



Empowerment, Voice & Accountability for Better Health & Nutrition

Health & Nutrition Innovation Fund Strategy

June 2015

Contents

1	INTRODUCTION AND BACKGROUND	3
2	HANIF AND ITS CONTRIBUTION TO PROVINCIAL HEALTH AND NUTRITION PROGRAMME:..	3
3	STRATEGIC APPROACHES OF HANIF FOR THE NEXT 3 YEARS.....	4
3.1	MEANINGFUL PARTNERSHIPS	4
3.2	SCALABILITY OF SUCCESSFUL PILOTS	5
3.3	EVIDENCE BASED LEARNING:	6
4	FUNDING MODALITIES.....	6
5	THEMATIC FOCUS AND PRIORITIES.....	6
6	GEOGRAPHICAL FOCUS OF HANIF	8
7	FUTURE ROUNDS	8
8	VALUE ADDS:.....	8
8.1	KNOWLEDGE MANAGEMENT.....	8
8.2	TECHNICAL ASSISTANCE AND CAPACITY DEVELOPMENT.....	9
8.3	SUSTAINABILITY.....	9
8.4	RISK MANAGEMENT:.....	9
8.5	VALUE FOR MONEY	10
8.6	MONITORING AND EVALUATION	10
9	WAY FORWARD.....	10

1 INTRODUCTION AND BACKGROUND

With an aim to support the achievement of Millennium Development Goals 4 and 5 in Pakistan, UK's Department for International Development (DFID) initiated Provincial Health and Nutrition Programme (PHNP) in the provinces of Khyber Paktunkhwa (KP) and Punjab. Under PHNP, a four year project on Empowerment, Voice and Accountability for Better Health and Nutrition (EVA) was launched to primarily focus on the 'demand side' of Reproductive, Maternal, Newborn and Child Health (RMNCH) and nutrition services. EVA will complement the 'supply side' activities under the broader PHNP framework through:

- Enhancing Communities' understanding of their health rights, entitlements and engagement in monitoring the planning and delivery of services
- Organising communities at all levels to catalyse the precipitation of desired policy changes at the local, provincial and national level

These results will be achieved through evidence based approaches using communicative ecology, two way communication methodologies, knowledge management, and extensive action research and the fostering of innovations.

EVA activities are implemented through a partnership comprising of:

FUTURES GROUP: Part of the GRM Futures Group with sister companies GRM International, the Effective Development Group and the IDL group are a global development management firm, partnering with institutions, governments, and businesses worldwide to improve people's quality of life. Futures leads the EVA consortium and is responsible for leading the policy level and stakeholder engagement, the accountability and empowerment activities and the Innovation Fund within the project.

CENTRE FOR COMMUNICATIONS PROGRAMMES PAKISTAN: CCPP focuses on the creation of interpersonal, group and community-based channels of communication to strategically employ traditional, modern and mainstream media vehicles to reach a large and diverse group of people. CCPP leads on the advocacy through media work within the project and manages the work with Religious Scholars.

2 HANIF AND ITS CONTRIBUTION TO PROVINCIAL HEALTH AND NUTRITION PROGRAMME:

Under EVA-BHN funding has been made available through the Health and Nutrition Innovation Fund (HANIF) to foster innovative and out-of-box solutions to increase the access and impact of services in maternal health and nutrition which particularly benefit poor women and girls. The fund focuses on demand, service delivery and social accountability related to RMNCH and nutrition services to reduce maternal and child mortality. HANIF will seek out initiatives that demonstrate the potential for sustainable models of improved health service provision and accountability, through open calls for proposals and a few solicited grants. The funding is open to all the organisations across Pakistan that meet the set eligibility criteria but projects will have to be implemented in Punjab and Khyber Pakhtunkhwa only. The main focus of the projects will be those districts where the indicators related to RMNCH and nutrition are poor and require change through innovative approaches.

HANIF will support the PHNP program of DFID whose outcome is "to increase the coverage and utilisation, particularly by the poor, of RMNCH and nutrition services".

HANIF through its call for proposals will target areas that are a priority for PHNP, these include contraceptive usage, breast feeding, immunisation and skilled birth attendance.

3 STRATEGIC APPROACHES OF HANIF FOR THE NEXT 3 YEARS

HANIF operates under EVA which itself is under the umbrella of PHNP therefore HANIF will align with both programmes in order to contribute to achieving MDGs 4 and 5.

The strategic approaches likely to be adopted for successful delivery of the grant fund have been informed by extensive brainstorming, consultations with key stakeholders and learnings coming out of similar programmes.

Strategic Approaches
A. Meaningful partnerships
B. Scalability of successful pilots
C. Evidence based learning

These approaches will be used in the funding mechanism to ensure that the projects funded are able to provide evidence of improved service uptake.

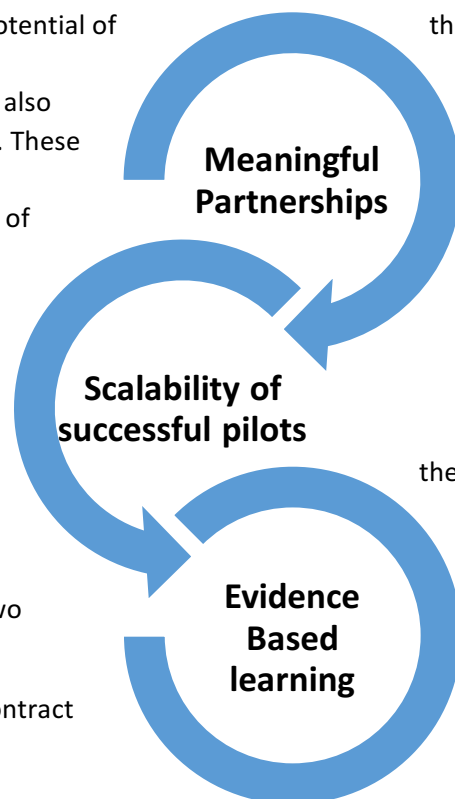
3.1 Meaningful Partnerships

Fostering partnerships is important for sustainable development. HANIF is interested in promoting mutually reinforcing and meaningful relationships that draw upon the comparative advantages of each other and that are sustainable and viable in the long run. We understand that the challenges that undermine the effective implementation of any partnership lie in the difference in capacities of the entities involved and the lack of institutional capacity to manage and maximise the potential of the partnership arrangement. To overcome this, HANIF will encourage organisations to develop cross sector strategic partnerships and will also work closely in overcoming challenges that hinder effective delivery. These partnerships must be formed at application stage to ensure equal participation of both parties in the design phase and clear definition of their roles and responsibilities for future implementation.

HANIF will particularly encourage private sector partnerships as it will not only help in achieving project objectives but also leverage additional investment beyond the project life making the projects sustainable. All partnerships will be evaluated to assess their functionality and lessons learnt will be incorporated by HANIF in future rounds.

Monitoring of these partnership arrangements will be an essential component of the fund’s management monitoring. This will serve two purposes:

- Will ensure that the partners are delivering as per agreed contract and



- are learning from each other's expertise to institutionalise capacity building

Specific Objectives:

- Encourage partnerships based on complementarity
- Encourage partnerships with the private sector
- Enhance capacity of local organisations through partnering with international organisations
- Encourage sustainable partnerships to enable projects to continue beyond the life of the fund.
- To promote building of coalitions and alliances for advocacy

Through the design phase consultations, the Innovation Fund team brought together cross-sector organisations to discuss the possible focuses of the fund. Workshops in the consultation programme provided an opportunity for organisations and individuals from different sectors to meet and discuss their different approaches and solutions to improving RMNCH and nutrition services. The Innovation Fund team emphasised the opportunity of the workshops with the participants for fostering partnerships for HANIF innovations.

3.2 Scalability of successful pilots

HANIF aims to bring about positive changes in the lives of poor and marginalised women of Punjab and KPK. This will be mainly through funding innovative and practical approaches to generate strong evidence that show real changes in the uptake of services leading to improvement of health and nutrition related indicators and improve accountability and citizens' participation. Successful pilots will be scaled up to include wider programmatic and geographical areas.

'Innovations under HANIF include 'testing of a new idea, a new way of implementing an existing idea or adaptation/scale up of successful ideas from other geographical areas and sectors'.

Projects funded under HANIF must propose scalable innovations in order to address major health and nutrition issues. However if any intervention is being piloted for the first time, HANIF will undertake an independent evaluation to judge the potential of scalability. Projects must also demonstrate impact and sustainability. Where global best practices exist HANIF will encourage organisations to test these in our local context at scale. A relatively high value of funding will be made available for scale ups as compared to testing of pilots.

Specific objectives:

- Ensure that projects funded are aligned with PHNP
- Encourage demand side pilots that help in awareness and knowledge creation
- Encourage demand side pilots that will increase access to services and utilisation by poor women and girls
- To fund projects that will improve the quality of services related to RMNCH and nutrition
- To encourage pilots that investigate potential roles for communities in public accountability mechanisms
- Encourage scale up of global best practices in RMNCH and nutrition
- Encourage supply side initiatives that help to improve RMNCH and nutrition indicators
- To fund projects that demonstrate potential for scalability in different provincial contexts.

3.3 Evidence Based learning:

An Innovation Fund in health is being tested in Pakistan for the first time at this scale. It is envisaged to generate evidence at two levels. First at the level of the projects funded by HANIF to show which innovations are useful and can bring about changes in the health and nutrition status of women and girls. Secondly at the level of HANIF as a grant fund to show how innovative approaches within the design of an innovative fund can be used to demonstrate value for money.

Through the first level, government, donors, private sector and other stakeholders will learn about new and out of box solutions to the current health issues, this will encourage the uptake, replicability and sustainability of these innovations. The second level will generate evidence for DFID and other donors while designing new development projects.

Specific objectives:

- To generate credible evidence for government regarding new approaches that can be adopted to improve service delivery
- To generate evidence for policy decisions.
- To disseminate the evidence through effective means to key stakeholders

4 FUNDING MODALITIES

Three funding streams will be available to organisations. These have been designed to allow a wide range of organisations to apply to HANIF depending on their expertise and geographical reach.

The Funding Processes of HANIF will help to use these approaches in the best possible ways. HANIF will issue one open call this year in October 2014 followed by another open call in July of 2015. The choice of issuing an open call is based on responses during HANIF consultations, where organisations thought that although it leads to heavy workload still it allows for maximum innovative response potential as organisations are able to propose solutions based on their learnings. The funding instrument used by HANIF will be guided by the learning and needs assessment however they are competitive and transparent in all respects. A few commissioned grants/sole source may be given depending on the available funds and needs identified.

We will try to commit maximum funding through the first call as it will provide organisations enough time to pilot and scale up their interventions. Pilots funded, if found successful, will be taken to scale and more funding will be negotiated. Information regarding these calls will be widely circulated through Futures Group website and national newspapers. E-mails with the same information will also be sent to potential applicants identified through the initial scoping study by HANIF.

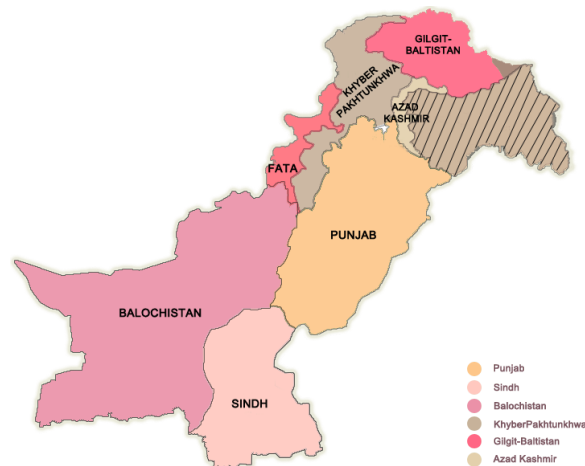
5 THEMATIC FOCUS AND PRIORITIES

The broader priority focus for HANIF is Reproductive, Maternal, Newborn and Child health and Nutrition and is aligned with PHNP overall focus. These areas were explored with key MNH and nutrition stakeholders through a series of Round table consultations and one on one meetings in Islamabad, Lahore, Karachi and Peshawar. These discussions have helped HANIF to develop a long list of priority areas (see below). From this long list of priorities four have been selected for Round 1. The remaining areas will help to decide priorities for the subsequent calls, not all areas will be covered by HANIF. HANIF is open to add to this list of priorities based on emerging needs and requests from the Public sector and DFID.

Long list of Priority Areas:

AREAS	APPROACHES TO CONSIDER
Nutrition	<ul style="list-style-type: none"> • Maternal and Child nutrition –IYCF, Dietary practices • Nutrition specific and sensitive interventions.
Family Planning	<ul style="list-style-type: none"> • Improving access to modern contraceptives e.g postpartum IUCD • Service provision, trainings, counselling and follow up • Public private partnership
Accountability	<ul style="list-style-type: none"> • Involvement of communities and CSO/CBO • Use of technology
Safe motherhood	<ul style="list-style-type: none"> • SBA and post-partum care
Quality of care	<ul style="list-style-type: none"> • Public sector • Regulation of private sector
Health work force	<ul style="list-style-type: none"> • Task shifting • Motivation and retention • Incentives
Partnerships	Experiment with new partnerships e.g. private sector, technology based organisations, media, and entrepreneurs.
Knowledge and Awareness	Innovate using technology based approaches. Use of IT in monitoring and supervision
CROSS CUTTING THEMES	
1	Community based approaches to improve RMNCH and Nutrition outcomes
2	Equity and Rights based approach
3	Partnerships
4	Use of IT

6 GEOGRAPHICAL FOCUS OF HANIF



The projects funded under HANIF will be implemented in Punjab and KPK only. However these will be assessed for their scalability potential across Pakistan. Within these two provinces those districts will be selected that have poor indicators for RMNCH and nutrition and require improvement in services the most. Some of the districts may or may not overlap with EVA implementation districts although the list of EVA districts will be shared with potential bidders and bidders will be encouraged to focus on EVA districts where possible.

7 FUTURE ROUNDS

A second open call will be announced in July 2015. This call will allow HANIF to allocate the remaining funds from the first call. The learning from the first call in terms of feedback on guidance documents, duration of application and approval process and priority areas will help to refine the grant process and streamline the second call. Proposed areas for funding will be finalised later but may include use of IT to improve service delivery, Governance and Accountability and Models to ensure retention and motivation of Human Resource for Health and models that promote increased immunisation coverage.

HANIF would like to be responsive to the emerging needs in the RMNCH and Nutrition landscape. In order to do this it may solicit few commissioned grants in areas that emerge as a priority during the course of its implementation. The grant process for this type of funding will be robust and transparent and will be shared with DFID.

8 VALUE ADDS:

In order to achieve this strategy, HANIF will work on the following value adds:

8.1 Knowledge management

HANIF's approach to knowledge management will be to nurture a culture of effective and efficient information sharing, however the overall approach will be aligned with the EVA knowledge management strategy. Most of the knowledge management will be done through the use of ICT systems as well as face to face interactions. Where projects will be scattered over wide geographical areas use of ICT will help in overcoming challenges of coordination and linkages. Each grantee will be required to share their project materials with the HANIF management and also, where appropriate, use their organisations' websites and

other fora to promote knowledge sharing and learning. These materials could include reports, fact sheets, newsletters and success stories.

Once grantees are on board, consultations will be held with them to identify methods of regular engagements for knowledge sharing these could take the form of orientations, monitoring visits, review meetings and disseminations, etc.

Learnings coming out of the first round of funding will help in the refinement of subsequent rounds and will lead to improvement in the policies and procedures.

Findings from the innovative projects funded will contribute to policy and practice dialogue led by the EVA project with district and province decision makers for the purposes of stakeholder buy-in and support for implementation and scale-up.

8.2 Technical Assistance and capacity development

In order to ensure quality implementation of its projects HANIF will support grantees in programmatic and financial aspects through technical assistance and capacity building. Operationally this will be done at two levels, one at the application stage where shortlisted organisations will be invited to a joint workshop in which support will be provided to develop a full proposal and second at implementation stage through monitoring where targeted support based on the needs will be provided.

8.3 Sustainability

For HANIF sustaining initiatives/innovations tested through the projects are of key importance. In order to operationalise this concept of sustainability we will focus on the following:

- Uptake of innovative approach: Public or private sector adopts the model in their current operations. Dissemination of outcomes and results of positive evaluations will help to achieve this.
- Continued funding: another donor or private sector is ready to fund the scale up of the innovation. While projects are close to fruition efforts will be made to link them with potential funders.
- Institutional sustainability: the innovations tested by the organisations are sustained by them beyond HANIF. The organisation may take part or whole of the model and implement it.
- Provincial uptake: other provinces may decide to test successful models in their areas.
- Sustainability of knowledge: project related materials like newsletters reports briefs and fact sheets will continue to add knowledge.
- Role of Acumen and other social investors: the Innovation Fund team has brokered a relationship with Acumen and is working to do the same with other social investors. The HANIF team will involve Acumen closely in the shortlisting of any private sector organisation bids, in the needs assessment of any private sector selected projects and in the design of capacity building programmes for any private sector selected projects. The purpose of involving Acumen up front is to ensure that any private sector implemented HANIF proposals are monitoring potential success in a way that produces the type of data and evidence which social investors look for when selecting investments to ensure maximum potential sustainability for HANIF funded projects.

8.4 Risk Management:

The minor risk that is envisaged is the slow response to HANIF call for proposals in the subsequent rounds. This will be mitigated through regular interactions with potential applicants using innovative approaches. The Fund team will be proactive in identifying viable projects and communicate funding opportunities widely. The Fund team will engage extensively with potential grantees through consultation. The priority areas identified will be communicated widely to the relevant organisations. If need arises we will issue calls more frequently.

User friendly formats and working definitions have been developed that provide clear material regarding eligibility criteria and HANIF requirements for funding. We will also mitigate submission of weak proposals through providing support during the application process through the proposal development workshop. Targeted support will go beyond the application stage continuing into the implementation phase as well.

As innovations carry an inherent risk of failure it will be mitigated as much as possible through proactive support and involvement at the application and appraisal stage. Robustness of the concept along with credibility of the organisation to implement it, will determine whether funding is provided or not. The idea of providing support during proposal writing is to ensure that nothing is agreed which is not achievable. Regular review of the grants, monitoring and evaluation will be carried out.

A pre-award Due Diligence assessment exercise (in-person and on-site interviews) will be undertaken. Results will be documented and recommendations will be taken into account in the final selection of the grant. The due diligence assessment will review and evaluate current and existing operating and Financial systems of the potential applicants. Placing emphasis on the applicants overall management, financial capability and technical expertise/experience; one important outcome of the due diligence assessment will be the decision on terms of payment, and the applicant's ability to manage funds. The assessment will also determine the level of need for monitoring and oversight by the EVA Finance and Programme team.

8.5 Value for Money

HANIF will ensure VFM by funding projects that have a reasonable cost and the potential to deliver impactful results. This will involve working closely with the applicants at two stages one at the proposal stage and the second at the grant negotiation stage. The proposal development workshop will provide the opportunity to help applicants develop a cost effective budget while contract negotiation will help to further fine tune the budget in line with the final proposed activities.

8.6 Monitoring and Evaluation

HANIF will undertake regular monitoring of its funded projects at two levels. Desk monitoring will be done on a regular basis while field monitoring will be done on a quarterly basis. Grantees will be asked to submit their programmatic report on a monthly basis. These reports will form the basis of planning monitoring visits. Quarterly Review meetings will be held with grantees to ensure compliance with work plans and LFA.

Third party evaluation of all the pilots will be undertaken. Large scale projects will be evaluated at the end to identify their potential for sustainability. These evaluation reports will be shared with key stakeholders to inform future policy decisions.

9 WAY FORWARD

This strategy is a living document that will continue to provide direction for implementation and will stay aligned to PHNP and EVA.

HANIF will operate as a transparent robust and effective grant fund. It will be responsive to the current needs of its partners and donor and at the same time maintain high quality implementation. It will encompass best management practices and will continue to learn and improve.

The main focus of HANIF will be to fund quality projects that are able to generate evidence leading to policy decisions related to RMNH and nutrition services in Pakistan. HANIF will strive to work with its partners in sustaining their initiatives for long term benefits to poor and marginalised communities.