

# 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



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

## Innovations are necessary to achieve your collective health goals

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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 helping to scale up innovations

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**“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

## Content covered



### Summary and user's guide

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

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 referenced in the 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 a 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 an 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>A 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>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>C 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>D 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>

# 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**

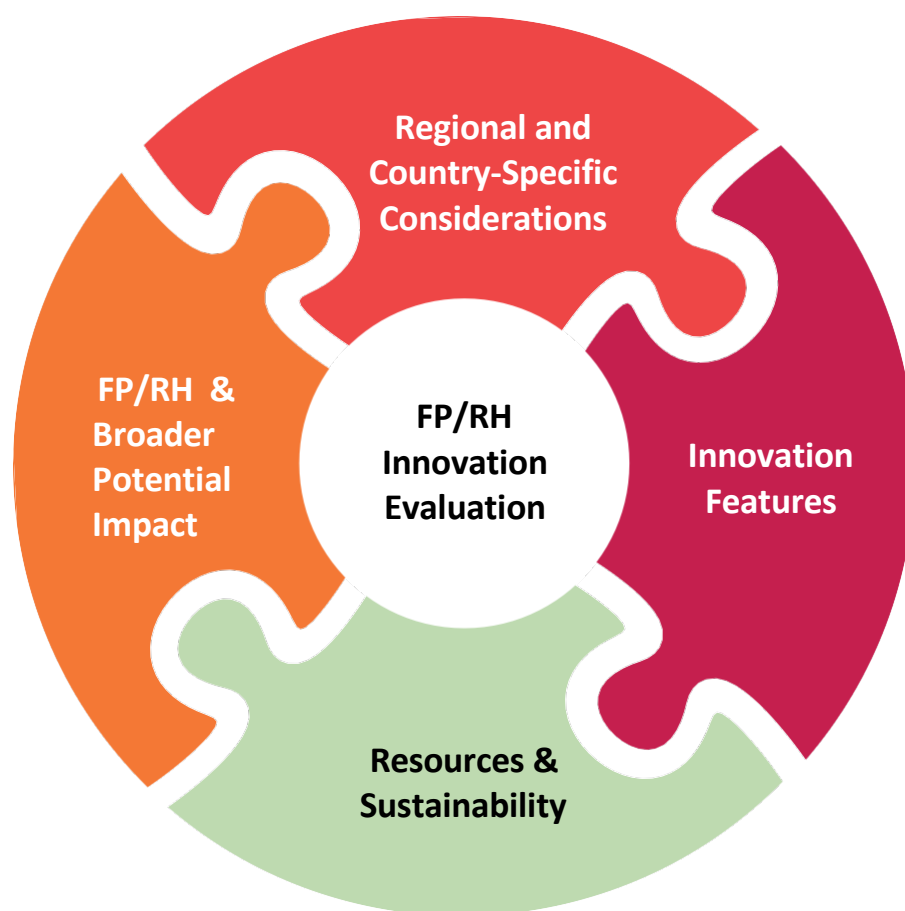
Example: Donor looking to provide greater support in FP/RH

# 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

The 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?





# Toolkits and templates

The scale-up guide is supplemented with a set of toolkits and templates in each section, along with an example that has been filled out

## Chapter

## Additional Templates

## Example

### A Align on a vision

- Goal analysis
- Kickoff meeting

### B Expand horizons

- Barrier and root cause identification
- Sources of innovation

### C Evaluate potential

- Evaluation criteria
- Criteria weighting
- Scoping and prioritization

### D Support sustainably

- Innovation reflection and review
- Reflection and review meetings



# Scale-up lessons and case studies

The scale-up lessons and case studies are based on four angles: country-level lessons, case studies, introduction and scale up categories, and lessons across other factors

## Synthesized FP/RH innovation scale-up lessons

### 1 Country-level lessons

Overview of country lessons by countries:

- Kenya
- Rwanda
- Nigeria
- India

### 2 Case studies

Lessons from select experiences of FP/RH innovations scaling up:

- Hormonal IUD Access Group
- DMPA-SC
- Jacaranda PROMPTS
- Babyl Health
- Maisha Meds

### 3 Introduction and scale-up categories

Synthesized insights across:

- Market & User
- Manufacturing & Distribution
- Clinical Evidence & Regulatory
- Advocacy, & Financing
- Coordination

### 4 Lessons across other factors

Lessons on factors such as:

- Innovation type
- User behavior



# Scale-up lessons and case studies: key insights

The *Ready, Set, Launch* framework provides an approach to review key lessons. Some of these lessons may apply to other health sectors, but all are deemed particularly important considerations for FP/RH. These are not exhaustive and reflect a subset that have emerged from case studies and consultations. Additional insights and details are shared in each of the following sections of this document.

## Ready, Set, Launch Core Components

### Key lessons overview

Market & User	<p><b>Unique dynamics</b> – User engagement through research and user testing informs understanding of demand and delivery channel for FP/RH, including <b>privacy and cultural considerations</b>.</p> <p><b>Accelerating trends</b> – There are growing trends, backed by organizations (e.g., WHO) towards <b>self-care and over-the-counter</b> innovations (e.g., digital tools and self-injection).</p> <p><b>User channel considerations</b> – Channels with <b>broad reach, discreteness, and minimal friction (e.g., digital)</b> can increase adoption, especially with support of <b>influential stakeholders</b>.</p>
Manufacturing & Distribution	<p><b>Uninterrupted access</b> – Given the need for continuous use, <b>resilient supply chains, supported by sustainable financing</b>, should be built to limit interruptions, with necessary contingency planning.</p> <p><b>Non-clinical distribution channels</b> – Distribution may include a broader range of <b>channels</b> (e.g., pharmacies, e-commerce) given not all innovations require prescription.</p> <p><b>Delivery channel integration</b> – Integration with <b>other healthcare delivery channels</b>, where women access care (inc. for their families) and may act as decision maker, can provide an <b>entry point</b> for FP/RH innovations.</p>
Clinical Evidence & Regulatory	<p><b>In-country adaptation</b> – Additional <b>evidence may be needed in-country</b> through pilots or implementation research, even if scaled-up in similar regions.</p> <p><b>Regulation considerations</b> – Certain FP/RH innovations may have varying regulation pathways due to <b>non-clinical channels and direct-to-consumer considerations</b>.</p> <p><b>Evidence needed</b> – Evidence generation can be particularly important with <b>changes in care models</b> (e.g., self-care) and should be considered early in innovation launch planning.</p>
Policy, Advocacy, & Financing	<p><b>Existing ways of working</b> – <b>Task-sharing and scope of practice policies</b> may impact the ability of healthcare professionals to administer FP/RH innovations and may impact access.</p> <p><b>Adaptation of policy and advocacy</b> – Policy and advocacy efforts should consider <b>country and regional history</b> regarding FP/RH and other relevant topics when planning for scale-up.</p> <p><b>Cost-sharing unlocks</b> – Some FP/RH innovations could have <b>cost sharing between organizations or government</b>, given the value of the related information innovation may provide (e.g., user feedback to inform services or referrals).</p>
Coordination	<p><b>Co-creation</b> – <b>Co-creating launch and scale-up plans</b> with public health and other government officials can better ensure sustainable scale-up and support over time.</p> <p><b>Local coordination</b> – Depending on resources available, <b>local teams or champions</b> can be helpful to <b>coordinate with local stakeholders</b> and build detailed but flexible roll out approaches.</p> <p><b>Broad perspectives</b> – A <b>network of stakeholders, such as clinicians, community health workers, educators, and the media</b> can provide users with clinically-tested information to make sound decisions.</p>

# 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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All lessons and information shared here are based on outside interviews, information that was shared, or publicly available information at the time of analysis between August and October 2022.

Any lessons or other information shared here is not meant to be construed as medical, policy, or regulatory advice.

Any lessons or other information shared here also does not necessarily reflect the official policy or position of any country, agency, or other consulted stakeholder.

This set of lessons or information shared is not exhaustive for any specific country, innovator use, or category of lessons.

The data, lessons, and insights shared here are subject to change over time, and this document or the MOMENTUM Innovation Accelerator are not specifically responsible for representing the latest information after publication.

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