How-To Guide for Country Program Officers

Financing Flow Mapping (FFM) Suite

Reproductive Health Supplies Coalition

RESULTS FOR DEVELOPMENT

About this guide

The FFM Suite is a supplemental resource to RHSC's Comprehensive Financing Tool (CFT). It equips country-level decision-makers with a tangible, actionable next step linked to the strategic options explored within the CFT, particularly options related to improving efficiency by conducting a public financial management (PFM) bottleneck analysis and/or a commodity financing flow mapping (FFM) analysis. While the FFM certainly stands as a valuable resource on its own, the CFT helps to explore additional strategic options for both domestic and global financing that may be valuable for country-level decision-makers.

The FFM Suite has four elements. This Guide is Element 1 — read it first for orientation.

The other three elements are Excel workbooks you will actually work in: Element 2, the Financing Flow Mapping Analysis; Element 3, the Financing Flow Bottleneck Analysis; and Element 4, the Financing Flow Tracking Methodology (optional).

Each workbook has its own Instructions/Overview tab that provides workbook-specific detail. This guide does not repeat everything found there — think of this document as the map, and the workbooks as where the work actually happens.

Who This Guide Is For

Finance (MoF) in a low- or middle-income country (LMIC), who want a clear and holistic picture of public sector financing sources for reproductive, maternal, newborn and child health (RMNCH) commodities and how the funding actually moves through the system. While the FFM Suite is geared towards RMNCH commodities, it is important to note that it can be used across any commodity groups and/or specific commodities.

If this is your challenge...	...this is what the suite gives you
You do not have a full picture of all the financing sources for RMNCH commodities or how financing moves from origin/source to actual purchase of commodities	A tool to map how money from each financing source moves through five stages: Planning, Budgeting & Allocation, Budget Approval, Disbursement, and Execution.
Financing of RMNCH commodities is identified as an issue, but it is unclear whether the cause is the amount of financing, timing of disbursement, utilization of funds, or something else.	A bottleneck analysis built from key informant interviews (KIIs) with the ability to rank the severity of bottlenecks (red, yellow), plus a shortlist of strategic actions that can be used as entry points to help strengthen and address common bottlenecks.
You want to know the relevant importance of different financing sources in funding RMNCH commodity procurement.	A quantified table and visualization charts of committed, disbursed, and executed values by financing source ***Note:*** *This can be a resource-intensive analysis and dependent on country context, demand and data availability*

The FFM Suite At-a-Glance

Element	Frequency	Scope and Objectives	Key Questions it Helps to Answer
1. This Guide	N/A	This element is an accompanying document to the three elements that make up the FFM Suite (as described below).	• How do all the different FFM Suite elements fit together? • Where and how do I start?
2. Financing Flow Mapping Analysis	Annual	The Financing Flow Mapping Analysis provides a practical framework for country level officers and decision-makers to track how money for essential reproductive and neonatal health commodities moves through the health system (from planning to budget approval and disbursement to purchasing commodities for facility level availability).	• What are the different financing streams for RMNCH commodities? • How does funding flow across these financing streams?
3. Financing Flow Bottleneck Analysis	Annual	The Financing Flow Bottleneck Analysis uses a qualitative approach to pinpoint where bottlenecks occur across commodity financing flows and across individual financing streams by leveraging key informant interviews and analysis of readily available quantitative data sources.	• What financing flow bottlenecks appear across each of the commodity financing streams identified? • What actions can be initiated by country-level users to address the financing flow bottlenecks identified?
4. Financing Flow Tracking Methodology	Annual, optional	The Financing Flow Tracking Methodology is the optional element of the FFM Suite. It takes a quantitative approach to understand how much each financing stream is contributing to financing of RH and neonatal health supplies within a given period. This tool is optional for those country level users who have an interest and data resources/availability to conduct the analysis. Given the	• How much does each financing stream contribute to RMNCH commodity financing within a given period?

		magnitude of data to collect and analyze, this element should be undertaken if there is buy-in and interest, resource availability and value-add advocacy messages that can be used to help increase financing for reproductive and neonatal health supplies.	

Before You Start

Who to involve

Across the three elements, you'll likely need input from:

- ☐ MoH Planning/Budget Department
- ☐ MoF/Treasury
- ☐ National Procurement Agency/Subnational Procurement Agencies
- ☐ Donor and implementing partners
- ☐ National Social Health Insurance Authority
- ☐ Sub-national and health facility finance staff, where relevant

Roughly how much time to plan for

Element	Typical time investment
Element 2 - Financing Flow Mapping Analysis	A few days of desk review and short conversations with each financing source.
Element 3 - Financing Flow Bottleneck Analysis	1–2 weeks, mostly KII scheduling, interviewing, and synthesis.
Element 4 - Financing Flow Tracking Methodology (if pursued)	Roughly 2–3 weeks, assuming two people working part-time — see Element 3 for specific gating guidance and resource requirements

What to have on hand before you begin

- ☐ Last year's approved budget documents
- ☐ Any existing national commodity quantification report
- ☐ A contact list for each active financing source

Element 2 — Financing Flow Mapping Analysis

Purpose: Build a qualitative map of how money for RMNCH commodities moves through each financing source, stage by stage — from planning through to purchasing commodities.

The five stages you're mapping

Stage	What it captures
1. Planning	Estimating commodity volumes that need to be purchased
2. Budgeting and Allocation	Translating quantified needs into a formal budget line and allocating funds based on priorities and available resources
3. Budget Approval	Formal review and authorization of the proposed budget by relevant decision-makers (i.e. MoF, Parliament, donor governance entities, etc.)
4. Disbursement	Release of approved funds from source to the responsible implementing entity (i.e. procurement agency)
5. Execution	Use of disbursed funds to purchase commodities.

Steps

1. **Map financing sources for RMNCH commodities:** Start with the seven generic types of financing sources listed in the *Financing Flow Template* tab that represent common sources (i.e. donor funding, in-kind donation, centralized budget, sub-national budget, health facility budget, social health insurance agency, out-of-pocket) — add or remove rows to match what's actually active in your country.
2. **Data collection:** For each source, check the *Guidelines* tab for suggested stakeholders to talk to, data sources to review, and overarching questions to ask. Before conducting primary research, confirm there has not been a recent assessment or study in your country that maps out the commodity financing sources.
3. **Synthesize data:** For each of the five stages, describe — in a sentence or two — how money moves for that source. Document this in the *Financing Flow Template* tab. You are tracing the pathway at this stage, not yet measuring amounts. Reference the *Example* tab as a model for the type and level of detail expected.
4. **Flag gaps:** Where you can't answer a stage confidently, flag it rather than guessing. Those gaps are valuable input into Element 3.

Output: A completed flow map showing how each financing source moves through all five stages — your baseline picture for the rest of the suite.

Element 3 — Financing Flow Bottleneck Analysis

Purpose: Pinpoint where financing flows break down, using key informant interviews and a structured synthesis.

Steps

1. **Data collection plan:** Review the KII synthesis guide to understand the types of questions you'll want answers to after completing the KIIs. After reviewing the synthesis questions, plan your interviews - identify one or more respondents per financing source. Suggested stakeholders are listed alongside within the *KII Synthesis Guide* tab.
2. **Conduct key informant interviews (KIIs):** Ask questions during your KIIs that will help you to respond to the synthesis questions identified in the *KII Synthesis Guide tab.* The synthesis questions may be reframed to directly ask one or more of the suggested respondents provided for each financing source. Use the *KII Synthesis Guide* tab for free-form note-taking or document your responses within a separate sheet or document.
3. **Synthesize data:** Compile the bottlenecks that you have captured through the KII process and map them across the five stages of financing flow where relevant; document your analysis within the *Template – Bottleneck Analysis* tab. Refer to the *Example – Bottleneck Synthesis* tab for further guidance on the level of detail and framing of bottlenecks.
4. **Severity Ranking/Heat Mapping:** Color-code the bottlenecks identified by level of severity (i.e. red bottlenecks more severe than yellow bottlenecks). Colour-coding is at the discretion of the user and is dependent upon country context, policies and targets.
5. **Consider what's next:** Refer to the *Strategic Actions* tab for ideas/prompts of actions to initiate for common bottlenecks seen across financing flows. Discuss and prioritize relevant actions with your team/manager for further action planning and implementation.

Output: A severity-rated bottleneck analysis across all financing sources and stages, plus a shortlist of strategic actions to prioritize.

Element 4 — Financing Flow Tracking Methodology (Optional)

Purpose: Quantify and visualize how much each financing source contributes — in value terms — to RMNCH commodity financing.

> **Before you begin**
>
> This is the most resource-intensive element of the suite. Before you start, confirm the results will inform a specific decision, such as a policy discussion, performance monitoring, donor negotiation, etc. Do not skip the gating step below.

Steps

6. **Gating questions:** Answer the gating questions in Part A of the *Gating and Guidelines* tab and follow the interpretation guide. It will tell you whether to proceed, scope down to fewer financing sources, or hold off entirely.
7. **Guidelines review:** If proceeding, review Part B guidance for how to design commodity and geographical scope, estimated timing to complete this level of analysis (roughly 2–3 weeks), and defining the analysis period (i.e. taking a retrospective approach).
8. **Data collection guide:** Review Part C within the *Gating and Guidelines* tab for further guidance on the data collection plan – Part C lists the specific analytical questions to find answers to and where to look, for every financing source. It also identifies suggested stakeholders to engage should supplemental KIIs be required to answer the questions listed.
9. **Synthesize findings:** Enter quantitative data (i.e. value of funds planned/disbursed/executed) into the *Tracking Template* tab **orange** cells where possible. Totals and ratios noted in light **blue** cells (i.e. share of need disbursed, share of disbursed funds executed) are calculated automatically. Refer to the *Example – Tracking Template* tab for further guidance on how to populate the template.
10. **Visualize the results:** Visualize your findings using standard charts within the *Visualization Charts* tab. Refer to the *Example – Visualization Charts* for further guidance on how to populate the charts.

Output: A quantified breakdown of financing by source, with a visual you can bring into a budget or donor coordination meetings.

How the Three Elements Work Together

The three elements are designed to build on each other, and to repeat annually:

- The Mapping Analysis helps you to map where and how funds flow across the various financing flow stages
- The Bottleneck Analysis then helps you understand where funds get stuck and suggests strategic actions to help you better understand why funds get stuck or potential actions to mitigate the bottleneck.
- Lastly, the optional Tracking Analysis helps to visualize financing source trends and contributions to commodity financing year over year, proactively identifying where sources are increasing/decreasing and identifying how well financing sources are being used to purchase commodities.

Each year's findings — particularly from the Bottleneck Analysis (Element 3) — should inform what you look for more closely the next year. Over two or three annual cycles, this builds a track record that is far more persuasive in budget and donor conversations than a single one-off exercise.

Additional Resources

This guide also offers three additional resources to help users implement and FFM Suite of analysis and effectively articulate the 'so what' of the analysis with relevant stakeholders and leaders.

- **Resource #1: Annual Implementation Checklist**
  The checklist is meant to prepare the user for the annual FFM exercise, identifying the key actions that need to be taken before, during and after completing the FFM analyses. Please refer to Annex A for the checklist.
- **Resource #2: Findings Brief Template**
  The Findings Brief Template is meant to provide a high-level structure of how to compile and share findings across all elements of the FFM suite into a concise and compelling summary. The template can be adjusted and adapted to meet country level context/need or align to different audiences. Please refer to Annex B for the template.
- **Resource #3: Comprehensive Financing Tool (CFT)**
  The CFT is another resource that can be used to help identify additional domestic resource mobilization related strategic options for countries to explore to improve financing for RMNCH commodities. As noted earlier, the FFM Suite is one tool that supports the implementation of one of the identified options within the CFT related to improving efficiency by conducting a PFM or FFM analysis. The CFT can be accessed **here**.

Annexes

Annex A: Annual Implementation Checklist

#	Action	Done?
1	Confirm which financing sources are active in your country and who your FFM focal point is for this cycle.	☐
2	Gather last year's budget documents, any existing quantification report, and stakeholder contacts.	☐
3	Complete the Financing Flow Mapping Analysis (Element 2) for every active financing source.	☐
4	Plan and schedule KIIs across financing sources to complete the Financing Flow Bottleneck Analysis (Element 3).	☐
5	Conduct KIIs using the Part A open questions and Part B source-specific question bank (Element 3).	☐
6	Synthesize findings into the Bottleneck Synthesis Template and rank severity of bottlenecks identified (Element 3)	☐
7	Review and prioritize potential strategic actions to better understand why bottlenecks exist and/or initiate implementation of relevant actions to address bottlenecks (Element 3)	☐
8	Answer the Element 4 gating questions and follow the interpretation guide to decide go / scope-down / no-go.	☐
9	If proceeding with Element 4: collect data per the Part C data collection guide and populate the Tracking Template.	☐
10	Visualize findings using standard charts.	☐
11	Draft the Findings Brief (Annex B) summarizing top bottlenecks and recommended actions.	☐
12	Share findings with MoH/MoF leadership and relevant financing source stakeholders.	☐
13	Note this year's key findings as a starting point for next year's cycle.	☐

Annex B: Findings Brief Template

A short, one-page summary to share with leadership once Elements 2 and 3 (and, if completed, Element 4) are done.

Field	Enter here
Country	[Country name]
Reporting period	[Fiscal year covered]
Prepared by	[Name, title, institution]
Date produced	[DD Month YYYY]

Headline findings

[State the most important finding in one or two plain-language sentences.]

Top bottlenecks identified

Financing Source	Stage	What we found	Severity
[Source]	[Stage]	[Finding]	[High / Medium / Low]
[Source]	[Stage]	[Finding]	[High / Medium / Low]
[Source]	[Stage]	[Finding]	[High / Medium / Low]

Recommended actions

Action	Responsible	Timeline
[Action]	[Name/Role]	[Date]
[Action]	[Name/Role]	[Date]

Financing snapshot (if Element 4 was completed)

Total quantified need	Total disbursed	Total executed	% of need disbursed
[Value]	[Value]	[Value]	[%]

Next steps

[Note the next annual cycle date and any immediate follow-up actions.]