



Costed Implementation Plan Resource Kit



Costed Implementation Plans (CIPs) for Family Planning

10-Step Process for CIP Planning, Development, and Execution

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Disclaimer

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This guide is an update of the USAID-funded Health Policy Project's 2015 *Costed Implementation Plans for Family Planning: 10-Step Process for CIP Planning, Development, and Execution*.

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Overview

About this Tool

This tool is part of a series of resources in the [Costed Implementation Plan \(CIP\) Resource Kit](#). It is intended to outline and summarize a series of steps, activities, and tools involved in planning, developing, and executing a CIP. It includes links to CIP tools and resources for users to access throughout the steps. [Annex A](#) includes a compiled list of tools and resources for each of the three phases of the CIP process: planning, development, and execution.

Intended Users of this Tool

Throughout the three phases of planning, development, and execution, the CIP process is highly participatory, involving a range of stakeholders and technical experts. The primary users of this tool are individuals and teams described in the [Costed Implementation Plans \(CIPs\) for Family Planning: Team Roles and Responsibilities for CIP Development and Execution](#) document—this includes the CIP's Ministry of Health focal point, project manager, monitoring and evaluation officer, technical support team, and task force; the national family planning technical working group; CIP strategic advisory groups; and the FP2020 and Ouagadougou Partnership coordination unit.

How to Use this Tool

The process outlined in this tool is based on acknowledged strategy planning approaches and principles, and on collective experiences with planning, developing, and executing CIPs. As such, it is a living document and continues to be updated with new insights. This document should be used in concert with other tools in the [CIP Resource Kit](#). The 10 steps presented in this tool are intended to be sequential, however, some may occur in a different sequence than presented in this guide. For example, step 6—set up institutional arrangements for execution—could occur as early as during the CIP planning phase. In addition, some of the steps presented in this tool overlap between phases. For example, step 9—design and implement performance monitoring—starts during the development phase, when performance targets and indicators are defined, and continues into the execution phase, when performance data is regularly collected and reviewed to inform programming efforts.

Introduction

The CIP Phases

The CIP process involves three sequential phases with overlapping steps:

1. **Plan:** The planning phase lays the foundation for CIP development and execution. It typically involves high-level family planning program decision-makers. The outcomes of the planning phase include: (1) government and stakeholder buy-in, (2) securing of human and financial resources for CIP development and commitments to support execution processes; and (3) a clearly defined roadmap to guide the development process. A kick-off meeting with key stakeholders marks the completion of the planning phase and the onset of the development phase.
2. **Develop:** The CIP is developed in this phase, which lays the foundation for an immediate and smooth transition into execution. It typically involves a broad range of family planning stakeholders at various levels and across various sectors. The outcome of the development phase is a country-owned, government-approved CIP, which is officially launched and communicated to all relevant stakeholders. The kick-off meeting for CIP development marks the beginning of the development phase, while the formal launch of the CIP document marks the end of the development phase and onset of the execution phase.
3. **Execute:** CIP execution, conducted in this phase, refers to a deliberate set of processes and systems to operationalize the CIP for sustained action, ultimately leading to results. It typically involves a broad range of family planning stakeholders at various levels and across various sectors. The outcome of the execution phase is the desirable results that a country (or subnational entity) wants to attain for its family planning program, i.e., impact on family planning and associated health and socio-economic goals. The formal launch of the CIP document marks the onset of the execution phase. The CIP's performance period end-date marks the completion of the execution phase.

The 10-Step Process: A Synopsis

This document outlines the recommended steps, activities, and tools involved in a full CIP process across the planning, development, and execution phases. As mentioned earlier, the 10 steps are intended to occur sequentially, however, some steps may occur in a different sequence than presented in this guide and can overlap between phases. To sustain and grow momentum, it is advisable that there be no gap in undertaking the steps and activities between the three phases.

Overlapping steps in between phases can facilitate a continuous process. For example, a gap often exists between the development and execution phases. This gap can be closed by putting in place transition processes during the development phase and immediately after the formal launch of the CIP.

Movement across the three phases is a **facilitated** process on a continuum, often requiring stakeholders to work as a team and embrace change. For example, the many ongoing structures and activities, which existed prior to the development of the CIP, need to contribute to CIP results (to the extent possible), once the plan is launched. It is highly encouraged that the CIP Task Force, as the governance and decision-making body of the CIP development process, remains engaged during the transition from development to smoothly steer the plan into

execution. Further, it is important to note that human and financial resources will be required, and should be assigned, to carry out different activities to facilitate the process throughout the three phases.

The CIP process will unfold differently in each country/subnational level depending on the context. For example, in many countries, a timeline of 6–12 months for the development phase is reasonable; however, the pace of this process can be influenced by many factors. These include availability of stakeholders, including government representatives for the extensive consultation and validation processes, and ease of accessing essential information and data.

Cross-Cutting Elements

Stakeholder engagement, capacity development, and advocacy are essential elements that cut across all three phases.

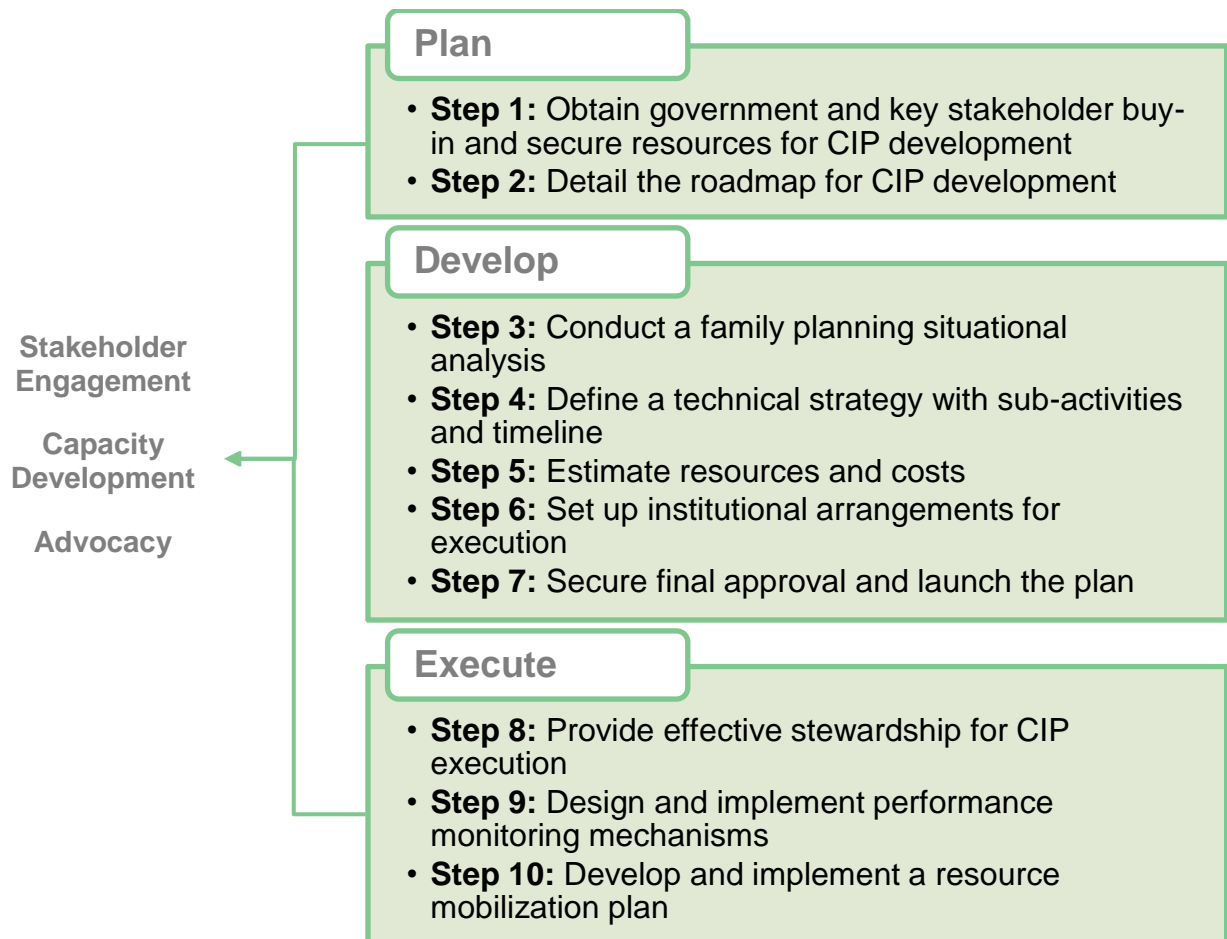
Stakeholder engagement aims to foster a government-led and country-owned plan. A country-owned plan is one in which all stakeholders share responsibility and accountability for the plan, especially when a variety of financial and technical resources are needed to achieve a country's goals. Ideally, during the CIP process, all stakeholders work collectively to reposition family planning at policy, program, and service-delivery levels and to coordinate and implement a unified family planning strategy. When coordinated, these key players can focus their momentum, resources, and energy on the same goal. This can improve program performance, maximize the efficient use of limited resources, and facilitate the sharing of information to troubleshoot potential problems.

The **capacity** to lead and manage the plan's execution process and monitor performance, among other areas, are fundamental for success. Gaps in capacity and resources should be assessed during the development phase, and efforts to build this capacity should be made part of the CIP execution process.

Advocacy, sustained over time, is a cornerstone to effecting change. Advocacy is needed to garner stakeholder commitment and a common vision; to mobilize resources for execution; and to keep stakeholders focused on results, among other needs.

Figure 1 provides a summary of the 10-step process. [Annex A](#) provides a detailed table of phase descriptions, the 10 steps and related activities, outputs, and applicable tools and resources.

Figure 1: 10-Step Costed Implementation Process



Phase I: Plan

The CIP is a government-led, country-owned plan for which key stakeholders share responsibility and accountability. Therefore, a decision to engage in the CIP process implies collective buy-in and a commitment to engage in a change process to reach the desired goals. In some instances, it represents an opportunity for a complete paradigm shift in the way stakeholders work together to address family planning needs. As such, government and stakeholder buy-in/commitment is cultivated and secured in the planning phase. Also in this phase, initial identification and engagement of key stakeholders begins; the approach, tools, and techniques to be used are developed (i.e., the how, by whom, and when); and resources for the development of the CIP are secured.

Step 1: Obtain Government and Key Stakeholder Buy-In and Secure Resources for CIP Development

Activity 1A: Arrive at decision to engage in the CIP process. The government determines that engaging in the CIP process would help define a more focused, detailed direction for the country's national family planning program. The government (usually the Ministry of Health [MOH] and sometimes with the Ministry/Division of Planning) takes ownership of the CIP and initiates the development process. One or more individuals in the government may act as CIP champions to spearhead the buy-in process. In some cases, prior to the final decision to move ahead with the CIP, development/implementing partners or other sources of technical assistance may work with the government to [brief the ministry](#) about the benefits and rationale for a CIP, including essential factors that facilitate execution success. The process for securing buy-in also involves (1) assigning several key country-level individuals to be part of the CIP development team, including an individual to act as the MOH focal point to lead the process (usually the director of the family planning unit at the MOH), a project manager to support overall coordination, communication, and logistical support (usually an MOH employee or consultant managing and coordinating the entire effort), and a monitoring and evaluation officer to facilitate access to and use of data to inform decision making; (2) engaging senior leadership at the ministry, and (3) designating resources (human and financial) to support the CIP process, including through execution, with financial resources sourced from the government and/or development partners.

Activity 1B: Establish a CIP Task Force.¹ The MOH forms a CIP Task Force representing a group of key stakeholders to provide oversight, guidance, resources, and expertise during the CIP development process. The group, usually consisting of 5 to 10 members, represents the governance and decision-making body for the entire CIP process. The CIP Task Force is chaired by the MOH focal point (leading the process) and includes the project manager and other key stakeholders. Task force members are usually selected by the MOH from an existing family planning technical working group (TWG) and may include individuals from the MOH, other relevant ministries, development and implementing partners, civil society, private sector stakeholders, and other influential family planning experts or champions in the country. Consistent engagement between the CIP Task Force and the larger family planning TWG is critical to ensure that the TWG—which is responsible for CIP execution—understands, informs, and aligns itself to the CIP priorities. Once the CIP Task Force is formed, it takes charge of the

¹ While the name “CIP Task Force” varies from country to country, the groups’ functions remain the same.

next activity to secure adequate financial and human resources and to establish a CIP Technical Support Team.

Activity 1C: Secure financial and human resources for CIP development. The CIP Task Force, led by the government, ensures adequate financial and human resources are available for the CIP's development from multiple sources, including the government and development and implementing partners. *Financial resources* should cover all costs associated with CIP development, and these will vary depending on context and needs. Typical expenses include those associated with hiring of technical experts (consultants), convening meetings, transportation, procuring stationary supplies, and printing materials. In addition, skilled and available *human resources* need to be designated for the CIP process. For example, at least 25 and 50 percent of the MOH focal point's and project manager's time, respectively, should be dedicated to the CIP throughout the plan's development period.

Given that the development of the CIP is labor-, time-, and resource-intensive over a period of 6–12 months, and requires a combination of essential skills and expertise, the CIP Task Force should consider hiring dedicated technical experts. Typically involving a team of 2–3 people (due to varied skill requirements), technical experts support the MOH focal point to develop the plan following refined CIP development approaches and principles.

During this stage, it is also important to start planning for execution to facilitate continuity and ensure that transition into execution is managed in a systematic manner. Human resources should be planned and assigned to execution tasks, and financial resources should be secured to cover costs associated with CIP dissemination/communication, resource mobilization, and performance monitoring.

Activity 1D: Make a formal request for CIP support. The CIP Task Force determines if there is a gap in financial and human resources and makes a formal request for support to relevant development and implementing partners. Most countries that currently have CIPs, have received external funding and technical assistance.

Step 2: Detail the Roadmap for CIP Development

Activity 2A: Form a CIP Technical Support Team (TST). The CIP TST is a group of 3–5 individuals who perform the day-to-day technical tasks involved in the CIP development process, from conducting a situation analysis to formulating the technical strategy to costing the implementation plan. Led by the MOH focal point, and guided by the CIP Task Force, core TST members spend at least half of their time working on the CIP during the active development period. The TST should have clear assigned roles, responsibilities, and reporting lines. A detailed description of the role and composition of the TST is found in the [Team Roles and Responsibilities for CIP Development and Execution](#) document. Because development of the CIP involves numerous individuals who need to work together as a team in short timeframes, it is advisable that the TST co-locate, preferably within government offices, to gain easy and regular access to government staff and resources.

Activity 2B: Develop the process roadmap. The TST develops a detailed description of the CIP development process, referred to as the CIP roadmap, which includes the scope, activities, process, approaches and tools, calendar, and available resources. Activities related to the management, coordination, and communication of the CIP process should also be reflected in the roadmap; for example, the need for and scheduling of status meetings with the CIP Task Force and briefing meetings with MOH leadership should be included. An [illustrative CIP process roadmap](#) is available online to customize to the country context. The roadmap should

reflect a government-led, country-owned, and inclusive process. The TST seeks input and approval of the roadmap from the CIP Task Force before proceeding. The CIP Task Force reviews and concurs with the roadmap, and confirms the availability of financial resources to implement the roadmap. The TST also seeks concurrence from the CIP Task Force on the scope of the CIP. Questions such as whether the CIP reflects national and subnational implementation plans, or whether the CIP will be positioned as a multisectoral plan, need to be clarified in the beginning. After the CIP Task Force has established the details of what needs to be done and how, by whom, and using which resources, it is now time to engage a broader group of stakeholders of the family planning program and kick-off the development process.

Activity 2C: Identify key family planning stakeholders. The CIP is a highly participatory process involving different key stakeholders. The project manager uses the [Stakeholder Engagement for Family Planning Costed Implementation Plans](#) tool to guide the process, generating a stakeholder matrix (a list of stakeholders with their contact information and areas of technical expertise/contribution to the family planning program) to guide who and how each stakeholder should be involved in the CIP process. This matrix is a living document that is progressively elaborated throughout the CIP development process as additional information from stakeholders is gathered. As such, it is updated during Activity 2D and Step 3, and revised again after the launch of the CIP in Step 8.

Activity 2D: Kick-off the CIP development process. The CIP Task Force through the TST engages stakeholders as early as possible in the CIP development process, including making relevant players aware of the CIP effort and how they can be involved through a kickoff meeting. The purpose of the kickoff meeting is to formally notify all key stakeholders (CIP Task Force, TST, family planning technical working group members, and relevant development partners, civil society, youth, and other key stakeholders) that the CIP development process has begun, and to ensure there is a collective understanding of the rationale for the CIP, its development process, and engagement process. The kick-off meeting is a venue for stakeholders to share their expectations of the process and the CIP in general. Further, it allows stakeholders to initiate discussions around execution, which should be discussed early on. The kick-off meeting occurs after identifying stakeholders to engage in the CIP process. The TST, therefore, first works with the CIP Task Force to identify relevant key stakeholders to involve in the development process, and then, captures the concerns/interests, expectations, and influence of the stakeholders. The project manager, who is responsible for the day-to-day running of the entire CIP development process, uses this information to develop a stakeholder engagement plan. The plan guides the TST on how stakeholders should be engaged and managed during the CIP development process.

Activity 2E: Engage with funding sources. During or before the kick-off meeting, the CIP Task Force should engage with the institutions (government and partners) providing funding to the family planning program to provide adequate information on the development of the plan, their engagement, anticipated future needs for financial resource requirements, and possible need for funding reallocation informed by the CIP prioritization process.

Phase I: Applicable Tools and Resources

- [Communicating with Multisectoral Stakeholders about Costed Implementation Plans](#)
- [Costed Implementation Plans for Family Planning: Standard Elements Checklist](#)
- [Costed Implementation Plans for Family Planning: The Basics](#)
- [Costed Implementation Plans: Guidance and Lessons Learned](#)

- [Developing Costed Implementation Plans: Team Roles and Responsibilities](#)
- [Family Planning 2020: Rights and Empowerment Principles for Family Planning](#)
- [How to Advocate for Family Planning Policies and Commodities](#)
- [Illustrative CIP Process Roadmap and Sequencing](#)
- [Making the Case for a CIP: PowerPoint Template](#)
- [Policy Checklist: Essential Elements for Successful Family Planning Policies](#)
- [Stakeholder Engagement for Family Planning Costed Implementation Plans](#)
- [Strategic Budgeting Process for Scale-Up of Family Planning](#)

Phase II: Develop

A kick-off meeting marks the onset of the development phase, leading to the development of a country-owned, government-approved CIP. Also during this phase, institutional arrangements, mechanisms, and tools to facilitate execution of the plan are put in place. The CIP development process, as outlined in the [Guidance for Developing a Technical Strategy for Family Planning Costed Implementation Plans](#), is iterative and involves identifying and prioritizing key issues, defining results, identifying intervention activities to achieve the results, generating budgetary costs, and outlining institutional arrangements for implementation. Advocacy, stakeholder engagement, and capacity building continue as cross-cutting elements throughout the development and execution phases.

Step 3: Conduct a Family Planning Situational Analysis

Activity 3A: Gather information on the current family planning context. As part of the situation analysis effort, the CIP Technical Support Team (TST) engages in a systematic collection of data/information from various sources to inform comprehensive diagnosis of the family planning program. The TST uses an analytical framework to conceptually organize the situational analysis process, which is composed of four elements: context analysis, beneficiary profile analysis, current/desired state analysis, and program performance analysis. The TST collects information using three methods: desk review, secondary data analysis, and expert consultations, as explained in the guidance document for developing a technical strategy for CIPs.

The TST first collects data from various sources and conducts a desk review and secondary statistical analysis of relevant data, reports, and documents to assess the current family planning status, policies, programs, and financing. Guidance on the scope of information gathered includes, but is not limited to the following:

- Centralized data (from Demographic and Health Surveys or DHS, commodity reports, global funding information from the Netherlands Interdisciplinary Demographic Institute, etc.)
- National and subnational policy and program documents (such as population policy, commodity security plan, etc.)
- Data and reports from the ministry (from the health management information system, the ministry financing family planning/reproductive health, etc.)
- Data and reports from in-country partners and donors (on current funding levels, planned investment, programming type, location of program activities, etc.)

The next task is to gather information from expert consultations. The purpose of these consultations is to enrich data that has been collected during desk review and secondary data analysis, and further diagnose and analyze the family planning situation. This exercise follows several sub-steps, as further described.

First, the TST works with the CIP Task Force to classify stakeholders—generated from the stakeholder matrix developed in Activity 2C—according to their technical expertise to form 5–6 strategic advisory groups (SAGs). The types of SAGs differ from country to country, but typically they are focused around the key family planning programming/CIP thematic areas: demand creation, service delivery, commodity security, policy and enabling environment, stewardship,

management and governance coordination, and financing. Sometimes, policy and advocacy, stewardship, management and coordination, and financing are grouped together under enabling environment. Further, service delivery may be broken down into private sector, facility-based family planning, and community-based family planning. Finally, in some cases, youth is its own SAG to ensure optimal focus on this group, especially in circumstances where they encompass the majority of the reproductive age population. It is, however, advisable to limit the number of SAGs to a maximum of 6-7.

Second, the TST holds several rounds of SAG consultations to arrive to a prioritized list of strategic issues facing the program. During the first round of SAG meetings, stakeholders discuss the current family planning context, challenges, opportunities, and priorities. These discussions, captured by the TST, add to the desk review and secondary statistical analysis.

Activity 3B: Conduct information review, synthesis, and analysis. The TST engages in a systematic review and analysis of information and data collected in Activity 3A. Gathered information is classified around thematic areas and sub-topics/issues. Typically, the CIP includes the seven core thematic areas (mentioned previously), which can be further modified or additional areas can be added to meet the country's family planning programming structure.

Systematic analysis should encompass all components of the family planning program and related sectors in the country, including supply-side and demand-side barriers (such as bottlenecks or other barriers) to reducing unmet need for family planning, as well as enabling factors.

Activity 3C: Prioritize issues and analyze root causes. Based on the analysis of information from Activity 3B, the TST works with expert stakeholders to identify the root causes of the issues and tag those that are a priority for deeper analysis. Through facilitated workshops, the TST works with the SAGs to prioritize issues (as explained in the [guidance document for developing a technical strategy for CIPs](#)) that are of utmost importance to address within and across the thematic areas. The problem analysis is a vital stage of CIP development, as it guides all subsequent analysis and decision making on priorities. At the completion of this activity, stakeholders and the TST should have a comprehensive description of the problems and their associated root causes, and a list of critical constraining factors. They will also have identified key contextual factors to keep in mind as they consider how the problems can be resolved.

As the situation analysis is being conducted, writing for the CIP document can begin.

Step 4: Define a Technical Strategy with Sub-Activities and a Timeline

Activity 4A: Set or refine the family planning goal. In most situations, the family planning goal is set as part of national strategic plans. For cases in which a specific family planning goal has not been set, the TST consults with the government and conducts projection exercises to define a goal. Different tools used to set up a family planning goal are described in the [guidance document for developing a technical strategy for CIPs](#), including [FamPlan](#), [Reality Check](#), and [FP Goals](#). When the FP Goals tool is applied, the process of setting up the family planning goal occurs after interventions have been modeled and discussed, after activity 4B.

In situations where a goal is set but is unable to meaningfully inform CIP development—for example, when the goal is not specific, measurable, achievable, realistic, and time-targeted (SMART)—the TST also consults with the government to refine the goal. After the family planning goal is set, the team forecasts the annual rate of change in the modern contraceptive

prevalence rate required to reach the goal and the number of users—including additional users²—required to reach the goal. Several forecasting tools are available for this task, including the [Family Planning CIP Costing Tool](#), [Reality Check](#), and [FamPlan](#).

Activity 4B: Develop a SMART results framework. The TST works with the SAGs to develop a results framework (as indicated in the guidance document for developing a technical strategy for CIPs) that details the outputs and outcomes that comprise the entirety of the family planning program needed to achieve the family planning goal. Development of the framework is informed by the root cause analysis conducted in Activity 3C, suggested solutions collected during the information gathering process under Step 3, the family planning goal to be achieved, and the review of country-level and international evidence-based practices. The TST ensures that the strategy is aligned to the 10 components of FP2020's [Rights and Empowerment Principles for Family Planning](#): agency and autonomy, availability, accessibility, acceptability, quality, empowerment, equity and non-discrimination, informed choice, transparency and accountability, and voice and participation.

During the development of the results framework, the TST works with monitoring and evaluation officers and other stakeholders who are knowledgeable of the in-country family planning data systems to ensure that the outputs and outcomes are SMART. Teams follow a performance target setting process to assign quantitative or qualitative measures for each of the results. At this stage, the [FP Goals](#) model can be used to generate performance targets for select outputs when baseline data is known. The performance target-setting process also involves assigning indicators to the results. It is important that performance targets selected can be measured on a regular basis, i.e., annually or within the CIP period, and data sources are available. If the performance targets cannot be reasonably measured, then progress cannot be determined, and hence performance targets should be reconsidered.

Forecasting commodity requirements is part of the performance target-setting process, intended to generate the annual estimates of the quantity of contraceptive commodities needed to meet the family planning goal. The TST uses tools such as the [Family Planning CIP Costing Tool](#), [Reality Check](#), [CastCost](#), and [PipeLine](#).

Activity 4C: Identify and prioritize intervention strategies. The TST works with the SAGs to identify and prioritize appropriate interventions that facilitate achievement of outputs, and hence outcomes and goal in the results framework. Intervention strategies selected need to be feasible, relevant for the country or subnational context, and evidence-based. Best practices and innovative, [high-impact practices](#) are considered to maximize success and optimize use of resources.

Activity 4D: Develop an activity matrix. Once the results framework has been completed and validated, the next task is to develop an activity matrix to describe how results will be achieved through implementation of specific activities. The activity matrix includes information on the results (outcomes and outputs) by thematic area, intervention activities and sub-activities to generate the outputs, performance target estimates, indicators, and a timeline for implementation (see Appendix 6 in the [guidance document for developing a technical strategy for CIPs](#)).

The TST works with the SAGs to list activities necessary to carry out the prioritized interventions to achieve the outputs defined under each outcome, and then detail sub-activities and schedule

² Additional users refers to the net number of current contraception users above a specified baseline.

them according to timing and coordination needs. The TST should actively identify inherent risks and/or assumptions and include measures to counteract them in the activity matrix or elsewhere, such as in institutional arrangements for implementation. Some of the risks and/or assumptions tend to require interventions that may be beyond the direct control of the family planning program, for example, hiring of health workers, introducing new contraceptives, and providing family planning education to adolescents in school settings.

At this stage, the TST and monitoring and evaluation officer reviews the indicators formulated under activity 4B to assess if the indicators need to be refined to aid in development of the activity matrix, costing process, and regular performance monitoring.

Activity 4E: Refine and validate the technical strategy. The technical strategy includes the results framework and associated activity matrix. Refinement and validation of the technical strategy is a highly iterative, continuous process throughout the development phase and involves different stakeholders and technical experts. Activity 4E involves final refinement and validation of the strategy before costing begins. The TST presents the strategy for each thematic area to the corresponding SAG for review, and the full technical strategy for final review by the CIP Task Force. During this time, the substantive portion of the CIP document is edited and polished for presentation to the stakeholders. A validated technical strategy marks the start of the costing process, Step 5.

Activity 4F: Develop a CIP map. Upon completion of the results framework, the TST can work with the CIP Task Force and SAGs to identify *key results*, i.e., those outputs that represent (1) solution(s) to bottlenecks and/or (2) enabling interventions that go beyond the “business-as-usual” work of the family planning program to accelerate achievement of the outcome and family planning goal(s). These key results form the CIP map, which functions as a one-page diagram that displays select CIP results that are considered priority for enhanced oversight and [performance monitoring](#) by stakeholders.³

Activity 4G (optional): Estimate impact. The TST uses [ImpactNow](#) to calculate the overall impact of implementing the CIP and achieving the contraceptive prevalence rate and method mix goals, as well as gains in maternal and child deaths averted, unintended pregnancies, and financial savings to the healthcare system because of increased family planning uptake. This information is included in the CIP so that the government and other stakeholders have a clear understanding of the benefits of investing in family planning and, thus, arguments to bolster specific funding requests from government and donors.

Activity 4H (optional): Align with the subnational level. If specific subnational plans are desired, the TST defines regional/district objectives based on an analysis of the respective issues and challenges in that geographical area. A decision to reflect subnational level plans should be made in Phase 1 of the CIP process as additional resources and time may be required to accomplish this task. District or state meetings are held for regional and/or district health leaders to define subnational targets to promote decentralized investment in and ownership of the CIP. Next, district/state leaders gather information on resource needs to meet subnational targets, and initial regional objectives based on the national targets are developed. A second district or state meeting may be held for regional/district health leaders to present their

³ The concept of a CIP map stems from the need to have a focused approach to performance monitoring of the CIP to assess progress with execution on a regular basis. Instead of reviewing progress across all result areas of the CIP, which are typically vast, the CIP priority map serves to focus the attention of stakeholders to those areas that are fundamentally important to the success of the program.

budgets and service delivery information and agree to subnational progress targets against the CIP goals.

Step 5: Estimate Resources and Costs

The costing process for the CIP involves determining financial resource requirements for the activities stipulated in the activity matrix (developed in Step 4D). The CIP uses the activity-based costing method to estimate annual costs of each activity. The [Family Planning CIP Costing Tool](#) is a user-friendly Excel-based tool developed specifically for generating cost estimates for CIPs. By entering the unit cost, projected method mix, population size, and inputs required to implement the activities, this tool estimates the total cost of the CIP (assuming that the primary implementer is the government). Activity 5A to 5C describe key tasks involved in the costing process using the CIP costing tool.

Activity 5A: Estimate common unit costs. The tool identifies numerous items for costing commonly required for scaling up family planning. These include meeting costs, human resource costs, and costs related to common demand-generation channels. Additional items to be costed can be added to capture all inputs necessary for the activities in the plan. The TST determines the unit costs of these items based on partner and stakeholder interviews, document review, and market analysis. Contraceptive costs and associated consumables costs are obtained from the MOH, or the donor/partner responsible for procuring family planning commodities. These compiled unit costs are then entered into the “Costing Inputs” worksheet in the tool. The process of collecting unit costs can be time-intensive, and hence the TST should start collecting unit cost data in the situation analysis stage, Step 3.

Activity 5B: Input quantity of units required to achieve plan objectives. The TST populates the Family Planning CIP Costing Tool with information from the activity matrix. Activities are entered by thematic area, and each activity is disaggregated into a sub-activity or concrete action that needs to occur (e.g., a meeting or an item to be procured). The number of units required to complete each action are calculated from the target estimation (Activity 4D) and entered into the appropriate year in the tool, as defined by the activity timeline (Activity 4D).

Based on the above inputs, the tool calculates the total resource requirements for the entire plan, as well as for each specific thematic area, by plan year and the full term of the plan. These totals are reported on the “Cost Summary” worksheet of the costing tool.

Activity 5C: Review and validate cost estimates. The costing is then reviewed for inconsistencies across all items, and the finalized cost estimates are reviewed and validated by the SAGs and CIP Task Force. Sometimes, changes during costing review may affect activities and targets, and hence the activity matrix may need to be realigned to match the cost estimates.

Step 6: Set Up Institutional Arrangements for Execution

In this step, institutional arrangements that define roles and responsibilities of various parties, as well as mechanisms for execution of the CIP are determined. These arrangements are articulated in the CIP and define how the CIP will be implemented, coordinated, and monitored during the execution phase, and by whom. Institutional arrangements are developed in parallel with the development of the technical strategy, primarily involving the project manager and the CIP Task Force, with advisory from the TST. It is highly recommended that preliminary consultations on institutional arrangements occur during the planning phase, in Step 1. Further, any needs for additional resources and capacity development to facilitate an effective execution

process are identified during the situation analysis exercise in Step 3, and interventions reflected in the activity matrix.

Activity 6A: Define a stewardship and accountability structure. The project manager works with the MOH focal point and the CIP Task Force to define oversight and accountability responsibilities, and roles and responsibilities of key actors as they relate to CIP execution. The structure should assign stewardship for the CIP to one government institution to prevent ambiguity of authority and accountability. Further, the ministry should assign an individual to be the designated focal point person for the CIP, and if possible focal points for each thematic area. A monitoring and evaluation officer should also be assigned to the CIP to manage the performance monitoring process. In countries where administrative and managerial authority have shifted to the subnational levels (such as states, counties, regions, provisions, and districts), the governance structure should define the role of the subnational officials and how they will function with the central-level ministry.

Activity 6B: Define coordination mechanisms. The project manager works with the MOH focal point and the CIP Task Force to define how stakeholders will coordinate efforts to facilitate joint planning, pooling of resources, decision making, and sharing of information and responsibilities. To the best extent possible, existing committee structures should be leveraged to facilitate coordination at national and subnational levels. In some cases, existing mechanisms need to be reformed or revitalized to improve coordination efforts.

Activity 6C: Identify capacity development and implementation support needs. Capacity development and resource needs for the government to lead CIP execution are identified and planned. This may involve conducting a capacity assessment of various institutions tasked with implementation roles on their human and operational capacity to fulfill those roles and responsibilities. Key functions during CIP execution include coordination, performance monitoring, resource mobilization, advocacy, and stakeholder engagement. Ideally, this activity should be conducted during Step 3 so that resource requirements for capacity development can be accommodated in the activity matrix and costed.

Step 7: Secure Final Approval and Launch the Plan

In this step, several activities are undertaken to shepherd the final CIP into launch stage. As communication is a key factor in aligning the CIP for execution, a comprehensive dissemination plan is developed to ensure that stakeholders know exactly what role they are expected to perform to execute the plan. It is highly recommended that any needs for additional resources to facilitate CIP dissemination be reflected in the activity matrix.

Activity 7A: Review and approve the CIP. The government and the CIP Task Force review and approve the final CIP, following government protocol and procedures.

Activity 7B: Develop a dissemination plan and materials. The project manager develops the dissemination plan for the CIP and estimates the number of documents to be printed. In addition, the project manager develops simplified, short dissemination materials, such as an executive plan summary, the CIP map, and a PowerPoint presentation, for easy sharing with partners and implementers (e.g., at the central level). Other relevant dissemination/advocacy-related publications are produced at this time.

Activity 7C: Produce and print the final document. The TST hands over the final copyedited and formatted CIP document to the project manager to facilitate printing and dissemination.

Activity 7D: Hold an official launch event and dissemination activities. The project manager works with the MOH focal point and the CIP Task Force to organize an official national launch of the CIP. Subnational launch events should also be considered. The project manager also works with family planning stakeholders to disseminate the CIP nationwide.

Phase II: Applicable Tools and Resources

- [Communicating with Multisectoral Stakeholders about Costed Implementation Plans](#)
- [Family Planning CIP Costing Tool and User Guide](#)
- [Four Key Elements for Execution of Family Planning Costed Implementation Plans](#)
- [Guidance for Developing a Technical Strategy for Family Planning Costed Implementation Plans](#)
- [How to Advocate for Family Planning Policies and Commodities](#)
- [Stakeholder Engagement for Family Planning Costed Implementation Plans](#)
- [Useful Tools for Developing a CIP Technical Strategy](#)

Phase III: Execute

The formal launch of the CIP document marks the end of the development phase and onset of the execution phase. In this final phase, the government undertakes a systematic process to steward the execution of the CIP while regularly monitoring progress toward desired results, and ensuring optimal levels of resources (financial, human, and technical) are available and efficiently managed. The government also nurtures sustained commitment from all key stakeholders responsible for leading and managing execution, emphasizing the notion of shared ownership of the plan. Because the CIP is a living document, CIP execution should be dynamic and include periodic review and revision of the CIP based on results and changes in the internal and external environment, such as funding trends and global commitments. The steps that follow are not sequential, but rather done concurrently to bring about execution. The steps are organized around the [four key elements for execution of family planning CIPs](#), which reflect factors that drive or hinder execution of strategies, plans, and policies.

Step 8: Provide Effective Stewardship for CIP Execution

During the planning and development phase, the stewardship and accountability structure as well as the coordination mechanisms are defined. In this step, these structures become functioning entities/processes, put into motion and sustained over time.

Activity 8A: Implement effective and efficient coordination mechanisms. The MOH focal point works with the project manager to either set up the entities for which institutional arrangements were described in the CIP or improve functioning of existing coordination mechanisms. Although in many contexts some level of a coordination mechanism already exists, they often lack the robustness necessary to facilitate the processes for effective CIP execution. These short-comings need to be identified and addressed soon after the launch. A [CIP Execution Country Assessment Checklist](#) can be used to assess which areas need improvement relative to the functioning of coordination mechanisms.

Activity 8B: Lead and manage the execution process. The MOH focal point works with the CIP Task Force to ensure that the stewardship and accountability structures at all levels are effectively providing the leadership and management function that is needed. First, they ensure roles and responsibilities are clearly articulated and assigned to individuals/teams within respective institutions. This also includes assigning technical focal points for each of the CIP thematic areas: demand creation, service delivery, commodity security, policy and enabling environment, stewardship, management and governance coordination, and financing. Second, they establish and maintain concrete working relationships between government institutions. Third, they put in place a systematic process to keep the CIP continuously visible to senior leadership within the government so they are actively engaged, provide support, and engender accountability for results at all levels. Further, the focal point lead works to create a common vision and purpose to help stakeholders commit to a partnership approach to execution, and to help stakeholders stay focused, productive, and inspired throughout the duration of the plan.

Activity 8C: Develop annual joint workplans. The government and partners develop and execute joint annual workplans with detailed quarterly or semi-annual performance/progress reports and plans submitted to the government for review and oversight. The MOH works with stakeholders to ensure that appropriate emphasis is placed on strategic activities that contribute to the priority results. The CIP Task Force advocates to government, donors, and implementing partners to ensure that strategic activity gaps are prioritized to be filled.

Activity 8D (optional): Develop subnational implementation plans. In countries where administrative and managerial authority has shifted to subnational levels (such as states, counties, regions, provisions, and districts), roles and accountability processes are transferred to subnational administrative units. This may include the development of subnational plans for CIP targets, dissemination, capacity building for implementation and administration, and, in some countries, entire CIPs for those subnational levels.

Step 9: Design and Implement Performance Monitoring Mechanisms

During the development phase, performance targets and indicators are defined, and key results for performance monitoring are selected and outlined in the results framework or a separate CIP map. During the execution phase, the focus shifts to setting up and implementing a system (people, tools, and process) to enable performance monitoring, including data collection processes/tools and people to manage the process, together with mechanisms for routine reviews and decision making. The system to monitor CIP performance, alongside key results, indicators, and targets are articulated in a [Performance Monitoring Plan](#).

Activity 9A: Set up performance monitoring tools and process. The designated person to oversee performance monitoring efforts (i.e., the monitoring and evaluation officer) works with the MOH focal point and project manager to set up performance monitoring tools to support in-country CIP performance monitoring efforts. Setting up the tools involves assigning indicators to key results that can be measured in short time frames. These indicators track progress in achieving key milestones on a more frequent basis, for example, on a quarterly or semi-annual basis. These indicators, articulated in a results achievement chart, together with the key results and performance targets set in Step 4 are inputs for the CIP performance monitoring tools. Tools available to support CIP data collection include an Excel-based [Costed Implementation Plan Performance Dashboard](#) and a web-based CIP performance monitoring database with a built-in dashboard.

Activity 9B: Regularly collect performance data. The monitoring and evaluation officer coordinates data collection from different sources and enters them into the system on a regular schedule, such as on a quarterly or semi-annual basis. Data on key results are collected to assess progress toward plan implementation. Indicators developed in Step 4 form the basis of the performance monitoring and progress is measured against the targets generated from Activity 4B and 4C.

Activity 9C: Hold regular performance reviews. The monitoring and evaluation officer reviews and analyzes data on a regular basis and presents reports according to an agreed upon communication section of the performance monitoring plan. The dashboard tools, explained in Activity 9A, provide automatically generated performance reports including charts. The MOH focal point and the monitoring and evaluation officer convene regular performance review meetings (on a quarterly or semi-annual basis), inviting key stakeholders to jointly review and discuss performance reports and address challenges in execution. Performance reporting can also be conducted during existing technical working group meetings. Performance reports are also communicated to senior government leadership on a regular basis through in-person meetings, presentations during MOH management meetings, or official memos.

Activity 9D: Review and revise. Throughout the entire process, the CIP is fine-tuned through dedicated periodic review and decision making. In addition to periodic meetings (at least once quarterly or semi-annually) by the family planning technical working group to collaboratively address day-to-day challenges of activity implementation, an annual review and planning workshop is held to analyze progress, assess whether the priority objectives are adequately

being addressed through the strategic activities, and make modifications as necessary to the plan to ensure that the country stays on track to meet or surpass its family planning goal. During the last year of the CIP, an end-term review is conducted to pinpoint the programmatic and institutional successes and lessons learned to inform a new round of the CIP.

Step 10: Develop and Implement a Resource Mobilization Plan

Activity 10A: Conduct a rapid landscape assessment to identify funding sources. During the situation analysis stage of CIP development, the TST will have identified some of the existing and potential sources of funding for the CIP at both the national and subnational levels. Findings from the assessment inform the development and implementation of a resource mobilization plan that is articulated in the CIP. However, given the frequently changing local and global nature of family planning financing, it is likely necessary to update this analysis regularly during CIP execution to uncover issues with the financing context that may need to be addressed. Such an update will also help to answer financing questions such as those related to the market for introducing a new family planning commodity.

Activity 10B: Identify financing gaps. Knowledge of CIP financing gaps informs the development and implementation of a resource mobilization plan. The [Family Planning CIP Costing Tool](#) can be used to conduct a gap analysis exercise for each thematic area in the CIP. The gap analysis exercise should be repeated at least once a year. The exercise involves collection of data from the government, donors, and partners, through a combination of interviews and questionnaires, on the activities described within the CIP that they intend to support. The gap analysis provides stakeholders with information on thematic areas that are underfunded and the magnitude of underfunding, and provides donors with information on where additional resources may be allocated to support the government to achieve their strategic priorities.

Activity 10C: Mobilize resources for the CIP. Based on the costing of the plan, the gap analysis, and information on funding sources, a resource mobilization plan is developed to source funding for a prioritized set of activities that are not yet supported. Rather than advocating for a large single funding package that covers all gaps in the plan, a focused, prioritized resource mobilization plan should be developed. Identification of key results, articulated either in the results framework or a CIP map, can help to prioritize funding request areas. This step may include advocacy and the development of key messages, presentations, and briefs capturing the objective of the CIP strategic activity, funding gap, and expected outcomes if the gap is closed.

Activity 10D: Conduct family planning expenditure tracking. Budget tracking assesses the government's and other stakeholders' contributions to family planning efforts, and informs resource mobilization efforts. Civil society partners should conduct government budget tracking at least once a year and budget advocacy on a continuous basis. Further, to ensure accountability, sustain interest, and strengthen donor confidence, it is important to track the use of funds and monitor performance.

Activity 10E: Conduct ongoing advocacy. Advocacy efforts to foster an enabling environment, mobilize resources, and gain visibility are planned and coordinated among all partners and the government.

Phase III: Applicable Tools and Resources

- [CIP Execution Country Assessment Checklist](#)
- Communicating the CIP with Non-health Sectors (forthcoming)
- [Costed Implementation Plan Performance Dashboard](#)
- [Family Planning CIP Costing Tool](#)
- Family Planning Resource Tracking Guide (forthcoming)
- [Four Key Elements for Execution of Family Planning Costed Implementation Plans](#)
- [How to Advocate for Family Planning Policies and Commodities](#)
- [Performance Monitoring for CIPs](#)
- [Stakeholder Engagement for Family Planning Costed Implementation Plans](#)
- [Tracking Contraceptive Financing](#)

Annex A. CIP Phase Descriptions

	PHASE I: PLAN	PHASE II: DEVELOP	PHASE III: EXECUTE
Description	<p>This is the planning and set-up phase for CIP development and implementation. It establishes the rationale for CIP development and seeks to secure government and stakeholder buy-in. If governments desire technical assistance for plan development, a formal request is made and approved by a development partner such as the U.S. Agency for International Development, the United Nations Population Fund, or the Bill & Melinda Gates Foundation. Also in the planning phase, the CIP development process, approach, tools, and techniques are defined (i.e., how, by whom, and by when) and resources for CIP development are secured.</p> <p>A kick-off meeting with key stakeholders marks the completion of the planning phase and the onset of the development phase.</p>	<p>This phase involves defining the goal for the CIP and establishing the results framework of outcomes and outputs that will contribute to this goal. Priority issues, interventions, and activities that drive the results framework will be clarified holistically in the activity matrix, and priority objectives of the CIP are summarized in a CIP map. As programmatic activity targets are set, cost estimates are generated. Phase II also includes identifying institutional arrangements for implementation, developing a performance monitoring plan, and continuing advocacy to maintain support for coordinated CIP implementation.</p> <p>This phase is complete when the CIP is launched at a formal event.</p>	<p>In this phase, the CIP is executed, monitored, and managed. This phase also involves ensuring sustained commitment from leaders and stakeholders at all levels who are responsible for leading and managing plan implementation, resource mobilization, and advocacy. A performance monitoring mechanism is implemented to assess progress toward goals.</p> <p>Because the CIP is a living document subject to periodic review and revision based on results and changes in the environment, this phase is complete when the period of performance for the CIP ends.</p>

	PHASE I: PLAN	PHASE II: DEVELOP	PHASE III: EXECUTE
Activities	<p>Step 1: Obtain Government and Key Stakeholder Buy-In and Secure Resources for CIP Development</p> <p><i>Activity 1A: Arrive at decision to engage in the CIP process</i></p> <p><i>Activity 1B: Establish a CIP Task Force</i></p> <p><i>Activity 1C: Secure financial and human resources for CIP development</i></p> <p><i>Activity 1D: Make a formal request for CIP support</i></p> <p>Step 2: Detail the Roadmap for CIP Development</p> <p><i>Activity 2A: Form a CIP Technical Support Team</i></p> <p><i>Activity 2B: Develop the process roadmap</i></p> <p><i>Activity 2C: Identify key family planning stakeholders</i></p> <p><i>Activity 2D: Kick-off the CIP development process</i></p> <p><i>Activity 2E: Engage with funding sources</i></p>	<p>Step 3: Conduct a Family Planning Situational Analysis</p> <p><i>Activity 3A: Gather information on the current family planning context</i></p> <p><i>Activity 3B: Conduct information review, synthesis, and analysis</i></p> <p><i>Activity 3C: Prioritize issues and analyze root causes</i></p> <p>Step 4: Detail and Describe a Technical Strategy with Sub-Activities and a Timeline</p> <p><i>Activity 4A: Set or refine the family planning goal</i></p> <p><i>Activity 4B: Develop a SMART results framework</i></p> <p><i>Activity 4C: Identify and prioritize intervention strategies</i></p> <p><i>Activity 4D: Develop an activity matrix</i></p> <p><i>Activity 4E: Refine and validate the technical strategy</i></p> <p><i>Activity 4F: Develop a CIP map</i></p> <p><i>Activity 4G (optional): Estimate impact</i></p> <p><i>Activity 4H (optional): Align with the subnational level</i></p> <p>Step 5: Estimate Resources and Costs</p> <p><i>Activity 5A: Estimate common unit costs</i></p> <p><i>Activity 5B: Input quantity of units required to achieve plan objectives</i></p> <p><i>Activity 5C: Review and validate cost estimates</i></p> <p>Step 6: Set Up Institutional Arrangements for Execution</p> <p><i>Activity 6A: Define a stewardship and accountability structure</i></p> <p><i>Activity 6B: Define coordination mechanisms</i></p> <p><i>Activity 6C: Identify capacity development and implementation support needs</i></p> <p>Step 7: Secure Final Approval and Launch the Plan</p> <p><i>Activity 7A: Review and approve the CIP</i></p> <p><i>Activity 7B: Develop a dissemination plan and materials</i></p> <p><i>Activity 7C: Produce and print the final document</i></p> <p><i>Activity 7D: Hold a launch event and dissemination activities</i></p>	<p>Step 8: Provide Effective Stewardship for CIP Execution</p> <p><i>Activity 8A: Implement effective and efficient coordination mechanisms</i></p> <p><i>Activity 8B: Lead and manage the execution process</i></p> <p><i>Activity 8C: Develop annual joint workplans</i></p> <p><i>Activity 8D (optional): Develop subnational implementation plans</i></p> <p>Step 9: Design and Implement Performance Monitoring Mechanisms</p> <p><i>Activity 9A: Set up performance monitoring tools and process</i></p> <p><i>Activity 9B: Regularly collect performance data</i></p> <p><i>Activity 9C: Hold regular performance reviews</i></p> <p><i>Activity 9D: Review and revise</i></p> <p>Step 10: Develop and Implement a Resource Mobilization Plan</p> <p><i>Activity 10A: Conduct a rapid landscape assessment to identify funding sources</i></p> <p><i>Activity 10B: Identify financing gaps</i></p> <p><i>Activity 10C: Mobilize resources for the CIP</i></p> <p><i>Activity 10D: Conduct family planning expenditure tracking</i></p> <p><i>Activity 10 E: Conduct ongoing advocacy</i></p>

	PHASE I: PLAN	PHASE II: DEVELOP	PHASE III: EXECUTE
Outputs	<ul style="list-style-type: none"> • Government and key stakeholder buy-in • Roadmap for CIP development (a detailed description of the plan that includes scope, activities, process approaches and tools to use, calendar, resources, etc.) • Established CIP Task Force with clear assigned roles, responsibilities, and reporting lines • Adequate human and financial resources committed to complete the CIP development process • Stakeholder matrix 	<ul style="list-style-type: none"> • Continued stakeholder engagement • Agreed-on, defined family planning goals • Family planning situational analysis • Technical strategy, including results framework, CIP map, and activity matrix • Activity cost estimates • Defined institutional mechanisms for CIP execution at all levels, including subnational and across stakeholder groups • CIP dissemination plan • “Final” CIP as a living document • CIP launch event 	<ul style="list-style-type: none"> • Continued stakeholder engagement • Joint annual workplans • Performance monitoring mechanism/dashboard • Performance reviews • Performance/progress reports • Capacity-building assessment and plan • Funding gap analysis • Resource mobilization plan • Coordinated advocacy strategy/plan

	PHASE I: PLAN	PHASE II: DEVELOP	PHASE III: EXECUTE
Applicable Tools & Resources	<ul style="list-style-type: none"> • 10-Step Process for CIP Planning, Development, and Execution • Communicating with Multisectoral Stakeholders about Costed Implementation Plans • Costed Implementation Plans for Family Planning: Standard Elements Checklist • Costed Implementation Plans for Family Planning: The Basics • Costed Implementation Plans: Guidance and Lessons Learned • Developing Costed Implementation Plans: Team Roles and Responsibilities • Family Planning 2020: Rights and Empowerment Principles for Family Planning • How to Advocate for Family Planning Policies and Commodities • Illustrative CIP Process Roadmap and Sequencing • Making the Case for a CIP: PowerPoint Template • Policy Checklist: Essential Elements for Successful Family Planning Policies • Stakeholder Engagement for Family Planning Costed Implementation Plans • Strategic Budgeting Process for Scale-Up of Family Planning 	<ul style="list-style-type: none"> • Communicating with Multisectoral Stakeholders about Costed Implementation Plans • Family Planning CIP Costing Tool & User Guide • Four Key Elements for Execution of Family Planning Costed Implementation Plans • Guidance for Developing a Technical Strategy for Family Planning Costed Implementation Plans • How to Advocate for Family Planning Policies and Commodities • Stakeholder Engagement for Family Planning Costed Implementation Plans • Useful Tools for Developing a CIP Technical Strategy 	<ul style="list-style-type: none"> • CIP Execution Country Assessment Checklist • Communicating the CIP with Non-health Sectors (forthcoming) • Costed Implementation Plan Performance Monitoring Dashboard • Family Planning Resource Tracking Guide (forthcoming) • Four Key Elements for Execution of Family Planning Costed Implementation Plans • How to Advocate for Family Planning Policies and Commodities • Performance Monitoring for CIPs • Stakeholder Engagement for Family Planning Costed Implementation Plans • Tracking Contraceptive Financing