



**Strengthening SRH outcomes through
private sector engagement: integrating
lessons and evolving approaches**

25th July 2023

Presenters



Anna Mackay
Senior Director, Global
Programmes and
Philanthropy
**MSI Reproductive
Choices**



Fred Nsubuga
Health Systems
Strengthening Lead
**MSI Reproductive
Choices Uganda**



Xaher Gul
Technical Lead –
Services and Demand,
FHM Engage
Pathfinder International

Panellists



Andrea Bare
Senior Private Sector
Technical Advisor
USAID



Gabrielle Appleford
Consultant - Systems
Governance Stewardship
Unit
WHO



Nirmala Ravishankar
Senior Fellow
ThinkWell



**Dr. Alemayehu
Hunduma**
Head of the RH, FP &
Adolescent Health Desk
**Ethiopia Ministry of
Health**



Nicole Spieker
Chief Executive
Officer
**PharmAccess
Foundation**

“ The landscape of the work has changed. UHC cannot be achieved without the private sector. It is essential to re-frame public and private sector engagement as a partnership in health for shared health outcomes.

Peter Salama, former Executive Director of Universal Health Coverage,
World Health Organization

Private sector engagement and sexual and reproductive healthcare

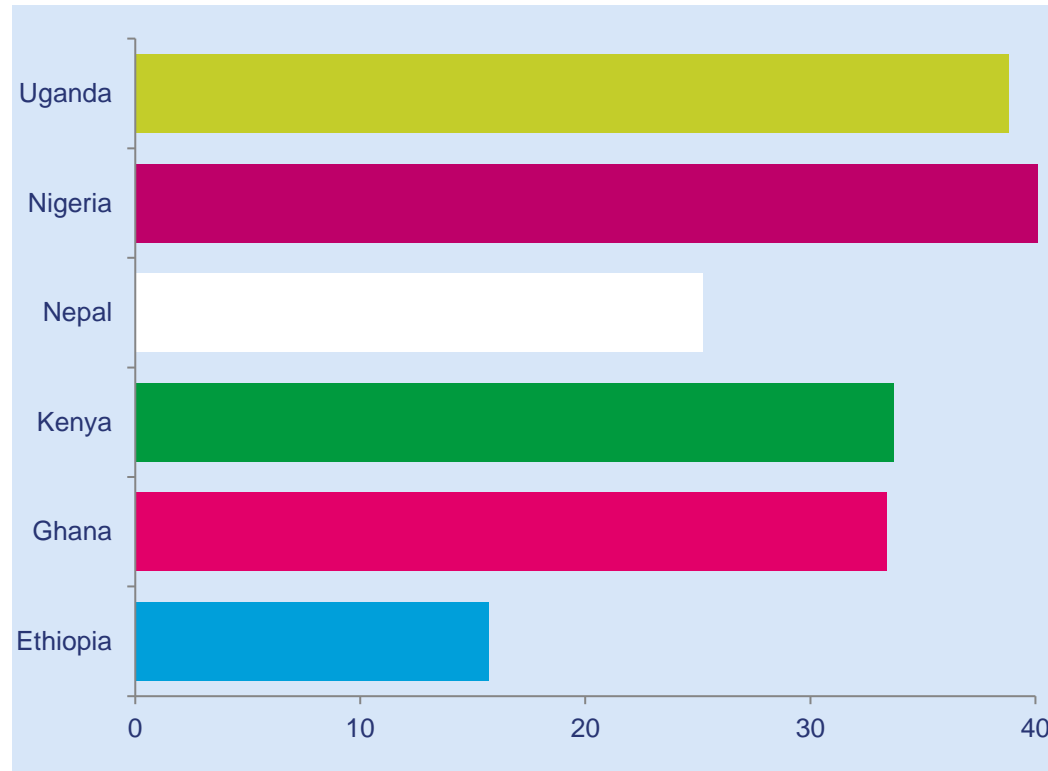
Many women use the private sector for sexual and reproductive health (SRH) services...

Half of Africa's health expenditure is thought to come from out-of-pocket payments.

Higher in some e.g. Kenya OOPs account for \$77 out of every \$100 spent on private healthcare.



% of women obtaining contraception from the private sector



...but their options may compromise their health as much as improve it



When seeking contraceptive services, women... preferred private over public facilities due to convenience and timeliness of services. Women avoided public facilities due to long waits and disrespectful providers. Study participants reported, however, that they felt more confident about the technical medical quality in public facilities than in private, and believed that private providers prioritized profit over safe medical practice.

Keesara, et al.

"Why do women choose private over public facilities for family planning services?"

How can private sector engagement benefit key stakeholders?

Governments



Country governments are increasingly recognising that health system goals such as universal health coverage cannot be achieved without leveraging the role and expertise of private providers.

Providers



Ultimately, providers want a stable and successful business, but need help to achieve it, e.g. improved representation with government, assistance with meeting regulatory requirements, insurance empanelment (national and private), CPD, access to national commodity supplies, and more.

Clients



In some countries, up to 60% of family planning services are accessed through the private sector but women and girls are not always receiving quality care. Better regulation and collaboration between government and the private sector can ensure that women, especially adolescents, have a safer, more satisfying experience.

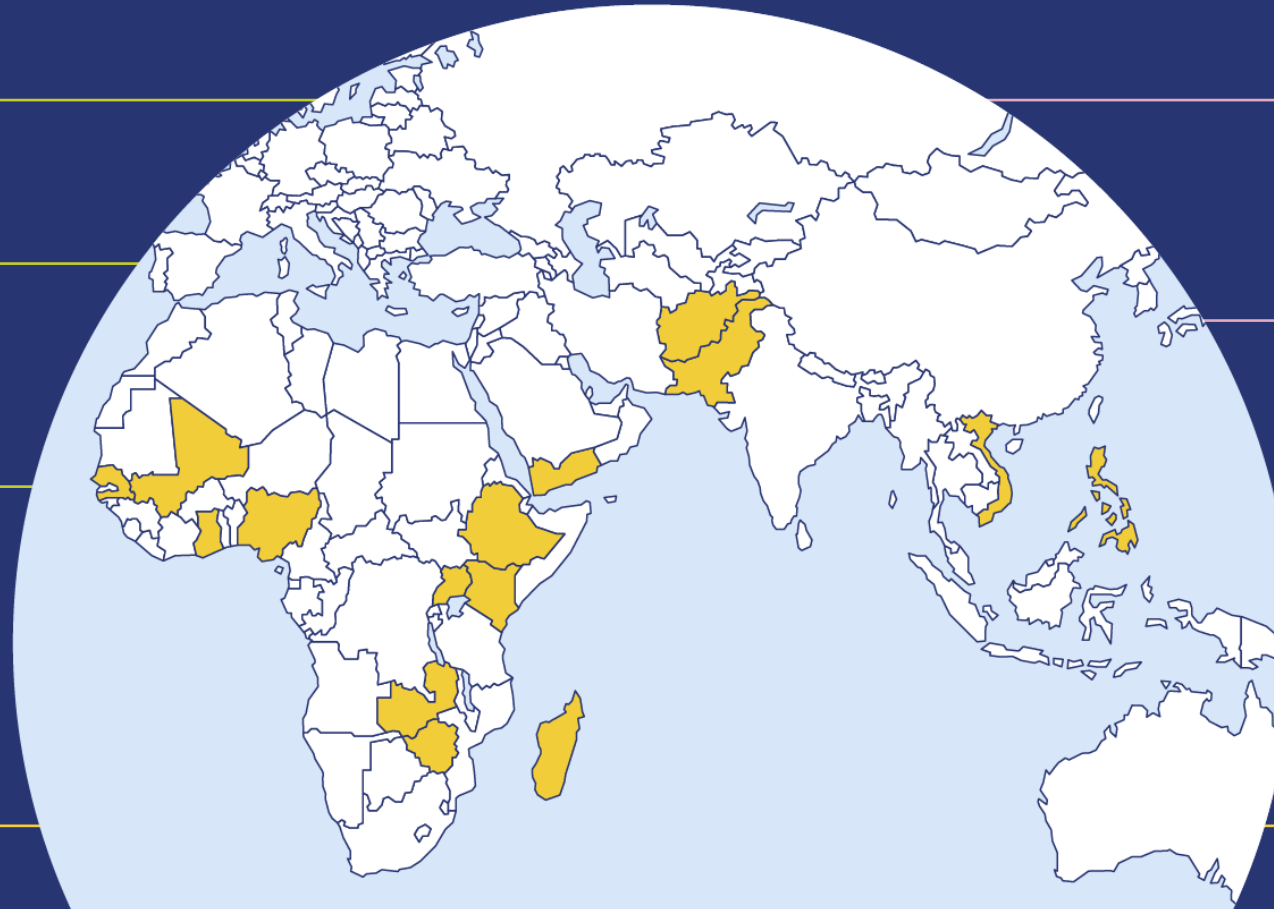


Expansion of access to services in 17 countries – 3.5m clients per year across networks

Quality assured, franchised services and high client care

Enhanced inclusion focus – Youth in Kenya, Uganda and Ethiopia

Move towards market-led interventions



Expansion of role into private sector data sharing with government (Nigeria, Ghana, Kenya)

Successful FP pilot in Ghana to include FP in NHIS and an ongoing pilot in Pakistan

Pilots looking at commercial models in Ghana, Nigeria and Ethiopia and Pakistan

Limitations in sustainability scalability and quality improvement

MSI's private sector engagement journey

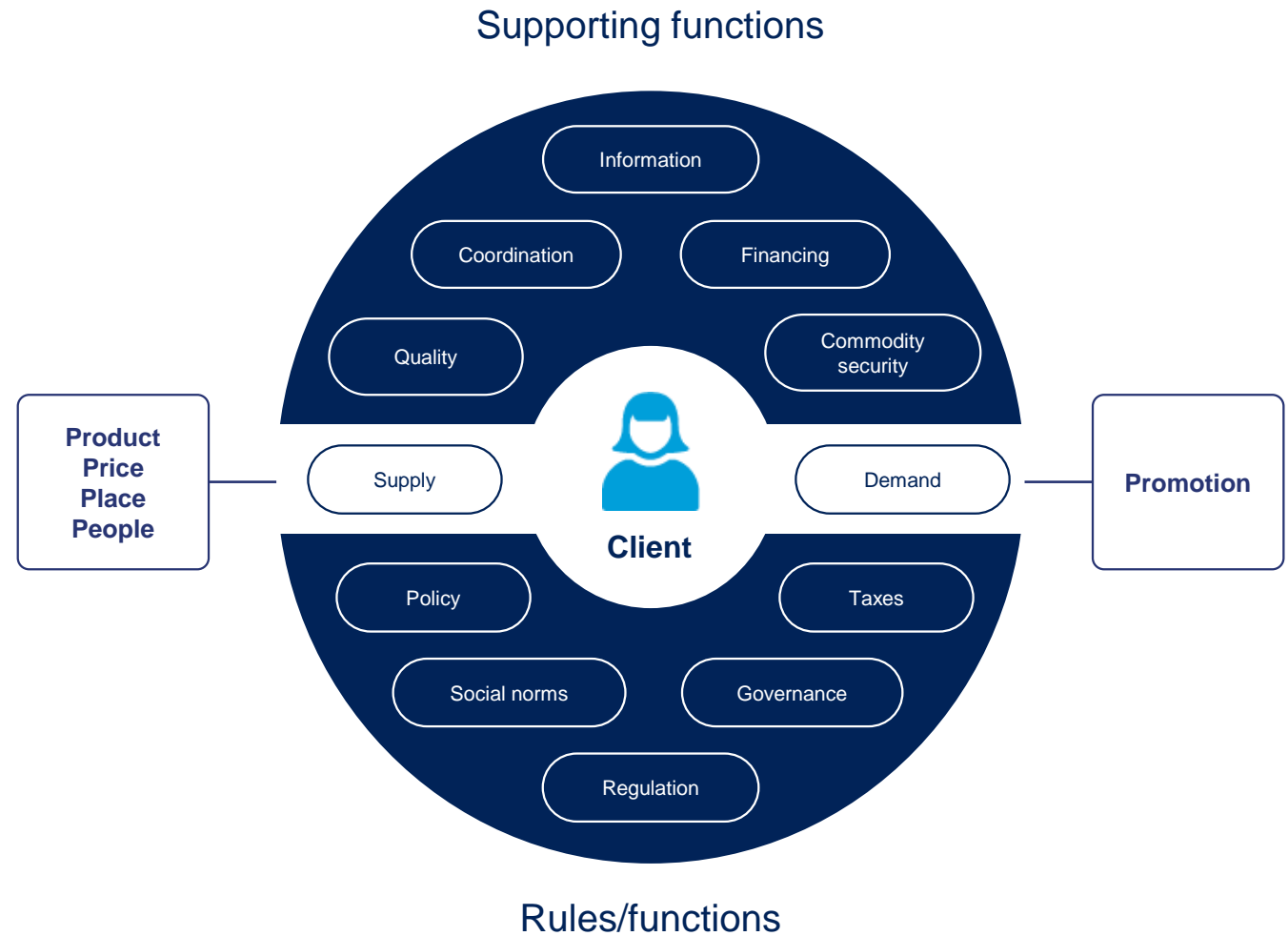
How can PSE approaches evolve to **maximise scalability and sustainability** without sacrificing expanded service access, quality and equity?



Market Systems Framework

The market systems development 'donut' is being used to illustrate the dynamics of a health market and how current and future private provider engagement models might fit within it.

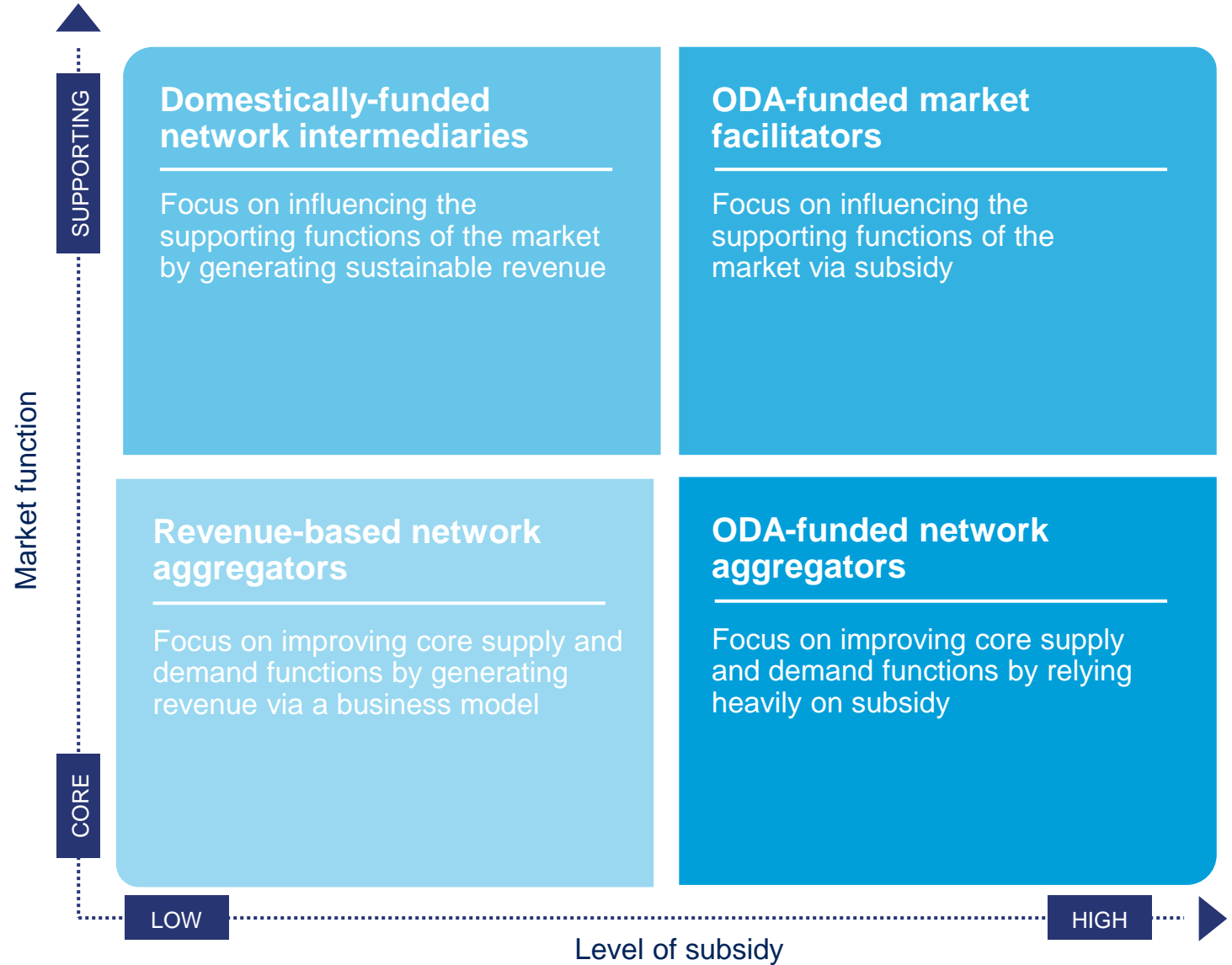
In focusing on a more market-based approach there is the intention that health outcomes are more sustainable over time.



MSI's conceptual framework* to understand our market systems development opportunities

Private sector engagement models vary depending where they act within the market system and the level of subsidy they require.

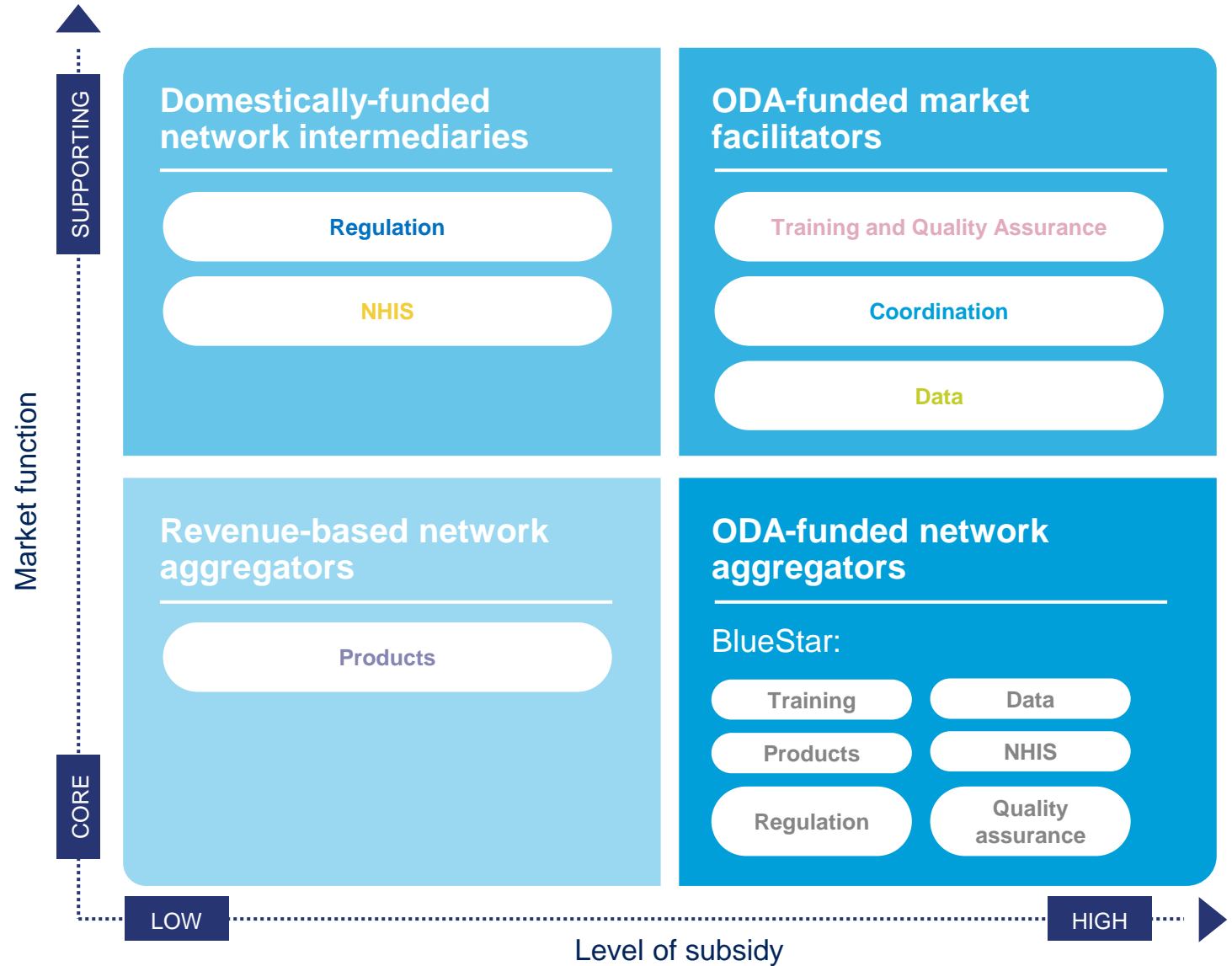
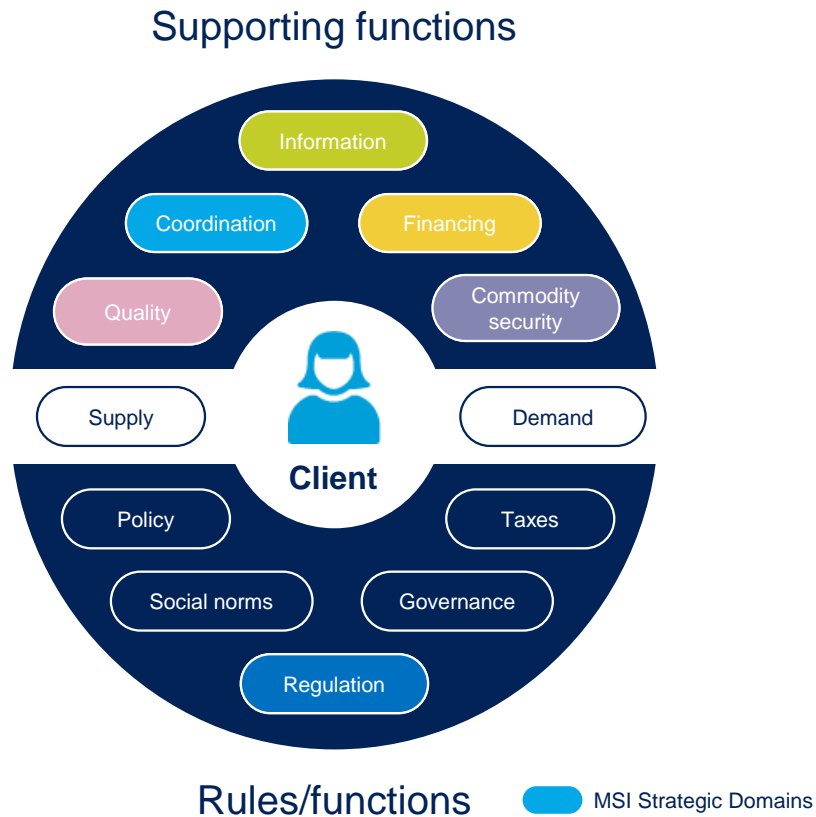
Movement between the quadrants on the PSE model framework has implications for sustainability, scalability, equity, and quality assurance.



* This framework was developed by MSI in collaboration with Impact for Health Global. If used externally please credit MSI.

Leveraging strengths to support market functions

As an example, MSI Reproductive Choices' has identified six key supporting functions and rules within our countries' SRH markets.



Uganda spotlight: PSE journey

Presented by Fred Nsubuga – Health Systems Strengthening Lead



MSI Uganda has been working through the private sector for over 13 years



450 clinic network members seeing 250,000 clients each year for high quality SRH services

Uganda spotlight: responding to market constraints

Our long-standing experience and connections with the public and private sector supported our market systems analysis, and we have identified **five key market constraints**

1

Inadequate reproductive health commodity security

2

Lack of visibility of private sector via information and data

3

Lack coordination and representation between the private sector and within national training programmes

4

Limited enforcement and regulation of quality standards in the private sector

5

Limited capacity in provision of SRH services due lack of standardised curriculum and professional development

Uganda spotlight: strategic domains

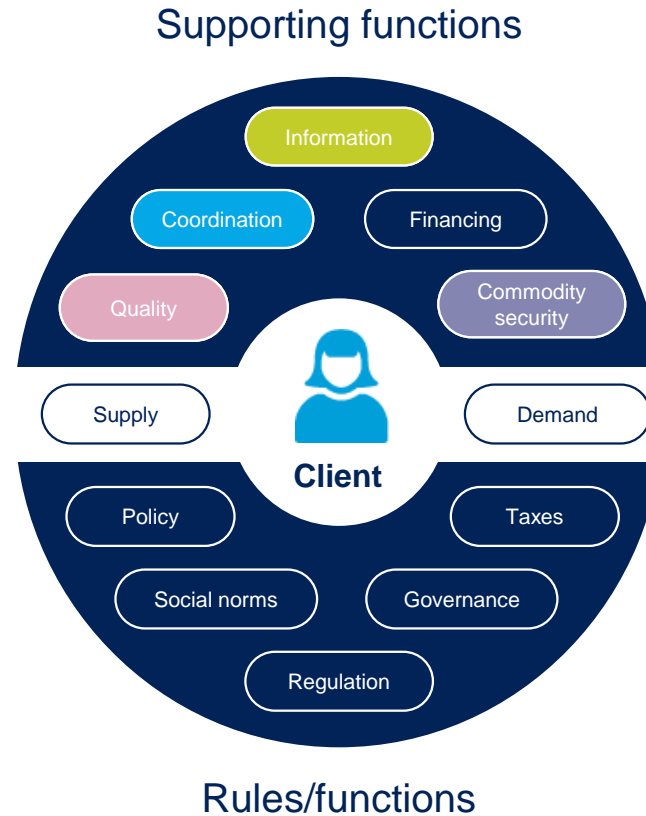
MSI Uganda will focus on addressing these constraints through four key supporting functions within our SRH market.

Quality

Contribute to the implementation of a country quality assurance framework, tools, and supportive supervision approach by facilitating the partners – government, professional associations, and private providers – to improve and implement the quality assurance tool. Feed into national SRH curriculum and professional development content.

Commodity security

Support and sustain the introduction of commercial LARC products in the SRH market by championing the identification of the appropriate products, the registration process, and supporting advocacy initiatives.



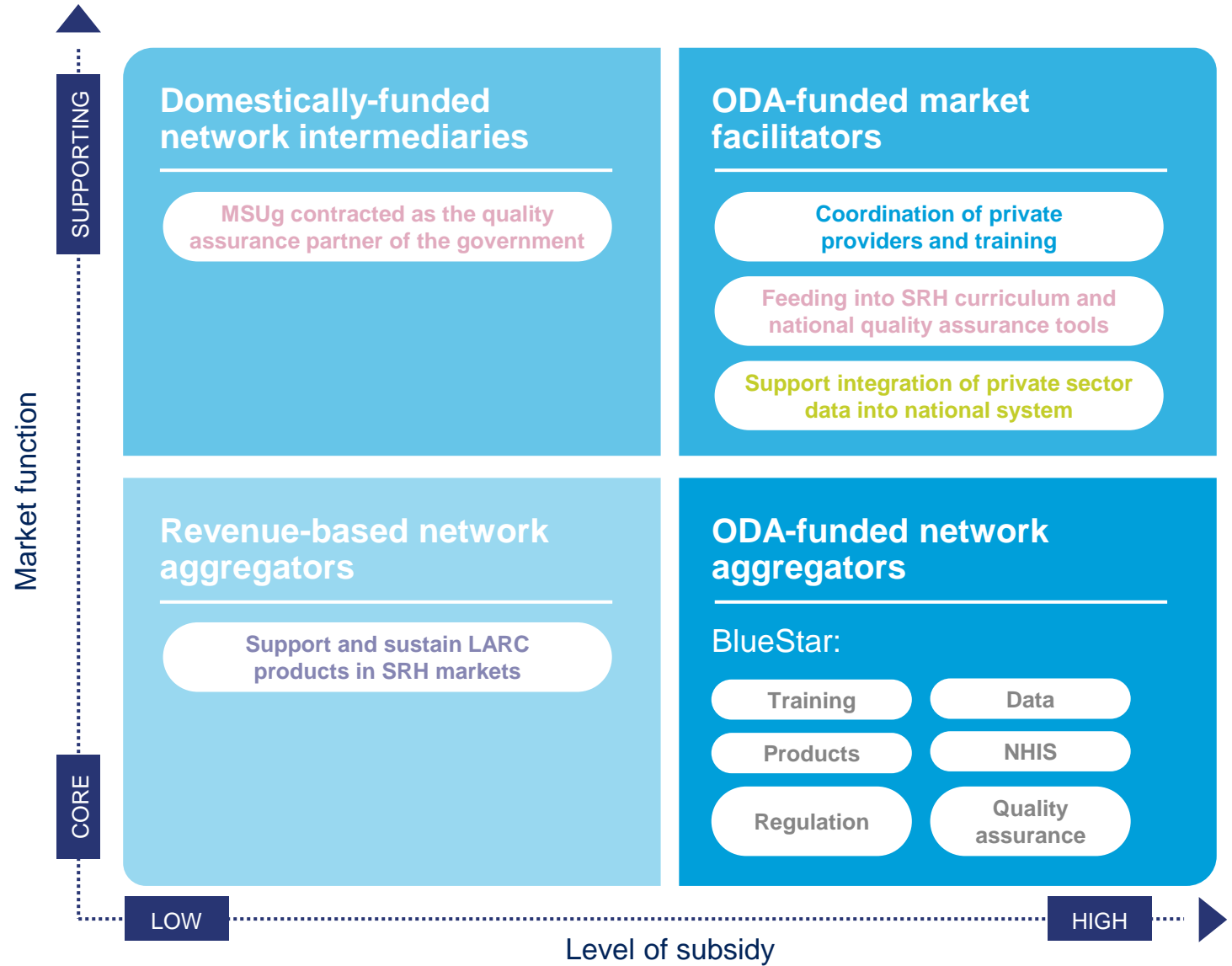
Information

Support the integration of private sector data in the national system via adaptation of the existing tool based on feedback from private facilities and public sector.

Coordination

Facilitating linkages between private providers and training programs.

Mapping these on MSI's conceptual framework





LEVERAGING PRIVATE SECTOR NETWORKS FOR IMPROVING AVAILABILITY OF FAMILY PLANNING SERVICES

KEY LEARNINGS AND OPPORTUNITIES

July 25, 2023



OBJECTIVES

- Establish conceptual foundation to describe a **typology of private sector networks** and key market actors
- Introduce a **guiding framework for analyzing and describing** private sector aggregation models
- Application of the framework to identify **opportunities for leveraging synergies** offered by private sector aggregation models

STRENGTHENING LOCAL HEALTH MARKET SYSTEMS

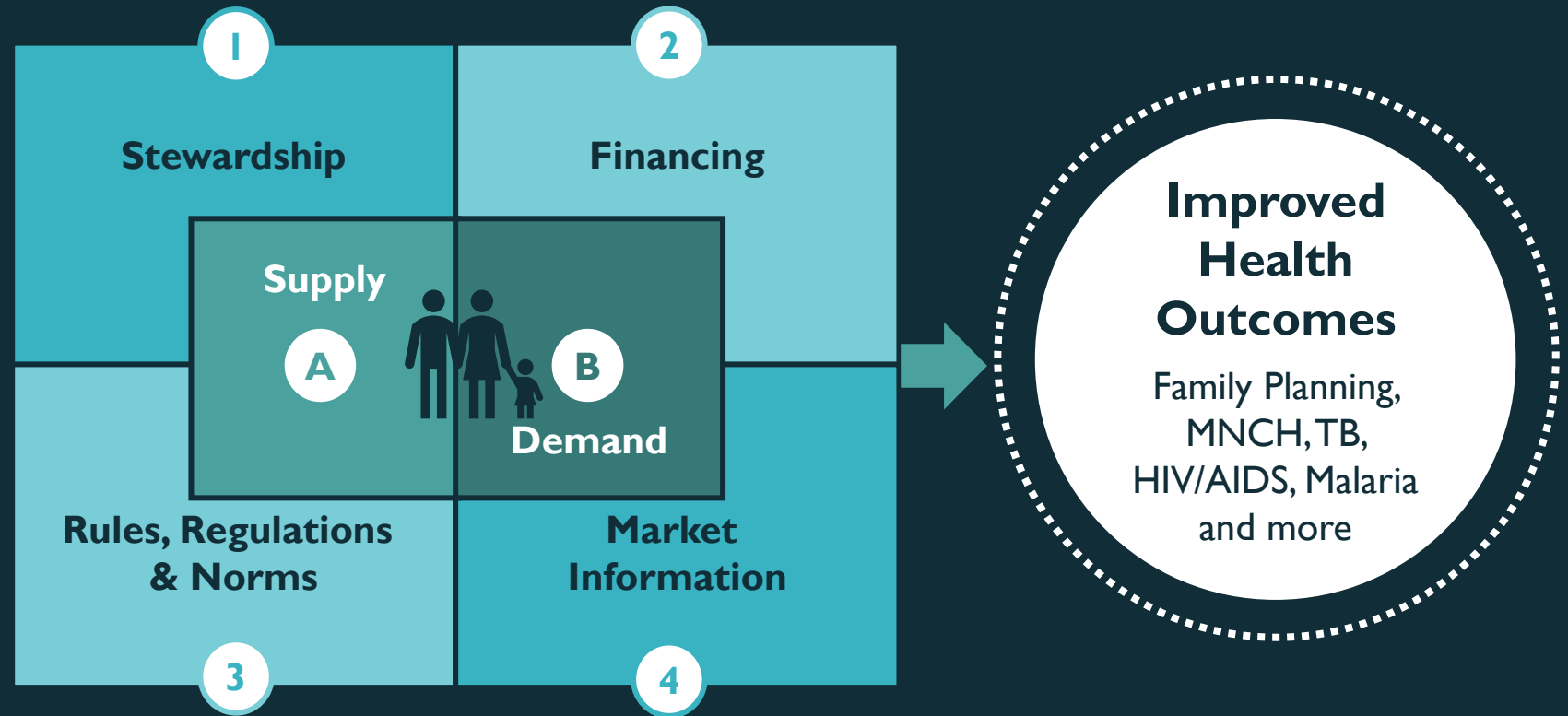
FHM Engage works to address the **root causes** of local market **underperformance** in the core market functions to create the necessary **behavior change** that **catalyzes supply & demand** and supports **sustainable change**.

Result 1

*Improved **market environment** for greater private sector participation in the delivery of health products and services.*

Result 2

*Improved **equal access to and uptake of** high-quality consumer driven health products, services and information.*



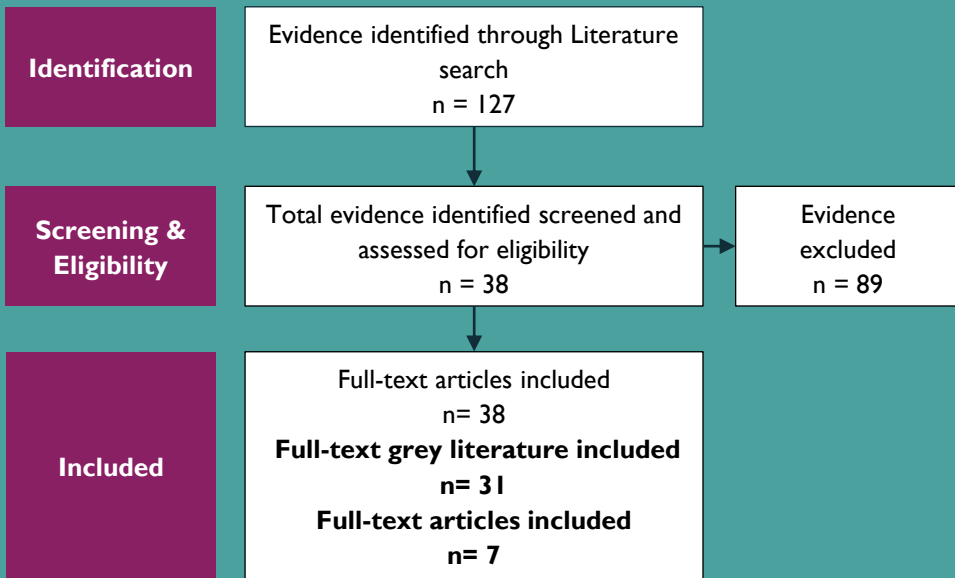
The Market Challenge

Limited understanding of

- commercially operated networks in priority contexts
- how investments to date in social franchising (SF) & Social Marketing (SM) may be leveraged in to yield better economies of scale to support FP
- whether the scope of networking/franchising approaches can be adjusted to improve effectiveness and impact of investments
- Synergies offered by various for-profit, not-for-profit, faith-based organization, digital, and other provider aggregation and networking models
- how market development approaches can be applied to offer solutions relevant to FP that match the needs and available resources of a given country



BUILDING ON EVIDENCE



- **15 recent (2020-2021) publications** and reports from SHOPS Plus
- **20 donor supported briefs and reports** published by private sector development partners (e.g., Population Council, Abt. Associates, PSI, MSI., etc.)
- **Lessons learned through HP+ project**, including global recommendations on digital health tools to enhance the uptake and use of FP services, mobilizing private capital for persisting challenges, and for FP through blended finance.
- **Range of relevant white literature** produced through donor investments.

01

Desk Review
38 full-text articles and other available documents

02

Key Informant Interviews
30 virtual interviews from global and national experts and stakeholders in 10 family planning priority countries

03

Virtual Validation Workshops
2 sessions with 15 experts to validate findings and provide recommendations for further analysis

04

Framework identification
Networks mapped to Market Systems Framework; Conceptual framework developed with foundational definitions of key building blocks and concepts

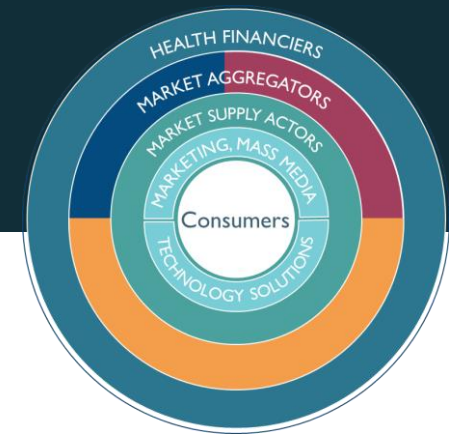
05

Secondary online search
Undertaken manually to source information that was insufficiently reported or missing in primary research

Next steps

Country Applications
To contextualize, describe, prioritize, and customize opportunities offered by private sector networks

MARKET ACTOR ECOSYSTEM FOR PRIVATE SECTOR AGGREGATION & NETWORKS



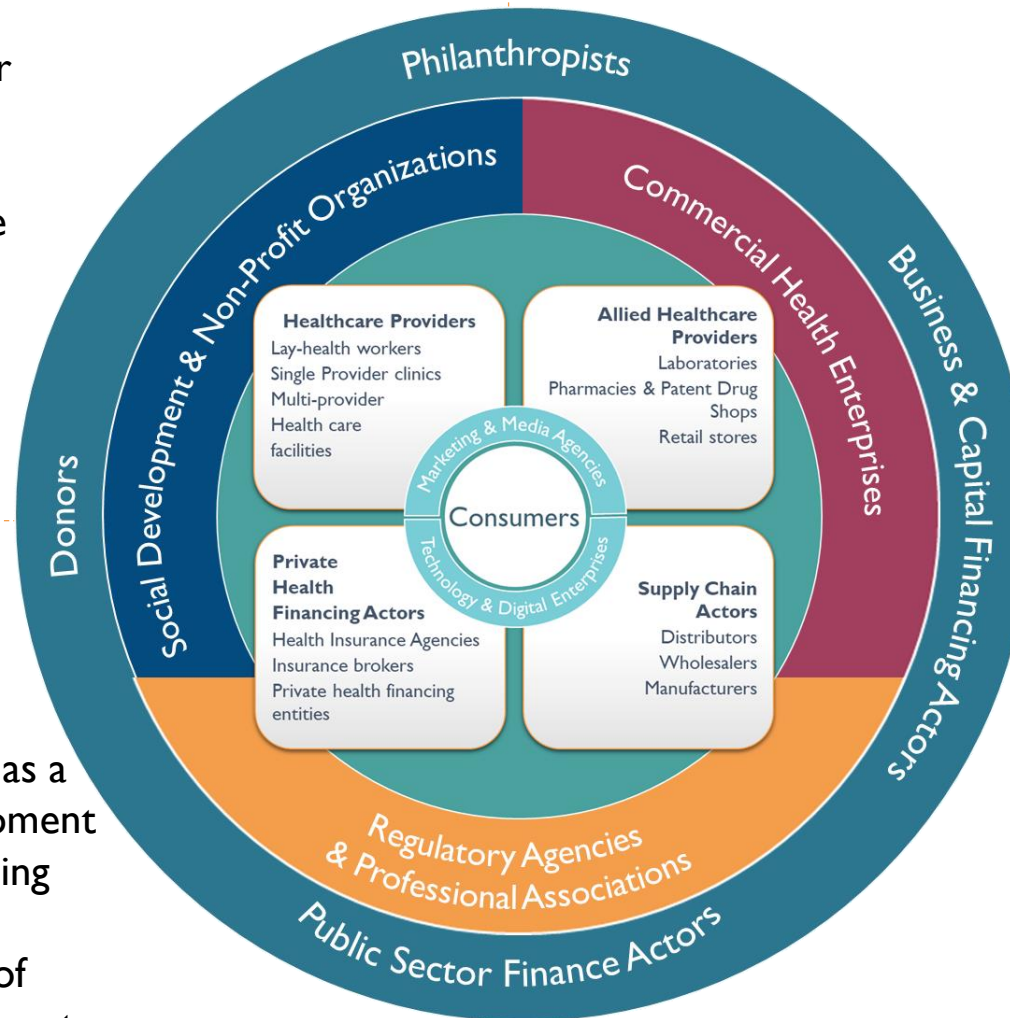
MARKET AGGREGATORS

connect several individual private sector *Market Supply Actors* into a network and contract, support, and manage that network. Three types of aggregators are described:

- I. Social Aggregators
- II. Commercial Aggregators
- III. Stewardship & Regulatory Aggregators

HEALTH NETWORK FINANCIERS

Provide financing for a range of market functions. These include the public sector as a critical financier, donors providing development assistance, and commercial entities providing capital and business financing for health enterprises, and consumers who pay out of pocket for health care services or premiums to obtain health insurance.

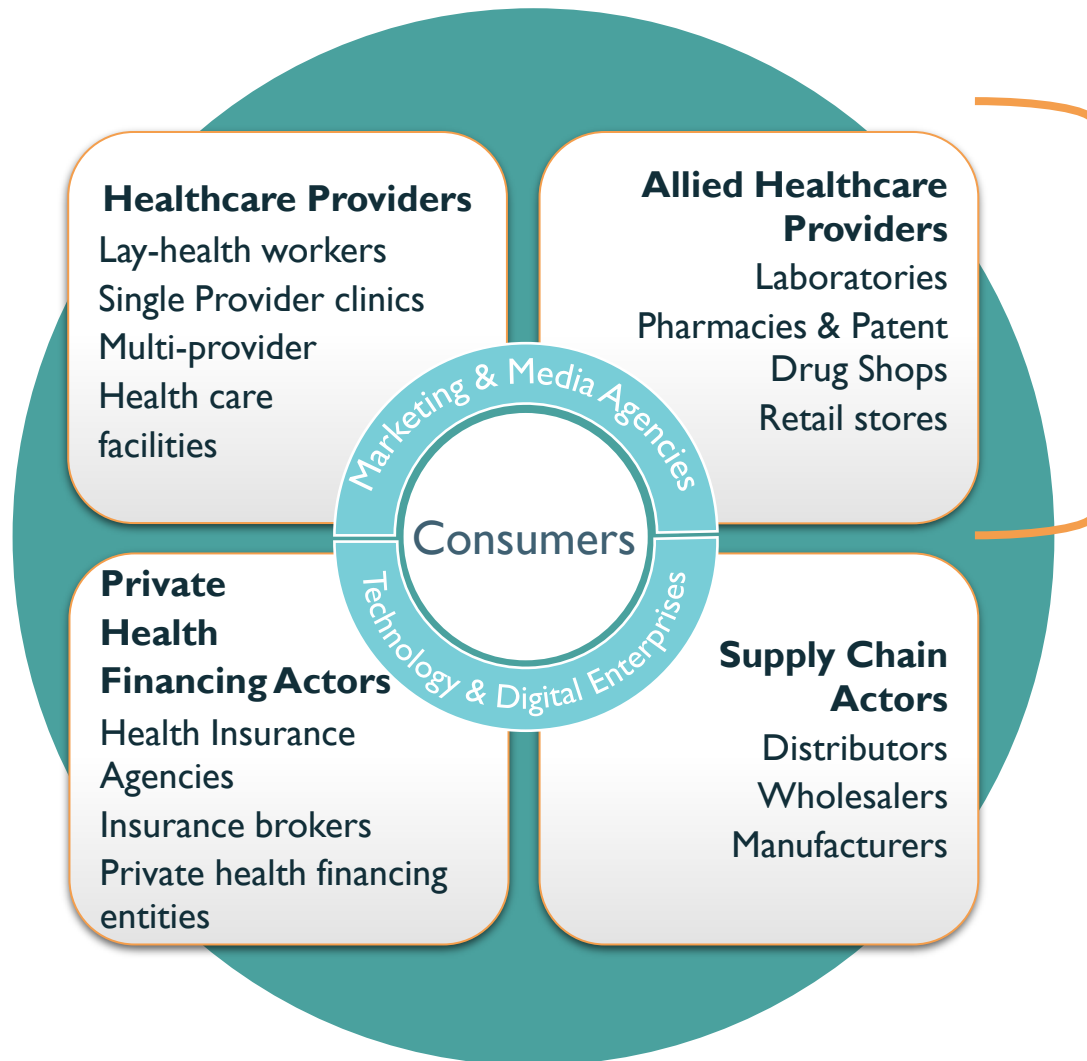


MARKET SUPPLY ACTORS

include individuals, institutions, and organizations which either directly deliver information, products, and/or services or support the delivery of health care. Five types of supply actors are described:

- I. Healthcare Providers
- II. Allied Healthcare Providers
- III. Supply Chain Actors
- IV. Private Health Financing Actors
- V. Marketing, Mass media & Technology

Provider Networks are made up of Healthcare and/or Allied Healthcare Providers



Provider Network

A provider network is an affiliated group of individual private sector **healthcare and/or allied healthcare providers**, established to directly deliver, or indirectly support the offer of, health care information, products, and/or services.

A range of networks exist with varying objectives including supporting supply, increasing demand, strengthening supporting functions, improving rules, and/or shaping market norms. These also include application of technologies to connect and coordinate various actors within the family planning market system.

All provider networks are created, managed, and supported by a **Market Aggregator**.

MARKET AGGREGATORS

connect several individual private sector Market Supply Actors into a network and contract, support, and manage that network. Three types of aggregators are described.

Comprises non-profit and development sector NGOs. They create, manage, and regulate networks aimed at addressing equity and creating social impact. Donor & partially revenue funded.

SOCIAL
AGGREGATORS

COMMERCIAL
AGGREGATORS

Comprises commercial health sector entities. They support and manage networks which emphasize commercial viability and profitability while delivering needed health services and products. Business finance & revenue funded.

STEWARDSHIP
& REGULATORY
AGGREGATORS

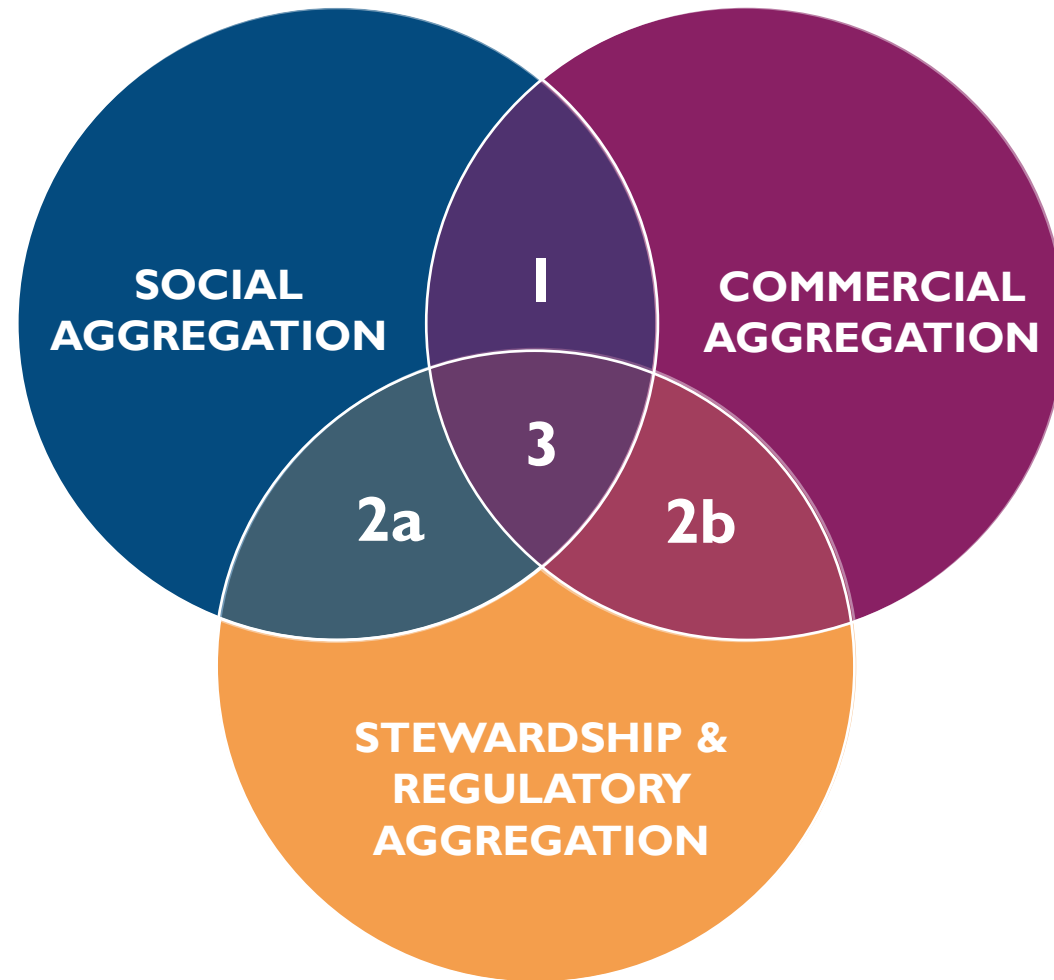
Comprise public sector entities and professional associations. They create networks for ensuring regulatory compliance and linking private providers to public sector health financing mechanisms. Public sector, donor & member funded.

A FRAMEWORK FOR DESCRIBING PRIVATE SECTOR AGGREGATION MODELS & TYPES OF NETWORKS

1st Generation Aggregation Models Single Aggregator creates, supports, and manages the network

2nd Generation Aggregation Models

Two market aggregators operate synergistically

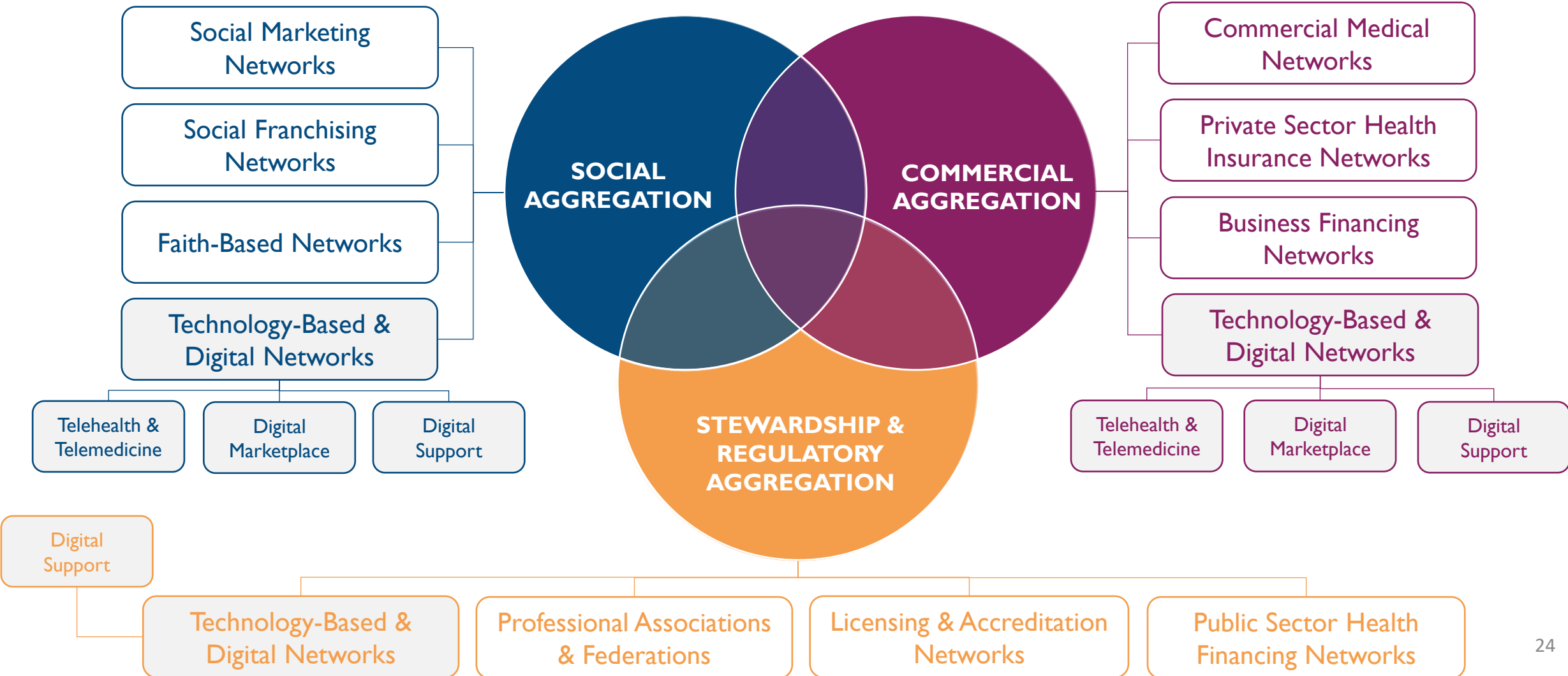


3rd Generation Aggregation Models

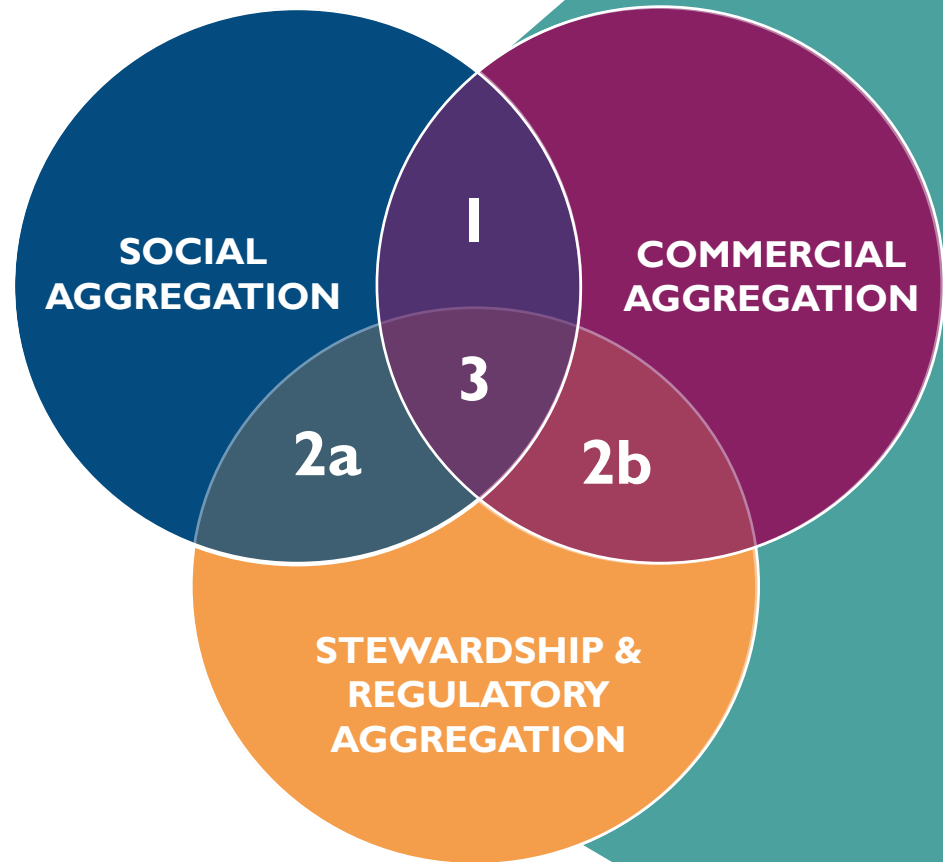
Three (or more) market aggregators operate synergistically

TYPES OF NETWORKS IN 1st GENERATION AGGREGATION MODELS

1st Generation Aggregation Models



Higher order Aggregation Models offer opportunities



1

Synergize social & commercial network investments

- Social marketing through commercial & digital aggregators
- Rethink fractional social franchising to create profitable value proposition package for commercial aggregators with integrated family planning services.

2a

Synergize stewardship & regulatory and social aggregators

- Inclusion of FP standards in licensing and health insurance eligibility mandates
- Strengthen professional associations for stewardship & accreditation

2b

Synergize stewardship & regulatory and commercial aggregators

- Strengthen task shifting policies to support implementation of quality mandates
- Strengthen role of professional associations to implement

3

Total Market Aggregator Synergy through Role Restructuring

Co-designed aggregation approach with aggregator role by market function:

<ul style="list-style-type: none"> • <i>Core Functions</i> • <i>Supply:</i> Commercial aggregators • <i>Demand:</i> Media & technology actors, social aggregators 	<ul style="list-style-type: none"> • <i>Supporting functions:</i> social & technology-based aggregators, professional associations • <i>Rules & Norms:</i> Stewardship & Regulatory Aggregators
--	---

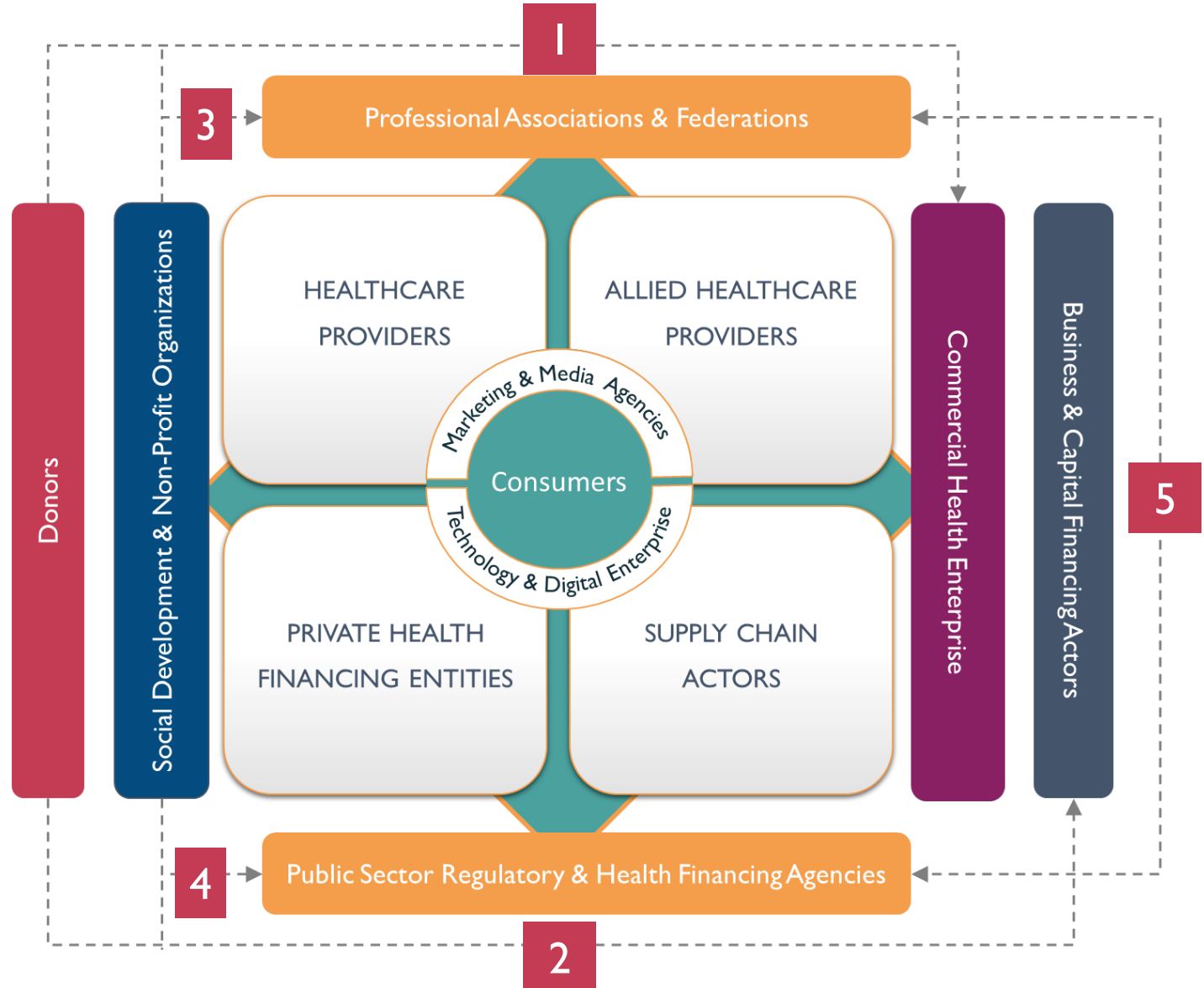
WAY FORWARD

COLLABORATION & DIALOGUE ROADMAP FOR CODESIGN OF HIGHER GENERATION AGGREGATION MODELS

1 Opportunity 1
Synergize Social and Commercial Investments in private sector aggregation to improve Core Market Functions of Supply and Demand

3 Opportunity 2
Strengthen the role of Stewardship and Regulatory Aggregators to create synergies with core aggregators to improve supporting functions, rules, and norms

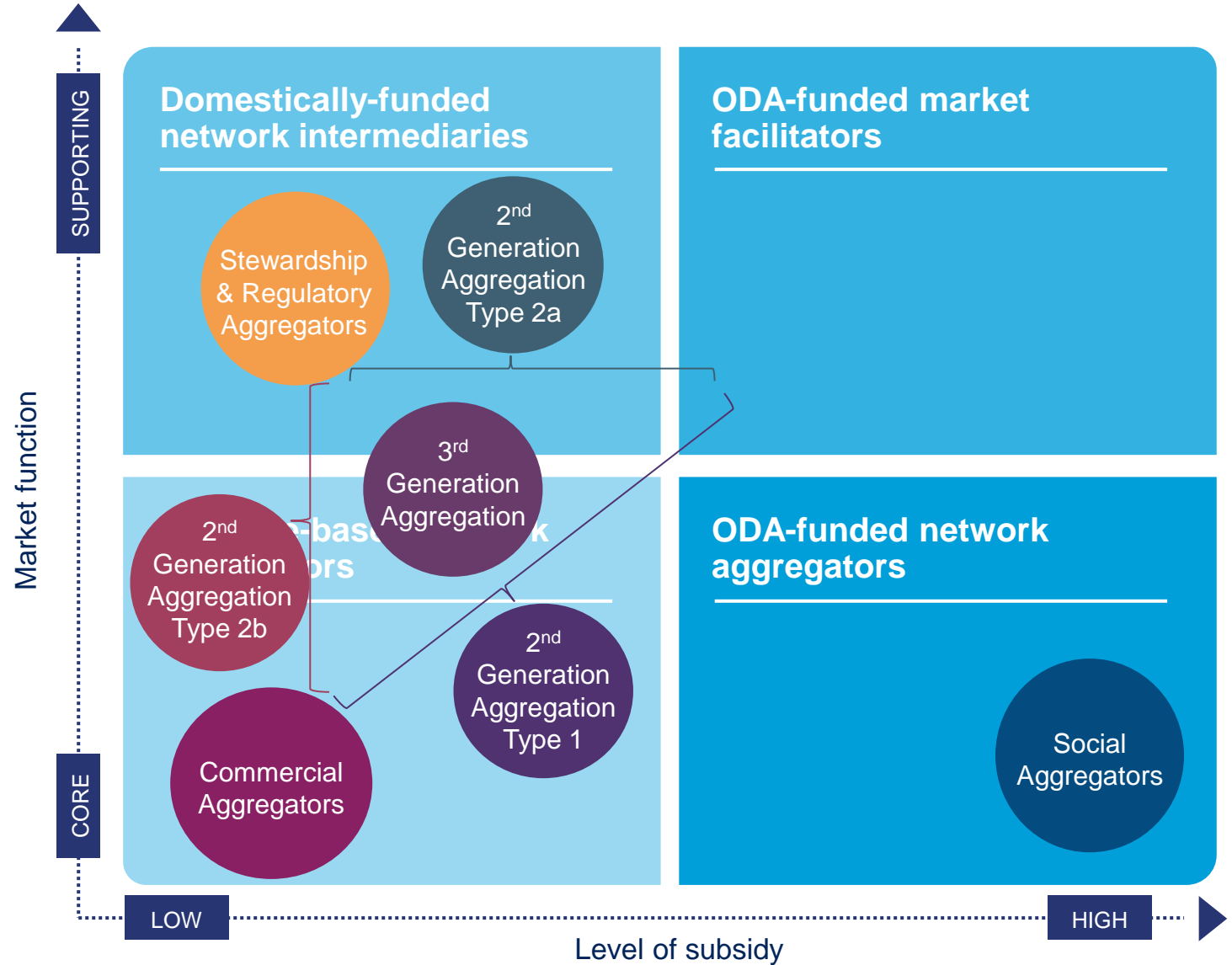
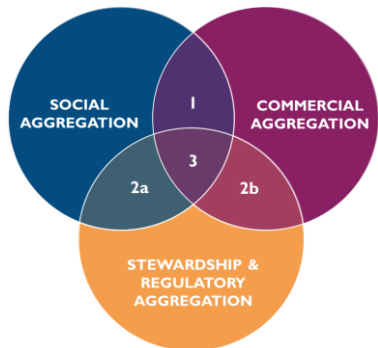
1 Opportunity 3
Total Market Aggregator Synergy through Role Restructuring to improve supply and sustainability of family planning services



A conceptual framework to understand our market systems development opportunities

Private sector engagement models vary depending where they act within the market system, the level of subsidy they require, and how they leverage existing aggregation approaches.

Creation of 2nd and 3rd Generation Aggregation Models & role restructuring could create movement between the quadrants on the PSE model framework with favourable implications for sustainability, scalability, equity, and quality assurance.





USAID
FROM THE AMERICAN PEOPLE

FHM ENGAGE

Healthy Markets for
Healthy People

GLOBAL
INITIATIVE
MAKESINY

Panel discussion



Andrea Bare
Senior Private Sector
Technical Advisor
USAID



Gabrielle Appleford
Consultant - Systems
Governance Stewardship
Unit
WHO



Nirmala Ravishankar
Senior Fellow
ThinkWell



**Dr. Alemayehu
Hunduma**
Head of the RH, FP &
Adolescent Health Desk
**Ethiopia Ministry of
Health**



Nicole Spieker
Chief Executive
Officer
**PharmAccess
Foundation**

Thank you for joining

We look forward to continuing the
conversation

