

Reproductive Health Supplies Coalition

Monitoring and Evaluation Framework (2007–2015)



Reproductive Health
Supplies Coalition

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Introduction

Structure of the Document

The document has four major parts, as follows.

Part I presents the context for the Monitoring and Evaluation (M&E) Framework – its basic assumptions and methods.

Part II provides a detailed identification of the key indicators identified to form the basis of the M&E framework, where they will be collected, who will collect them and how they will be employed.

Part III is a table of the key indicators detailing type, baseline (where appropriate), and responsible party.

Part IV provides a plan of action and implementation of the Monitoring plan.

Part I: Context of the RHSC Monitoring and Evaluation Framework

Background

The Reproductive Health Supplies Coalition (the Coalition) is a partnership of governmental, non-governmental, public, and private-sector agencies dedicated to ensuring that people in low and middle income (LMI) countries can obtain and use high-quality reproductive health (RH) supplies, including a broad range of contraceptive methods. Securing RH supplies is essential to the effective provision of RH care, which underpins the meeting of the Millennium Development Goals (MDGs). In less than two years, the Coalition has grown from a small grouping of like-minded individuals to a structured partnership of key institutions in the RH supplies field. In October 2005, the Coalition approved its “Organizational Principles and Structural/Governance Terms of Reference” (TOR). Soon thereafter, it drafted a strategic plan that consolidated into one document its vision, mission, guiding principles, goals, and objectives.

In June 2006, the Coalition established its Secretariat in Brussels and hired its first Director. As part of its mandate, the Secretariat was charged with developing a strategic plan, drawing on the foundations of the earlier draft, but better articulating the Coalition’s goals and objectives with indicators for tracking progress, and clarifying the roles and responsibilities of its structures and partner organizations.

In December 2006, the Director formed a small task force of volunteers from the Executive Committee with the mandate to develop a framework of goals and objectives for the strategic plan. He also hired a consultant to prepare drafts of the strategy. The task team prepared a schedule for the review of and revision of drafts. An initial draft strategy was prepared by the task force at the end of January 2007.

During the following three month period, drafts of the Strategic Plan were reviewed and revised in turn by the Coalition’s Executive Committee, the three Working Groups, and the general membership. In April 2007, the product of this review process was submitted to the Executive Committee for endorsement, and then presented at the April 2007 membership meeting. The resulting agreed Strategic Plan was adopted in August 2007 following an Executive Committee meeting. This adoption made possible the development of the following Monitoring and Evaluation (M&E) framework, which singles out a set of indicators for comparing the Coalition’s performance against its strategic goals and objectives.

Scope of the Monitoring Framework

This Monitoring framework is based on the Strategic Plan and targets indicators that are within the remit of Coalition partners to collect during the normal business of their work. Above all it is noted that the Secretariat of the Coalition does not have the resources or the mandate to engage in primary collection of data to monitor the activities of the Coalition. Therefore indicators must comply with the following criteria to be included in this M&E framework:

- Are already being collected by one or more Coalition partners (or agency of a partner);
- Are available for use by the Secretariat, free of data restrictions;

- Are relevant to 14 focus countries receiving targeted support by the Reproductive Health Interchange (RHI), Project RMA (Resource Mobilization and Awareness), and the Global Programme of the United Nations Population Fund (UNFPA)
- Have a notional baseline value so that progress can be measured

Two sets of milestone markers have been established. One coincides with the end of the Coalition’s current Strategic Plan in 2015 and the other coincides with the end of the current grant to the Secretariat/PATH from the Bill & Melinda Gates Foundation in 2009. The year 2009 was also identified in the Strategic Plan as a point at which the Secretariat would revisit and reassess the relevance and feasibility of current goals and objectives, as well as Monitoring and Evaluation systems, and modify them accordingly if deemed necessary. Baseline data, unless indicated otherwise, have been set at the beginning of 2007.

The Coalition’s Strategic Plan identifies for illustrative purposes 58 indicators as potential performance markers. Given limited staffing levels within the Secretariat, and the overall level resources required to monitor Coalition performance generally, these indicators fit into nine broad categories – three per goal corresponding to the general focus areas identified under each goal.

Thus the following matrix (Figure 1) was developed to reflect the strategic plan in order to identify specific indicators that would adequately measure Coalition performance:

Figure 1: Schematic Overview of Coalition’s Strategic Plan (2007-2015)

Goal 1: Increase resources	Mobilize additional resources	Enhance use of existing resources	Maximize total market
Goal 2: Strengthen systems	Strengthen functioning systems	Respond to system failures	Strengthen response to crises
Goal 3: Add value	Foster greater harmonization	Expand knowledge base	Frame global efforts

From the list of illustrative indicators developed under the strategic plan – a refined list of specific, operationalized and collectable indicators were developed to cover the focus areas detailed in Figure 1. Indicators were developed that had baseline values, a strategy for collection, and a means of verification.

Eventually 30 indicators were developed, both from the original list of 58 illustrative indicators, and through further thoughts and ideas following from the development of the strategic plan.

Definition of country-level impact

As stipulated in the Coalition’s Strategic Plan, the monitoring of *country-level impact* under this Monitoring and Evaluation Framework will be limited to 14 low to middle income (LMI) countries, each of which has served since the end of 2007 as the focus of at least one of three Coalition-sponsored initiatives: UNFPA Global Programme, Project RMA and the RH Interchange. Unless indicated otherwise, use of the term “focus country” or “focus countries” in this framework refers specifically to this group of 14.¹

Table 1: Coalition Focus Countries

Region	Country	RHI	Project RMA	Global Programme
Africa	Burkina Faso	X		X
	Ethiopia	X		X
	Ghana	X	X	
	Mozambique			X
	Rwanda	X		
	Tanzania		X	
	Uganda		X	
Central and Latin America	Guatemala	X		
	Honduras	X		
	Mexico		X	
	Nicaragua		X	X
Asia	Bangladesh		X	
	Mongolia			X
	Nepal	X		

Collection of Indicators

Many of the indicators are being routinely collected by various Coalition member organisations - most notably USAID | PSP-One, USAID | DELIVER, UNFPA and Population Action International (PAI) - or by the Coalition Secretariat in the course of their duties. In formulating this M&E Framework, agreements have been reached with all these organisations to ensure that the data collected by them will be provided to the Secretariat. Where gaps in the data base arise (due to the lack of information by these members), the Secretariat may occasionally seek input from other partners – or even organizations not part of the Coalition.

Some of the data required needs secondary analysis or processing that will be undertaken by the Secretariat in order to obtain the data in right form for the indicators developed. This has been kept to a minimum and wherever possible the primary collectors of the data have been requested to provide data in a format that assists the Secretariat in their use. Field based data collection will only be undertaken by the Secretariat in exceptional cases and where adequate resources exist.

The organization of baseline data collection will be a responsibility of the Secretariat. A Monitoring Data Base will also be set up so that progress can be measured against the time lines of 2009/2015.

¹ The delineation of “focus countries” does not preclude the possibility that information (quantitative or qualitative) from other countries, developed or developing, may be collected or used on an ad hoc basis to monitor Coalition performance relative to other strategic goals and objectives.

Part II: Description and Operationalization of Key Indicators

The Vision of the Reproductive Health Supplies Coalition

The Vision of the Reproductive Health Supplies Coalition is for all people in lower- and middle-income countries to be able to access and use affordable, high-quality supplies, including a broad choice of contraceptives, to ensure their better reproductive health.

Indicators under each of the Strategic Goals

The Coalition is critically positioned to address the challenges facing reproductive health commodity security. Accomplishment of the Coalition’s first two strategic goals derives from its comparative advantage in addressing funding gaps and the challenges in strengthening supply systems. For these goals to be achieved, the Coalition itself must ensure its capacity to play its critical roles—the focus of the third goal. This section of the M&E Framework summarizes the Coalition’s three strategic goals and the key issues and focus areas encompassed by them. It then describes the 30 indicators that will be used monitor performance; lists the organizations responsible for collecting the data; and defines the methodologies to be used in doing so. This is followed (in Part III) by a summary table listing all indicators, baseline data, and the agencies responsible for data collection.

Country vs. Global indicators

A closer examination of the following 30 indicators reveals that they draw on two distinct sets of data, each of which allows us to classify them as either “country-“ or “global-indicators”. Country indicators are indicators whose values derive from data collected (or built-up) individually from each the Coalition’s 14 focus countries. They are, therefore, indicators designed to measure the impact of Coalition efforts on the ground – specifically where the Coalition, through the action of its members, can claim some direct attribution.

Global indicators, by contrast, are indicators whose values derive from data aggregated at a global level. Although the content of these indicators may also speak to actions by countries or to changes occurring within them; they are especially useful for monitoring the evolution of global institutions or global phenomena (e.g. the actions of international donors, changes in international financial flows, etc.). The aim of global indicators is to portray supply-related changes within a universe, larger than the 14 focus countries alone.

Goal 1: Increase the availability, predictability, and sustainability of financing for RH supplies.

Through this goal, the Coalition aims to increase resource flows for RH supplies from all sources at the global and country levels, including donors, consumers, public sector (country national and/or local level), and the private sector including the commercial sector. It seeks to identify and mobilize new and innovative funding at the global, regional, and country levels, including funding from new health sector partnerships. Goal achievement will also rely on innovative mechanisms to reduce volatility and improve predictability of RH funding for supplies and the strengthening of country financing and procurement budgeting cycles.

Objective 1A: Mobilize additional new resources

Indicator 1A.1 Number of focus countries with a national budget line for RH supplies

The information needed to calculate this indicator will be collected by Project RMA, UNFPA and DELIVER depending on the focus country concerned. The indicator refers to the commitment from National Governments to allocate resources for RH supplies in their own annual budgets. Coalition partners are working towards getting national governments to put in place specific budget lines for reproductive health supplies and so this indicator is a reflection of mobilizing new resources for supplies.

Indicator 1A.2 Percentage increase in donor funding for contraceptives in focus countries

Actual shipments from donors to countries, including the monetary value of the supplies, are recorded in the Reproductive Health Interchange (RHI) database for 90% of the major donors. Data will be collected (or data-mined from RHI) for separate countries using levels of donor funding in January 2007 as a baseline. These will be aggregated so as to come up with a single percentage figure of increase (or decrease) across the fourteen focus countries.

Indicator 1A.3 Percentage increase in donor funding for contraceptives worldwide

Similar to Indicator 1A.2 this indicator attempts to collect the global data for donated contraceptives – again using the RHI. Data from USAID, UNFPA, IPPF as well as Third party procurement by UNFPA means that most of the RH supplies donated to countries are in that database. Search functions in the RHI enable this data to be readily compiled for the whole world at the year end. This data may also be compared with data that UNFPA compiles in their “Donor Report” every two years as verification of the RHI data.

Indicator 1A.4 Increase in number of donors making first-time contributions for RH supplies

This indicator is not limited to the focus countries but is designed to measure whether or not new donors are allocating resources to RH supplies either directly (to a country or to another agency such as UNFPA) or indirectly – if some proportion of their aid assistance is used to procure RH supplies by the recipients. Data on contributions to UNFPA will be obtained from UNFPA directly from their database.

Indicator 1A.5 Increase in level of funding allocated to RH supplies using GFATM funding

This indicator measures the total funds that have been made available for the procurement of RH supplies using GFATM grants globally. This information is available on the web-site of the Global Fund as it records all procurements of supplies by country by date by order. Some data-mining is required on this publicly available spreadsheet to derive the RH supply data.

1B. Access existing resources

1B.1 Proportion of focus country budget line(s) for RH supplies actually spent

The indicator will measure the extent to which governments spend the funds allocated to supplies in the annual budget. The actual amount of RH supplies procured (and payment completed for) will be compared to the budget line that was made. In focus countries where they have not made a budget line this indicator is not applicable. Partners responsible for collection of this data are Project RMA, UNFPA and DELIVER – preferably citing confirmation of vendor payment for supplies. Further analysis will compare what has been spent with what was allocated to get proportions for each eligible country.

1B.2 Examples of new domestic financing mechanisms for supplies [insurance schemes, taxes, elimination of duties on RH supply donations to public sector, etc.] proposed or introduced in focus countries.

Listing of already published findings in the focus countries (largely from either PSP-One Project or HPI project) – this indicator will not be actively sought if existing projects are not covering it. A content analysis of existing reports will be used to establish a baseline for the focus countries.

1B.3 Number of country proposals per year to the GFATM that make explicit provision for the purchase of RH supplies

Indicator will be based on the inclusion of RH supplies into country proposals to the GFATM – and whether or not they have actually procured them. The indicator must satisfy both conditions and this indicator is not limited to the focus countries.

1B.4 Number of countries utilizing mechanisms that make RH supply resources less volatile

This indicator tracks the number of countries accessing funds through new mechanisms that provide volume discounts or credit through a pledge guarantee. These indicators are dependent on whether new mechanisms are established and begin to run successfully. Alternatively there may be provision made through other funding sources not thus far readily available for the procurement of RH supplies. *Note: The AccessRH Mechanism (Minimum volume guarantee) and the Pledge Guarantee for Health Mechanism are scheduled to begin operation in mid-2009.*

1C. Mobilize Total Market Resources

1C.1 Examples of new initiatives undertaken in focus countries to expand the total market for RH supplies

This indicator tracks Coalition-inspired or instigated total market initiatives developed or extended in focus countries. This descriptive indicator of private sector involvement is being monitored by USAID | PSP-One and also may include narrative reports from social marketing groups such as MSI, DKT and PSI; or other initiatives such as 2nd tier Markets by NGOs and other private sector groups such as IPPF/ICON, Constella-Futures or Abt Associates (or any of the initiatives under PSP-One).

1C.2 Increase in the non-public sector share of the market for condoms, pills and injectables in focus countries

The second indicator is based on DHS-sourced data that cites source of method, as reported by contraceptive users. Baseline figures will be drawn from most recent DHS, which means baseline dates will differ across focus countries. Measurement of this indicator will be reliant on either the next DHS in the country – or from figures produced by the social marketing companies on their sales data in the focus countries. The rationale for selecting just three contraceptives is for convenience and also as these are the methods that lend themselves to increasing their market share in the non-public sector.

Goal 2: Strengthen the capacity of health systems to deliver RH supplies in a sustainable manner.

This goal aims to maximize synergies among Coalition partners so as to strengthen supply chain systems and ensure sustained delivery of a broad range of RH supplies that meet users' needs and demands. Given that the supply chain systems in many countries are inadequate and gaps in funding remain, the Coalition will continue to address acute problems of stock-outs and advocate for

provision of RH supplies to people in countries suffering from conflict, natural disasters, and other crises.

2A. Strengthen existing systems

2A.1 Number of focus countries with functioning RH commodity committees or similar mechanisms for managing RH supply chains

Routine programme reports from DELIVER and UNFPA (the RH Dashboard) and Project RMA (for its six focus countries) will provide data for these indicators. Content analysis of previous programme reports needs to be undertaken to provide baseline data.

2A.2 Number of focus countries that include RH commodities on the national essential drug list

Most countries have published their National Essential Drug List (EDL) - and it is usually available on the web. A quick run down of the list can usually detect whether RH supplies – and in particular contraceptives appear on the list. Essential drug lists that have at least three contraceptives will be counted and special reference will be made to those countries that have all contraceptives on the EDL. This indicator is seen as significant particularly if the country is to begin or continue procuring RH supplies with their own budgets – as often they cannot do so until the commodity is on the EDL.

2A.3 Examples of formal, coordinated actions by focus countries to improve RH supply chain performance

Routine programme reports from DELIVER and UNFPA (the RH Dashboard) will provide data for this indicator. Content analysis of previous programme reports needs to be undertaken to provide baseline data. The existence of ongoing national needs assessments, logistics systems strategies or whether a country has partaken in a SPARHCS exercise will count as examples of coordinated actions to improve RH supply chain performance.

2A.4 Number of RH products from specific producers/factories, pre-qualified under WHO/UNFPA Programme

The products, names and sources of currently pre-qualified hormonal products are listed under the WHO prequalification website – and under the UNFPA website for condoms and IUD's.

2A.5 Number of all countries (and focus countries), per year, with active registered users of the RH Interchange

As a Coalition initiative under the Systems Strengthening Working Group, the RH Interchange has become an extremely valuable data-base, tracking shipments of supplies to over 140 countries. Managers of RH programmes in LMI countries can consult the database to see the supplies that have been brought into their countries, when and by whom. This indicator will track the numbers of in-country representatives logging-on to the shipments (password-protected) part of the RH Interchange.

2A.6 Decline in stock out rates at public-sector service delivery points in focus countries

Routine programme reports from DELIVER and UNFPA (the RH Dashboard) will provide data for these indicators. Content analysis of previous programme reports needs to be undertaken to provide baseline data. Ongoing country assessments will also provide data. DELIVER countries with offices have to produce a quarterly report that details the existence of stock levels at all levels of the system if possible. This indicator focuses on stock out rates at the service delivery point. Countries not covered by DELIVER will be contacted through UNFPA for data.

2A.7 Descriptions of private sector supply chains for RH supplies in the private sector and use in the public sector

This indicator includes descriptive narratives of where the private sector is making a substantial contribution to private sector supply chain delivery of RH supplies and/or where the private sector is being employed to improve the supply chain in the public sector (PPP's or sometimes called 3PL's - third party logistics mechanisms). Although UNFPA does not have a mandate to measure improvements in the private sector, the new DELIVER project does have a "private sector" clause in its new mandate. Other organisations in the Coalition that may be able to provide some data on this are ICON and the Social Marketing companies such as PSI/DKT/Constella/MSI etc

2B. To avert RH supply disruptions at national level – to help when systems break down

2B.1 Description of stock-outs averted or resolved through the intervention of the Countries at Risk (CAR) Group

This descriptive indicator is based on the findings of monthly PPM and CPT reports, and narratives produced by the CAR. The same information feed into the annual assessment of the CAR, which has been produced since 2006.

2C. Systems for emergency situations

2C.1 Number of Emergency RH kits sent to different countries by humanitarian agencies per year

This indicator is based on UNFPA data on the number of RH kits sent to different countries each year. This data will also include Emergency RH kits going to other humanitarian agencies for distribution. This indicator is a proxy for developing better systems for integrating RH supplies into humanitarian efforts and the indicator may well transition into providing RH supplies in conflict/emergency situations if this data can be mapped.

2C.2 Examples of Coalition-inspired initiatives to integrate RH supplies into humanitarian relief efforts

Documented attempts at bringing systemisation to the business of including RH supplies in the normal humanitarian effort in emergency settings – particularly for displaced people. This indicator is a narrative of Coalition inspired efforts to address this problem

Goal 3: Assure the added value of the Coalition as a productive and sustainable global partnership through support for efficiency, advocacy, and innovation.

This goal seeks to reinforce the capacity of the Coalition to reach out and bring together diverse stakeholders to share experience and expertise and catalyze joint initiatives, increase effective use of limited resources, serve as the technical resource and global advocate for RH supplies security, and generate and promote innovation—all essential to meeting the first two strategic goals. The Coalition will use the information from its performance monitoring and an in-depth mid-term review to strengthen its own capacity and improve results. It also aims to agree on a plan for sustaining the key support systems for the Coalition, including the Secretariat.

3A Foster greater harmonization among stakeholders at global and country level

3A.1 Examples of coordinated action by any two or more Coalition members, *in the same focus country*, with the explicit aim of strengthening RH commodity security

This is a descriptive, qualitative indicator that details the efforts of collaborative action in a country that results from Coalition partnerships. This may be for example, two partners collaborating on a contraceptive security assessment – or promoting a total market initiative in a country. This indicator is a descriptive narrative of the initiatives coming out of the three working groups that have been successfully implemented/ adapted/ applied at Country level and that are documented by partners.

3A.2 Examples of coordinated action by two or more Coalition institutions with the explicit aim of strengthening RH commodity security *beyond the boundaries of a single country*

This is similar to the objective above except that details efforts that are regional or global in nature – and therefore affect more than one country.

3A.3 Examples of new Coalition tools and/or publications aimed at comparing or harmonizing comparable activities being implemented by two or more Coalition members

This is another qualitative indicator that details efforts at harmonising collaborative efforts undertaken by partners of the Coalition. Examples include the tools being used by different partners for supply chain management and tracking of supplies (software tools) under the Systems Strengthening working group. It may include market segmentation tools under the Market Development Approaches working group – and the Advocacy toolkit under the Resource Mobilization and Awareness Working Group. Responsibility for collection of this indicator will be the Coalition Secretariat from published reports.

3B Expand the Knowledge Base

3B.1 Examples of all new tools, publications and research initiatives produced each year, either by the Coalition or by its members in response to Coalition-inspired initiatives

This indicator is a narrative description of all initiatives that have added to the knowledge base of Coalition members.

3B.2 Annual increase in visits to the Coalition's website

This indicator tallies the number of visits to the Coalition's website as a proxy for increases in knowledge about the Coalition and reproductive health commodity security in general. Extensive web-site hit information will be available from the statistics built into the website including number of hits on particular pages, average time spent in a section of the website, downloads made and how a user arrived at the site. All these indicators are automatically collected by the website as people use the site and are returned on an as needed basis according to the level of detail the secretariat requires.

3C Frame global efforts to achieve supply security

3C.1 Completion of M&E reports in 2009 and 2015, measuring core Coalition performance indicators against baseline values

This is an indicator of the indicators – in other words the indicator is that a report has been prepared by the Secretariat.

3C.2 Number of institutions that contribute financially, each year, to the implementation of Coalition-sponsored or -inspired activities (excluding core support to Secretariat operations)

3C.3 Total financial contribution of all institutions, per year, to the implementation of Coalition-sponsored or -inspired activities (excluding core support to Secretariat operations)

This indicator will track the value of the contributions in US\$ to Coalition-sponsored or -inspired activities, such as Working Group initiatives, resources, key Coalition events.

3C.4 Total financial contribution of all institutions, per year, to sustaining Secretariat's core operating costs

Although the Bill and Melinda Gates Grant will have supported the Coalition's Secretariat for the first three years, a different mechanism of funding will be forthcoming from mid-2009 onwards that includes more donors/funders of the Coalition Secretariats operating costs. These will be recorded to show the level of support for the continuity of the Secretariat.

3C.5 Increase in total number of Coalition members

Another indicator that shows commitment to the idea of the RH Supplies Coalition is the increasing number of individual organisations that have joined as members. This indicator will be collected by the Secretariat as a measure of the interest in the Coalition.

Part III: Key Indicators

This table lists the indicators for each Goal under the Strategic Areas derived from the Strategic Plans focus areas and objectives. Indicators may be at country or global level under each of these areas and therefore have been re-numbered/labelled. Where an indicator is wholly qualitative in nature there may not be baseline statistics

Type	Indicator	2007	Units	Responsible Partner	Method of collection/ verification
Goal	1. Increase availability, predictability, and sustainability of financing for RH Supplies				
Objective	1A Mobilize additional new resources				
Indicator	1A.1 Number of focus countries with a national budget line for RH supplies	5	Number	Project RMA (assistance from UNFPA); DELIVER country annual reports	Government reports; MOH or MOF verification of budget line item for RH supplies.
Indicator	1A.2 Percentage increase in donor funding for contraceptives in focus countries	Accord- ing to country	Number and %	RHI for data – Secretariat for compilation	Validated procured and paid for reproductive health supplies from Government records. If country is on RHI then shipped data can be used.
Indicator	1A.3 Percentage increase in donor funding for contraceptives worldwide	0	Number and %	RHI for data – Secretariat for compilation	Data mining RHI database
Indicator	1A.4 Increase in number of donors making first-time contributions for RH supplies	0	Number	UNFPA, Countdown 2015	Reports to UNFPA; Country level reports; Donor reports
Indicator	1A.5 Increase in level of funding allocated to RH supplies by GFATM	N/A	Number and %	GFATM	Data mining GFATM database (Available on website) or published procurement reports from partnership schemes
Objective	1B. Access existing resources				
Indicator	1B.1 Proportion of focus country budget line(s) for RH supplies actually spent	Accord- ing to country	%	Project RMA (assistance from UNFPA); DELIVER country annual reports	Government reports; MOH or MOF verification of budget line item for RH supplies.
Indicator	1B.2 Examples of new domestic financing mechanisms for supplies proposed or introduced in focus countries.	Accord- ing to country	Narrative	PSP-One, HPI Projects	In country studies of available alternative financing [health insurance schemes, taxes, elimination of duties on RH supply donations to public sector, etc.]
Indicator	1B.3 Number of country proposals per year to the GFATM that make explicit provision for the purchase of RH supplies	0	Number	GFATM	Data mining GFATM database (Available on website) or published procurement reports from partnership schemes
Indicator	1B.4 Amount of funding provided through mechanisms that make RH supply resources less volatile (e.g., pledge	0	Number	UNFPA for the AccessRH mechanism; UNF for the Pledge Guarantee for	Evidence that a focus country has accessed supplies utilising the appropriate funds

Type	Indicator	2007	Units	Responsible Partner	Method of collection/ verification
	guarantees)			Health mechanism; Other mechanisms by Coalition partners	
Objective	1C. Mobilize Total Market Resources				
Indicator	1C.1 Examples of new initiatives undertaken in focus countries to expand the total market for RH supplies	Accord- ing to country	Number	Abt Associates, JSI, MSI, Futures Group and others involved in Total Market Initiative	Market segmentation studies; PPP's; Reports from partners
Indicator	1C.2 Increase in the non-public sector share of the market for condoms, pills and injectables in focus countries	Accord- ing to country	% share and increase	DHS surveys; Social Marketing results (MSI, DKT, PSI and others)	Market surveys undertaken by PSP-One partners, social marketing partners on sales and others
Goal	2. Strengthen capacity of health systems to deliver RH supplies in a sustainable manner				
Objective	2A. Strengthen existing systems				
Indicator	2A.1 Number of focus countries with functioning RH commodity committees or similar mechanisms for managing RH supply chains	8	Number	DELIVER, UNFPA	Programme reports on existence and performance of commodity security committees or taskforces
Indicator	2A.2 Number of focus countries that include RH commodities on the national essential drug list	4	Number	DELIVER, Secretariat	Direct consultation of EDL – these are usually on-line
Indicator	2A.3 Examples of formal, coordinated actions by focus countries to improve RH supply chain performance (e.g. SPARHCS, national needs assessments, logistics systems strategies)	TBD	Number	DELIVER; UNFPA; Crown Agents	Programme reports from key partners assisting governments with supply chain performance. Country assessments
Indicator	2A.4 Number of RH products from specific producers/factories, pre-qualified under WHO/UNFPA Programme	1	Number	WHO/ UNFPA	WHO website and UNFPA website showing prequalified products by location
Indicator	2A.5 Number of all countries (and focus countries), per year, with active registered users of the RH Interchange	1	Number	RHI	RHI records of logon by country to the shipments section of the RHI database.
Indicator	2A.6 Decline in stock out rates at public-sector service delivery points in focus countries	Accord- ing to country	Number and % reduction	DELIVER; UNFPA	Quarterly data from country offices showing stock levels at Service Delivery Points.
Indicator	2A.7 Descriptions of private sector supply chains for RH supplies in the private sector and use in the public sector	Accord- ing to country	Narrative /Descripti on	DELIVER, PSI, MSI, DKT, IPPF	Collection of already published descriptions/reports of private sector involvement in the supply chains for RH delivery.

Type	Indicator	2007	Units	Responsible Partner	Method of collection/ verification
Objective	2B. To avert RH supply disruptions at national level - help when systems break down				
Indicator	2B.1 Description of stockouts averted or resolved through the intervention of the Countries at Risk (CAR) Group	N/A	Narrative	CAR Group and Secretariat	Minutes of the meetings/ Decisions taken and carried through.
Objective	2C. Systems for emergency situations				
Indicator	2C.1 Number of Emergency RH kits sent to different countries by humanitarian agencies per year	5000 to 45 countries	Number	UNFPA	UNFPA database at Copenhagen procurement Division. Records at other humanitarian agencies
Indicator	2C.2 Examples of Coalition-inspired initiatives to integrate RH supplies into humanitarian relief efforts	N/A	Narrative	UNFPA, MSI	Findings from studies undertaken; reports of humanitarian efforts in RH supplies delivery
Goal	3. Assure the added value of the RHSC as a productive and sustainable global partnership through efficiency, advocacy, and innovation				
Objective	3A. Foster greater harmonization among stakeholders at global and country level				
Indicator	3A.1 Examples of coordinated action by any two or more Coalition members, <i>in the same focus country</i> , with the explicit aim of strengthening RH commodity security	N/A	Number and narrative	RHSC Working Groups; Secretariat	Narratives of instances from working groups, partners and country led teams.
Indicator	3A.2 Examples of coordinated action by two or more Coalition institutions with the explicit aim of strengthening RH commodity security <i>beyond the boundaries of a single country</i> .	N/A	Number and narrative	RHSC Working Groups; Secretariat	Narratives of instances from working groups.
Indicator	3A.3 Examples of new Coalition tools and/or publications aimed at comparing or harmonizing comparable activities being implemented by two or more Coalition members.	N/A	Narrative	RHSC working groups; Secretariat	Descriptions of tools developed by members of the working groups – or by consultants acting under Coalition initiatives
Objective	3B. Promote New Knowledge				
Indicator	3B.1 Examples of all new tools, publications, research initiatives produced each year, either by the Coalition or by its members in response to Coalition-	0	Number and narrative	RHSC Secretariat	Routine collection of reports and initiatives from partners and within the Coalition

Type	Indicator	2007	Units	Responsible Partner	Method of collection/ verification
	inspired initiatives.				
Indicator	3B.2 Annual increase in visits to the Coalition's website	0	Number per month	RHSC Secretariat	Web-site hit figures produced by Active Elements (web-site host)
Objective	3C. Establish Support Systems				
Indicator	3C.1 Completion of M&E reports in 2009 and 2015, measuring core Coalition performance indicators against baseline values	None	Report Completed	RHSC Secretariat	Analysis and evaluation of results of indicator changes
Indicator	3C.2 Number of institutions that contribute financially, each year, to the implementation of Coalition-sponsored or -inspired activities (excluding core support to Secretariat operations)	1	Number and names of contributors	RHSC Secretariat and all partners contributing	Consultation with Working Groups and Coalition members
Indicator	3C.3 Total financial contribution of all institutions, per year, to the implementation of Coalition-sponsored or -inspired activities (excluding core support to Secretariat operations)	1	Value of contribution	RHSC Secretariat and all partners contributing	Consultation with Working Groups and Coalition members
Indicator	3C.4 Total financial contribution of all institutions, per year, to sustaining Secretariat's core operating costs	\$1.3 m	Amount in US\$	PATH as the current grantholder	From financial accounts of payments received
Indicator	3C.5 Total number of Coalition members and increase	14	Number	Secretariat	Membership records and active participation in Coalition activities through being members of the at least one working group

TBD = To be determined
N/A = Not Applicable

Part IV: Implementation of the Monitoring and Evaluation Framework

Implementation

Phase One: A list of all possible indicators will be drawn up from the work of the Strategic Plan as a first cut of the types of indicators that are required and/or desired. This list will be further refined and transformed into a workable, operationalized list of indicators that partners and the Coalition can collect. This list will be subject to verification by the Executive at different points in time prior to producing reports based on these indicators.

Phase Two: Completion of the base line data will be accomplished with the assistance of the various partners identified for each of the indicators. In some cases this will entail content analysis of previously published reports and studies – in others the agreement of partners as to the correct baseline data points.

Phase Three: Collection of the indicators will commence as soon as is possible – particularly those with a continuous need for annual collection so as to have some meaningful measurements by July 2009 – being the end of the first three-year phase of an independent Secretariat.

Phase Four: A comprehensive report showing the progress of the indicators will be written up in July 2009 to coincide with the end of the first round of funding.

References

Private Sector Partnerships-One Project. 2005. *Performance Monitoring Indicators for the Private Sector Program (PSP), with Explanatory Notes*. Bethesda, MD: Abt Associates Inc.

Reproductive Health Supplies Coalition. 2006. *RHSC Strategic Plan 2007-2015*. Brussels, Belgium: RHSC

USAID | DELIVER Project 2007. *Draft M&E Indicator Table for DELIVER*. Arlington, VA: JSI

Appendix: Linkages with the Strategic Plan

The Coalition’s Strategic Plan, first published in 2007, included illustrative indicators for each of the Plan’s approximately 60 Focus Areas and Objectives. These indicators were meant to suggest the kinds of information that could be used to gauge Coalition’s performance, and measure the achievement of individual goals and objectives. Most indicators in the Plan were assigned a four-digit code, which corresponded to a similarly-coded and corresponding objective.

This M&E Framework is the result of a year-long effort to operationalize the Coalition’s Strategic Plan and to make it more intuitive and to assist members in structuring their work, formulating workplans, and shaping key decisions. One outcome of this operationalization has been the formulation of the matrix in Figure 1. Another has been the systematic review of the Strategic Plan’s original 60 illustrative indicators. After careful review and consultation with Coalition partners, the decision was taken to retain those indicators that could be easily operationalized, reject those that could not, modify others, and in some cases, add entirely new ones. The results of this exercise are the 30 indicators described thus far.

For illustrative purposes and to ensure continuity between the two documents, the following table has been included as an appendix to link the current list of indicators with those contained in the Coalition’s Strategic Plan:

Current Indicator	Illustrative Indicator under Original Strategic Plan	Changes to Indicators
1. Increase availability, predictability, and sustainability of financing for RH Supplies		
1A.1 Number of focus countries with a national budget line for RH supplies	1.1.1.b Number of focus countries with multi-year country budget line item for RH supplies.	Change in wording
1A.2 Percentage increase in donor funding for contraceptives in focus countries	1.1.5.a Among focus countries, percentage increase in donor funding for contraceptives between baseline and 2009/2015, as reported in RHI	Change in wording
1A.3 Percentage increase in donor funding for contraceptives worldwide	1.2.1.b. Increase in level of funding for RH supplies by global funding sources and/or mechanisms 1.2.3.a Percentage increase in donor funding for contraceptives worldwide between baseline and 2009/2015, as reported in RHI	Operationalized so that default is the data from RHI as there was no mechanism for collecting data systematically for 1.2.1.b
1A.4 Increase in number of donors making first-time contributions for RH supplies	1.2.1.a. Increase in number global funding sources that allow for consideration/inclusion of RH supplies and systems	Indicator now addresses new donors to RH supplies
1A.5 Increase in level of funding allocated to RH supplies by GFATM	1.1.4. a Total number of country proposals (not limited to focus countries) to the GFATM that include RH supplies 1.2.2.a Content and magnitude of relationships established with Global Fund and other relevant global health partnerships. (Descriptive indicator)	Re-wording of 1.1.4.a and this is how to measure “magnitude of relationship” in 1.2.2.a
1B.1 Proportion of focus	1.1.1.c	Re-wording and 1.1.1.d is

Current Indicator	Illustrative Indicator under Original Strategic Plan	Changes to Indicators
country budget line(s) for RH supplies actually spent	Amount and % of RH supply budget line funding expended on RH supplies 1.1.1.d % of total RH supply needs covered by country government budgets	subsumed and can only be calculated dependant on total needs quantifications
1B.2 Examples of new domestic financing mechanisms for supplies proposed or introduced in focus countries.	1.1.3.a Description of alternative domestic financing mechanisms introduced in focus countries since 2007 1.1.3.b Number of focus LMI countries where use of alternative financing mechanisms is initiated before and sustained beyond 2009 1.1.3.c Among focus LMI countries, number of alternative domestic financing mechanisms being employed 1.1.2.b Number of LMI countries where identified barriers are removed and/or policy changes implemented	Reduction of four indicators that were attempting to quantify domestic financing or alternative financing mechanisms whereas in reality these cannot really be quantified. Changed into a generic qualitative indicator that can be served by a narrative
1B.3 Number of country proposals per year to the GFATM that make explicit provision for the purchase of RH supplies	1.2.2.b Guidance (in partnership grant proposal instructions) to inclusion of RH supplies and systems expanded 1.2.2.c Increase in level of funding allocated to RH supplies by GFATM between baseline and 2009/2015	Operationalised indicator that shows if there has been guidance on inclusion of RH supplies if they appear in the eventual procurement data.
1B.4 Amount of funding provided through mechanisms that make RH supply resources less volatile (e.g., pledge guarantees)	1.2.1.c Amount of funding provided through mechanisms that make RH supply resources less volatile (e.g., pledge guarantees) 1.2.1.d Number of countries/entities using new financing mechanisms	Change in wording and merging of two similar indicators
1C.1 Examples of new initiatives undertaken in focus countries to expand the total market for RH supplies	1.1.2.c Description of new private sector initiatives introduced or scaled-up in focus countries since 2007 1.1.2.a Number of LMI countries where initiatives are undertaken to identify barriers to private sector provision of RH supplies and/or to change policies in favour of such provision	Indicators merged to form one descriptive, qualitative indicator
1C.2 Increase in the non-public sector share of the market for condoms, pills and injectables in focus countries	1.1.2.d Among focus countries, % increase in the private sector share of the market for pills and injectables 1.1.2.e Among sample of LMI countries, % of users served by private sector	Slight re-wording of 1.1.2.d and subsuming 1.1.2.e as this indicator not very valid as a measure of private sector
None	1.1.1.a Number of LMI countries where the importance of RH supplies is reflected by references to it in country planning and /or policy documents (e.g., PRSPs, CSPs)	Dropped as too hard to operationalize
None	1.1.4. b Number of focus LMI countries where RH supplies are included in implementation of health partnership programs, e.g., in distribution systems	Very difficult to measure - dropped
None	1.2.3.b Percentage increase in donor contributions to UNFPA between baseline and 2009/2015	The supplies Coalition is interested in funding for supplies – not in the whole of UNFPA – dropped.

Current Indicator	Illustrative Indicator under Original Strategic Plan	Changes to Indicators
2. Strengthen capacity of health systems to deliver RH supplies in a sustainable manner		
2A.1 Number of focus countries with functioning RH commodity committees or similar mechanisms for managing RH supply chains	2.1.1c Number of focus countries with functioning RH commodity committees or similar mechanisms for managing RH supply chains	None – this indicator remains the same
2A.2 Number of focus countries that include RH commodities on the national essential drug list	2.1.3.c Number of focus countries with all RH commodities on the country's essential drug list	Change in wording – there is probably only one country in the world with all RH items on essential drug list
2A.3 Examples of formal, coordinated actions by focus countries to improve RH supply chain performance (e.g. SPARHCS, national needs assessments, logistics systems strategies)	2.1.1a Number of focus countries that have led and developed a coordinated action agenda to improve RH supply chain performance 2.1.1b Number of focus countries that have taken action(s) per agenda in indicator above	Integration of two indicators into one descriptive indicator as all countries have undertaken some sort of assessment
2A.4 Number of RH products from specific producers/factories, pre-qualified under WHO/UNFPA Programme	2.1.3.a Number of producers/factories, pre-qualified under WHO/UNFPA Programme	Slight change of wording – otherwise the same
2A.5 Number of focus countries, per year, with active registered users of the RH Interchange	2.2.1 a Description of the data available and used on RH supplies at global level (e.g., from RH Interchange, NIDI, UNFPA)	Illustrative indicator turned into a more definite quantitative indicator that shows the use of RHI.
2A.6 Decline in stock out rates at public-sector service delivery points in focus countries	2.1.2 a Number of focus countries with evidence of changes/improvements in supply chain performance. (Descriptive indicator)	Illustrative indicator turned into a more definite quantitative indicator that shows the effects of better supply chain management through stock-outs
2A.7 Descriptions of private sector supply chains for RH supplies in the private sector and use in the public sector	2.1.4 a Evidence of changes/improvements in private sector and other RH supply chains. (Descriptive indicator)	Extremely difficult to try and measure change in private sector supply chains so this was operationalized by merely recording descriptions of where private sector supply chains were operating – especially if being used in the public sector
2B.1 Description of stockouts averted or	2.3.1.a Number of disruptions solved relative to the number of	Indicator turned into a more qualitative indicator because of

Current Indicator	Illustrative Indicator under Original Strategic Plan	Changes to Indicators
resolved through the intervention of the Countries at Risk (CAR) Group	disruptions reported to the CAR Group	the problems of attribution to the CAR group. Also it may still take several months to solve problems and report back is not guaranteed.
2C.1 Number of Emergency RH kits sent to different countries by humanitarian agencies per year	2.4.1.a Number of LMI countries in crisis receiving RH supplies	Difficulty of defining what a “country in crisis” is – also there may be different types of crisis in the same country so therefore resolved just to count the number of countries receiving emergency RH kits
2C.2 Examples of Coalition-inspired initiatives to integrate RH supplies into humanitarian relief efforts	2.4.1.b Number of emergency relief agencies that provide RH supplies	Most humanitarian agencies have provided RH supplies at some point – so indicator transformed into one more about systems and more qualitative.

Current Indicator	Illustrative Indicator under Original Strategic Plan	Changes to Indicators
3. Assure the added value of the RHSC as a productive and sustainable global partnership through efficiency, advocacy, and innovation		
3A.1 Examples of coordinated action by any two or more Coalition members, <i>in the same focus country</i> , with the explicit aim of strengthening RH commodity security	3.2.1. a Instances (described and enumerated) of completed or ongoing collaboration or joint actions at country level 3.2.1 b. Examples (described and enumerated) of reduced duplication	Indicators merged to form one stronger indicator to represent coordinated action at country level
3A.2 Examples of coordinated action by two or more Coalition institutions with the explicit aim of strengthening RH commodity security <i>beyond the boundaries of a single country</i> .	3.1.1.b Instances in which joint actions and initiatives at applied at global/regional level 3.1.1.c Documentation of results of joint actions. (Descriptive indicator.)	Indicators merged to form one stronger indicator to represent coordinated action at global and or regional level
3A.3 Examples of new Coalition tools and/or publications aimed at comparing or harmonizing comparable activities being implemented by two or more Coalition members.	3.1.1.a. Number /description of harmonized tools and approaches	Wording extended to make it more implicit – and to record in particular harmonised activities being undertaken.
3B.1 Examples of all new tools, publications,	3.4.1a Key actionable findings and experiences identified and	Wording extended to make it more implicit – and to record

Current Indicator	Illustrative Indicator under Original Strategic Plan	Changes to Indicators
research initiatives produced each year, either by the Coalition or by its members in response to Coalition-inspired initiatives.	summarized. 3.4.1.b Different audiences (enumerated and described) targeted with information and/or new knowledge 3.4.1.c Instances where new knowledge/tools have been adapted and/or applied	in particular new tools that have been developed and used
3B.2 Annual increase in visits to the Coalition's website	3.3.1.a. Website with all relevant linkages established. 3.3.1.b Number of web site visits/hits and downloads	Integration of indicators to just look at website hits
3C.1 Completion of M&E reports in 2009 and 2015, measuring core Coalition performance indicators against baseline values	3.5.1.a Monitoring plan reviewed by all key parties and approved 3.5.2.a. Mid-term review conducted and recommendations reviewed	Indicator re-written to encompass all results
3C.2 Number of institutions that contribute financially, each year, to the implementation of Coalition-sponsored or -inspired activities (excluding core support to Secretariat operations)	3.1.2a Number of contacts and instances of collaboration with donors and financing institutions	Indicator re-written to reflect the amount of support for Coalition inspired or led activities as opposed to trying to count the number of collaborations.
3C.4 Total financial contribution of all institutions, per year, to sustaining Secretariat's core operating costs	3.5.3.a Financing and resource mobilization plan for the Coalition and Secretariat developed, reviewed by all key parties, and approved	From 2009 onwards it is expected that donors other than Gates will be financing the Coalition and Secretariat – and so a change in the indicator to reflect this was required
3C.5 Total number of Coalition members and increase	3.3.1.c Frequency and description of visits and representation at meetings	Illustrative indicator difficult to measure – more reliable and valid to measure the number of members
None	3.3.1.d Evidence (enumerated and described) and that Coalition-generated information is being used.	Not operationalizeable – indicator discarded
None	3.3.2 a. References to RH supplies or to opportunities used to inform and promote need for RH supply security at international fora.	Ambiguous indicator and very difficult to collect – indicator discarded
None	3.3.2 b References to RH supplies and supply security in publications, communication materials of Coalition members and partners.	A content analysis of publications could be undertaken but to what ends? This indicator regarded as not a good measure of Coalition knowledge – indicator discarded