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**Training on public-private contracting for HIV/AIDS or other health service—
January 2021**

Group Exercise: Operations Management

Based on case study on contracting in the country of Manyland

Participant instructions

Duration: 60 minutes (if time permits, may extend to 90 minutes)

1. (25 min) Small group working session: Review Scenario 2 of the Manyland case study. Document your responses to the questions below on a flip chart or note cards. Nominate one member of your group who will provide a summary of your answers in plenary.
 - a. Based on the case study, identify several objectives of the contract
 - b. Develop indicators, and specify the monitoring period and data source for:
 - i. two clinical indicators to monitor service delivery
 - ii. two non-clinical indicators to monitor administrative or service performance
 - iii. two non-clinical indicators to monitor financial performance
 - c. Identify a challenge in the case study to develop and implement oversight of the contract's performance. How you could address it?
 - d. Discuss how you would use the results of monitoring to improve the contractual relationship or results
2. (20 min) One member of each group presents a summary of your answers in 2–3 minutes, using notes on a flip chart or note cards. Depending on number of groups and time available, each presentation may be shorter or longer.
3. (15 min) Plenary discussion
 - a. How similar/different were each group's findings?
 - b. How did you approach identifying indicators?
 - c. Share their own experience with management, monitoring, and evaluation in current or other roles.
 - d. What are main take ways on how to manage contracts?

Facilitator notes

- At least three facilitators
- One facilitator to introduce the case study, lead the presentation and feedback session
- One facilitator manages time
- All facilitators “roam” to assist groups/individual during working session; help groups complete the exercise in time allowed
 - One facilitator records feedback on flip chart during group presentations and plenary discussions