

# Empowering FP/RH Innovations for Scale

MOMENTUM Innovation Accelerator

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Summary and user's guide

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Scale up guide

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Toolkits and templates

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Scale-up lessons  
and case studies



**USAID**  
FROM THE AMERICAN PEOPLE



# Scaling up FP/RH innovation is crucial, but currently it faces challenges

## Innovations are necessary to achieve your collective health goals

The global community is behind pace in achieving **family planning (FP) and reproductive health (RH) goals**. As of 2020, in a report by the Guttmacher Institute, **218 million women of reproductive age in low- and middle- income countries (LMICs) had an unmet need for modern contraception**. Furthermore, as reported by the UNFPA, 111 million unintended pregnancies occur in LMICs every year, accounting for 49% of pregnancies, of which 60% will end in abortion. As of 2021, according to WHO, 45% of abortions were considered unsafe. Overall, efforts to meet demand are **lagging behind global goals**.

**Innovations are necessary to accelerate progress but require investment and other meaningful support to get to scale.** The FP/RH market has unique and changing dynamics, such as increasing **product and service delivery options** and opportunities for **self-care**, which necessitate specific focus. Additionally, **voluntarism and informed choice** are key principles that guide U.S. Agency for International Development (USAID) programming as well as ensuring that users are being offered a broad range of methods.

Given these dynamics, and the broad range of stakeholders involved, careful planning and prioritization of FP/RH innovations is needed.

## Stakeholders face challenges in trying to help scale-up innovations

**“It would be amazing to have a guide that actually answers the question of how to prioritize within a country, as it’s one of your most important considerations.”**

– Global donor in FP/RH innovations

**“It’s really difficult to convene different government stakeholders and build alignment and buy-in, as different agencies are speaking different languages.”**

– FP/RH innovator

**“Overall, the sustainability of innovations post-project has been really low due to mismatch between financing needed and what is offered.”**

– USAID Mission

**Given this need, the resources in Empowering FP/RH Innovations for Scale are designed to help accelerate progress (*details on next page*)**

# Empowering FP/RH Innovations for Scale

**Empowering FP/RH Innovations for Scale** is a set of resources to provide an approach to stakeholders to better assess and support the scale-up of FP/RH innovations and accelerate progress towards FP/RH goals. Along with a summary, this includes a scale-up guide, toolkits and templates, and scale-up lessons and case studies. These resources are not exhaustive and build off and reference other tools and resources (*see conclusion*).

Current resource

## Resources included



### Summary and user's guide

An overview of the resources shared and guidance on how to use them

## Content covered

Describing resources and key users, and providing context for how resources can be used together



### Scale-up guide

A guide to identify, evaluate, and support FP/RH innovations for introduction and scale-up

Sharing a roadmap for approaching FP/RH innovation scale-up through four chapters:

- Align on a vision
- Expand horizons
- Evaluate potential
- Support sustainably



### Toolkit and templates

A comprehensive collection of all PPT and Excel templates referencing in scale-up guide for facilitators to utilize

Providing materials that can be utilized for various tasks, including conducting meetings, aligning on goals, identifying barriers and drivers, and evaluating and prioritizing innovations



### Scale-up lessons and case studies

A set of insights based on experiences in FP/RH innovation scale-up

Illustrating lessons in practice through:

- Country-level lessons
- Innovator case studies
- Lessons by introduction and scale-up components, *such as market and user considerations*
- Cross-cutting lessons, *such as by innovation type*






The Empowering FP/RH Innovations For Scale suite of resources can be found at :

<https://usaidmomentum.org/resources/>

# Resources for various stakeholders

These resources were designed for various stakeholders, but with key audiences in mind, including innovators, public health officials, donors and funders, investors, and implementing partners. Representatives of these groups were consulted as part of developing these resources. Stakeholders can use these resources differently and adapt or separate them out as needed. The table below highlights these user groups and the questions these resources can help address. These resources also include guidance for “facilitators” and early adopters of the tool who may wish to help others navigate these documents.






This list of stakeholders is not exhaustive. Other user groups, with other needs, could include community organizations (e.g., considering how to prioritize different innovations locally), health care professionals (e.g., identifying sources/types of innovations), academic and research institutions (e.g., considering innovation impact).

Stakeholder groups	Illustrative names and titles	Example key questions resources address <sup>1</sup>
<b>Innovators</b> 	<b>Pooja</b> Chief Executive Officer at a start-up innovating in RH	<ul style="list-style-type: none"> <li>• What are the <b>key criteria</b> that stakeholders look at when evaluating FP/RH innovations?</li> <li>• Who are the <b>right stakeholders</b> to engage for country-level innovation scale-up?</li> </ul>
<b>Public health officials</b> 	<b>Valence</b> Deputy Director of FP in LMIC	<ul style="list-style-type: none"> <li>• What <b>role do innovations play</b> in achieving your FP/RH goals?</li> <li>• How can you best <b>prioritize</b> between different innovations?</li> <li>• Who are the <b>key stakeholders</b> to bring together for additional technical expertise and resources?</li> </ul>
<b>Donors and funders</b> 	<b>Caroline</b> USAID Mission FP Team Lead	<ul style="list-style-type: none"> <li>• What <b>criteria</b> are other stakeholders using in this space?</li> <li>• What are best practices in <b>gathering evidence</b> for innovation evaluation?</li> <li>• Which other stakeholder can you engage to ensure <b>sustainable scale-up</b>?</li> </ul>
<b>Investors</b> 	<b>Jeannine</b> Head of LMIC-based impact investing firm	<ul style="list-style-type: none"> <li>• How can you <b>build a pipeline</b> for FP/RH specific innovations?</li> <li>• What <b>FP/RH-specific</b> investment criteria can you consider?</li> <li>• What <b>sustainable business models</b> can help FP/RH innovations generate long-term value?</li> </ul>
<b>Implementing partners</b> 	<b>Lance</b> Project manager for NGO working alongside donor	<ul style="list-style-type: none"> <li>• What are the key considerations to make <b>innovations sustainable</b>?</li> <li>• How can you <b>prioritize</b> the different innovations you are supporting?</li> <li>• How can you <b>engage with donors</b> and other officials to support scale-up?</li> </ul>

1. Not exclusive or exhaustive. Detailed user considerations are also shared per chapter. One individual or organization can fill more than one role.

# Scale-up guide: Table of contents

Within this guide, there are four core chapters which cover different components of FP/RH innovation scale-up that can be useful to varying stakeholders depending on where they are in their journey (*see next*).

Chapter	Topics Covered
 <b>Background &amp; Context</b>	<ul style="list-style-type: none"> <li>Assessing the problem</li> <li>Defining innovation</li> <li>Reviewing late-stage innovations</li> <li>Considering FP/RH specific dynamics</li> </ul>
 <b>Align on a vision</b>	<ul style="list-style-type: none"> <li>1: Identifying FP/RH goals and priorities</li> <li>2: Considering barriers</li> <li>3: Bringing stakeholders together</li> <li>4: Reviewing resources available</li> </ul>
 <b>Expand horizons</b>	<ul style="list-style-type: none"> <li>1: Reviewing types of FP/RH innovation</li> <li>2: Understanding potential impacts of innovation</li> <li>3: Defining areas for innovative impact</li> <li>4: Sourcing across a landscape of FP/RH innovations</li> </ul>
 <b>Evaluate potential</b>	<ul style="list-style-type: none"> <li>1: Aligning on evaluation criteria</li> <li>2: Tailoring weightings based on stakeholders</li> <li>3: Evaluating and prioritizing based on evidence</li> </ul>
 <b>Support sustainably</b>	<ul style="list-style-type: none"> <li>1: Aligning with stakeholders and creating implementation plans</li> <li>2: Piloting and evaluating</li> <li>3: Identifying sustainable financing</li> <li>4: Reflecting regularly with ongoing support</li> </ul>
 <b>Next steps and resources</b>	<ul style="list-style-type: none"> <li>1: Considering path forwards</li> <li>2: Sharing list of external resources</li> <li>3: Providing definitions in glossary</li> </ul>

# What the scale-up guide is and is not

This guide provides a structure for engaging with FP/RH innovations, key questions, and best practices. However, it does not provide all the potential resources that stakeholders may need in supporting FP/RH innovation scale-up. Additional resources that may be useful are provided in the *Conclusion and Additional Resources* section.

## What does it provide?



- Approach for identifying, evaluating, and supporting FP/RH innovations for scale-up
- Framework for key categories and criteria to consider in evaluating FP/RH innovations, which can be modified
- Resources (e.g., templates) that can be adapted to support practical use
- Lessons from introduction and scale-up – *in a separate document “Scale-up lessons and case studies”*

## What does it not provide?



- Detailed model for analyzing different barriers and root causes behind FP/RH innovation or guide to understand user needs
- Specific algorithm to prioritize FP/RH innovations
- Guidance or templates on developing costed, detailed introduction and scale-up implementation plans
- Landscape of innovations to consider for scale-up

# Different journeys for different users

Depending on where you and your organization are on the journey of supporting FP/RH innovations, you can start at different points in this guide. While this guide provides a flow, it is also designed to be modular and users can use various elements of the guide as is helpful for them. Supporting FP/RH innovations is an ongoing journey that this guide can help support.

Regardless of where you are in this journey, you can review the separate scale-up lessons and case studies to understand key insights and experiences.



If you are **aware of your FP/RH goals** but looking to better engage with innovations, start with Chapter **B** “Expand Horizons,” referencing **A** as needed

Example: Investor considering types of FP/RH innovations

If you are already supporting innovations and want to learn how to help them more **sustainably scale up** over time, begin with Chapter **D** and review the rest of the guide as needed

Example: Implementing partner helping scale innovation

After engaging with innovations, if you are looking to better **evaluate and prioritize** FP/RH innovations, start with Chapter **C** “Evaluate Potential,” referencing **A** and **B** as needed

Example: Ministry of Health wanting to better prioritize resources

If you are **just starting out** in your FP/RH innovation journey, you can review the entire guide, starting with Chapter **A**

Example: Donor looking to provide greater support in FP/RH

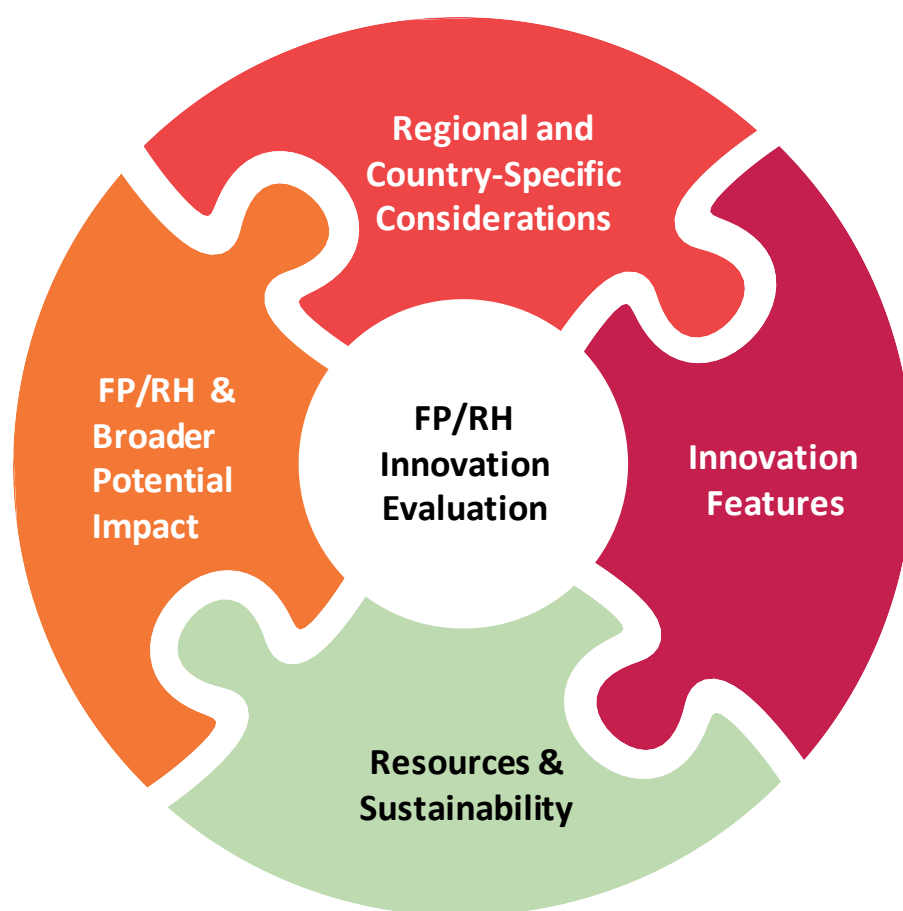
# Each chapter addresses a set of thematic questions on the scale-up journey of FP/RH innovations

Chapter	Key questions addressed
<b>A</b> Align on a vision	<ul style="list-style-type: none"> <li>• How can <b>innovations help</b> achieve FP/RH goals?</li> <li>• What are <b>regional and country-specific barriers</b>?</li> <li>• How do you <b>engage the right stakeholders</b>?</li> <li>• What <b>resources</b> can you provide to support scale-up?</li> </ul>
<b>B</b> Expand horizons	<ul style="list-style-type: none"> <li>• What are <b>different types of FP/RH</b> innovations?</li> <li>• What <b>types of FP/RH innovations</b> do you need to achieve your goals?</li> <li>• How can you best <b>engage with proven FP/RH innovations</b> to scale-up?</li> </ul>
<b>C</b> Evaluate potential	<ul style="list-style-type: none"> <li>• What are <b>key criteria</b> to consider in FP/RH innovations?</li> <li>• How might <b>criteria</b> differ based on stakeholders?</li> <li>• What are best practices for <b>evaluating innovations</b>?</li> <li>• How can you <b>prioritize</b> across different innovations?</li> </ul>
<b>D</b> Support sustainably	<ul style="list-style-type: none"> <li>• How do you co-develop <b>implementation plans</b>?</li> <li>• When is <b>piloting</b> a potential innovation helpful?</li> <li>• What are opportunities for <b>sustainable financing</b>?</li> <li>• How can you <b>regularly reflect</b> on your progress?</li> </ul>



# The FP/RH Innovation Evaluation framework guides each chapter

This FP/RH Innovation Evaluation framework was developed for this guide. It helps identify key areas for stakeholders to consider in scale-up. It builds on existing knowledge (e.g., [Global Health Innovation Index](#), and an ongoing Contraceptive Innovation Index Review that was in development at time of publication).



## FP/RH & Broader Potential Impact

What are your FP/RH and broader health goals? What impact can innovations have to achieve these goals?

## Regional and Country-Specific Considerations

What are region/country-specific considerations, including barriers and root causes, that influence the evaluation of FP/RH innovations?

## Innovation Features

What are your criteria for evaluating innovations and their success to date?

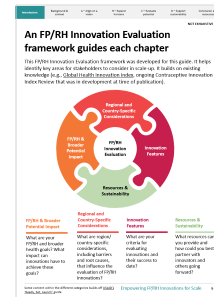
## Resources & Sustainability

What resources can you provide and how could you best partner with innovators and others going forward?

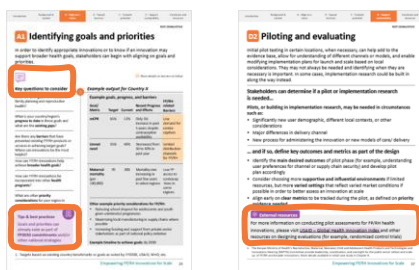
# How to navigate: Each chapter has a similar structure and includes helpful tips, links, templates and tangible examples

Introduction	Background & context	A – Align on a vision	B – Expand horizons	C – Evaluate potential	D – Support sustainability	Conclusion and resources
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1. The navigation on top of each page allows you to quickly reach each chapter. The **current chapter** is highlighted.



2. At the start of each chapter there is a **summary** and **key insights** to help identify how the content can support FP/RH innovation scale-up.



3. The **purple highlights** throughout this playbook indicate helpful tips and materials, such as:



Key questions



Case study



Tips & best practices



External resources



4. Each chapter concludes with references to do-it-yourself (DIY) **toolkits**, which can be found in the supporting templates and toolkits document along with this guide.

# Notes

There is a "notes" section at the end of each chapter in the guide, which you can use to brainstorm and support your FP/RH innovation review process.

Where in the scale-up guide might you want to start?

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What parts of this guide might be most useful for your organization?

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How might the other resources (e.g., toolkits, scale-up lessons) be helpful?

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Other considerations:

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# Background and context

Reviewing the current state of FP/RH, defining the role of late-stage innovations, and considering the FP/RH specific dynamics that needs specific scale-up support



# Achieving FP/RH and broader health goals requires accelerating progress

## Though there has been progress on FP/RH goals...

*Greater access to family planning information and services can help:*

**Reduce** maternal deaths by **30% annually**

**Achieve all 17** sustainable development goals by **2030**

Save **\$6** for every **\$1 invested**

**Save** the lives of **1.4 million** children under 5 each year

### Progress to date:

**60 million** additional women and girls started using modern methods of contraception by 2020

Contraceptive use by women of reproductive age **increased between 8-18%** across regions, between 1990 and 2019, with Latin America and the Caribbean seeing the largest increase (18%, from 40% to 58%)

A **38% decrease** worldwide in maternal mortality was documented between 2000 and 2017

...the current **pace is not sufficient** to achieve Sustainable Development Goals and broader collective ambitions; **innovations are necessary**

### Sustained challenges

As reported by the Guttmacher Institute, as of 2020, **218 million women** of reproductive age in LMICs have an unmet need for modern contraception

The UNFPA reported **111 million unintended pregnancies occur in LMICs** every year, accounting for 49% of pregnancies, of which 60% will end in abortion. As of 2021, according to WHO, 45% of abortions were considered unsafe.

Satisfied demand is **lagging global goals** (e.g., total satisfied demand in sub-Saharan Africa is 56%; the global goal is that every country exceeds 75%)



“ Access to quality reproductive healthcare cannot remain a privilege enjoyed only by some. ”

- Samantha Power, USAID Administrator (2022)

# What an innovation is can be broadly defined

These resources take an expansive view of innovations, as defined by USAID and WHO. More details on innovations are shared in Chapter B: “Expand horizons.”

## Innovation



- ↘ Novel approaches that lead to substantial improvements in addressing development challenges

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- ↘ Iterative and dynamic process that can result in new or improved business or organizational models, operational or production processes, or products and services

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- ↘ Not synonymous with invention, nor limited to new gadgets, technology, or radical change

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- ↘ Supports a clear goal, not an end state

## Health Innovation



- ↘ Identifies new or improved health policies, systems, products and technologies, and services and delivery methods that improve people’s health and wellbeing

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- ↘ Responds to unmet public health needs by creating new ways of thinking and working with a focus on needs of vulnerable populations

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- ↘ Aims to add value in the form of improved efficiency, effectiveness, quality, sustainability, safety, and/or affordability

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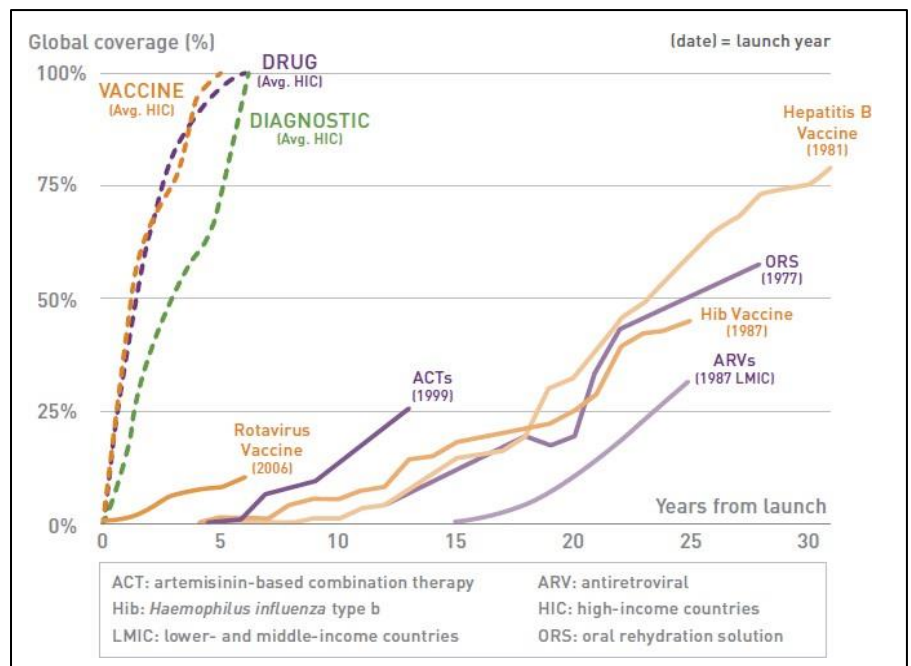
- ↘ Can be preventive, promotive, curative and rehabilitative, and/or assistive care

To help innovations achieve scale, USAID has created [Ready, Set, Launch](#), a country-level launch planning guide for global health innovations (*details follow*)

# Introducing and scaling innovations requires careful orchestration over time, particularly in LMICs

## Years to scale-up for key health interventions in LMICs compared to HICs

This graph showcases the years required for health interventions (e.g., hepatitis B vaccine) to **achieve scale** (based on % of global coverage) in high-income countries (HICs) vs. LMICs and highlights that, historically, **health innovations in LMICs take more years to scale** compared to HICs.



Source: Bill & Melinda Gates Foundation, as cited in USAID Idea to Impact



To achieve scale, health innovations in LMICs require **significant time and resource investment** from supporting stakeholders.

However, due to limited resources, scale-up of innovations can be **challenging** in some regions. Innovation introduction and scale-up planning can help mitigate some of these risks.


“Scaling within countries takes the longest time in the milestones we analyzed. Defining the challenges to scale and supporting implementation research that examines diverse solutions are critically needed.

Greater engagement with local and national stakeholders to secure their buy-in is therefore essential even in earlier stages of introducing an intervention within a country.”

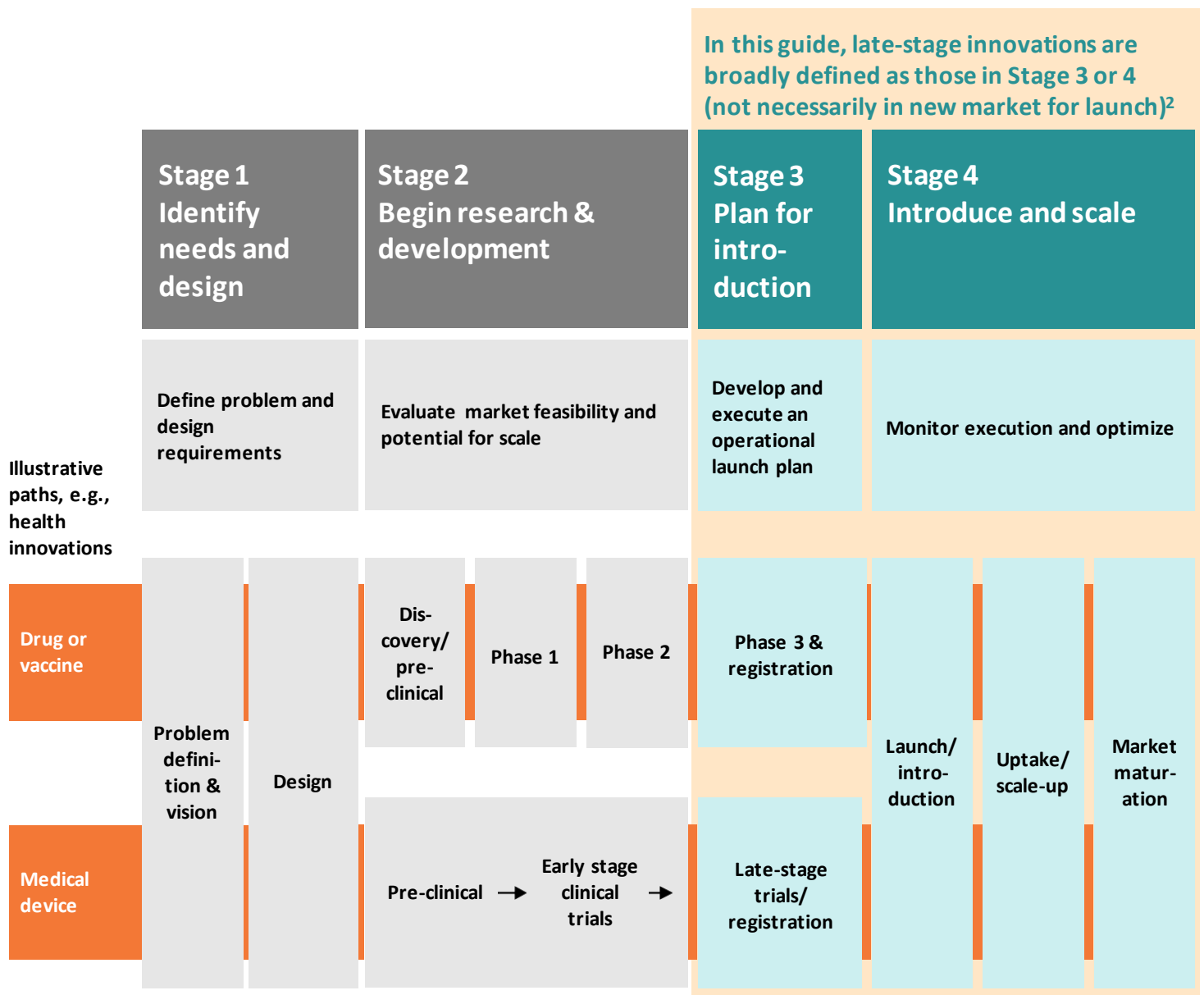
- **Launch and Scale Speedometer, Duke Global Health Innovation Center**

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# This guide focuses on supporting late-stage FP/RH innovations

 Focus for this guide

While other resources are available for early-stage innovations (some are shared in the *Conclusion* section), this guide focuses primarily on late-stage innovations, as described in the graphic below referenced from USAID - *Idea to Impact*. Though the focus is on late-stage innovations, planning needs to start early and prior to launch.



2. While this guide covers elements of Stage 3, it does not discuss in detail elements such as registration; instead, it focuses mostly on Stage 4 "Introduce and scale"



# Resources reference *Ready, Set, Launch* components of scale-up

These resources build on existing guides, including USAID's *Ready, Set, Launch* - a **country-level launch planning guide** for global health innovations that highlights five inter-connected core components of scale-up. **These five components are referenced across multiple resources in Empowering FP/RH Innovations for Scale.**

## *Ready, Set, Launch* Core Components

### Potential considerations (can differ by innovation type)

Market & User	<ul style="list-style-type: none"> <li>• Who is the target user and what influences this user?</li> <li>• What can provide information about user demand and how can demand be further generated?</li> <li>• What points of care/points of access are most relevant?</li> </ul>
Manufacturing & Distribution	<ul style="list-style-type: none"> <li>• Are economics and costs in line with ability and willingness to pay?</li> <li>• What are the target delivery channels to reach users?</li> <li>• Who might the key distribution partners be?</li> </ul>
Clinical Evidence & Regulatory <sup>3</sup>	<ul style="list-style-type: none"> <li>• What are key considerations for regulatory approval (if needed)?</li> <li>• What clinical or other evidence might be needed?</li> <li>• How long does the regulatory approval process take?</li> </ul>
Policy, Advocacy & Financing	<ul style="list-style-type: none"> <li>• Who are the key decision-makers or opinion-leaders?</li> <li>• What is the process for including innovations in appropriate protocols/lists and within policies?</li> <li>• Who can provide the necessary resources for scale-up activities?</li> </ul>
Coordination	<ul style="list-style-type: none"> <li>• Who can coordinate and support launch in-country?</li> <li>• Who are other key stakeholders and how can they be engaged?</li> <li>• What are other considerations for in-country launch?</li> </ul>

3. "Clinical Evidence and Regulatory" can include Clinical Evidence and Product/Service Regulation for FP/RH innovation

# There are also unique considerations for FP/RH innovation launch and scale

## Ready, Set, Launch Core Components

### FP/RH: Factors in Launch and Scale (non-exhaustive)

Market & User	<p><b>1</b> The value proposition of FP/RH innovations often needs to be highly nuanced and tailored to the intended users and markets. Elements such as <b>flexibility, privacy, trust, voluntarism, and informed choice</b> should be considered when innovations are developed, tested, launched, and scaled.</p>
Manufacturing & Distribution	<p><b>2</b> Stakeholders must <b>understand how their interventions fit into unique market dynamics</b> that include a greater share of private sector stakeholders compared to some other health sectors. This varies across countries and product types and may include <b>non-clinical distribution channels</b> in some cases.</p> <p><b>3</b> Due to the significant impact that innovation discontinuation can have on users, it is particularly important to have <b>distribution networks that are resilient</b>. This could include multiple distribution channels and functioning supply chains (e.g., on-time frequent delivery).</p>
Clinical Evidence & Regulatory <sup>4</sup>	<p><b>4</b> FP/RH innovations involving newer trends, such as self-care, may require <b>additional evidence</b> to build a deeper understanding of the innovation's impact and generate buy-in from stakeholders.</p>
Policy, Advocacy & Financing	<p><b>5</b> Given volatility in development funding, there is a need for <b>long-term financing planning</b> and consideration of <b>multiple funding sources</b>.<sup>5</sup></p> <p><b>6</b> <b>Addressing longer-term affordability</b> for end users requires consideration of specific market dynamics (e.g., access through private sector channels) to inform financing strategies and, if necessary, delivery and payment models (e.g., out-of-pocket subsidies).</p>
Coordination	<p><b>7</b> Given that FP/RH can be accessed in a wide variety of clinical and <b>non-clinical channels</b> and that users are influenced by many actors (e.g., peers, family, healthcare professionals, retailers, community leaders), <b>coordination for launch and scale</b> across many stakeholders is vital.</p>

Stakeholders can keep these in mind when considering innovations, additional considerations are in the *“Scale-up lessons”* resource

4. "Clinical Evidence and Regulatory" can include Clinical Evidence and Product/Service Regulation for FP/RH innovation  
 5. <https://www.kff.org/report-section/donor-government-funding-for-family-planning-in-2020-report/>

# Stakeholders have emphasized challenges in supporting FP/RH innovation scale-up, which have informed this guide

“One of your biggest challenges in scale-up is market entry and penetration, where governments can provide the most support.”

– *FP/RH Innovator*

“From my experience, a guide like this could be very helpful for stakeholders to discuss and agree on priorities and understand challenges in-country.”

– *Implementing Partner*

“There is opportunity for more guidance on how to navigate developing local government relationships.”

– *FP/RH Innovator*

“Many innovations are introduced, but the sustainability beyond the launch stage can often be lacking.”

– *Implementing partner*

“Innovations that allow for self-care may require higher levels of evidence to build buy-in.”

– *Implementing partner*

“Investors are currently a missed opportunity for FP/RH innovations.”

– *Social Impact Investor*

“Equity investing is still quite unheard of in the FP space but offers an opportunity for more sustainable scale-up.”

– *USAID Mission*

“When you're organized and can discuss the challenges, with the right people in the room, supporting innovations becomes a lot easier.”

– *Public Health Official*

This guide should help overcome some of these challenges

## A Align on a vision

Empowering FP/RH innovation by identifying key goals and priorities, analyzing barriers and root causes, bringing stakeholders together, and reviewing available resources



# A Align on a vision

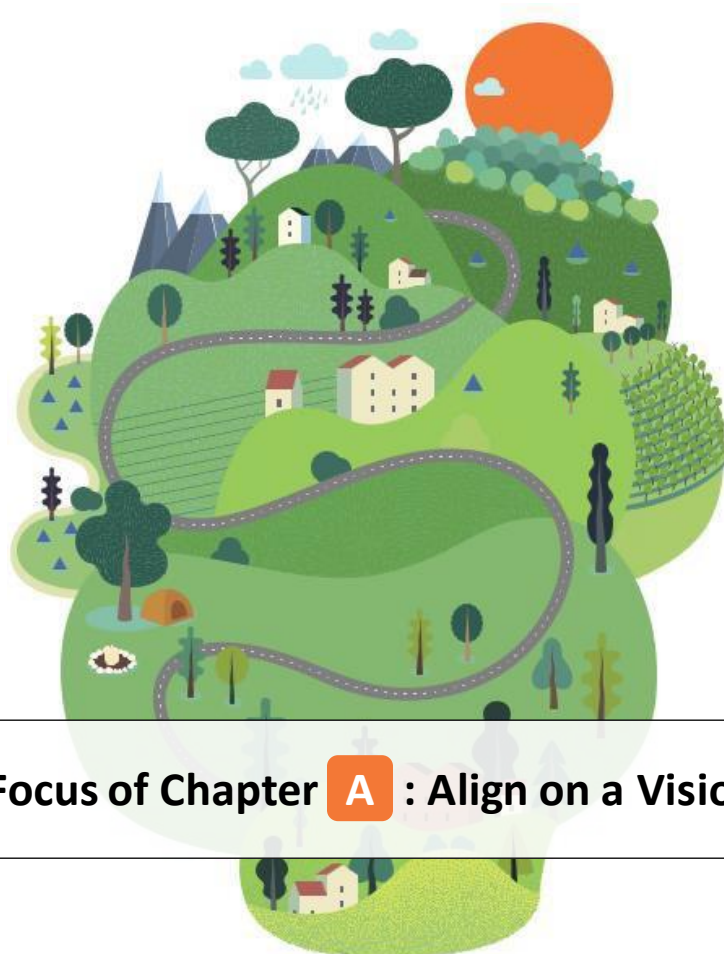
## Relevant sections

**A1** At the beginning of an organization’s journey to support FP/RH innovation scale-up, the first step may be to **identify key goals and priorities**

**A2** In identifying key goals, an important consideration for success is analyzing **existing barriers and root causes**, both specific to and broader than FP/RH

**A3** To successfully enact change, it is important to **bring stakeholders together** that may be able to support FP/RH innovation scale-up

**A4** By bringing the right stakeholders together, the collective group can also **review resources needed and available**, particularly any domestic resources, to support scale-up



Focus of Chapter **A** : Align on a Vision

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# A Content included

Templates with examples available  
in separate file for use ✓

This chapter includes four sections to help align on a vision. Depending on where you are on your journey, you may have already considered some of these elements. The first three sections also have templates that users and facilitators can use.

A1 ✓

A2 ✓

A3 ✓

A4

Content	Identifying goals and priorities	Considering barriers	Bringing stakeholders together	Reviewing resources available
Topics covered	Highlighting the <b>role of innovations</b> in achieving FP/RH goals	Review the <b>regional and country barriers</b> in the context of potential innovation scale-up	Identifying potential <b>stakeholders to engage</b> in kicking off a cadence of innovation review	Defining the <b>resources available</b> to support FP/RH innovation scale-up

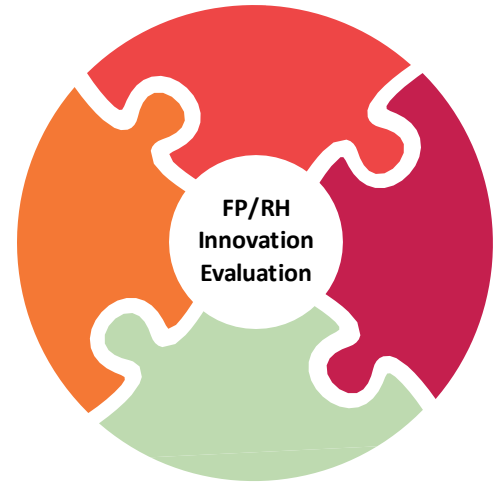
## How stakeholders might leverage this chapter



- Donors, funders, and investors can take a **holistic lens** when considering FP/RH goals and beyond
- Public health officials or implementing partners may have more **regional or country-specific goals and considerations**
- Innovators may use this section to best identify how to **align with target goals** and adapt the guide to **identify innovation-specific barriers**

# Key insights from Chapter **A** for FP/RH Innovation Evaluation

*The FP/RH Innovation Evaluation Framework is used throughout this document to highlight key categories of considerations (see page 9)*



## Categories

## Key considerations



### FP/RH & Broader Potential Impact

What are your FP/RH and broader health goals, what is the current state, and what is desired timeline to achieve these goals?



### Regional & Country-Specific Considerations

What resources can your organization provide to support innovation scale-up?



### Innovation Considerations

How do your goals inform the types of innovations that you want to pursue?



### Resources & Sustainability

What are region/country-specific barriers or other considerations?

# A1 Identifying goals and priorities

In order to identify appropriate innovations or to know if an innovation may support broader health goals, stakeholders can begin with aligning on goals and priorities.



More details on barriers to follow

## Key questions to consider

What are your **goals** as it relates to FP and RH?

What is your country/region's **progress to date** to meet these goals and what are the **existing gaps**?

Are there any **barriers** that have prevented existing FP/RH products or services in achieving target goals? Where can innovations be the most helpful?

How can FP/RH innovations help achieve **broader health goals**?

How can FP/RH innovations be incorporated into other **health programs**?

What are other **priority considerations** for your region in scaling up FP/RH innovations?

### Tips & best practices

Goals and priorities can already exist as part of **FP2030 commitments** and/or other national strategies

Goals should be **SMART** – Specific, Measurable, Achievable, Relevant, Time-bound



## Example output for Country X

### Example goals, progress, and barriers

Goal/ Metric	Target <sup>6</sup>	Current	Recent Progress and Efforts	FP/RH- related Barriers
mCPR	65%	12%	Only 3% increase in past 5 years despite contraceptive availability	Low demand for contra-ceptives
Unmet need	25%	40%	Decreased from 50 to 40% in past year	Limited distribution channels for FP/RH
Maternal mortality (per 100,000)	70	200	Mortality rate increasing in past few years in select regions	Low FP services access in some regions

### Other example priority considerations for FP/RH:

- Reducing school dropout for adolescents given unintended pregnancies
- Maximizing local manufacturing in supply chains where possible
- Increasing funding and support from private sector stakeholders as part of national policy initiative

**Example timeline to achieve goals:** By 2030

6. Targets based on existing country benchmarks or goals as noted by FP2030, USAID, WHO, etc.



## A2 Considering barriers (1/2)

After identifying goals, stakeholders can analyze existing barriers and their root causes as it can inform the types of innovation needed and additional considerations during scale-up. Types of innovations are further discussed in Chapter B.

### Core Components



### Key questions

### Example of key FP/RH and broader system barriers to consider (*not exhaustive*)

#### Market & User

What is unique to this market and these users (compared to other markets)?

- **Demand** for FP/RH products and services, may be impacted by health literacy, **cultural norms**, etc.
- **Specific target users may have specific needs** and barriers (e.g., greater need for privacy or for faster return to fertility)
- **Ability to forecast demand** or have **visibility** into existing demand (e.g., if new substitutes are about to enter the market or if population estimates are unknown in certain areas)
- **Market dynamics'** impact on overall access and continuity (e.g., monopolies, leakage, subsidies)

#### Manufacturing & Distribution

What local barriers around manufacturing and distribution might prevent access and adoption of FP/RH products and services?

- **Supply chain considerations** to ensure sustainable access to products (e.g., sub-national variation in last mile distribution)
- **Physical infrastructure** (e.g., telecom network) needed to scale-up different types of innovations (e.g., digital)
- **Delivery channels** for certain regions or population segments
- Appropriate **facilities infrastructure, services, and resourcing** (e.g., clinics, hospitals, health centers, pharmacies) to support distribution and offering of FP/RH innovations
- **Manufacturing capacity** (e.g., global capacity and volume guarantees may impact future capacity)



### Additional areas of inquiry

- What is the level of urgency of this barrier?
- Is this a short-term or long-term barrier?
- Does this barrier need to be addressed separately to better promote FP/RH innovation?
- What role might cultural or partner dynamics play in these barriers?

## A2 Considering barriers (2/2)

After identifying goals, stakeholders can analyze existing barriers and their root causes as it can inform the types of innovation needed and additional considerations during scale-up. Types of innovations are further discussed in Chapter B.



Core components	Key questions	Example of key FP/RH and broader system barriers to consider ( <i>not exhaustive</i> )
Clinical Evidence & Regulatory	What data and evidence are needed or already exists?	<ul style="list-style-type: none"> <li>Understanding and timeliness of <b>regulatory processes</b> to obtain approval and enter markets (e.g., WHO pre-qualified and national registration)</li> <li><b>Quality controls</b> impacting trust in FP/RH products (e.g., potential counterfeits)</li> <li><b>Monitoring and evaluation</b> to determine if innovations are achieving intended impact (e.g., evidence on continuation)</li> </ul>
Policy, Advocacy & Financing	What funding, policies, or other types of support are limiting FP/RH innovations from scaling?	<ul style="list-style-type: none"> <li><b>Task-sharing</b> and scope of practice policies informing health workers' ability to use innovations (e.g., ability to prescribe or administer)</li> <li><b>Price of existing FP/RH offerings</b> affecting user demand and potential delivery channels</li> <li><b>Sources of sustainable financing</b> to support scale-up (e.g., reimbursements through health insurance)</li> <li><b>Inclusion in guidance and lists</b> (e.g., at national and sub-national level and in facilities or availability through UNFPA for products)</li> <li><b>Advocacy and communication</b> to decision-makers around need for supporting FP/RH</li> </ul>
Coordination	What partnerships are necessary to help scale FP/RH innovations?	<ul style="list-style-type: none"> <li><b>Support from collaborations</b> or organizations for scale-up</li> <li><b>Private providers</b> to support FP/RH innovation scale-up</li> <li><b>Degree of alignment</b> among public health officials and implementation partners to support underserved populations</li> </ul>



External resources

For more information on conducting barrier and root-cause assessments for FP/RH health innovations, please visit [USAID's Ready, Set, Launch](#) and other resources

## A3 Bringing stakeholders together (1/3)

Convening stakeholders early and creating alignment on innovation introduction and scale-up is important for long-term success. One way may be through an innovation review team. Lessons from prior innovation scale-up shows that bringing together cross-functional stakeholders can enhance success but requires coordination. Some potential example stakeholders are listed below. Many of these stakeholders may also be involved in innovation launch and scale-up teams.

	Stakeholder
<b>Potential innovation review team</b>	Ministry of health officials
	Other public sector stakeholders
	Technical experts
<b>Broader stakeholders for input</b>	Implementing partners
	Donors and funders
	Private sector stakeholders
	Local government representatives
	Other global bodies
	Innovators and accelerators
	Service-delivery stakeholders and users

### Case study

In Kenya, the Reproductive, Maternal, Neonatal, Child and Adolescent Health Products and Technologies Steering Committee (RAPTIS) provides leadership, coordination, and oversight for the public-sector roll-out and scale-up of FP/RH and broader innovations.

To do this successfully, they bring together public health officials, donors, regulatory agencies, research institutions, and private sector organizations.

They meet regularly to discuss innovations and frequently engage with financing stakeholders, as needed.

Descriptions and details on example stakeholders and roles can be found on the next page

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## A3 Bringing stakeholders together (2/3)

	Stakeholder	Description	Example Profiles	Potential roles and input
<b>Potential innovation review team</b>	<b>Ministry of health (MoH) officials</b>	MoH colleagues involved in FP/RH efforts and scaling up innovations	<ul style="list-style-type: none"> <li>FP/RH department members</li> <li>Program managers</li> <li>Technical officers</li> </ul>	Convening stakeholders; sourcing and reviewing innovations; sharing information; leading longer-term scale-up
	<b>Other public sector stakeholders</b>	Officials from policy and regulatory agencies related to new product introduction	<ul style="list-style-type: none"> <li>Pharmaceutical deputy for regulatory agencies</li> <li>Finance ministry technical experts</li> </ul>	Sourcing and sharing other innovations
	<b>Technical experts</b>	Individuals/organizations experienced in FP/RH and/or innovation scale-up	<ul style="list-style-type: none"> <li>Academic researchers</li> <li>External advisors</li> <li>Technical advisory committees or working groups on FP/RH<sup>7</sup></li> </ul>	Sharing advice on potential impact in-country
<b>Broader stakeholders for input</b>	<b>Implementing partners</b>	Stakeholders currently helping implement FP/RH innovations	<ul style="list-style-type: none"> <li>Community organizations (civil, faith-based, etc.)</li> <li>Healthcare system partners</li> <li>Social marketing organizations</li> </ul>	Considering path and challenges to implementation and market entry
	<b>Donors and funders</b>	Donors and other funders that have financed FP/RH innovations	<ul style="list-style-type: none"> <li>In-country FP/RH health teams of bilateral donors</li> <li>Multilaterals (e.g., UNFPA)</li> <li>Private foundations health leads</li> </ul>	Sharing potential innovations, evidence, and resourcing considerations
	<b>Private sector stakeholders</b>	Organizations that can support scale-up of FP/RH innovations	<ul style="list-style-type: none"> <li>Private providers</li> <li>Professional associations</li> <li>Other stakeholders (e.g., manufacturers, fintech providers, data analytics firms)</li> </ul>	Identifying opportunities to support scale-up through partnerships; sourcing innovations
	<b>Local government representatives</b>	Members of local government bodies where scale-up is being considered	<ul style="list-style-type: none"> <li>Local official (governor or mayor)</li> <li>Local health department lead</li> </ul>	Sharing insights on local capacity to support FP/RH innovation or local innovations
	<b>Other global bodies</b>	International organizations with a focus or interest in including FP/RH innovations	<ul style="list-style-type: none"> <li>WHO</li> <li>FP2030</li> <li>Convening groups (e.g., Reproductive Health Supplies Coalition, SEMA Reproductive Health)</li> </ul>	Sharing information on innovations and providing technical expertise
	<b>Innovators and accelerators</b>	Individuals or organizations who are supporting FP/RH innovations	<ul style="list-style-type: none"> <li>Previous innovators</li> <li>Accelerators and incubators</li> </ul>	Sharing perspectives based on experience supporting FP/RH innovation scale-up
	<b>Users and service delivery stakeholders</b>	Medical professionals or end-users who will be administering or using innovations	<ul style="list-style-type: none"> <li>Users (e.g., adolescents, mothers)</li> <li>Health care professionals (e.g., community health workers)</li> </ul>	Providing user feedback for potential innovations based on on-the-ground experience

**Including end user voices is important and can be enhanced through advisory boards or other initiatives**

7. Technical advisory committees or working groups on FP/RH can include stakeholders listed above

## A3 Bringing stakeholders together (3/3)

Convening stakeholders helps kick off a continuing dialogue around FP/RH innovation and many of these stakeholders can go on to support scale-up. A kickoff can be done in one longer meeting or in a series of shorter meetings, depending on stakeholder preferences and pre-work needed.

### Potential pre-work<sup>8</sup>

- Synthesizing national FP/RH priorities, goals and current state
- Identifying existing efforts on FP/RH and resources to support innovations

### Potential agenda

- Aligning on key FP/RH priorities and discussing goals
- Identifying current state and key barriers to progress
- Discussing role of FP/RH innovations to achieve goals
- Identifying available resources for FP/RH support
- Reviewing and refining prioritization criteria for innovations
- Discussing resources to build out pipeline
- Aligning on key sub-committees and technical working groups

### Potential outputs

- Initial weighting of criteria for prioritization
- Avenues defined to identify resources available



### Tips & best practices

Determine what parts of the meeting are most effective **individually or in smaller groups** vs. as a full team

Share pre-work in advance and prepare for hybrid meetings so **virtual participants** can fully engage

Regularly review if a **new kickoff** is needed

**After kickoff, subcommittees or technical working groups can become standing committees, such as those focused on:**

- Building innovation pipeline
- Evaluating innovations through identifying evidence
- Supporting introduction and scale-up
- Providing technical assistance in certain areas
- Monitoring and evaluating innovations over time

8. Can be completed on templates shared in “Templates and Toolkits” document

## A4 Reviewing resources available

As part of aligning on a vision, stakeholders should consider the expertise and resources that they can provide to innovation introduction and scale-up, which can inform longer-term planning. It is particularly important to consider domestic resources and sustainable financing that can support innovations scale-up early on. Resources and expertise can be revisited after aligning on innovations to support and will need to be tailored to the innovation (more details in Chapter D).

### Key questions to consider



### Potential resources to provide for scale-up support

What **financial and other resources do you have available** to support FP/RH innovations?

What **technical expertise can you provide** to support FP/RH innovations?

Where can your **networks or connections** help FP/RH innovations scale?

What expertise and resources are available **domestically** vs. from global sources?

#### Core Components

#### Market & User

#### Market & User

#### Specific example areas of support & expertise

- Market research and marketing
- User testing and education

#### Manufacturing & Distribution

- Infrastructure and manufacturing
- Supply chain and delivery channels
- Training and capacity building

#### Clinical Evidence & Regulatory

- Regulatory approvals
- Evidence generation and evaluation

#### Policy, Advocacy & Financing

- Policy and advocacy guidance
- Sustainable financing

#### Coordination

- Launch and program management teams
- Partnerships to enable scale
- Business or delivery model refinement

Deep dive on sustainable financing and funding sources in Chapter D  
“Support Sustainably”

# Additional materials for Chapter **A**

All additional materials can be found in “Templates and Toolkits”

## Content area

## Additional Materials

### Identifying goals and priorities

### Goal analysis

Goal/Metric	Target <sup>1</sup>	Current	Recent Progress and Efforts	FP/HR-related Barriers
mCPR	87%	82%	Only 3% increase in past 3 years despite contraceptive availability	Low demand for contraceptives
Unmet need	27%	86%	Decreased from 50 to 85% in past year	Limited distribution channels for FP/HR
Maternal mortality (per 100,000)	75	200	Mortality rate to remain in past five years in select regions	Low FP access to contraceptives in some regions

**Areas where FP/HR innovations can have most value:**

- Increasing demand for contraceptives and other FP/HR services
- Improving efficiency of contraceptives and other contraceptives

**Broader healthcare system and governance challenges to consider:**

- Low health insurance coverage for users leading ability for users to pay
- Infrastructure challenges in delivering service in certain regions

**Other priority considerations in supporting innovations:**

- Reducing school dropout for adolescents and youth given unmet needs/progress
- Addressing local manufacturing to supply chain where possible
- Increasing funding and support from private sector stakeholders as part of national policy initiative

### Bringing stakeholders together

### Kickoff meeting

**Kickoff meeting**

Example agenda: Innovation Review Committee Kick Off for Country X

**Prework<sup>1</sup>**

- Synthesizing national FP/HR priorities, goals & current state
- Identifying existing efforts on FP/HR, and resources to support innovations

**Illustrative Agenda (3 hours)**

Aligning on key FP/HR priorities and discussing goals	20 min
Identifying current state and key barriers to progress	20 min
Discussing role of FP/HR innovations to achieve goals	30 min
Identifying available resources for FP/HR support	20 min
Reviewing and refining prior hypotheses or facts for innovations	30 min
Discussing resources to build out pipeline	20 min
Aligning on key sub-committees and technical working groups	40 min

**Output**

- Initial weighting of metrics for prioritization
- Agencies defined to identify resources available

Additional materials include a **filled-out example** and a **blank template** to use.

Before using a template, you can review the filled-out example, the respective section in this guide, and any other supplementary materials and research.

# Notes

Along with FP/RH goals, what might be broader considerations or priorities?

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What are the key barriers and root causes to further explore? Which areas need innovation?

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Are there broader stakeholders to engage in FP/RH innovation scale-up?

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What are the best ways to identify the resources available? What expertise is missing?

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## **B** Expand horizons

Engaging FP/RH innovations by identifying types of innovations, potential levels of impact, and developing a landscape of engagement



# B Expand horizons

## Relevant sections

**B1** After defining FP/RH and broader health goals, the next step is understanding the **different types of innovation** that can help achieve these goals

**B2** It is also be important to consider the **different impacts** that innovations can have, especially across innovation types


**B3** Identifying root causes behind barriers can inform **types and impacts** of innovation most relevant for you and your organization

**B4** By understanding the different types and impacts of FP/RH innovations, stakeholders can **consider a broader landscape of innovations**





Focus of Chapter **B** : Expand Horizons

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Templates with examples available  
in separate file for use 

# B Content included

This chapter includes four sections to help expand horizons. Depending on where you are on your journey, you may have already considered some of these elements. The last section has a template for users and facilitators.

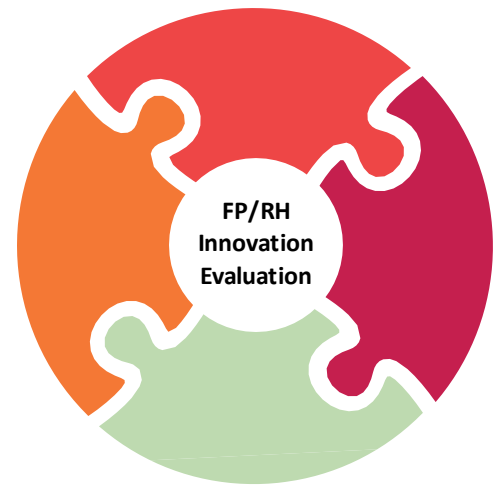
	B1	B2	B3 	B4 
<b>Content</b>	<b>Reviewing types of FP/RH innovation</b>	<b>Understanding potential impacts</b>	<b>Defining areas for innovative impact</b>	<b>Sourcing across a landscape</b>
<b>Topics covered</b>	Considering the <b>spectrum of innovations</b> that can help achieve FP/RH and broader goals	Identifying the <b>different types of impact</b> innovations can have and which may align with FP/RH goals	Reviewing how <b>potential barriers</b> and root causes can inform innovation needed	Defining the <b>landscape</b> of potential FP/RH innovations and building sourcing and engagement plans

## How stakeholders might leverage this chapter

- Public health officials, donors and funders, implementing partners, public health officials, and others can use this section to broaden their horizons on **types of innovation** and begin engaging with innovators
- Investors can look to focus specifically on channels and avenues to best engage with FP/RH innovators
- Innovators can use this section to best identify and articulate the **type of impact** their organization may be driving

# Key insights from Chapter **B** for FP/RH Innovation Evaluation

*The FP/RH Innovation Evaluation Framework is used throughout this document to highlight key categories of considerations (see page 9)*



## Categories

## Key considerations



**FP/RH & Broader Potential Impact**

What types of innovations are most applicable for you and your organization?



**Regional & Country-Specific Considerations**

What types of impact might be most relevant given region and country-specific considerations?



**Innovation Considerations**

How might different avenues or sources be most helpful to identify different types of innovation?



**Resources & Sustainability**

What resources might be needed to engage with FP/RH innovations?

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# B1 Reviewing types of FP/RH innovation

Accelerating the path to achieving FP/RH goals can be supported by a broad landscape of innovations. Below is a description of different types of possible FP/RH innovations, referencing the “Types of Global Health Innovation” as noted in USAID – *Innovation Realized*. Innovations may be digital or have digital features. They may also be bundled across multiple types.

## Types of Global Health Innovations



### OFFERING



### DELIVERY



### FINANCE



### PROCESS

## FP/RH considerations

Sub-categories and examples relevant to FP/RH innovations (not exclusive)

### Product, Device

- Diagnostics (e.g., pregnancy tests)
- Pharmaceuticals
- Devices

## Digital Products/Service

- Delivery channel
- Demand generation
- Monitoring & evaluation

## Service, Financing

- Business model
- Partnerships & network
- Blended financing

## Practice & Approach

- Training programs
- Management guides & systems
- Enabling & core processes

Digital as a core theme that can cut across FP/RH innovations

Bundles across multiple areas are also possible

Contraceptives can be devices and/or pharmaceutical products and can be further categorized based on other factors such as:

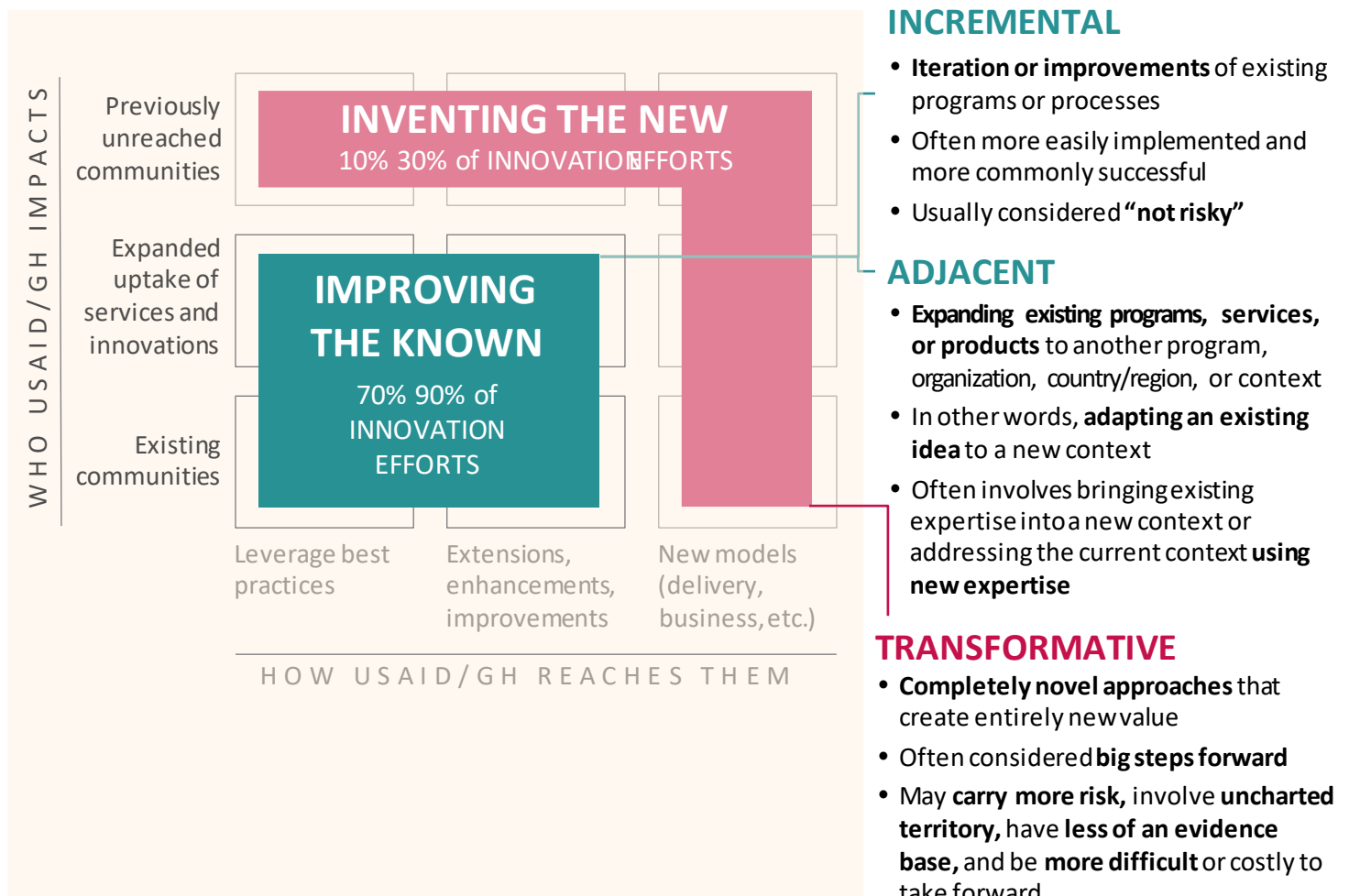
- Method (barrier, intrauterine, sterilization)
- Hormonal vs. non-hormonal
- Duration (emergency, short-acting, long-acting)
- User/self vs. provider-administered

**Policy and regulatory considerations** will vary significantly based on factors, including:

- Type of innovation (product, service, digital)
- Country/region
- Regulatory body

## B2 Understanding potential impacts of innovations

Innovations can have different levels of impact. They can be incremental, adjacent, or transformative in context of broader topics such as FP/RH. By considering the type of impact needed to achieve FP/RH goals, stakeholders can further identify the types of innovation they may need. The categorization below is referenced from USAID – *Innovation Realized*.



### Tips & best practices

- When defining the role of innovation in achieving FP/RH goals, consider the **potential impact desired**
- As part of engaging with potential innovations, consider how **different types of impact may be necessary** to achieve goals (e.g., incremental in some areas, transformative in others)



## B3 Defining areas for innovative impact

After reviewing types and impacts of innovation, you can analyze barriers and associated root causes to better inform which FP/RH innovations can be most helpful in achieving your goals.

### Example analysis

#### Analyzing root causes

ILLUSTRATIVE

##### Core

##### components

##### Example barriers

##### Regions

##### Potential root causes

##### Market & User

Limited demand for FP/RH products and services

Country-wide

Cultural stigma around FP/RH  
Lack of access to information or services  
Insufficient data to showcase demand



#### Identifying potential FP/RH innovations

ILLUSTRATIVE

##### What example types of innovation might be most helpful?

**Offering innovations** to better identify demand, address user needs, or expand choices (e.g., point-of-sale technology)

**Delivery innovations** to increase access to information or change behavior (e.g., basic mobile-accessible app)

##### What impact should these innovations have?

**Adjacent innovations** to expand access to information and better identify demand



#### Synthesizing across root causes for broader priorities and considerations

ILLUSTRATIVE

##### What are examples of overall areas where innovations can be supportive?

Increasing demand for contraceptives and other FP/RH services

Improving effectiveness of contraceptives and other commodities

##### What are broader examples of system challenges to continue considering?

Infrastructure challenges leading to limited delivery channels in some regions

Low health insurance coverage for users limiting ability for users to pay

#### Tips & best practices

- As part of conducting a root-causes analysis, consider differences between **cause and effect**.
- Engaging in **individual and group reflections** can help advance analyses. A potential sequence includes identifying key barriers collectively and then individually brainstorming root causes and potential helpful innovations. Convening back together again to discuss insights can help shape the path forward.
- Build off **primary research available** or **conduct external research if needed** to identify barriers and root causes.
- Innovators can use this to look at barriers that impact their innovations or their innovation is overcoming.



# B4 Sourcing across a landscape of FP/RH innovations

Stakeholders can build an innovation landscape by identifying potential sources of innovation most relevant to them, as discussed earlier, which they may decide to **support more substantially** at various stages of **evaluation**. Developing a successful innovation landscape requires **time and resource investments** from stakeholders to **cultivate and support** innovations as they scale.

## Potential avenues

### Details

Potential avenues	Details
<b>Processes to identify</b>	<ul style="list-style-type: none"> <li>• <b>Proactive engagement:</b> Ensure that the innovation review process is clearly communicated and that opportunities are disseminated so that innovators reaching out have clarity on process and criteria</li> <li>• <b>Direct outreach:</b> Reach out to innovators in country or outside who have later-stage products, services, or other innovations that can help achieve FP/RH goals</li> <li>• <b>Formal opportunities:</b> Utilize requests for proposals (RFPs), requests for information (RFIs), or other mechanisms, when appropriate, to formally invite potential innovations to be considered</li> <li>• <b>Systematic scanning:</b> Conduct on-going or regular scanning of literature, conference reports, and other materials and/or set up a broader advisory group to regularly source innovations</li> </ul>
<b>Sources to consider</b>	<ul style="list-style-type: none"> <li>• <b>Global partners:</b> Utilize latest thinking from global partners (e.g., UNFPA, WHO, FP2030) or regional organizations to identify innovations that are succeeding in other regions</li> <li>• <b>Regional/local governments, providers, organizations:</b> Review innovations in FP/RH that are already working at smaller scale in country through engaging with governments, providers, and community leaders (e.g., could put out a community call for innovations, host regular peer-to-peer sharing/learning sessions)</li> <li>• <b>Local investors and accelerators:</b> Collaborate with accelerators and incubators to identify proven innovations that can support FP/RH goals</li> <li>• <b>Research institutions:</b> Engage with academic and other research institutions (health and non-health) that may be involved in the late stage of development for innovations or in evidence generation (e.g., review conference reports)</li> <li>• <b>Literature, news, and social media:</b> Scan different information platforms and use networks to engage with potential FP/RH innovators</li> <li>• <b>Fellowship and government programs:</b> Engage with existing programs oriented towards helping public or private sector innovations looking to scale-up</li> </ul>



## Tips & Best Practices

When defining sources of innovation, consider **existing infrastructure** that may help make certain sources easier to access and the sources that can best identify the **types of innovations needed** for your organization (as defined in chapters in A and B)



# Additional materials for Chapter **B**

All additional materials can be found in “Templates and Toolkits”

## Content area

## Template

Defining areas for innovative impact

Barrier and root cause identification

Identify barriers	Identify root causes	FP/RH innovation considerations
<p><b>Example barriers</b></p> <ul style="list-style-type: none"> <li>Country-wide</li> <li>Limited demand for FP/RH products and services</li> </ul>	<p><b>Potential root causes</b></p> <ul style="list-style-type: none"> <li>Cultural stigma around FP/RH</li> <li>Lack of access to information or services</li> <li>Insufficient data to showcase demand</li> </ul>	<p><b>Ability to address</b></p> <ul style="list-style-type: none"> <li>Opportunities for innovations to increase access to information. For example, basic mobile phone-based apps, or to better identify demand amongst poor/rural households.</li> </ul>
<p><b>Barrier and driver identification leads to prioritization, and regional &amp; country-specific considerations</b></p> <p>Areas where innovation can support:</p> <ul style="list-style-type: none"> <li>Increasing demand for commodities and other FP/RH services</li> <li>Improving efficiency of commodities and other commodities</li> </ul> <p>Breaker system changes to consider:</p> <ul style="list-style-type: none"> <li>Infrastructure challenges leading to limited delivery channels in some regions</li> <li>Low health insurance coverage for users limiting ability for users to pay</li> </ul>	<p><b>Considerations for introduction</b></p> <ul style="list-style-type: none"> <li>Important to consider additional resources required for demand generation</li> </ul> <p>Scale up plan will require additional resources for introducing and scaling up into northern regions.</p>	

Sourcing across a landscape of FP/RH innovation

Sources of innovation

Potential sources of late-stage innovations	Identifying from other sources	Tip & Best Practices
<p><b>Engaging directly</b></p> <ul style="list-style-type: none"> <li>Proactive engagement: innovators reaching out to ministry of health officials.</li> <li>Direct outreach: engaging with innovators from</li> <li>Formal opportunities: request for proposals (RFPs)</li> <li>Systematic scanning: N/A</li> <li>Others: N/A</li> </ul>	<p><b>Global experts:</b> UNFPA technical experts, N/A</p> <p><b>Regional/local governments, providers, organizations:</b> N/A</p> <p><b>Local investors and accelerators:</b> healthcare innovation accelerator program</p> <p><b>Research institutions:</b> universities in capital city</p> <p><b>Literature, news &amp; social media:</b> N/A</p> <p><b>Partnership and government programs:</b> existing msh innovation program</p> <p>Others: N/A</p>	<p>Begin by conducting research with existing stakeholders, specifically for items of innovation needed (as defined in chapters A and B)</p> <p>Not all potential sources may be relevant for each sub-objective</p> <p>Innovations should be implemented in a defined and consistently defined</p>

Each of the additional materials includes a **filled-out example** and a **blank template** to use.

Before using a template, you can also review the filled-out example, the respective section in this guide, and any other supplementary materials and research.

# Notes

What types of innovations are most relevant for you and your organization?

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What type of impact is needed given the goals and barriers identified?

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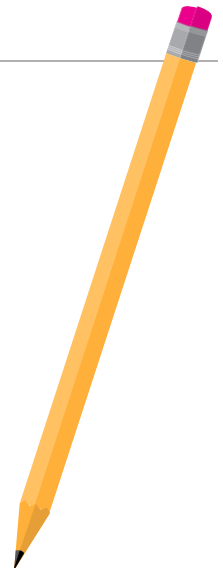
What sources of innovation should be prioritized?

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## C Evaluate potential

Helping align on evaluation criteria, developing weighting based on stakeholder considerations, and evaluating and prioritizing based on evidence



# C Evaluate potential

## Relevant sections

**C1** To move from identifying to evaluating FP/RH innovations, stakeholders should **consider criteria** they want to use in evaluation.

**C2** Each criteria may have a **different weighting** based on the varying priorities of the stakeholders involved

**C3** Once stakeholders are aligned on criteria and weightings, they can **evaluate and prioritize innovations** based on evidence identified and highlight areas where **more evidence** may be needed



Focus of Chapter **C** : Expand Horizons

Note that identifying key criteria early on can also help with more tailored sourcing dependent on where you are in your journey

# C Evaluate potential

This chapter includes three sections to help evaluate the potential of different innovations. Depending on where you are on your journey, you may have already considered some of these elements. The last section has a template for users and facilitators.

	C1		C3
<b>Content</b>	<b>Aligning on evaluation criteria</b>	<b>Tailoring weightings based on stakeholders</b>	<b>Evaluating and prioritizing based on evidence</b>
<b>Topics covered</b>	Describing the <b>key categories and criteria</b> to consider in FP/RH innovation	Identifying how <b>key criteria</b> and priorities may differ based on stakeholders	Considering best practices for <b>gathering evidence</b> for evaluation and how to prioritize

## How stakeholders might leverage this chapter



- Public health officials, donors and funders, and implementing partners, may have more emphasis on criteria around **health and broader societal impact**
- Investors may have different criteria in relation to **impact, sustainability, and return on investment**
- Innovators may use this section to identify the **types of evidence they need to generate** to best engage with other stakeholders

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# C1 Aligning on evaluation criteria

Criteria in FP/RH Innovation Evaluation can span multiple categories and can be refined and weighted differently dependent on innovation type and stakeholder priorities (*details follow*). While multiple frameworks exist, aligning on a common framework can allow comparison across innovations.



The FP/RH Innovation Evaluation Framework is used throughout this document (see page 9)

## Potential example evaluation criteria for FP/RH innovations

Categories	Potential criteria	Potential evidence for evaluation per criteria
 <b>FP/RH &amp; Broader Potential Impact</b>	<b>Direct Impact</b>	Health measures and outcomes (e.g., mCPR), systems impacts (e.g., faster delivery channels)
	<b>Indirect Impact</b>	Social outcomes (e.g., school dropout rate, male engagement), broader health and economic goals
	<b>Relative Value Add</b>	Comparison to standard of care, synergies with existing offerings, incremental vs. transformative impact, ability to expand choice
	<b>Additional Use Cases</b>	Ability to expand to other use cases or target users
	<b>Time to Impact</b>	Overall timeline to achieve different stages of impact
	<b>Likelihood of Impact</b>	Ability to achieve impact based on feasibility or different levels of risk involved
 <b>Regional &amp; Country-Specific Considerations</b>	<b>Demand (End Users, HWs, Govt, etc.)</b>	Uptake by user or channel, repeat-user rate, willingness to recommend, willingness to purchase
	<b>Policy &amp; Regulatory Compatibility<sup>9</sup></b>	Regulatory compliance, synergies with existing policies or priorities, inclusion in policies and guidelines
	<b>Partner &amp; System Capacity</b>	Demonstrated stakeholder engagement, training required, partner comparative advantage
	<b>Infrastructure &amp; Supply Chain</b>	Supply chain resiliency, manufacturing capacity, availability of and in facilities
	<b>Cultural Fit</b>	Language and translations, relatable branding
 <b>Innovation Considerations</b>	<b>Efficacy<sup>10</sup></b>	Clinical trial data or proven success of innovation to date
	<b>Scale-Up to Date</b>	Geographic scale-up, market penetration
	<b>Ease of Use</b>	Behavior change required, time to train and use
	<b>Safety</b>	Clinical evidence, negative health impacts
	<b>Equity</b>	Affordability, focus on underserved populations
	<b>Other User Need Factors<sup>11</sup></b>	Convenience, privacy, side effects, continuation, allowing or expanding informed choice
 <b>Resources &amp; Sustainability</b>	<b>Cost &amp; Resource Effectiveness</b>	Cost for users, cost to system, comparative advantage to support; may include cost per Couple-Years of Protection
	<b>Organizational Capacity</b>	Physical and human resources, team experience, funding our resources to date
	<b>Business Model</b>	Alignment with financial goals and risk appetite of stakeholder (e.g., grant-based vs. expected returns)
	<b>Other Financing Opportunities</b>	Potential interest from other funders, opportunities for blended finance or inclusion in national programs

9. Policy and regulatory considerations may not be as important for public stakeholders as they can influence environment to support new innovations

10. If a product, can also consider other specific features, such as dosing, adherence, return to fertility, effect on menstrual cycle, etc.






11. Depending on innovation and stakeholder preferences, "Other User Need Factors" can also be split into multiple categories

## C2 Tailoring weighting based on stakeholders

While there are many criteria to potentially apply in prioritizing innovations, stakeholders should select the ones that really matter in decision-making and consider applying different weighting to criteria to reflect their importance.

**Weighting and view** of criteria can vary by stakeholders based on goals, resources, and other considerations...

...however, based on interviews and insights gathered, more **heavily weighted criteria across stakeholder types** commonly include:

Stakeholder	Potential specific considerations include	Criteria	Key question	Potential evidence for criteria
 <b>Public health officials</b>	<ul style="list-style-type: none"> <li>• <b>Direct &amp; indirect impact</b> of innovation to help achieve broader social goals</li> <li>• <b>Cultural fit</b> (e.g., language, cultural norms)</li> <li>• Ability to integrate with <b>existing systems capacity</b></li> </ul>	<b>Direct impact</b>	<i>What impact will this innovation achieve on progress towards your goals?</i>	Health measures and outcomes (e.g., mCPR), systems impacts (e.g., faster delivery channels)
 <b>Donors and funders</b>	<ul style="list-style-type: none"> <li>• <b>Likelihood of impact</b> of innovation</li> <li>• Ability for innovation to generate <b>follow-on support</b> from other investors</li> </ul>	<b>Relative value add</b>	<i>What is the additional value proposition of this innovation?</i>	Comparison to standard of care, synergies with existing offerings, incremental vs. transformative impact, ability to expand choice
 <b>Investors</b>	<ul style="list-style-type: none"> <li>• <b>Business model</b> and potential return on investment</li> <li>• <b>Time to impact</b> and achieving health and financial goals</li> </ul>	<b>Demand (End Users and/or Health Workers)</b>	<i>What is the expected or proven demand for this innovation?</i>	Uptake by user or channel, repeat-user rate, willingness to recommend, willingness to purchase
 <b>Implementing partners</b>	<ul style="list-style-type: none"> <li>• <b>Partner and systems capacity</b> to successfully support uptake</li> <li>• <b>Equity</b> and reaching broader users</li> </ul>	<b>Cost &amp; resource effectiveness</b>	<i>What resources are needed to support this innovation, and what impact can you expect?</i>	Cost for users, cost to system, comparative advantage to support; may also include cost per Couple-Years of Protection
 <b>Innovators</b>	As an innovator, understanding <b>what criteria matters</b> most to stakeholders and end users can help <b>shape your value proposition</b> .	<b>Efficacy</b>	<i>How effective has this innovation proven to be?</i>	Clinical trial data or proven success of innovation to date (most relevant for product innovations)

## C3 Evaluating and prioritizing based on evidence

While evaluating innovations can be challenging, such as identifying the right evidence or data, there are ways to improve the process, including by defining the evidence needed with flexibility, varying the sources of information, considering the future state early, and adapting when needed.

Best Practices	Examples in Action <sup>12</sup>
<p><b>Define evidence needed, with flexibility:</b> Across criteria, identify evidence needed in alignment with stakeholder priorities, but incorporate other information shared as part of considerations</p>	<p>“This innovation does not have evidence of contributing directly to reducing unwanted pregnancies, but it has successfully generated demand for contraception use.”</p>
<p><b>Vary sources based on type of evidence:</b> For each criteria and evidence needed, consider the best source(s) to find that information</p>	<ul style="list-style-type: none"> <li>▪ Evidence based on scale-up to date, found from medical reviews or innovation team</li> <li>▪ Evidence on in-country demand, found from market research</li> <li>▪ Evidence on systems capacity, based on expert interviews</li> </ul>
<p><b>Analyze current and future state:</b> While finding evidence on current criteria, capture and note expected trends as well</p>	<p>“While this innovation has high demand currently, experts indicate that this innovation can be easily disrupted with coming advancements.”</p>
<p><b>Use resources wisely:</b> Check in regularly to determine if continued evidence gathering is needed or existing evidence provides a clear perspective</p>	<p>“While you have not reviewed all criteria, the significant systems challenges here mean this innovation is not feasible.”</p>
<p><b>Adapt approach when needed:</b> Based on initial findings, re-assess plan and adjust resources accordingly</p>	<p>“Our initial findings indicate that there are more stakeholders to consider, so you will update your research plan to incorporate their perspective.”</p>

12. Column includes illustrative quotes

\*Above can be considered as part of due diligence



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# C3 Evaluating and prioritizing based on evidence

After weighting criteria and gathering evidence, stakeholders can evaluate innovations across a common framework to compare and prioritize resources. The example of weighting and scoring may seem complex at first, but referencing the tips on the sides and corresponding templates can make it easier to use.

Tips for scoring	Categories	Criteria	Weighting (% of total)	Innovation A	Tips for next steps	
<p>After gathering evidence across defined criteria for each innovation, the innovation review team or group of stakeholders can together <b>score across criteria</b></p> <ul style="list-style-type: none"> <li>Example scoring on 1-5 (1 – least fit, 5 – most fit)</li> </ul> <p>The innovation's evidence and scores could then be reviewed in context of other <b>potential or in-flight</b> innovations or current standards/interventions</p>	<b>FP/RH &amp; Broader Potential Impact</b>	Direct Impact	10%	5	<p>After scoring an innovation, organizations can decide to pursue further using a <b>predetermined threshold</b></p> <p>The next step is to <b>align with key stakeholders</b> to determine <b>desirability, feasibility, and viability to launch</b></p> <p>More <b>detailed plans</b> (e.g., investment cases) may be required</p>	
		Indirect Impact	10%	2		
		Relative Value Add	5%	3		
		Additional Use Cases	2%	2		
		Time to Impact	2%	1		
		Likelihood of Impact	2%	4		
	<b>Sum</b>		<b>31%</b>			
	<b>Regional &amp; Country-Specific Considerations</b>	Demand (End Users and/or HWs)	10%	4		
		Policy & Regulatory Compatibility	5%	5		
		Partner & Systems Capacity	2%	3		
		Infrastructure & Supply Chain	2%	2		
		Cultural Fit	10%	4		
		<b>Sum</b>		<b>29%</b>		
	<b>Innovation Considerations</b>	Efficacy	10%	5		<p>The <b>SL@B program</b> considered <b>phase of innovation</b> with the potential to scale, <b>program needs</b> aligning with those who could benefit from more hands-on technical assistance, especially around product/market fit/scale-up, and <b>buy-in</b> from organizational leadership</p>
		Scale-Up to Date	2%	1		
		Ease of Use	2%	3		
		Safety	5%	2		
		Equity	5%	3		
		Other User Need Factors	5%	2		
<b>Sum</b>			<b>29%</b>			
<b>Resources &amp; Sustainability</b>	Cost & Resource Effectiveness	5%	3	<p><b>Villgro</b> considers <b>impact delivery</b> and <b>team competency</b> first in assessing innovations; the next set includes <b>business sustainability</b> and ability to <b>attract mainstream funding</b>. Finally comes <b>portfolio balance, subsector evaluation, and investment themes</b>.</p>		
	Organizational Capacity	2%	4			
	Business Model	2%	5			
	Other Financing Opportunities	2%	2			
	<b>Sum</b>		<b>11%</b>			
<b>TOTAL SCORE</b>		<b>35%</b>	<b>3.44</b>			

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# Additional materials for Chapter **C**

All additional materials can be found in “Templates and Toolkits”

## Content area

## Template

### Aligning on evaluation criteria

### Evaluation criteria

### Developing weighting based on stakeholder considerations

### Criteria weighting

### Evaluating and prioritizing based on evidence

### Scoring and prioritization

Each of the additional materials includes a **filled-out example** and a **blank template** to use.

Before using a template, you can also review the filled-out example, the respective section in this guide, and any other supplementary materials and research.

# Notes

What are the criteria that are most relevant for you and your organization?

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What criteria matter the most in your context?

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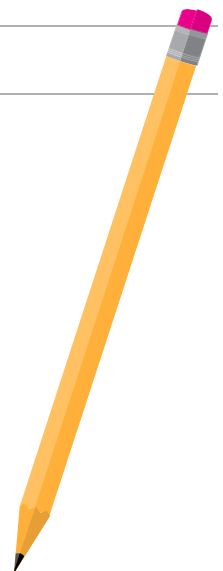
How can you and your organization identify and evaluate the necessary evidence to score and prioritize innovations?

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## **D** Support sustainably

Aligning with stakeholders to create implementation plans, piloting and evaluating, identifying sustainable financing considerations, and reflecting regularly with ongoing support



# D Support sustainably


## Relevant sections

**D1** Once an innovation has been prioritized, stakeholders can collaborate to develop realistic **implementation plans** as needed

**D2** To prepare for scale-up, it may help to **pilot and evaluate** why an innovation was successful (or not)

**D3** To scale-up, it is important to consider **sustainable financing** sources

**D4** As innovations scale, stakeholders can **regularly reflect** if they are working towards their FP/RH goals



Focus of Chapter **D** : Support Sustainably

# D Support sustainably

This chapter includes four sections to help support FP/RH innovations sustainably. Depending on where you are on your journey, you may have already considered some of these elements. The last section also has a template for users and facilitators.

	D1	D2	D3	D4
Content	<b>Building implementation plans</b>	<b>Piloting and evaluating</b>	<b>Identifying sustainable financing</b>	<b>Reflecting regularly with ongoing support</b>
Topics covered	Bringing stakeholders together to develop <b>realistic implementation plans</b>	Considering the need for <b>piloting an innovation</b> to gather live feedback	Aligning on <b>key resources</b> available to sustainably support innovation scale-up	Creating a cadence for <b>regular review</b> of goals and progress to date

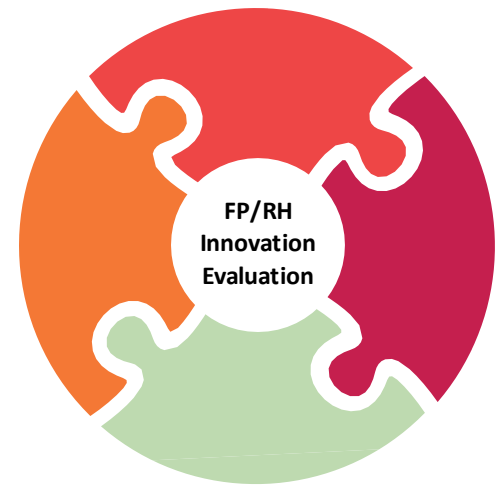
## How stakeholders might leverage this chapter



- Innovators may have different considerations for **pilot and launch planning** based on the type of innovation
- Public health officials, implementing partners, and donors and funders may have varying approaches to **sustainable financing and regular reflection**
- Investors may already have **identified methods** of regular reflection and tracking success of innovations

# Key insights from Chapter **D** for FP/RH Innovation Evaluation

*The FP/RH Innovation Evaluation Framework is used throughout this document to highlight key categories of considerations (see page 9)*



## Categories

## Key considerations



**FP/RH & Broader Potential Impact**

How can you regularly review innovations supported to determine impact?



**Regional & Country-Specific Considerations**

How can you consider regional/ country-specific differences as part of your launch and scale-up strategy?



**Innovation Considerations**

How might different types of innovations need varying support in scaling up?



**Resources & Sustainability**

How might you ensure long-term sustainability and financial viability of innovations?

# D1 Building implementation plans

Stakeholders can help prepare an innovation by unlocking resources and co-creating implementation plans for launch and scale. Depending on the size and needs of the innovation, in-country launch teams may be helpful to coordinate across stakeholders and needs. Information on the types of resources that stakeholders can provide is described in A4: “Reviewing resources available.” These launch teams, if needed, can also include stakeholders from the innovation review committees discussed in Chapter A more broadly.

## Best practices for FP/RH implementation plans for launch and scale

- Consider **various support, resources, and expertise needed** (e.g., expertise on regulatory processes, supply) and consider **inter-disciplinary perspectives** that can support launch (this may be more relevant for certain innovations)
- When building implementation plans for launch and scale, consider how the costs will change throughout expected scale-up over **multiple years**
- Consider **changing dynamics in your plans** (e.g., task-sharing needed or new policies coming out)
- **Incorporate and adapt plans** for regional differences or for different target users
- Defining milestones and **key performance indicators** that can be regularly reviewed can help guide and modify planning efforts as needed
- Consider if **built-in pilots** or implementation research is needed (details to follow)

### Case study

The Kenya RAPTIS Committee<sup>13</sup> supports implementation plans for launch and scale through means that include, but are not limited to:

- Resource mobilization and prioritization
- Implementation plan development
- Technical assistance to other stakeholders
- Training support for workers and community-based distributors
- Budget development and advocacy



### External resources

Costed implementation plans are multi-year actionable roadmaps to help navigate the resources required for roll-out and scale-up of innovations. For more information on launch planning, please visit [USAID’s Ready, Set, Launch](#). For more information on developing FP costed implementation plans, please visit [FP2030 – Costed Implementation Plans](#) and other resources.

13. The Kenyan Ministry of Health’s Reproductive, Maternal, Neonatal, Child and Adolescent Health Products and Technologies and Innovations Steering (RAPTIS) Committee provides leadership, coordination, and oversight for the public sector roll-out and scale-up of FP/RH and broader innovations. More details available in initial case study in Chapter A.



## D2 Piloting and evaluating

Initial pilot testing or additional research in certain locations, when necessary, can help add to the evidence base, allow for understanding of different channels or models, and enable modifying implementation plans for launch and scale based on local considerations. They may not always be needed and identifying when they are necessary is important. In some cases, implementation research could instead be built in along the way.

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### Stakeholders can determine if a pilot or implementation research is needed...

**Pilots, or building in implementation research, may be needed in circumstances such as:**

- Significant new-user demographic, different local contexts, or other considerations
- Major differences in delivery channel
- New process for administering the innovation or new models of care/delivery

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### ... and if so, define key outcomes and metrics as part of the design

- Identify the **main desired outcomes** of pilot phase (e.g., understanding user preferences for channel or supply chain security) and develop pilot plan accordingly
- Consider choosing more **supportive and influential environments** if limited resources, but more **varied settings** that reflect varied market conditions if possible to better assess an innovation at scale
- Align early on **clear metrics** to be tracked during the pilot (e.g., % uptake), and define the **priority evidence needed**








#### External resources

For more information on conducting pilot assessments for FP/RH health innovations, please visit [USAID – Global Health Innovation Index](#) and other resources on designing evaluations (e.g., randomized control trials)

## D3 Identifying sustainable financing (1/2)

Even during the launch, stakeholders should consider identifying sustainable financing sources that can support innovation scale-up over the long term. Based on the stakeholders involved, there may be different priorities for the type of financing that is most sustainable.

### Example priorities in sustainable financing

	<b>Innovators</b>	Identifying different <b>financing streams</b> to make business models sustainable
	<b>Public health officials</b>	Integrating <b>resources required and costing</b> into budgets, inclusive of one-time and recurring costs for launch and scale-up
	<b>Donors and funders</b>	Providing <b>catalytic funding</b> by identifying long-term resources for scale
	<b>Implementing partners</b>	Ensuring that there are necessary financing resources for a <b>successful launch and scale</b> to limit any unexpected constraints in supply
	<b>Investors</b>	Determining if an innovation has a <b>sustainable business model</b>

### Potential best practices for sustainable financing

- Consider **long-term financing** sources during the **initial launch strategy** and initial business model
- Identify financing needs by building a budget that reflects **timeline of costs incurred** (e.g., upfront costs vs. maintenance costs) and potential variation in cost of capital
- Consider whether **new delivery channels** have lower cost
- Explore how innovative financing can improve uptake or de-risk an investment
- Identify if **in-house, outsourcing, or strategic partnerships** are best to help secure sustainable financing



### External resources

For more information on innovative health financing, including blended financing please visit [USAID – Innovative Finance](#) and other resources

## D3 Identifying sustainable financing (2/2)

The potential avenues described below were initially referred to in “Reviewing Resources Available,” in Chapter A, but are referenced again below from the perspective of sustainable financing sources. Some avenues may be more relevant for investors but can be considered by all stakeholders.

### Potential avenues of financing for late-stage innovations

Categories	Example types
Equity	<ul style="list-style-type: none"> <li>Commercial equity (e.g., venture capital)</li> <li>Impact investing</li> </ul>
Grants	<ul style="list-style-type: none"> <li>Project or program-based grants</li> <li>In-kind donations (e.g., commodities donated)</li> <li>Outcome-based financing grants</li> </ul>
Debt	<ul style="list-style-type: none"> <li>Working capital loans</li> <li>Asset financing loans</li> </ul>
Revenue	<ul style="list-style-type: none"> <li>Public sector integrated revenue (e.g., government contracting)</li> <li>User-driven revenue (e.g., out-of-pocket costs)</li> <li>Insurance reimbursements</li> </ul>

Different **blended financing** or other innovative financing mechanisms bring together these various **avenues** for funding (e.g., equity + grants )



### Key questions to assess funding for sustainable growth

- Who are the users of this innovation and what is their **ability and willingness to pay**?
- What is the **expected revenue** incurred from the innovation, if any, and what is the current or expected profit margin?
- Could the public sector potentially be a **source of revenue** (e.g., insurance payments)?
- Which sources of financing can lead to the most **follow-on funding** or investment over time?
- Are there other **economic considerations** (e.g., clinician administrative/service costs) by channel that may impact willingness to update?

### Tips & best practices

The categories above may be most relevant for innovators. It is important for public health officials, donors, etc., to consider which **national programs** the innovations could be integrated into and what substitution may occur.



## D4 Reflecting regularly for ongoing support (1/2)

Supporting FP/RH innovations can include regular reflection of progress and goals, potentially by using a data dashboard to track goals based on specific metrics qualitative progress (e.g., key root causes, future considerations). While causal impact may be hard to measure, tracking progress at multiple levels can inform if an innovation should continue to be supported. Importantly the cadence of this review can vary based on stakeholder needs.



### Key questions

- What is your progress since assessing your baseline?
- What is your projected progress to your intended goal timeline?
- What are the key drivers of progress?
- Based on the current state, what are future considerations for how you should identify, evaluate, and support FP/RH innovation?

### Aggregated dashboard: Innovation Review Central Committee for Country X

Example goal/metric	Target	Baseline	Current state	Projected progress by 2030	Key drivers of change (updating barrier and root-cause assessment)	Future considerations for FP/RH innovation
mCPR	65%	12%	20%	40%	Innovations in demand generation Innovations in contraceptive devices	More support needed to generate demand for FP/RH
Unmet need	25%	40%	30%	25%	Better uptake of FP/RH products and services driven by new innovations	Current innovations are on track to achieve target
Maternal mortality	70	200	120	100	Improved maternal health through enhancing primary care services	Greater investment needed on health systems

While the dashboard above provides an aggregated view of FP/RH goals, the progress of individual innovations can be tracked by metrics such as % uptake in a population group, % continuation, % contribution to mCPR rate

## D4 Reflecting regularly for ongoing support (2/2)

Progress can be discussed in one or a series of regular review meetings, which can be driven by pre-work from committees or groups. Below is a potential list of pre-work, topics to cover, and outputs. There is a more detailed agenda in the toolkits and templates section.

<b>Potential pre-work</b>	<ul style="list-style-type: none"> <li>▪ Reviewing current innovations and evidence of success</li> <li>▪ Evaluating new innovations</li> </ul>
<b>Potential topics to cover</b>	<ul style="list-style-type: none"> <li>▪ Revisiting priority goals and outcomes</li> <li>▪ Reviewing evidence of success from existing innovations</li> <li>▪ Discussing avenues to support priority innovations</li> <li>▪ Reviewing new innovations sources</li> <li>▪ Evaluating new innovations across criteria</li> <li>▪ Reprioritizing portfolio of innovations</li> </ul>
<b>Potential output</b>	<ul style="list-style-type: none"> <li>▪ Prioritized innovations based on criteria</li> <li>▪ Resource allocation for new and existing innovations</li> </ul>

### Cadence and structural factors can vary based on stakeholders, including:

- Frequency and duration of meetings
- Regular revisiting of national priorities
- Output and method of tracking
- Inclusion of subcommittees

### Case study:



The Kenya RAPTIS<sup>14</sup> Committee reviews resource allocation around every 6 months

14. The Kenyan Ministry of Health's Reproductive, Maternal, Neonatal, Child and Adolescent Health Products and Technologies and Innovations Steering (RAPTIS) Committee provides leadership, coordination, and oversight for the public sector roll-out and scale-up of FP/RH and broader innovations

# Additional materials for Chapter **D**

All additional materials can be found in “Templates and Toolkits”

## Content area Template

Reflecting regularly with ongoing support

### Innovation reflection & review

Example goal/metric	Target	Baseline	Current state	2030 Projections	Key drivers of change (enabling barrier and other assessment)	Future considerations for FP/RH innovations
mCPB	65%	12%	30%	40%	Innovations in demand generation Innovations in contraceptive devices	More support needed to generate demand for FP/RH
Unmet need	25%	40%	30%	25%	Better uptake of FP/RH products and services driven by new innovations	Current innovations are on track to address baseline
Maternal & child mortality	70%	200%	120%	100%	Improved maternal health through primary care services	Greater investment needed on health systems

Reflecting regularly with ongoing support

### Reflection & review meetings

Prework	Meeting cadence	Illustrative agenda	Output
Reviewing innovations, evaluating new innovations, reviewing evidence of systems (various committees)	Quarterly, 2 hours	<ul style="list-style-type: none"> <li>Revisiting priority goals and outcomes: 10 min</li> <li>Reviewing evidence of systems from existing innovations: 20 min               <ul style="list-style-type: none"> <li>(Pre-work from Monitoring &amp; Evaluating Subcommittee)</li> </ul> </li> <li>Discussing avenues to support priority innovations: 20 min</li> <li>Reviewing new innovations sourced: 20 min               <ul style="list-style-type: none"> <li>(Pre-work from Innovations Pipeline Subcommittee)</li> </ul> </li> <li>Evaluating new innovations across criteria: 40 min               <ul style="list-style-type: none"> <li>(Pre-work from Evaluation Subcommittee)</li> </ul> </li> <li>Prioritizing portfolios of innovations: 20 min</li> </ul>	<ul style="list-style-type: none"> <li>Resource allocation for new and existing innovations</li> </ul>

#### External resources

For more resources on launch and scale-up, please visit [USAID’s Ready, Set, Launch](#), particularly the “Country Launch Canvas” in the Supplemental Toolkit

Each of the additional materials includes a **filled-out example** and a **blank template** to use.

Before using a template, you can also review the filled-out example, the respective section in this guide, and any other supplementary materials and research.

# Notes

What resources can you provide to develop implementation plans when needed?

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What will help you determine if a pilot or additional research is necessary?

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What financing resources can you provide to support launch and scale-up?

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What systems can help you collect data and other metrics for regular reflection?

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# Conclusion and resources

Considering paths forward, providing definitions in glossary, and sharing lists of external resources





## Conclusion



Innovation is crucial to help **accelerate pace** to achieve our FP and RH goals, and broader Sustainable Development Goals

One of the biggest challenges facing innovations is **lack of sustainable support** as they scale-up

This guide lays out a **step-by-step process** that stakeholders can use to better identify, evaluate, and support FP/RH innovations, and offers a framework to help **evaluate and prioritize** effectively

We hope that stakeholders can use this guide as a **resource** to help empower FP/RH innovations and achieve our **collective health and broader ambitions**

*For other resources to support FP/RH innovation scale up, please review the other resources in **Evaluating FP/RH Innovations for Scale** at:*

<https://usaidmomentum.org/resources/>

# Additional resources

While this guide covers some topics, there are many more resources that stakeholders can use when it comes to innovation introduction and scale-up and FP/RH. A few of these are below.



- [FP2030 – Costed Implementation Plans](#)
- [United Nations Population Fund \(UNFPA\)](#)
- [USAID – Ready, Set, Launch](#)
- [USAID – Idea to Impact](#)
- [USAID – Global Health Innovation Index](#)
- [USAID – Investing for Impact](#)
- [USAID – Innovation Realized](#)
- [USAID – Family Planning – Voluntarism and Informed Choice](#)
- [FP High Impact Practices \(FP HIPs\)](#)
- [FP HIPs – task-sharing](#)
- [World Health Organization – Family Planning and Contraception](#)
- [World Bank – Innovative Financing & Financing Options](#)
- [MCSP - Supporting Country-Led Efforts to Scale Interventions](#)
- [ExpandNet - Practical Guidance for Scaling up Health Service Innovations](#)
- [Yale Global Health Institute – AIDED Model for Dissemination, Diffusion, and Scale-Up of Family Health Innovations](#)
- [Institute of Reproductive Health – Considerations for Scaling Up Norms-Shifting Interventions for Adolescent and Youth Sexual and Reproductive Health](#)
- [Innovative Finance to Expand Access to Healthcare](#)
- [Inclusive Business Models in Healthcare](#)
- [The Future of Healthcare Value Creation Through Next Generation Business Models](#)
- [Demand Forecasting Approaches for New Contraceptive Technologies](#)

# Disclaimers

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