District Delivery Challenge Fund PUNJAB
Investing in Innovation
**SNG Programme:**

**Improving Public Service Delivery**

The SNG Programme has been designed to contribute to improving citizens’ access to, and satisfaction with, basic public services. SNG Programme contributes to this outcome by

- Supporting evidence based decision making
- Making governments responsive to peoples’ needs
- Enhancing local government’s capability to deliver services

The Government of Punjab is currently implementing the SNG Programme with the financial support of the UK aid in six districts of Punjab. These include Sheikhupura, Hafizabad and Mandi Bahauddin in the north of Punjab and Sahiwal, Vehari and Bahawalnagar in the south.

**District Delivery Challenge Fund**

The District Delivery Challenge Fund (DDCF) was established in April, 2013, as part of the Sub-National Governance Programme (SNG) to test new ways of delivering basic services at district level, generate evidence of success, and support the replication of successful models at provincial level.

The Challenge Fund seeks to contribute to the goal of improvement in basic service delivery by providing funds for testing innovative models of services delivery in health and education sectors on a limited scale. The DDCF advocates with the Government of Punjab for adoption of models that have successfully demonstrated their ability to improve the delivery of public services.

**Process**

The DDCF offered grants to the public and private sector entities through a transparent competitive process. Applications for grants were invited from potential applicants through advertisement in the media, district and provincial level workshops, and through one-to-one contacts with applicants.

- In the first stage, applicants were invited to submit a simple concept note outlining the basic idea and demonstrating the applicant’s eligibility to meet the criteria.
- In the second stage, shortlisted applicants were invited to develop a detailed application setting out the full business case for the proposed project.
- The projects selected after evaluation were provided funds for implementation on a pilot basis.

**Stakeholder Consultations**

Through field research and consultation with stakeholders, the DDCF identified certain thematic areas that provided the focus for health and education pilot projects. The stakeholders included citizen groups, government actors, academia and other non-government actors. The DDCF’s findings for health and education were found to be consistent with the Chief Minister’s Roadmap on health.

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The DDCF is designed to contribute to the SNG Programme’s overall objective of changing citizens’ perceptions of public services.
Round 1 (Primary Education)

Learning Boost

The pilot sought to impact learning outcomes for children in Vehari and Mandi Bahauddin, in early grade numeracy and literacy and Grade 5 mathematics, by strengthening teachers’ knowledge and pedagogical techniques.

Implementing Partner

Comcept Pvt. Ltd.

Impact

The pilot had 86,992 individual beneficiaries including:

- 373 teachers
- 30 DSD officials
- 26,000 children attending treatment schools
- 46,226 children attending community activities
- 14,240 parents (70% mothers)

Thematic areas for Round 1 projects

i. Strengthening teachers’ capacity;
ii. Introducing innovative pedagogical techniques at primary level;
iii. Engaging children in activities that encourage learning and promote interest in education;
iv. Enhancing accountability of teachers;
v. Facilitating female teachers by providing training at convenient locations;
vi. Reforming provincial teachers’ training programs (materials and techniques);
vii. Introduce systematic data on students’ academic performance in policy making.

Thematic areas for Round 2 projects

i. Ensuring 100% vaccination coverage of mother and child;
ii. Improving governance in the procurement and distribution of medicine;
iii. Disease patterning to inform planning and budgeting for medicines at district level;
iv. Exploring models that enable remote diagnosis and prescription to mitigate resource constraints at basic health facilities;
v. Improving EmONC services by providing transportation and medical assistance at patients’ doorsteps.

Project Features

- Teachers provided tablets with required content and supporting material and trained to deliver the contents effectively in classrooms.
- Formative assessments of teachers and students with immediately available results
- Engagement of parents through community activities
- Weekly reading and math camps for children after school hours
Children in target schools gained 30% more in early grade literacy, 144% more in early grade numeracy and 25% more in Grade 5 math skills, compared to their counterparts in the control group. The highest gainers were the children, who struggle in classrooms and are therefore, at the risk of dropping out.

Children eagerly await the arrival of the Learning Boost Van to participate in after school learning camps and community activities.

Beneficiary Feedback

Teachers attending the training found it to be more effective than the existing model of teacher training. A majority also stated that they were more successful in engaging students positively affecting classroom performance.

The project has been endorsed by

- Directorate of Staff Development*
- Executive District Officer, Vehari
- Punjab Teachers Union Vehari
- Punjab Teacher’s Union, Mandi Bahauddin
- District Training and Support Centre, Vehari
- USAID**

* The government is considering implementing the Learning Boost model in 3 other districts with its own funds and the grantee is engaged with the Directorate of Staff Development to re-design the project to suit their needs.
** USAID under the Sindh Reading Programme has provided Teletaleem Rs. 25.8 million project to implement key components of the Learning Boost program.
Learn While You Teach

The pilot tested the use of videos and tablets, as well as innovative teaching techniques, by District Teacher Educators (DTEs) for training primary school teachers (PSTs) in Sahiwal, Bahawalnagar and Hafizabad. It is expected to improve the teachers' subject knowledge as well as teaching techniques.

Implementing Partners

Society for Advancement of Education (SAHE)
Institute for Development and Economic Alternatives (IDEAS)

![Image of District Teachers Educators (DTEs) being trained to use tablets.]

Project Features

- Use of technology to build on existing professional development models for primary school teachers (PSTs)
- Training district teacher educators (DTEs) responsible for capacity development of PSTs
- Development of high-quality courseware (20 videos and related booklets) for selected topics within the Grade 5 math and science syllabi

17,715 individuals benefited from the project including:

- 178 District Teacher Educators
- 1,537 Primary School Teachers
- 16,000 students

The Directorate of Staff Development is fully supportive of the intervention as it fits well with the existing institutional structure for training of primary school teachers (PSTs).

1 The grantee will conduct end-line evaluation to compare the performance of “treatment” schools with those of the control group after the pilot ends in March 2016.
Education Data Management System (EDMS)

A comprehensive education data management system was developed and deployed in district Sheikhupura under the pilot with the aim of promoting the use of a sophisticated information system for evidence-based planning and monitoring at district level.

Implementing Partners
Teletaleem

Assessments of school children have begun under the newly implemented EDMS in Sheikhupura. Inset: Performance of individual students is tracked on the EDMS.

Project Features

- Creation of a central repository for all education data from the target district
- Capacity building of staff to effectively utilize the EDMS for monitoring and planning
- Provision of accurate and timely data on performance of teachers and learning outcomes of students
- Correlating learning outcome data with missing facilities data for better planning and management.

Endorsement

As the primary stakeholder, Directorate of Staff Development has endorsed and advocated province-wide adoption of the pilot. The DDCF is collaborating with the PITB and Chief Minister’s Roadmap Team to facilitate early adoption of this model to meet information needs of education policymakers.
Round 2 (Primary Healthcare)

Har Zindagi

The pilot aims to achieve significant performance improvements in immunization administration, such as increased uptake and retention. The e-vaccination card has been designed with input from the Chief Minister's Road Map Team, DG Immunization, WHO, UNICEF and Policy and Strategic Planning Unit (PSPU).

Implementing Partners

Information Technology University (ITU)

Project Features

- Redesigning the immunization card making it more intuitive for low-literate users through visual instructions and graphic illustrations and creating a unique card ID with a Quick Response (QR) code and an NFC reader (electronic memory card)
- Creation of traceable immunization records in the field through digital scanning of card by vaccinators’ smart phones and data can also be transferred to and fro.
- ICT based monitoring, evaluation and learning (MEL) for vaccine administration
- Data-driven policy prescriptions for decision-makers
- SMS alerts for parents regarding vaccination dates etc.

The pilot seeks a 5% increase in uptake for vaccination, 25% increase in retention and improvement in service quality for approximately 21,000 children and mothers in the two districts.

Government Endorsement

The pilot has received favourable feedback from Director General Immunization, Chief Minister’s Health Road Map Team, Policy and Strategic Planning Unit (PSPU) as well as vaccinators in the field. The government has decided to use the e-vaccination card and other activities of the pilot to upgrade the existing EVACCS system in other districts during the life of the pilot.

Temaardar

The pilot aims to automate the inventory management system at basic health units (BHUs) for improved transparency and accountability in the procurement, management and distribution of essential drugs. This would prevent misuse of medicines at government health facilities and ensure timely availability of affordable and reliable medicine in the target districts.

Implementing Partners

Burki Institute of Public Policy (BIPP)

1. The grantee will conduct end-line evaluation to compare the performance of “treatment” schools with those of the control group after the pilot ends in March 2016.
Project Features

- Automation of the inventory management system for essential medicines at district level
- Management of data for informed procurement and distribution of medicine
- Capacity building of government staff to ensure uptake of the project
- Vertical integration with PITB and with district planners to provide evidence-based needs assessment of medicine requirements.
- Display of inventory of medicines at preselected spots for public view to increase transparency
- Tracking the use of medicine to identify disease patterns in the district for informed planning and budgeting

The pilot during its trial implementation is expected to benefit around 360,000 citizens. With an estimated 3,500 patients a day at each medical unit, the project has the capacity to directly benefit 1.3 million patients per annum.

Endorsement

Commissioner Lahore, DCO Sheikhupura and Project Director, PSPU are members of the Project Steering Committee and have taken keen interest in its implementation.

Telemedicine

The project aimed to equip Basic Health Units with tele-diagnosis equipment in order to link to link patients visiting these basic facilities with senior consultants at district hospitals.

Implementing Partner

District Government Sheikhupura

A paramedic using Telemedicine equipment allowing a doctor at the DHQ hospital to diagnose the child’s illness.
About the Equipment

The Telemedicine equipment is solar powered and uses GPRS technology to connect patients with consultants at district hospitals. It is particularly useful as an MNCH intervention as it can conduct almost all initial, pre-natal tests including ultrasound.

District government, Sheikhupura is implementing the project with the District Coordination Officer (DCO) acting as project director. The Policy and Strategic Planning Unit of the Government of Punjab has also shown keen interest in the project.
Integrated Ambulance Service (IAS)

The pilot seeks to establish an automated ambulance service dashboard to cater to the Emergency Obstetric and Newborn Care (EmONC) needs of low income communities. The ambulances will be managed centrally by the DCO office.

Implementing Partners
District Government Hafizabad

Ambulance fully equipped to provide emergency care and transportation facility to obstetric and neo-natal patients.

Project Features
- Establishing an ambulance service to provide doorstep EmONC facilities in rural Hafizabad
- Creating of a GIS enabled dashboard for managing the delivery of services
- Training paramedics/LHWs associated with each ambulance to provide emergency care to obstetric and neo-natal patients and to notify the nearest hospital about the patient’s condition and arrival time

Research funded under DFID’s Research And Advocacy (RAF) programme found that lack of timely availability of suitable transport was resulting in a large number mothers losing their lives in Pakistan.

Progress
The District Government has procured 15 ambulances out of its own funds and has recruited the requisite human resource. The ambulance service has begun in Hafizabad since February 2016. The DCO and Programme Director, Policy and Strategic Planning Unit (PSPU) are satisfied with the system design which is under development.