fund government purchases of contraceptives and other health items. Although the donors have an agreement on the level of government purchase of contraceptives, it is unclear the extent to which the government has actually used the SWAp funds to buy contraceptives.

Challenge 6:

It is unclear how much the government has contributed from its funds out of the total spending on the government financing scheme, and whether this percentage is rising or falling, over time.

Action Plan for Financial Tracking and Advocacy to Improve Contraceptive Security

Refer to your *Status and Plans for Financial Tracking Efforts* and *Status and Plans for Financial Advocacy Efforts* tables as you complete this action plan.

Country:

Objective:

Action and time frame:

Who is your decision maker/target?

Who are your partners; who will you work with?

Lead agency:

Potential obstacles:

Analysis needed:

Messages to be developed in support of objective:

Resources needed (staff, financial, technical capacity):

Expected outcome:

How you will measure the immediate effect of your effort (whether the objective was met)?

13. Workshop Wrap-Up

.....
Session Objectives:

By the end of the session, participants will:

1. Complete the workshop evaluation form
2. Identify additional technical resources needed for financial tracking

Time: 60 minutes

Materials:

- Workshop evaluation form
- Workshop certificates

Facilitator Preparation:

Learning Activities Summary

Activity Title	Type	Time
Workshop Evaluation	Individual Work	30
Resources & Wrap-Up	Interactive Lecturette	10
Awarding of Certificates	Presentation	20

Learning Activities:

1. Workshop Evaluation—Individual Work—30 minutes

- Thank participants for their work over the last few days. Note that we are looking forward to seeing how they apply what they have learned here to improving contraceptive security in their countries through strengthening their financial tracking and using the information from this tracking to take action and advocate for what is needed to ensure contraceptives are available when and where they are needed.
- Ensure that you have final copies of teams' 1) status of financial tracking and advocacy tables, 2) mapping the financing players handout, and 3) action plans.
- Distribute the **Workshop Evaluation** form and ask participants to take 20 minutes to complete the form and turn it in.

2. Resources & Wrap-up—Interactive Lecturette—10 minutes

- After participants have turned in their forms, remind them of the resources they have from the workshop and of other resources available to them to help them with their financial tracking and contraceptive security efforts, including technical assistance from the USAID | DELIVER PROJECT.
- Visit the Parking Lot flip chart and discuss any unanswered questions or issues, as possible.

3. Awarding of Certificates —Presentation—20 minutes

- Thank participants once again.
- Distribute workshop certificates.
- Take a group photo.

Workshop on Contraceptive Financial Tracking
Workshop Evaluation Form

Name (optional): _____ Date: _____

Please rate how satisfactorily each of the following workshop objectives was achieved, using the scale provided:

Participants will be able to:

1. Identify the role of both government, technical experts, and civil society advocates in ensuring contraceptive security in their country

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

2. Assess current status of financial tracking for commodity security in their country and create a vision for what they would like the status to be

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

3. Describe the merits of forming a finance tracking team, how it relates to existing working groups, and what each team member brings to the process

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

4. Describe the objectives of the Tracking Guide³, benefits that can be achieved in using the guide, and how it can be used to promote contraceptive security

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

5. Map contraceptive financing players, including schemes, agents, and sources of financing

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

6. Identify the type of analyses that can be done and determine which may be appropriate based on country specific objectives in tracking contraceptive financing

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

7. Use the guide as a resource to track governmental and non-governmental sources of funding and to collect financing data

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

8. Analyze the data collected to compare needs against committed resources and identify financial gaps

1	2	3	4	5

³ *Enhancing Contraceptive Security through Better Financial Tracking: A Resource Guide for Analysts and Advocates*

Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved
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9. Map contraceptive funding processes of financing sources and agents

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

10. As a country team, use the results of working through the guide to identify contraceptive financing gaps and bottlenecks, determine actions to take to address those gaps and bottlenecks in relation to on-going activities, identify advocacy entry points, develop advocacy objectives, and identify target audiences for advocacy

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

11. Draft an action plan for country level presentation, resourcing, and implementation that promotes use of finance tracking information and advocacy to improve commodity security

1	2	3	4	5
Objective not achieved	Objective somewhat achieved	Objective partially achieved	Objective mostly achieved	Objective fully achieved

12. What did you like best about this workshop?

13. What did you like least about this workshop?

14. Please provide any other comments or suggestions for improvement.

For more information, please visit deliver.jsi.com.

USAID | DELIVER PROJECT

John Snow, Inc.

1616 Fort Myer Drive, 16th Floor

Arlington, VA 22209 USA

Phone: 703-528-7474

Fax: 703-528-7480

Email: askdeliver@jsi.com

Internet: deliver.jsi.com