

**Regional Workshop on
Reproductive Health
Commodity Security (RHCS)
25-29 April 2005
Colombo, Sri Lanka**

**TRAINING
MANUAL**



**Ministry of Health
Sri Lanka**



**UNFPA Sri Lanka
and
CST for South and West Asia
Kathmandu, Nepal**

**Regional Workshop on
Reproductive Health Commodity Security (RHCS)
25-29 April 2005, Colombo, Sri Lanka**

CONTENTS

Objectives	1
ICPD POA	2
ICPD Goal: Maternal Mortality Ratio	3
ICPD Goal: Contraceptive Prevalence Rate	4
Demographic Indicator: Total Fertility Rate	5
Definition: RHCS	6
RAPSYS: Characteristics and Processes	7
RAPSYS: Conceptual Framework	8
RAPSYS: Determinant Matrix	
- Access	9
- Utilization	12
- Demand	14
- Supply	17
- Procurement	19
- Environment	22
- Advocacy	24
- Coordination	26
- Funding	28
- Capacity Building	30
- M and E	32
- Supervision	36
RHCS Assessment (Bangladesh)	40
RHCS Assessment (Sri Lanka)	41
Group Work	
Establishing the Achievement Level	42
RAPSYS: QAM	43
RAPSYS: RRM	44
RAPSYS: RAP	45
RAPSYS: M&E Framework	46
RAPSYS: Lessons Learnt	47
Condom Projection Matrix	48
Group Work	49

REPRODUCTIVE HEALTH COMMODITY SECURITY (RHCS) TRAINING GUIDE

MODEL: RHCS Analysis and Planning System (RAPSYS)

General Objective:

Strengthen RHCS Programming Capacity

Specific Objectives:

At the end of the session participants should be able to:

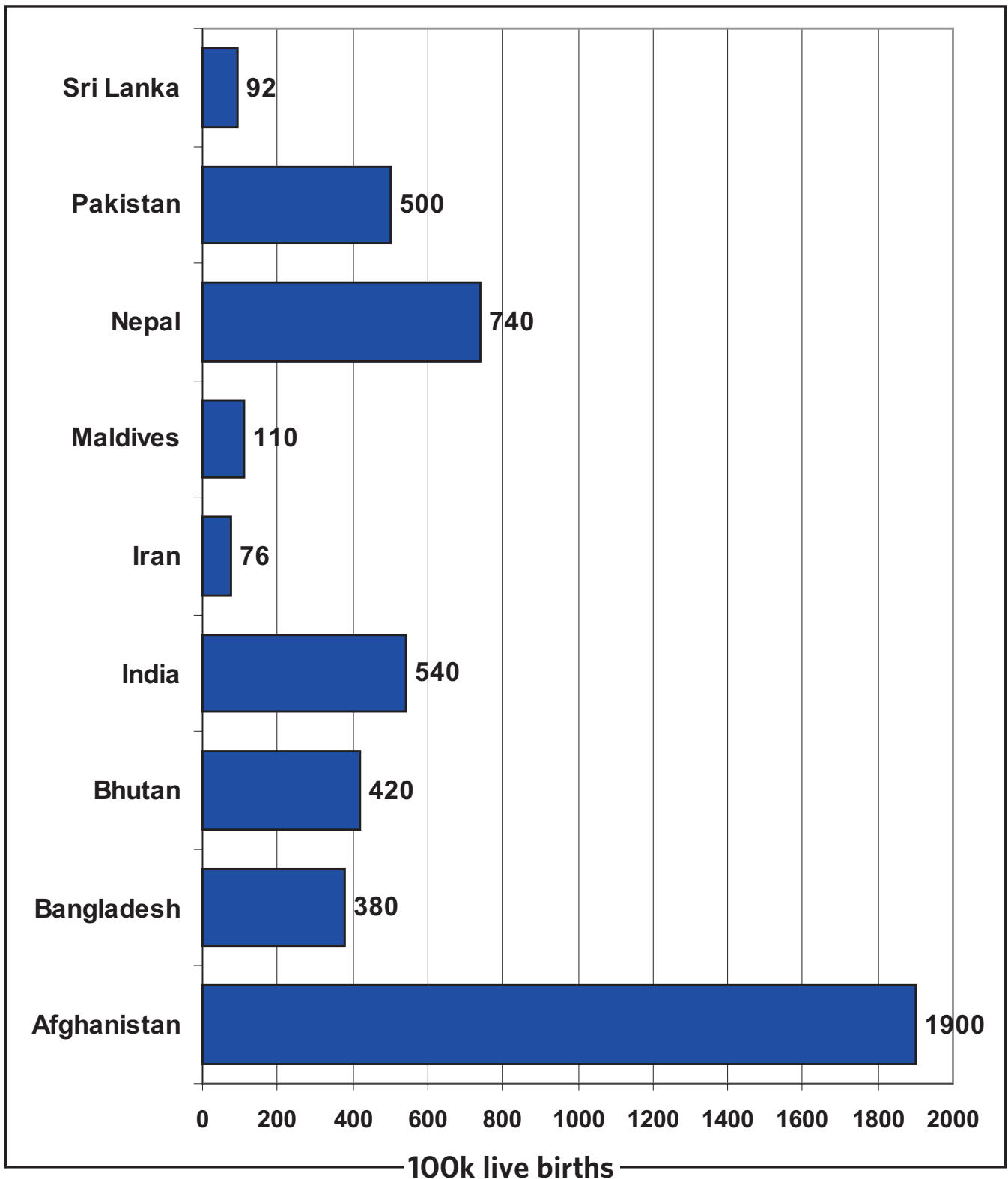
1. Define RHCS;
2. Identify RHCS Determinants;
3. Describe RHCS determinants;
4. Rank RHCS Determinants;
5. Score RHCS Determinants based on level of achievement;
6. Identify country-level RHCS gaps;
7. Conduct an RHCS Programming rapid needs assessment (RNA);
8. Develop RHCS Strategies;
9. Develop an RHCS Action Plan.
10. Develop M & E System.

ICPD POA

Since the International Conference on Population and Development (ICPD) held in Cairo in 1994, attempts have been made by several countries to invigorate efforts towards supporting unintended pregnancies. In its programme of action (POA), the conference endorsed a new strategy emphasising the integral link between population and development focusing on the importance to meet the needs of individual men and women as opposed to achieving demographic benchmarks. More specifically, the conference stated: *Reproductive health care in the context of primary health care (PHC) should, inter alia, include FP counselling, information, education, communication and services; treatment of sexually transmitted diseases, including HIV/AIDS. FP services and STD/HIV/AIDS referrals should always be made available.* Participating governments were also urged to close the gap between current contraceptive use and unmet need.

ICPD Goal

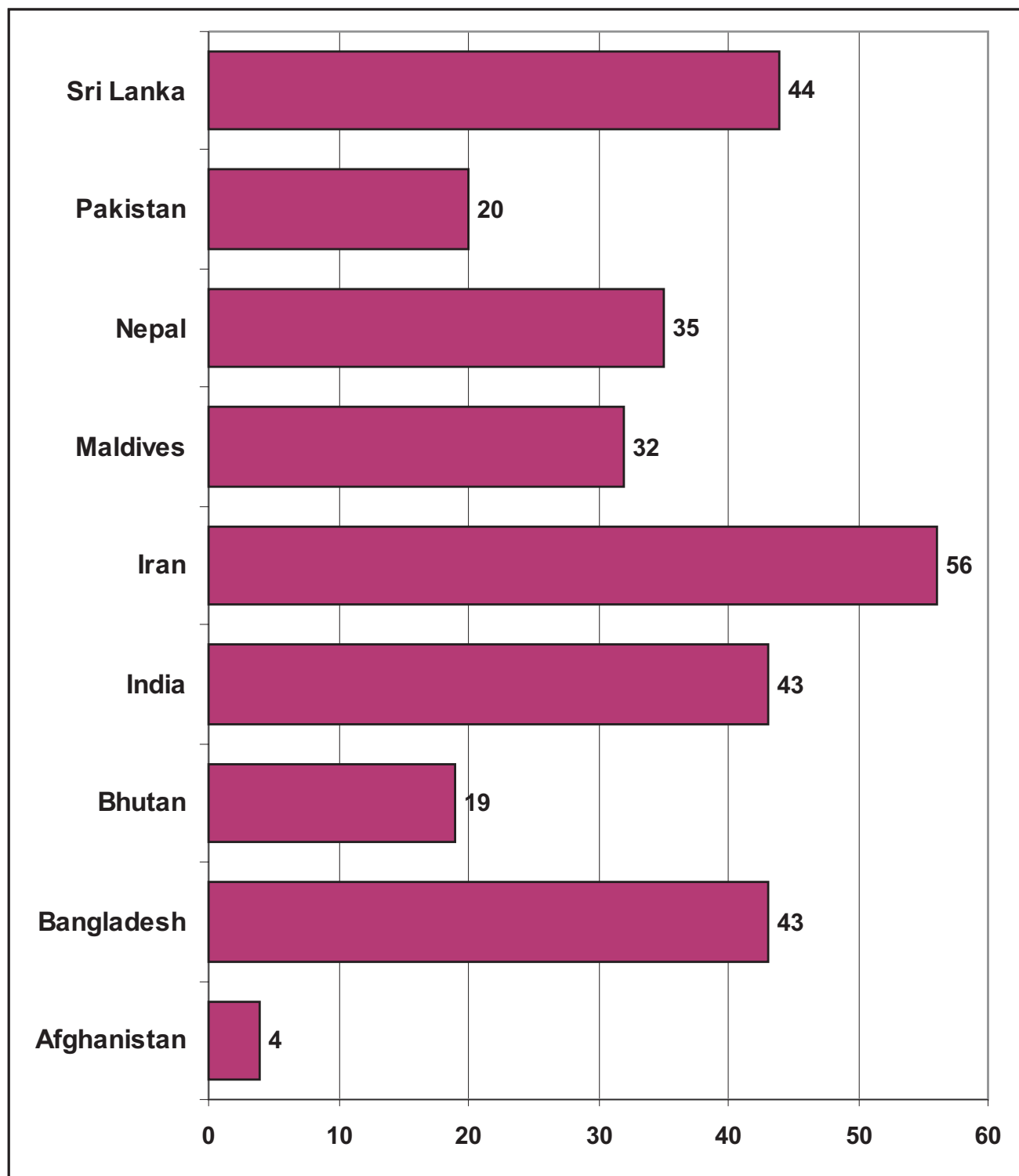
Maternal Mortality Ratio



(Source: UNFPA State of World Population 2004)

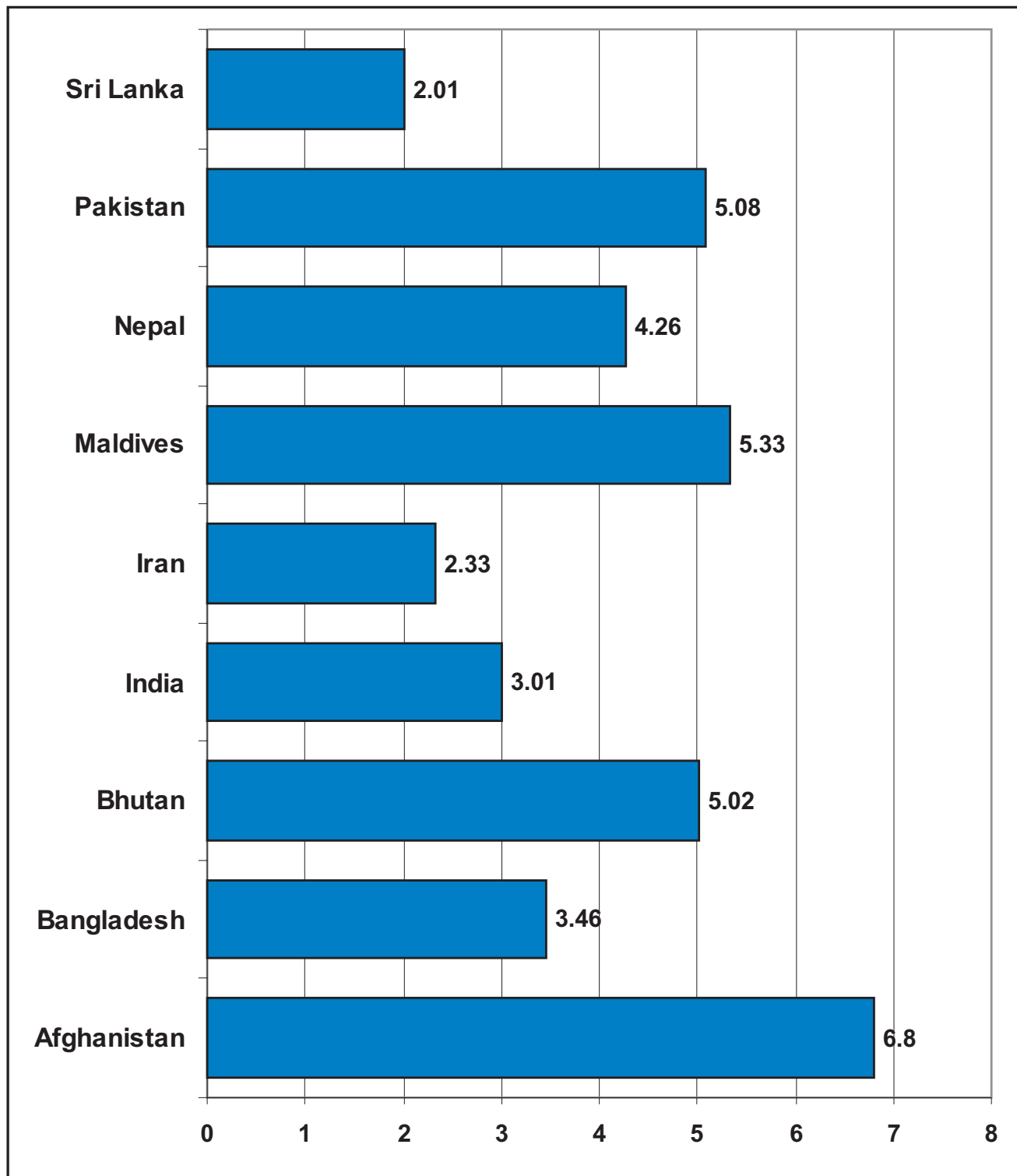
ICPD Goal

Contraceptive Prevalence Rate (Modern Method)



(Source: UNFPA State of World Population 2004
& UNICEF State of World Children Report 2004)

Demographic Indicator: Total Fertility Rate



(Source: UNFPA State of the World Population Report 2004)

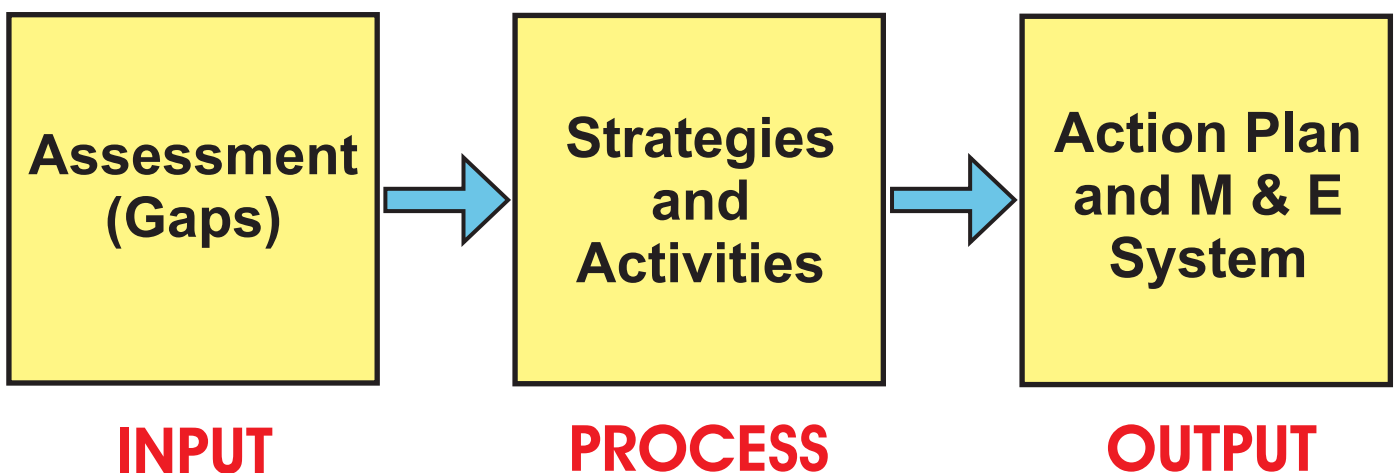
DEFINITION: RHCS

Contraceptive Security is defined as the ability to continuously (**enabling environment**) provide (**Supply, Procure**) high quality commodities to the vulnerable group and target populations (**Use**) at the right time and place (**Access**) when needed (**Demand**).

RAPSYS: Characteristics

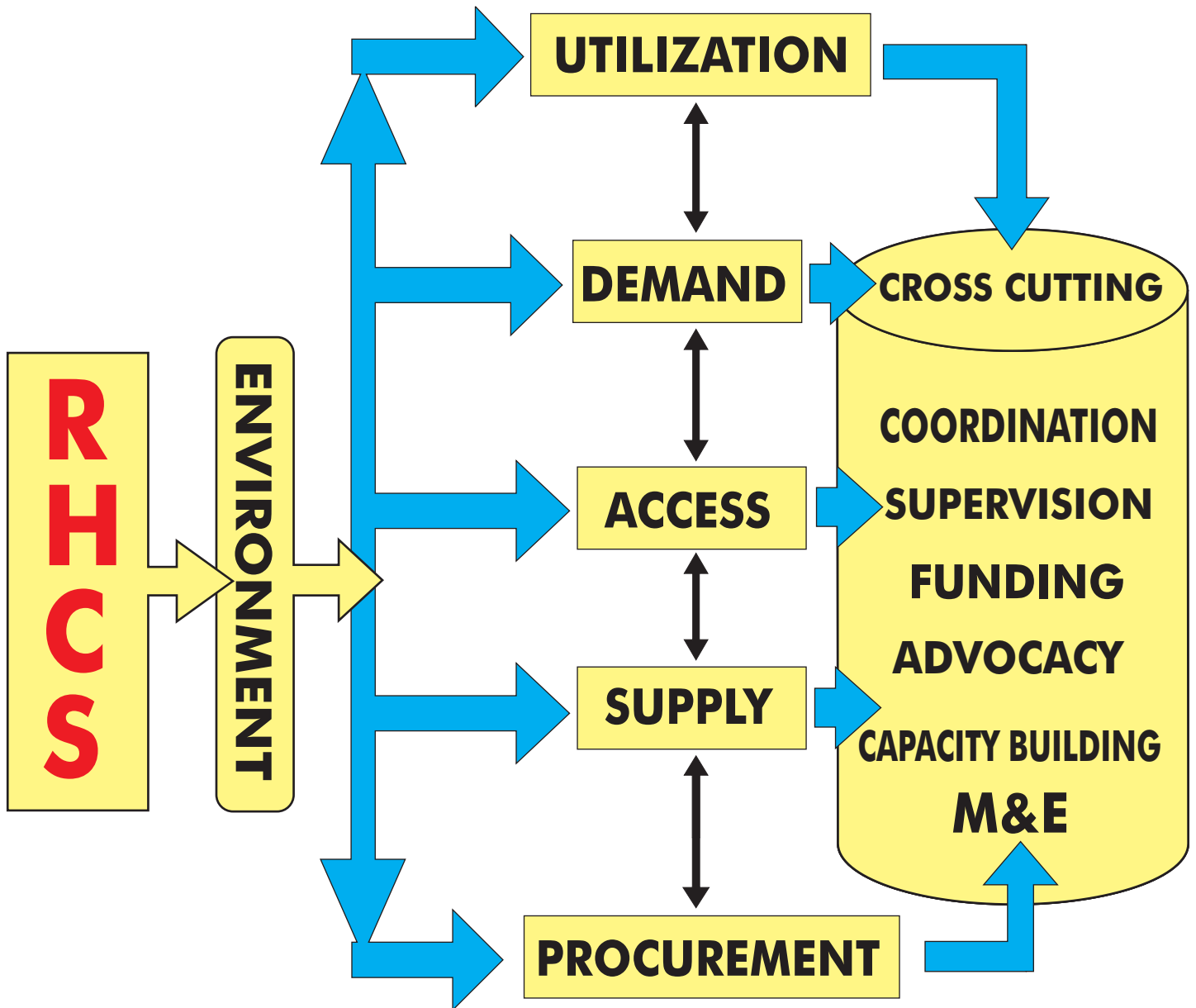
- Practical
- Simple
- Participatory
- Synergistic
- Inclusive
- Multi-Sectoral
- Adaptable
- Programmatic

RAPSYS: Processes



RAPSYS

CONCEPTUAL FRAMEWORK



RAPSYS: Determinant Matrix

DETERMINANT	COMPONENTS
Access	<ul style="list-style-type: none">■ Public Outlets■ Private Outlets■ Social Marketing Outlets■ Bars, Hotels, Clubs, Gas Stations, Toilets, bus/train station■ Dispensers

RAPSYS: Determinant Description

Access: Refers to the ease with which clients of RH services can access contraceptives and RH services when they need them. Such places may be public outlets such as RH and Family Planning clinics or Non-governmental Organizations (NGOs) community-based distribution programs. They may be private outlets such as pharmacies, department stores, groceries or kiosks selling cigarettes, juice, popular beverages, snacks and knick-knacks. They may be places frequented for entertainment purposes, such as bars, hotels, or night clubs, or other places where items such as condoms may be available in dispensers such as bus depots, train stations, petrol stations, public toilets. Access also means to point out the routes and degrees of ease or difficulty that people desiring and in need of RH services can follow to get information (advice, counselling) and services.

(Contd...)

RAPSYS: Determinant Description

Access (contd)....

It encompasses a range of issues from regulatory practices governing the prescription and or sale of medical devices, hormonal forms of contraception and drugs that are used to treat RTIs/STIs, to convenience issues such as the places where contraceptives and antibiotic drugs are available, in both public and private sectors, and when people can purchase or obtain them and at what cost to the consumer depending on what he/she is able to afford. Access also extends to beliefs among providers as to what forms of contraception are best for whom and, to some extent, the degree and severity of such infections that can be tolerated without resorting to medical attention, to belief systems among societies and family members regarding whether and if contraceptives should be used at all, and whether or not various severities of RTIs and STIs are, in fact, conditions that require medical attention.

RAPSYS: Determinant Matrix

DETERMINANT	COMPONENTS
Utilization	<ul style="list-style-type: none">■ CPR■ Disease Prevention■ Strengthened Dual Protection■ Promotion of Male and Female Condoms

RAPSYS: Determinant Description

Utilization: Means to measure the use of reproductive health services and commodities. The use of contraception in family planning program is often measured through doing a Contraceptive Prevalence Survey (CPS) from which a Contraceptive Prevalence Rate among married couples is compiled. Other measurements are aimed to understand utilization of male and female condoms in the prevention of sexually transmitted disease and HIV. Dual protection is a term applied to the use of condoms for both prevention of unwanted pregnancies and the prevention of sexually transmitted disease. RH Program approaches now often feature both the prevention of unwanted pregnancies and the prevention of disease transmission. Utilization also means a ratio that compares the supply of and demand for a particular good or service, or combination of goods and services whether the provision of the latter is dependent on the availability of the former.

RAPSYS: Determinant Matrix

DETERMINANT	COMPONENTS
Demand	<ul style="list-style-type: none">■ Vulnerable Groups■ Current Users■ Potential Users (Unmet Needs)■ Drop Outs family planning methods■ Unemployed and out of school youth

RAPSYS: Determinant Description

Demand: Implies the level of interest that people express and the degree of effort they are willing to expend to acquire reproductive health advice, counselling and services and products such as contraceptives and antibiotics for treating RTIs/STIs. **In RAPSYS, this refers to the design, development or availability of communication messages, campaigns and strategies to create or increase demand.** Demand creation is often **targeted to specific vulnerable groups, such as sex workers or adolescents**, whose access to and knowledge of RH is constrained by ignorance, social stigma and lack of empowerment. Demand is measured in terms of met and unmet indicators.

(Contd...)

RAPSYS: Determinant Description

Demand (contd....)

Current Users of means of modern contraception is an example while unmet demand is measured through surveys that ask married women who are not using contraception whether they would rather be practicing some form of contraception. Demand is also viewed as “potential” in that there may be social group, such as unemployed men or out-of-school unmarried youth, who would like to or should be using RH services and family planning but are not. The popularity of RH services and different forms of contraception is sometimes measured through tracking of Drop outs, or women who cease using contraception for reasons other than wanting to become pregnant.

RAPSYS: Determinant Matrix

DETERMINANT	COMPONENTS
Supply	<ul style="list-style-type: none">■ Distribution■ Transportation■ Storage / Warehousing■ LMIS■ Quality of Care (QOC)■ Commodities

RAPSYS: Determinant Description

Supply: Means a process of the systematic distribution of goods and services, the former often through a chain of warehouses or storerooms, to the latter which could be points of sale or service provision (hospitals, clinics) in both the public and private sectors. The process of supplying involves transportation (frequency, cost, capacity), storing or warehousing of goods at intermediate and end points, managing and monitoring the process (LMIS) and understanding that the process of supply adds value to commodities. The appropriate handling, storing and transporting of commodities has much to do with their condition when they are made available to intended end users. This is known as the Quality of Care element in the supply process. Capacity building efforts are most often aimed at increased efficiency and skilled ability to effectively accomplish this function.

RAPSYS: Determinant Matrix

DETERMINANT	COMPONENTS
Procurement	<ul style="list-style-type: none">■ Projection■ Costing / budgeting process■ Tendering process■ Ordering■ Shipment schedules■ Quality Assurance

RAPSYS: Determinant Description

Procurement: Means the systematic acquisition of goods and services in cadence with demand and in cognisance of the supply “pipeline” or the quantity of goods already purchased, entered into an inventory and either stored or in transit to points of sale and service provision. **Procurement is a process** requiring a high degree of knowledge and integrity as **it involves a range of specialized skills.** These include (1) an ability to **project or accurately forecast** future needs; (2) an ability to **accurately cost and budget** for these needs on an annual basis; (3) a sound (fool proof) system for following **tendering protocols** related to the advertising for and evaluation of bids related to commodity requirements; (4) technical capacity to **prepare/write legally binding and financially guaranteed contracts** with suppliers and/or manufacturers who are awarded purchase orders,

(Contd...)

RAPSYS: Determinant Description

Procurement (continued)....

(5) technical capacity built on a sound LMIS to plan shipping schedules so that inventories do not grow dangerously excessive or that stock outs do not occur at the service delivery facilities and points of sale; (6) resources to closely monitor shipping schedules and movement of vessels and aircraft so that when goods purchased arrive at the port they are swiftly and safely disembarked, stored temporarily securely, promptly cleared through custom formalities, and safely moved to central warehouse facilities and inventoried without delay; (7) and of inspecting manufactured items before shipping to ascertain that they meet standards stipulated in the purchase order and arranging and carrying out the inspection of all procured items upon arrival at destination to ensure that no damage was sustained during transit. The Quality Assurance process starts when decision to procure is made.

RAPSYS: Cross-cutting Determinant Matrix

DETERMINANT	COMPONENTS
Environment	<ul style="list-style-type: none">■ Political Will■ Appropriate Laws■ Appropriate Policies

RAPSYS: Determinant Description

Environment: Often means the political will manifested by government and civil society to reduce excess or unwanted fertility, morbidity and mortality among a population perceived as being at risk. It implies a series of political, legal and financial commitments from those in positions of authority, which are very often influenced by groups who advocate for changes to archaic laws, policies and practices that are seen to dampen enthusiasm for or deny to those in need fulfilment of their reproductive rights and improved reproductive health status. In terms of RAPSYS, it means the creation and enactment of favourable laws and policies that facilitate implementation of all determinants required to enable RHCS programming.

RAPSYS: Cross-cutting Determinant Matrix

DETERMINANT	COMPONENTS
Advocacy	<ul style="list-style-type: none">■ Political Leaders■ Religious Leaders■ Community Leaders■ Civil Society■ Vulnerable groups■ Hard to reach Communities and groups

RAPSYS: Determinant Description

Advocacy: A process of persuading an audience whether it be influential decision-makers, in the form of individuals, community and public opinion leaders, and/or public figures such as politicians, clergy, civic leaders or members of vulnerable populations, of the benefits of a changed status quo particularly when accumulated evidence demonstrates conclusively that the status quo is disadvantageous to one's health and well being and the health and well being of the community and its constituents. In the context of RAPSYS, it means advocacy for the creation and enactment of favourable laws and policies that facilitate implementation of all determinants required to enable RHCS programming.

RAPSYS: Cross-cutting Determinant Matrix

DETERMINANT	COMPONENTS
Coordination	<ul style="list-style-type: none">■ Government leadership■ Defining Stakeholder Roles (Private, Civil Society, Social Marketing, Public sector)■ Dissemination Forums■ Coordinating Mechanisms■ Stakeholder meetings■ Availability of coordinating committee

RAPSYS: Determinant Description

Coordination: Means a process of sharing information on strategies, plans and activities, results and outcomes and budgets and expenditures among stakeholders and partners usually in the context of a social or civic endeavour such as in development. Stakeholders and partners are inclusive of donors, government agencies with vested interest, associations of business and commerce, non-governmental organizations (NGOs) and the “intended beneficiaries” who are often represented as special interest groupings such as **women, young people, adolescents and men**. The purpose of coordination is to ensure that conflicts of interest are avoided in the pursuit of common goals, that duplication of effort is minimized, and that resources are used to the best possible advantage to achieve the common goal and purposes of the endeavour or endeavours.

RAPSYS: Cross-cutting Determinant Matrix

DETERMINANT	COMPONENTS
Funding	<ul style="list-style-type: none">■ Stakeholders/ Partners■ Funding Gaps■ Short, medium and long term funding strategy■ Exit Strategy■ Sustainability strategy (phase approach)■ Grants vs. Loans

RAPSYS: Determinant Description

Funding: Means the resources, most commonly monetized in terms of hard and local currencies but also considered in terms of “in kind” contributions, that stakeholders contribute, in terms of collective effort, towards the achievement of strategic goals. Efforts are usually conceived as a series of deliberately planned and executed activities, often structured as projects, **timed in terms of short, medium and long perspectives or periods** to achieve outputs that together will leverage the separate efforts to achieve the larger purpose and contribute significantly to realizing the strategic goal.

RAPSYS: Cross-cutting Determinant Matrix

DETERMINANT	COMPONENTS
Capacity Building	<ul style="list-style-type: none">■ Institutionalized (Process vs Events)■ Medium & long term plans■ Skills transfer■ South-south collaboration■ Target Groups

RAPSYS: Determinant Description

Capacity Building: A process of transferring know how from highly skilled practitioners to those who are placed in charge of executing specific functions in order to achieve specific outputs on a routine and repetitive basis. In terms of RAPSYS, capacity is seen as having been built sufficiently when designated employees of an institution or organization, **working as a team**, can continuously and routinely forecast, finance, procure and distribute all reproductive health services and products to the points of sale or service provision in such a way that the utilization ratio, that is the relationship between supply and demand, is close to 1:1

RAPSYS: Cross-cutting Determinant Matrix

DETERMINANT	COMPONENTS
M and E	<ul style="list-style-type: none">■ Institutionalized and systematic■ Clear and Feasible Objectives (CAFO)■ Established achievable bench marks and timeframes■ Functional instruments■ Process approach with built in feedback mechanisms■ Accountability/ Transparency

RAPSYS: Determinant Description

Monitoring & Evaluation: Monitoring is systematic and institutionalised process of observing work in progress and noting when specified and scheduled indicators of progress, sometimes called milestones, are achieved or delayed and whether the overall progress is moving towards achieving an objective. In order to properly monitor, there must be clear and feasible outcomes or objectives (CAFO) and established, achievable benchmarks and timeframes. There must be an identified and functional measurement system in place for good monitoring to occur. There must be a process approach with a built-in feedback mechanism. And there must be accountability functions and transparency guarantees.

(Contd...)

RAPSYS: Determinant Description

Monitoring & Evaluation (continued)....

Monitoring is, in fact, a deliberate effort to compile evidence that, when considered as a whole, predicts the likelihood of a structured effort, such as a project, will be completed on time with the desired outcomes. It produces both a graphic and narrative “running” commentary and offers managers and supervisors insight into delays and obstacles that impede effort as well as noting innovations that overcome unplanned or unexpected events and unforeseen problems. **In terms of RAPSYS, it may convey setting up milestones to monitor a procurement action, or series of procurement actions, and/or it may involve monitoring the supply system to determine whether the effort to maintain the left hand side of the supply/demand ratio at 1 or higher but not to exceed 2 is working.**

(Contd...)

RAPSYS: Determinant Description

Monitoring & Evaluation (continued)....

Evaluation is an exercise to assess whether and to what degree the financial and material inputs and human effort achieved the stated outcome or objective in a systematic and institutionalised manner. It is one that requests an impartial observer, in effect a judge, to ascertain whether the outcome of an activity as described, say, in a log frame, was achieved as per schedule and within the budget, with commentary on the expenditure of resources and effort, including skilled and unskilled labour and managerial effort. In terms of RAPSYS it means determining whether the, or any combination of the, 12 determinants was effective in raising the contraceptive prevalence rate and lowering the incidence of reproductive health morbidity.

RAPSYS: Cross-cutting Determinant Matrix

DETERMINANT	COMPONENTS
Supervision	<ul style="list-style-type: none">■ Supportive■ Availability of follow up plans■ Availability of feedback mechanisms■ Integrated instead of vertical■ Availability of guidelines■ Regular and consistent visits

RAPSYS: Determinant Description

Supervision: The process of exercising authority over the human and technical effort engaged in a planned and structured activity. The preferred method of exercise of authority is supportive. In this, the person in position of authority observes the work effort and points out when, where and how the worker, or the work force, can increase his/her/its efficiency and productivity without increasing the risk to his/her/its health, in both physical and mental terms. He/she would do this through direct observation as well as through established feedback mechanisms so that communication between management and the workforce is integrated and two-way. He/she would ensure that guidelines related to worker safety, working conditions, and occupational hazards are in place, updated and reviewed with the work force on a periodic basis.

(Contd...)



RAPSYS: Determinant Description

Supervision (contd...)

He would also point out to management conditions detrimental to the health and safety of the work force and proffer concrete suggestions as to how to improve these. In terms of RAPSYS, a supervisor might observe workers in a warehouse lifting and stacking cartons, noting the temperature and humidity of the warehouse, observing whether the worker is lifting by bending his knees, is seeking assistance from a fellow worker in the case of heavy cartons being stacked manually, is organizing the stacks properly by positioning the labels so as to be visible, is practicing First Expiry First Out (FEFO) in the arrangement of products, is using hydraulic lifting devices to

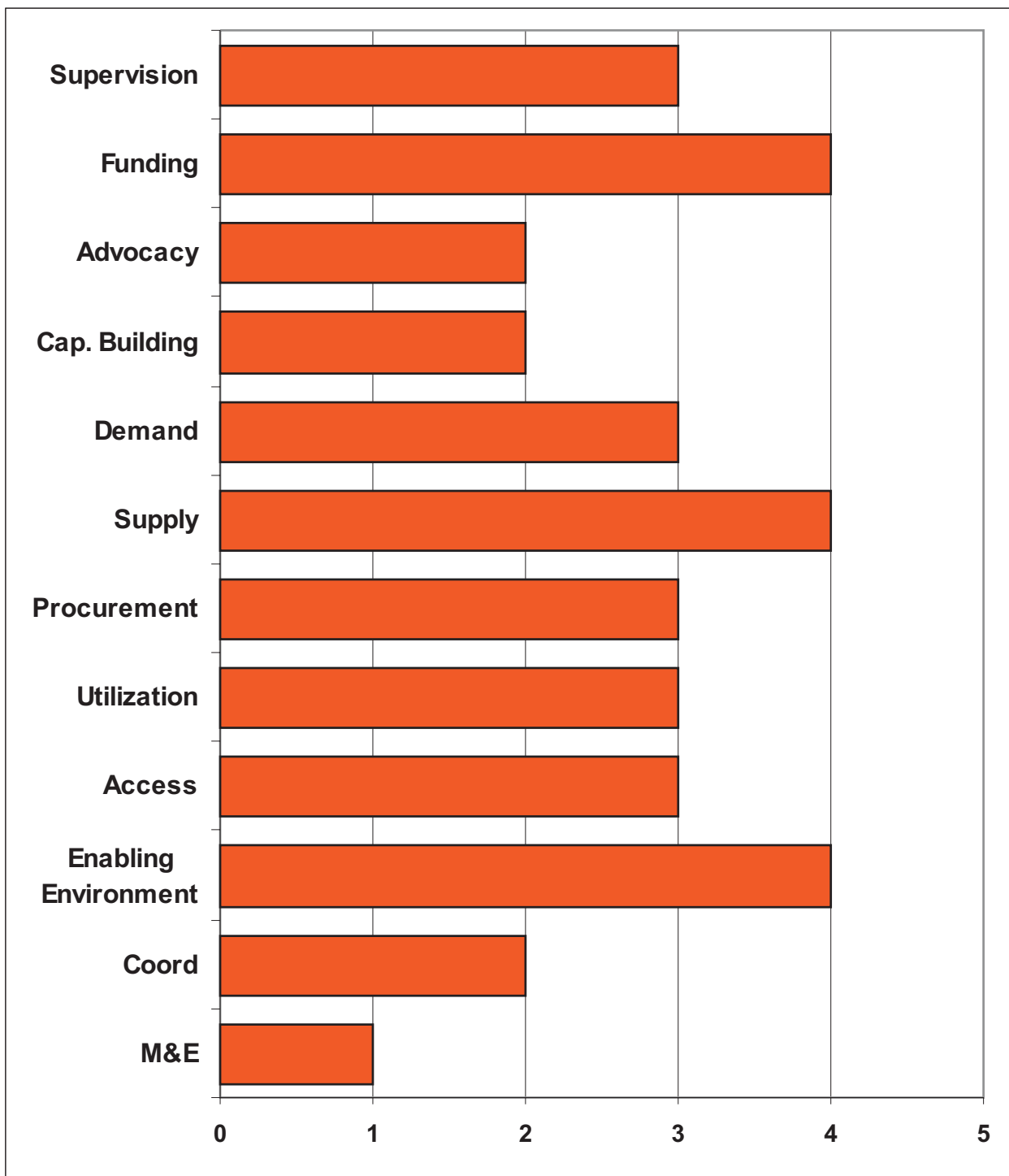
(Contd...)

RAPSYS: Determinant Description

Supervision (contd...)

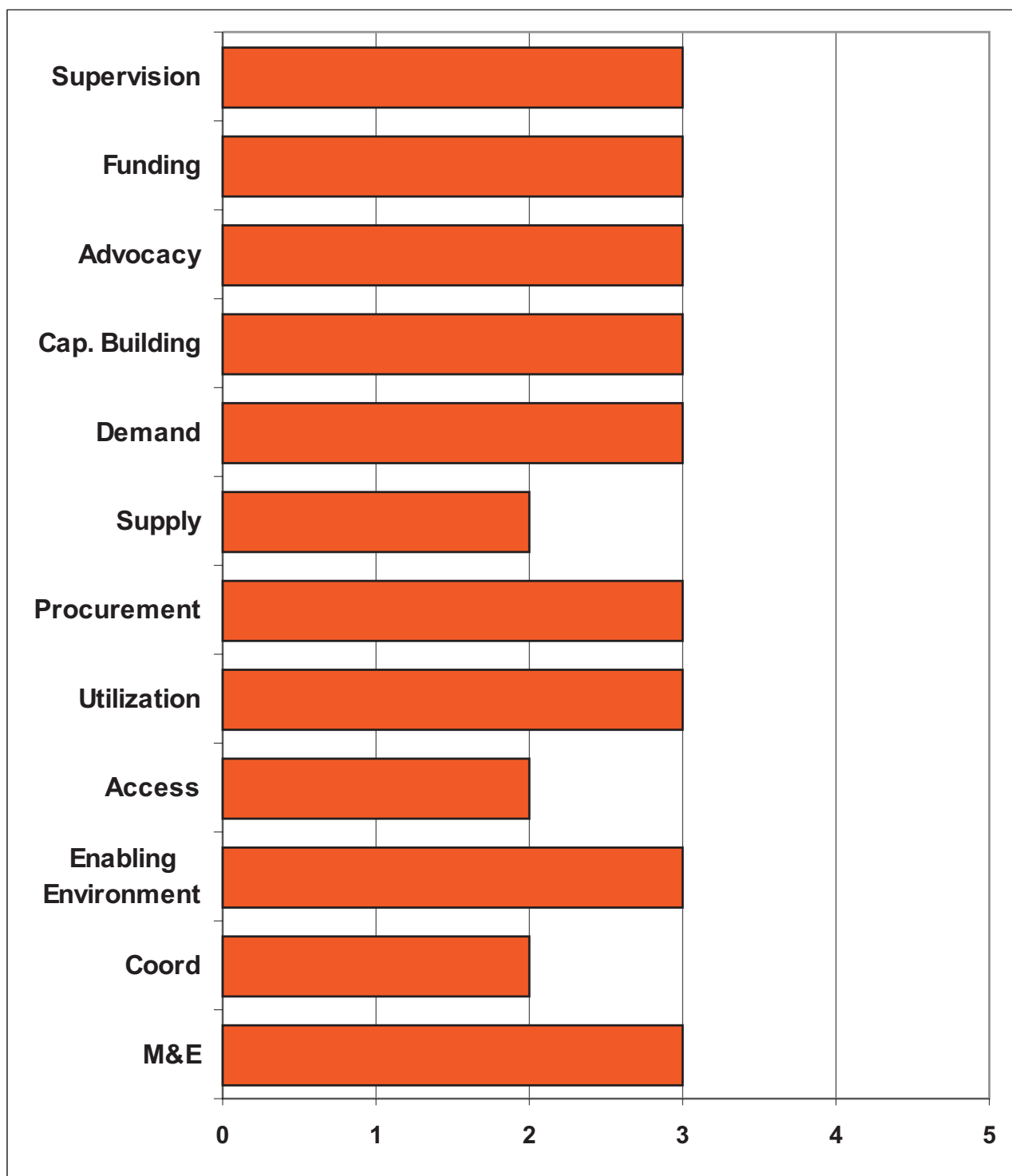
stack at higher levels, and is wearing protective clothing, headgear and masks depending on the atmosphere in the warehouse. The supervisor will note the productivity of workers in terms of their physical health and safety, taking into account proper rest periods, intake of food and water, and the climate within which they are working, and then plan future work effort according to these measurements. He would make recommendations to management on how to improve the working environment overall so as to obtain the best human effort from the work crew and plan the monthly work output based on these expectations.

RHCS Assessment (Bangladesh)



RHCS level of achievement score:
1=Insignificant, 2=Moderate, 3=Adequate
4=Substantial, 5=Significant

RHCS Assessment (Sri Lanka)



RHCS level of achievement score:
1=Insignificant, 2=Moderate, 3=Adequate
4=Substantial, 5=Significant

GROUP WORK

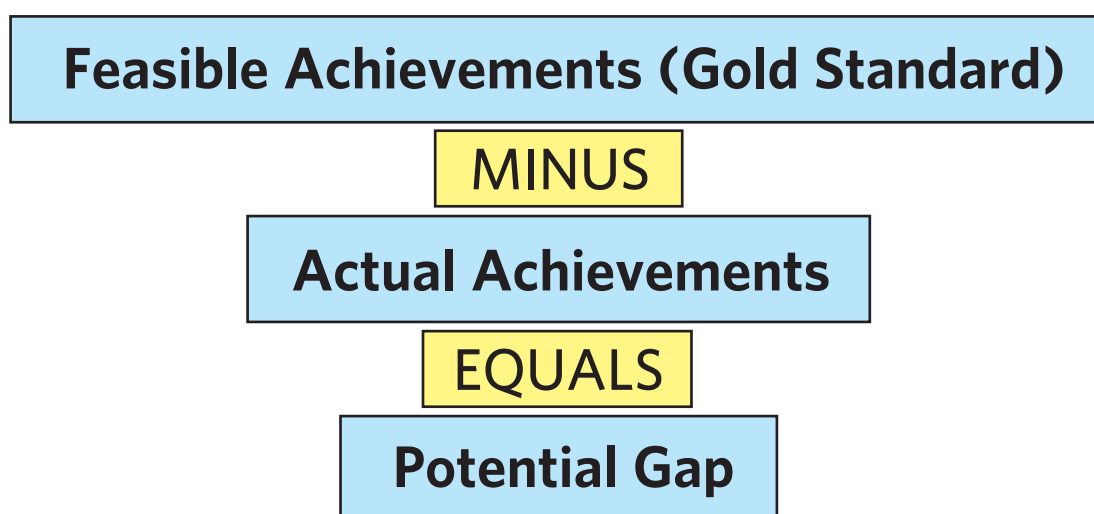
Participants are divided into three or four groups (maximum of 5 per group). Each group will identify a rapporteur and moderator and will be assigned 5-12 RHCS determinants for assessment. The rapporteurs will be responsible for compiling the group work according to the provided reporting format. The moderator will serve as a guide and limit discussions to the relevant issues and required outputs

Establishing the Achievement Level

Methodology:

The 'quantitative assessment' of the different determinants is based on the following simple calculation:

For each Determinant Establish:



Note: The bigger the potential gap, the lower the 'achievement score'

RAPSYS:

QUALITATIVE ASSESSMENT MATRIX (QAM)

Basic Determinant	Achievement Level Low1..5 High	Gaps	Strategies	Remarks/ Observations
1. Demand				
2. Supply				
3. Procurement				
4. Utilization				
5. Access				
Cross Cutting	Determinants			
6. Enabling Environment				
7. Coordination & Dissemination				
8. Supervision				
9. Funding				
10. Advocacy				
11. Capacity Building				
12. M and E				

Column Description

- Column 1:** *List of all RHCS Determinants;*
- Column 2:** *Scores, established by each group based on level of achievement (1= insignificant, 2 = moderate, 3 = adequate, 4 = substantial, 5 = Significant level of achievement);*
- Column 3:** *List of potential Gaps;*
- Column 4:** *Strategies to address gaps identified in column 3;*
- Column 5:** *Additional remarks or comments*

Participant ID:

RAPSYS: RHCS Ranking Matrix (RRM)

Basic Determinant (1)	RANK (2)	Remarks and (3)	Observations	
Demand				
Supply				
Procurement				
Utilization				
Access				
Cross Cutting	Determinants			
Enabling Environment				
Coordination & Dissemination				
Supervision				
Funding				
Advocacy/BCC/IEC				
Capacity Building				
M and E				
Other (specify)				

Column Description

Column 1: *List of all RHCS components;*

Column 2: *Ranking based on level of importance of each determinant 1 is most important - (note: more than 1 components can have the same rank)*

Column 3: *Additional information that may have significantly influenced the ranking*

RAPSYS: Monitoring & Evaluation Framework

GOAL:

OUTCOME:

Results (1)	Strategy (2)	Activities (3)	Indicator (4)	Baseline (YEAR) (5)	Q1 (6)		Q2 (7)		Q3 (8)		Q4 (9)		Data Source (10)
					T	A	T	A	T	A	T	A	

Column Description

- Column 1:** *Gaps recorded with key words like improved, strengthened, increased availability, increased accessibility etc.*
- Column 2:** *Strategy from action plan*
- Column 3:** *Activities from action plan*
- Column 4:** *Simple, feasible and measurable indicators*
- Column 5:** *First Year benchmark*
- Column 6 to 9:** *(T) Targets and (A) achievements for every quarter of a given year*
- Column 10:** *Source of data*

RAPSYS

Lessons Learnt

1. Panel selection very critical
2. Role and level of coordinator important
3. Panel composition should be relevant to determinants
4. Level of responsibility of Panel members critical
5. Minimum of 2 days required for meeting
6. Initial group of panelist represents RHCS ad hoc committee
7. Selection process of group moderator and rapporteurs critical
8. Rapporteurs are responsible for first draft report
9. Minimum of one month required for planning (logistics, mobilization)
10. Media participation important
11. Limit total number of participants to 25
12. Leadership role of National government very important factor
13. Panel members come from National & sub-national levels
14. Participatory nature of meeting is a strong motivating factor.
15. Strong level of ownership among participants also a motivating factor
16. Peer review session very important
17. Selection of National counterpart critical
18. Profile of Panelists critical

GROUP WORK

Case Study 1:

In a certain country called Nari, the latest Community Health Survey that the current adolescent (15–24) population is 221,100. It is estimated that this population size will increase by about 5 per cent every year for the next ten years. The survey also indicates that about twenty per cent of this population is unmarried; a rate that is estimated to remain unchanged during the next ten years.

Condom Use:

Condom use among these unmarried adolescents according to the survey remains low: about 35 per cent. There is however some hope of an increase in condom use based on planned extensive and targeted IEC/BCC campaigns with emphasis on safer sex. If these interventions succeed as expected, condom use within this group will increase by 5 per cent annually for the next ten years. During the survey, those respondents who reported using condoms also indicated that they used about two pieces of condoms a week.

Exercise:

You are required to use the above background information to calculate condom projections for this unmarried adolescent group for the next five years. State all assumptions that are used and that will facilitate accomplishing the task.



**United Nations Population Fund
Country Technical Services Team
for South and West Asia
Kathmandu, Nepal**

<http://www.unfpa.org.np>