



Frontier Health Markets (FHM) Engage Technical Showcase

The Importance of Stewardship in Strengthening Health Markets in Liberia, Madagascar, and Pakistan

MARCH 28, 2024

Welcome from FHM Engage



Dana Tilson
Project Director
FHM Engage



FHM Engage
(2021-2026)

- FHM Engage believes that strengthening mixed health markets will lead to **improved health outcomes**.
- We use a **systems approach** to identify root causes of underperforming markets.
- We co-design sustainable solutions with local market actors to **deliver the lasting behavior change needed** to evolve health markets.

NETWORK PARTNER ECOSYSTEM

Backed by Core Partners

NETWORK IMPLEMENTATION PARTNERS



SPECIALIZED NETWORK IMPLEMENTATION PARTNERS



CORE CONSORTIUM

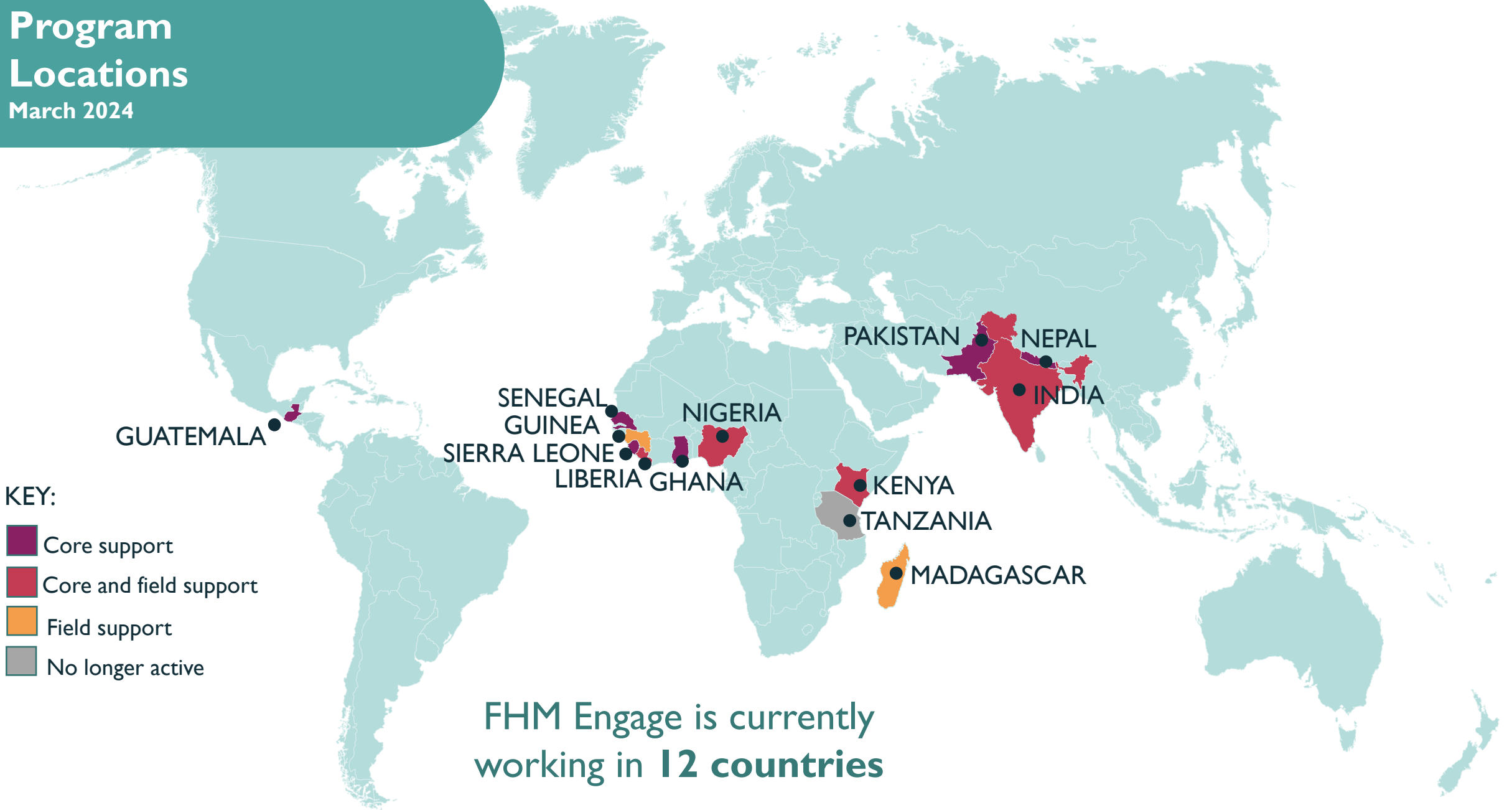


Program Locations

March 2024

KEY:

- Core support
- Core and field support
- Field support
- No longer active



FHM Engage is currently working in **12 countries**

Today's Agenda

01

What is the MDA? What is stewardship? How can FHM Engage strengthen stewardship of health markets?

02

Liberia

03

Madagascar

04

Pakistan

05

Q&A

Today's Speakers



Monte Achenbach
Technical Director



Davy Robson
Product Introduction
Specialist
Madagascar



Sophie Parwon
Chief of Party
Liberia



Laila Gardezi
Senior Technical
Advisor
Pakistan

Opening Remarks from USAID



Abena Amoakuh
Private Sector Team Program Analyst
PRH/USAID

FHM Engage AOR team:
Kuyosh Kadirov, AOR
Clancy Broxton, Alt
Andrea Bare, Sr Technical Advisor

What is MDA? What is stewardship?

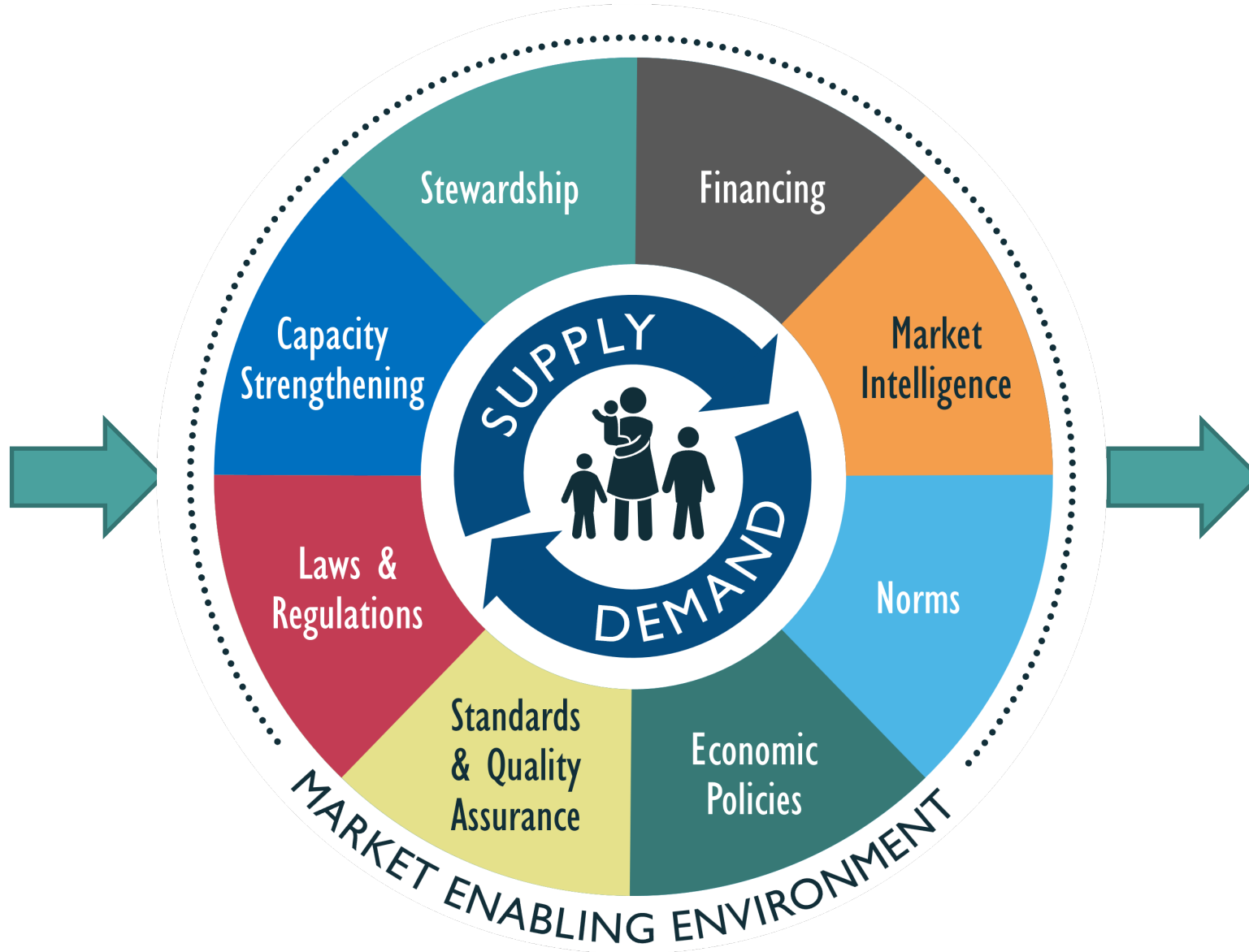
How can FHM Engage strengthen stewardship of health markets?



Monte Achenbach
Technical Director

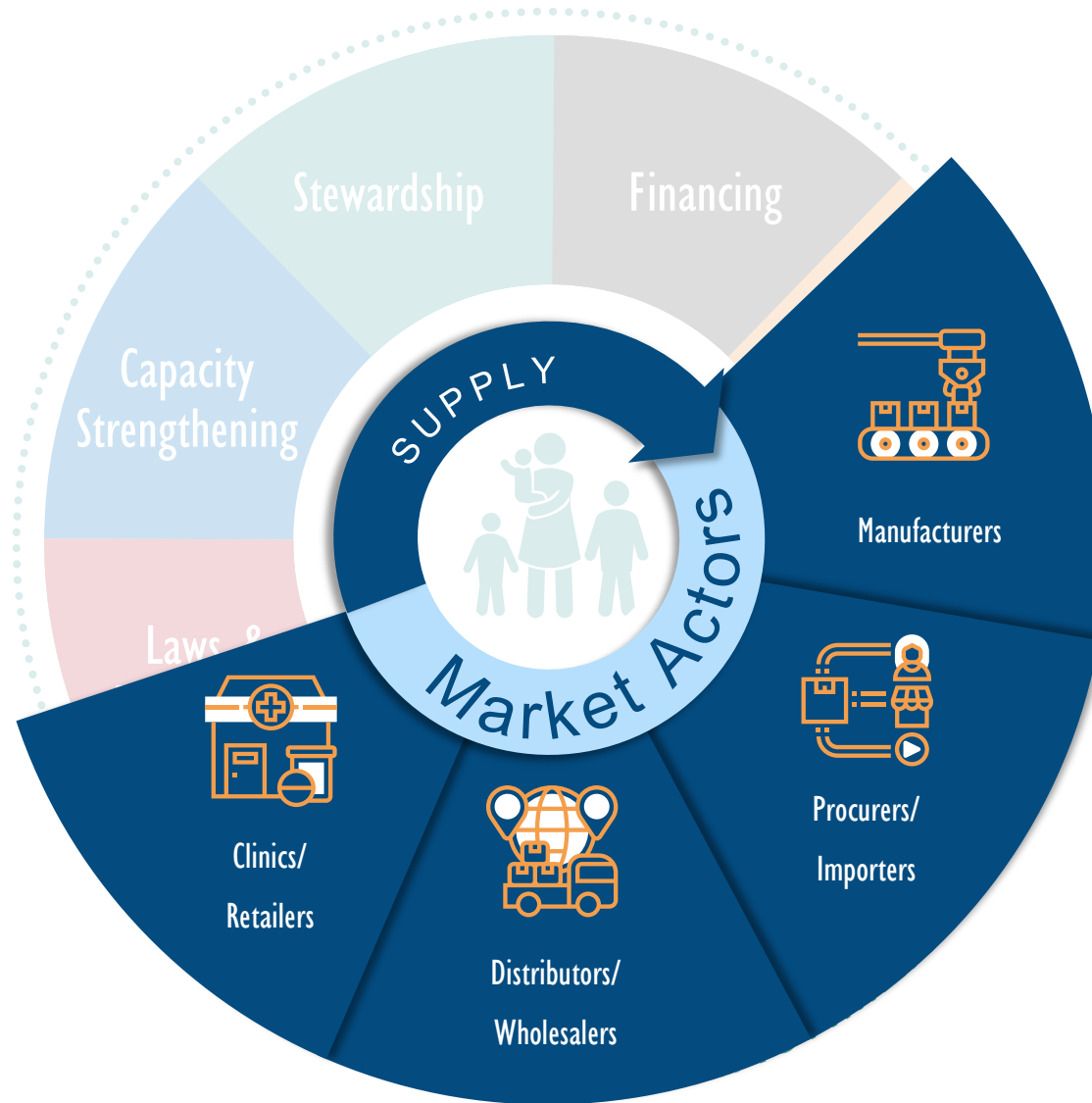
FHM Engage MDA Framework

An **analytical approach** that begins with an understanding of current market performance from suppliers to users and the enabling environment



Improved Health Outcomes
Family planning, MNCH, TB, HIV/AIDS, malaria and more

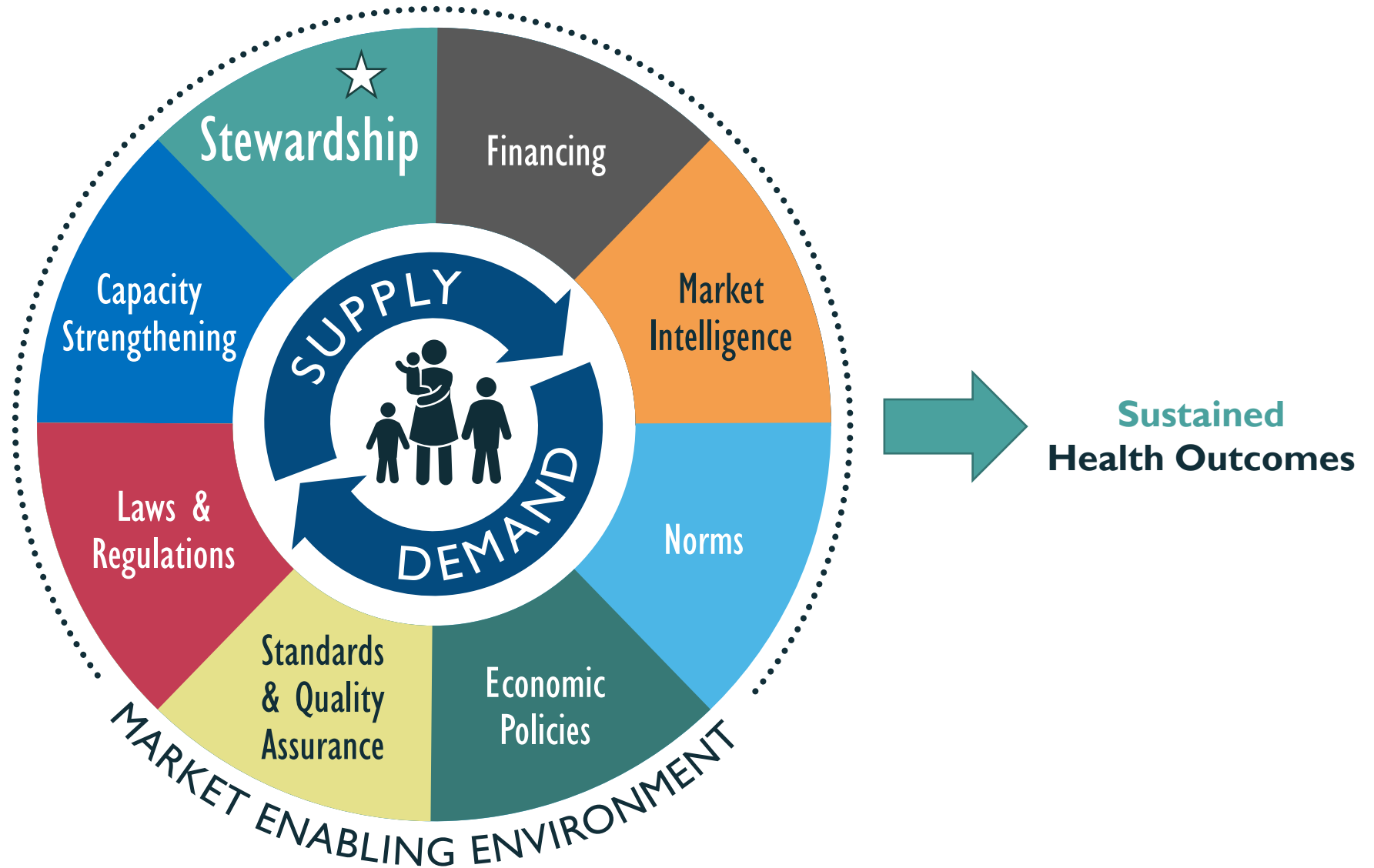
FHM Engage MDA Framework



FHM Engage Market Development Framework

What is market **stewardship**?

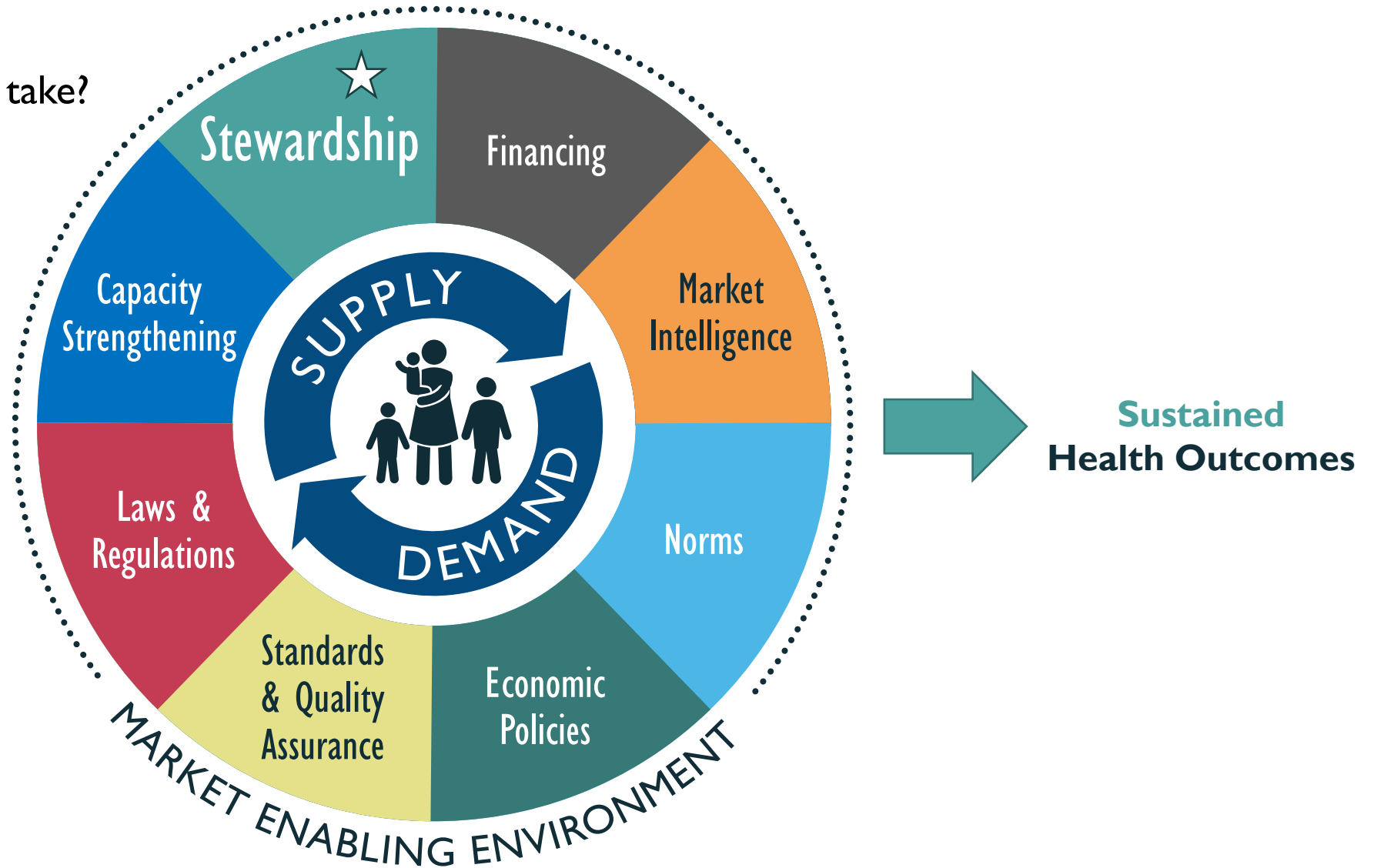
- ✓ Local leadership and guidance
- ✓ Vision for and vested interest in better health market performance
- ✓ Readiness to obtain and share market intelligence
- ✓ Capacity to lead market development and get results



FHM Engage Market Development Framework

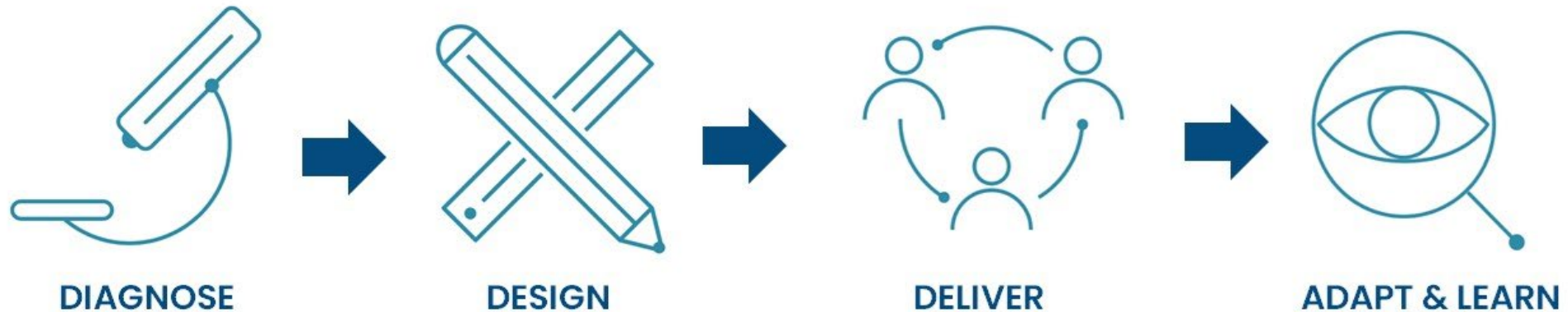
What forms can **stewardship** take?

- ✓ Private sector association
- ✓ Government PSE unit
- ✓ Academic institution
- ✓ Non-profit organization



Steps in Market Development Approach?

Four step process to develop markets for products and services



Health Market Diagnosis

STEPS

1

Identify public health problems and related markets

2

Assess and describe the core market structure (supply and demand)

3

Diagnose 'root causes' of market underperformance

4

Prioritize potential interventions

STRATEGIC QUESTIONS

- ✓ What are the priority FP/health problems to address?
- ✓ Who is affected by the health problems?
- ✓ What health services and products do the affected population groups need?

- ✓ Who is the selected health market serving? Not serving?
- ✓ What health services and products are available?
- ✓ By whom? Where? At what price?
- ✓ Who are the key health market actors in the selected market?

- ✓ What supporting functions in the enabling environment directly impact/influence the select health market's performance?
- ✓ Who performs the supporting functions?
- ✓ How well do they perform them?

- ✓ What are the critical changes needed to address the 'root causes' of underperformance in the select FP/health market?
- ✓ Are the changes necessary? Feasible?
- ✓ Are there market actors to implement these changes?

02

Liberia



Sophie Parwon
Chief of Party
Liberia



FHM ENGAGE/LIBERIA

STRENGTHENING THE MARKET STEWARDSHIP ROLE OF MOH THROUGH DECENTRALIZED SYSTEMS

March 28, 2024

Strengthening the stewardship role of MOH through decentralized systems

01

BACKGROUND

02

MOH MARKET STEWARDSHIP ROLE AND
DECENTRALIZED PROCESS

03

LEADERSHIP OF TECHNICAL WORKING
GROUP

04

CONCLUSION/LESSONS LEARNED

BACKGROUND

- Traditionally, the Liberia Ministry of Health (MOH) has played a stewardship and regulatory oversight role mostly in the public sector, including resource mobilization.
- The operation of the private sector has not been in adherence to standards.. Operated as a stand-alone sector without guidance.
- In September 2021, the MOH developed the first Private Sector Engagement (PSE) Strategy to expand access, improve quality and enhance financial protection in the private sector.

FHM ENGAGE PSE ACTIVITY

Liberia PSE Objectives

Expand Access to and Choice of Health Services

Improve the Quality of Care Provided by the Private Sector through Capacity Development

Enhance Financial Protection through Advancing Universal Health Coverage (UHC)

Create an Enabling Environment for Private Sector

- In response to the new PSE Strategy, FHM Engage supported the newly established MOH PSE Unit to connect health markets nationally.
- FHM- Engage facilitated the identification of potential leverage points for Healthcare Federation of Liberia, an umbrella private sector hub to strengthen its structures, identify inter-connected health markets with its own set of actors and invest in resource mobilization for sustainability.
- HFL currently has over 50 active members and a decentralized membership in 6/15 counties in Liberia.



MOH STEWARDSHIP ROLE AND DECENTRALIZED PROCESS

STEWARDSHIP ROLE

The government of Liberia is responsible for the well-being of its citizens. Stewardship is the heart of policy-making for health systems and affects policy making at different levels, particularly at higher levels.

DECENTRALIZED AND INCLUSIVE PROCESS

- FHM- Engage supported the MOH PSE Unit to establish PSE Technical working groups (TWGs) to leverage national level authority to implement programs and policy at the local level.
- Through the TWGs, the MOH organized semi-annual dialogue platforms with private sector stakeholders to disseminate information on health policies and secure the input of private sector actors on critical health issues.
- These Technical Working Groups help to effectively engage at the local level to strengthen health markets and public sector engagement.



LEADERSHIP AND TECHNICAL WORKING GROUP (TWGs)

HOW THE TWGS IMPROVE STEWARDSHIP

- Improve of quality of care in private health facilities through shared learning, improved oversight;
- Expand offerings of low-profit health programs including the national vaccination program, dispensing free medicines (e.g. ARVs); FBOs is an excellent example.
- Improve knowledge of and adherence to government policies while exploring areas of cooperation between the public and private sector;
- Collaboration to enhance private sector capacities through training, monitoring, supervision, coaching and mentoring;
- Influencing cooperate social responsibilities to expand health care in concession areas;



LESSONS LEARNED

- The inclusion and buy-in of both government and private sector associations is critical for functional stewardship of the private sector, but not easy to achieve.
- Stewardship promotes transparency in corporate governance policies. A decentralized structure can facilitate stewardship in resource-limited areas, such as rural areas.
- Stewardship values can apply to long-term benefits for business growth as well as better health outcomes. If managed well, it can be a win-win for both government and private sector.
- Defined roles, responsibilities and provision of resources for the actors can help foster collaboration for the private and public sectors.



USAID
FROM THE AMERICAN PEOPLE

FHM
ENGAGE
Healthy Markets for
Healthy People

03

Madagascar



Davy Robson
Product Introduction
Specialist
Madagascar



FHM ENGAGE MADAGASCAR STEWARDSHIP MODEL

March 28, 2024

4 models of stewardship

01

THE PRIVATE AND PUBLIC PLATFORM OF EXCHANGE (PEPP)

02

LEADERSHIP OF PRIVATE SECTOR GROUP

03

BANK SUPPORT

04

INCLUSION OF THE FACULTY OF MEDICINE

MODEL I : PUBLIC AND PRIVATE PLATFORM LEADS HEALTH PERFORMANCE AT REGIONAL LEVEL

Launched in April 2023 by FHM Engage in Boeny region

PEPP Objectives :

- Strengthen coordination and partnership between the public and private health sectors;
- Maintain a permanent dialogue between the public and private sectors of the region.

ADVANTAGES TO THE MARKET FUNCTIONS

- MOH plays its role as steward of steward and as supporting function to the private sector
- Improvement of the access to health information for private sector and all market actors
- Facilitation of accreditation of the private sector
- Improved market environment

NEXT STEP and challenge : Institutionalization of the PEPP

Role of FHM Engage : Facilitation, training, coaching, logistics



Led by the Directorate of the regional public health
Composed by 8 members from public and partners, and 19 from private sector

MODEL 2 : LEADERSHIP OF PRIVATE SECTOR GROUP (GSPS)

EXAMPLES OF MAIN RESULTS :

- Strengthened its organizational and institutional capacity
- Advocacy to different private sector key players to adopt the same vision
- Proven leadership in the integration of the private sector into many health policy process and into the health information system
- Proven leadership in the organization of the private health sector exhibition in Madagascar.
- Exclusive partnership in the fight against HIV/

ADVANTAGES TO THE MARKET FUNCTIONS

- **Voice of all private market actors to the MOH and Partners**
- **Improvement of private sector database**
- **Supply chain facilitation**
- **Networking facilitation**
- **Advocacy for legal and tax policy**
- **Partnership facilitation**
- **Norms and standard facilitation**

Formed on June 15, 2021.

Recognized by the Ministry of Public Health as a true strategic interlocutor of the private health sector in the development, implementation and monitoring of all sectoral policies and regulations affecting the health field.

Federative association of the private health sector in Madagascar - reference platform - which brings together and represents all actors in the private health sector at national and regional level.



MODEL 3 : HEALTH SECTOR IN BANKS' PORTFOLIO



UNE OFFRE ADAPTEE A L'EXPANSION DU SECTEUR PRIVE DE LA SANTE



Comment ?

- Des services et conditions adaptés aux besoins des professionnels de la santé
- Un espace dédié au développement des entreprises de santé

Contacts:

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+261 (0) 32 12 894 04

SOC GEN Bank commit to support health entrepreneurship by :

- Making available space to health actors to improve entrepreneurship and business management capacity
- Offering financial services package with adapted conditions
- Offering financial services (loan) with advantageous rate
- Team to accompany the private facilities in becoming “good enterprise”

→ NO DCA to ensure sustainability

ADVANTAGES TO THE MARKET FUNCTIONS

- Increased access to finance
- Improved business capacity
- Access to equipment, infrastructure and products
- Supply quality
- Increased demand

MODEL 4 : FACULTY OF MEDICINE COULD CHANGE THE BASIC TRAINING

WHY ?

- **LOW QUALITY OF CARE**
- **INSUFFISANCE OF MARKET KNOWLEDGE**
- **MARKET ACTORS ONLY SERVE URBAN AREAS WHILE 80% OF POPULATION ARE RURAL**
- **STUDENTS ORIENTATION IS PUBLIC**
- **LACK OF MANAGEMENT CAPACITY**

HOW ?

- **Faculty of medicine committed to integrate new modules into the training curriculum**
 - NEW MODULE INCLUDE 5 TOPICS : QUALITY ASSURANCE – HEALTH ENTREPRENERSHIP – BUSINESS MANAGEMENT – PERSONAL DEVELOPMENT – COMMUNITY DIALOGUE
- **Initiative from SHOPS Plus – strengthened by FHM Engage**

ADVANTAGES TO THE MARKET FUNCTIONS

- **Improved skills of the all health market actors**
- **Barriers to quality of care will decrease**





MISAOTRA TOMPOKO
THANK YOU

04

Pakistan



Laila Gardezi
Senior Technical
Advisor
Pakistan



**FHM ENGAGE
PAKISTAN
STEWARDSHIP
MODEL**

**THE IMPACT
HUB**

March 28, 2024

CONTENT

01

IMPACT HUB. Historical Background

02

Value Added to IMPACT HUB by FHM

03

Mission and Structure of Impact Hub

04

Vision of Impact Hub

I. IMPACT HUB. Historical Background

Launched in 2019 as a Private Sector Working Group (PSWG), by Population Services International (PSI) in Pakistan, supported by BMGF and UNFPA.

A process was followed to create the platform :

- In May 2019: Inaugural meeting. Introducing to the private sector.
- A December 2019 online survey gathered member expectations and priorities
- January-February 2020 in-depth interviews of core members.
- Strategic Planning Workshop during the same period, where insights were synthesized to shape the PSWG's strategic objectives and action plans.

Limited membership, donors, local non-profits, International FP development agencies, and CBOs. Limited engagement of members

Objectives:

- Fostering collaboration of private sector market actors to influence the family planning landscape.
- Platform for thought leadership, coordination, and advocacy for market-oriented initiatives to improve the FP landscape in Pakistan
- An intermediary between governments, ministries, and private sector FP players for planning, service delivery, and program implementation.



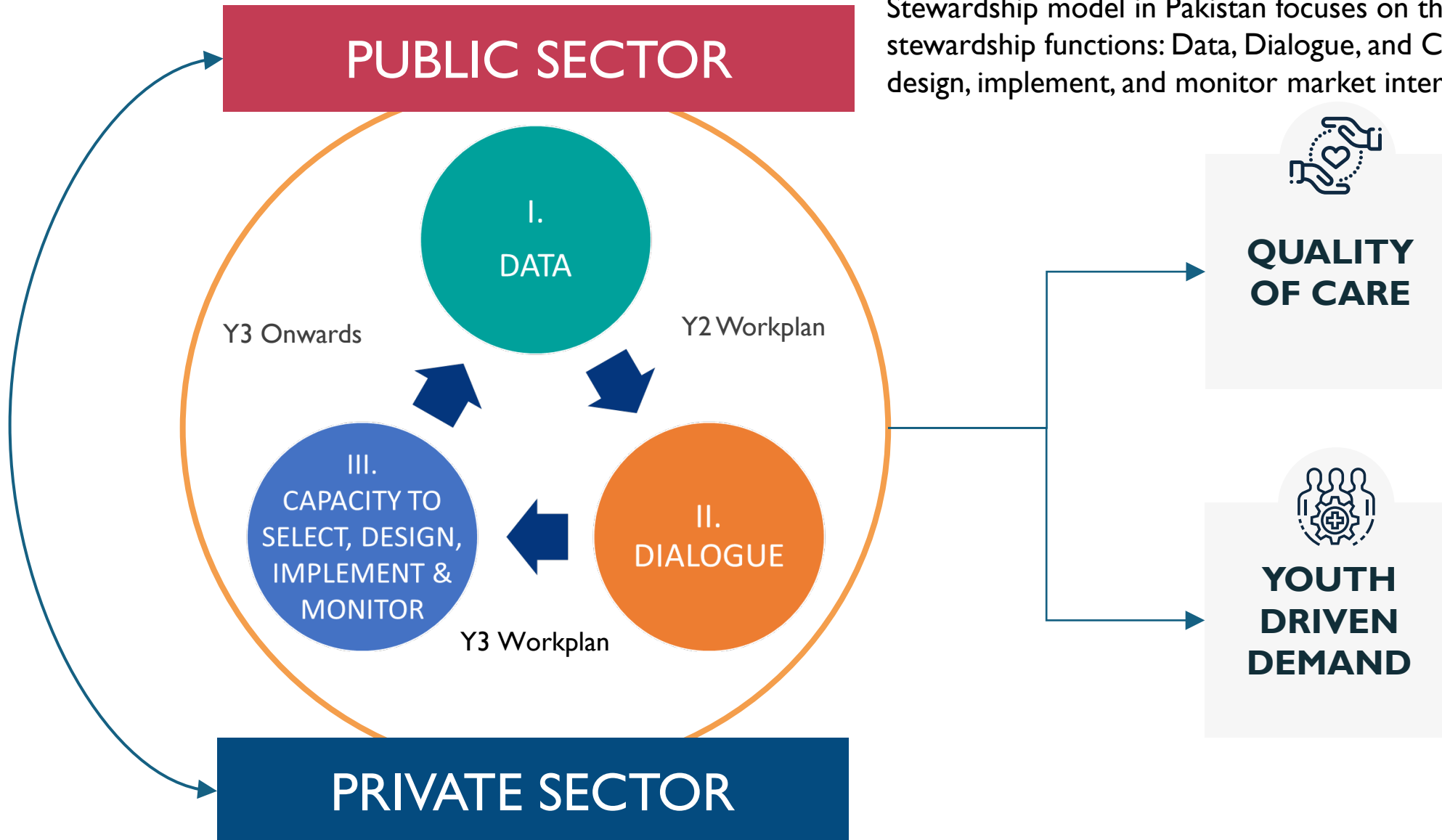
A collaborative initiative by BMGF, UNFPA, and PSI

Composed of funding agencies, 6 national and international NGOs, and 3 CBOs representing the private sector FP implementers



I. OPERATIONAL FRAMEWORK – Essentials for Private Sector Stewardship

Stewardship model in Pakistan focuses on three critical stewardship functions: Data, Dialogue, and Capacity to select, design, implement, and monitor market interventions



PRIVATE SECTOR

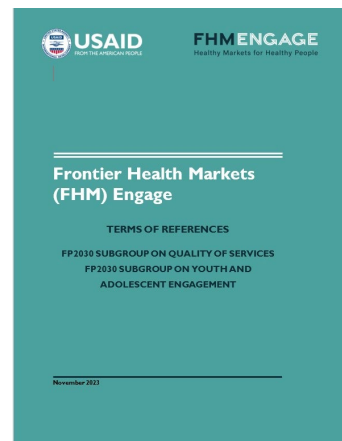
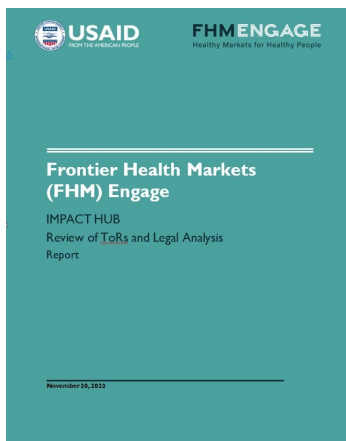
- Year 2 (2022-2023) focused on compiling **data** and market intelligence and mobilizing key market actors for inclusion in the Impact Hub.
- Year 3 (2023-2024) activities will strengthen Impact Hub, facilitate **dialogue**, create linkages with public sector platforms, and support market facilitation for **capacity building** in design, implementation, and monitoring.
- Mobilizing local actors and resources is a key component of both activities.

FHM Engage Launched its stewardship activities in May 2023. The focus during Year 2 remained on identifying existing dialogue platforms and addressing challenges across sectors.

- Fragmentation and coordination issues hindered effective FP market stewardship in Sindh, Pakistan.
- Professional associations and youth voices were not engaged in decision-making.
- Communication between commercial and development sectors was lacking.
- Actionable market intelligence is scarce.
- Existing dialogue platforms have limited scope and progress.
- The Impact Hub, in its existing form lacked diverse membership and market facilitation capacity.

2. Value Added to IMPACT HUB (IH) by FHM

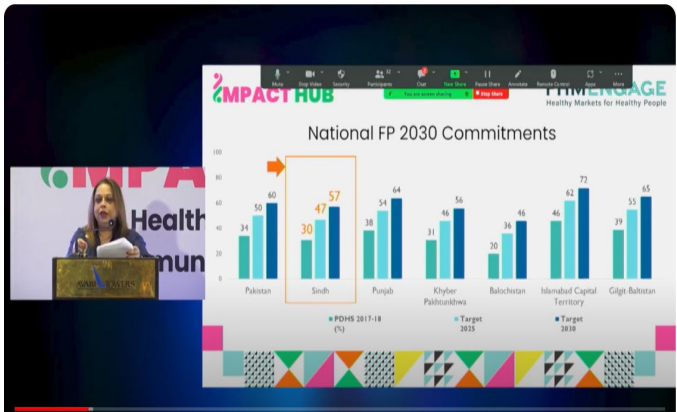
- FHM Engage, in collaboration with Impact Hub, revitalized, diversified, and expanded IH
- Inclusion of commercial sector actors, professional associations, and youth-led organizations
- Establishment of governance by-laws for a well-governed structure and local entity registration (In process) and membership compliance criterion
- Mobilization of membership agreements with key market actors across sectors to join IH (In process)
- Developed TORs of the thematic TWGs embedded within the IH
- Collaboration with public sector CIPTWGs for mutual support and co-design of interventions related to FP 2030 goals, PPD, advocacy, and policy
- Obtained buy-in from existing and potential members through a consultative event in Jan 2024



1. **Existing members:** Greenstar Social Marketing, Pathfinder International, DKT Pakistan, Marie Stopes Society, BMGF, HANDS, UNFPA, PSI, and RSPN
2. **New members:** SOGP, Pharmaceutical manufacturers, Commercial Distributors, YLO, Digital aggregators, Health system data analytics, Marketing and Advertising, Professional associations/Trade bodies

2. Value Added to IMPACT HUB by FHM

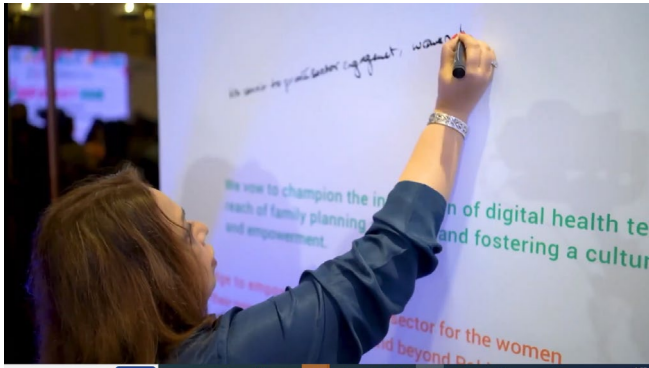
Conducted Healthy Markets Community of Practice (06/23)



Pledges secured from stakeholders to support FP landscape

Achievements:

- Healthy Markets Community of Practice launched the platform
- Introduction of MDA
- DMPA-SC Roundtable as a tech platform
- Buy-in event of Governance structure and TORS to members (new and old)
- Networking events
- Assessing challenges of Covid-19 (virtual networking)



3. Purpose and Mission of Impact Hub

Purpose

- **A unified and representative voice for private sector** stakeholders to contribute towards the national FP agenda through a commitment to joint action.
- **A platform for sharing knowledge and best practices**, where members address common challenges develop collective solutions, and provide support to each other in replicating these.
- **A contact point for the Government of Pakistan, Provincial Governments, and relevant ministries (Ministry of Health and Ministry of Population) to engage with private sector** FP players for matters pertaining to planning, service delivery, and program implementation.

Mission Statement

The mission of the Impact Hub is to advocate for a conducive policy environment, create ongoing public-private dialogue, and create an enabling operational environment to advance the role of the private sector in FP and work towards increasing demand for FP and fulfilling this demand by making high-quality family planning products and services accessible and affordable in Pakistan.

4. Structure and Vision of Impact Hub

Management Structure (In process)

- **LEADERSHIP**
- **SECRETARIAT**

Standing Committees and Task Forces (TWGs)

- **Meeting Guidelines**
- **Confidentiality and Code of Conduct**
- **External Engagement Rules**

Agenda setting and KPIs Guidance

Registration Mechanisms and Evaluation of Platforms

Stakeholder Engagement Process

Sustainability, resource mobilization, and income generation strategies

Sustainability

- Once Impact Hub has expanded the member base with additional members who are aligned with the mission of Impact Hub, and is registered as an appropriate legal entity, there will be a strong and consistent focus on its sustainable growth.

Internal Measures

- Formation of Standing Committees and Task Forces
- Expansion of Steering Committee as per Revised ToRs.
- Regular and Productive Meetings
- Open Communication and Close Collaboration

External Measures

- Establish forums for periodic PPD
- Engagement with Other Stakeholders
- Advocacy and Communication

Sustainable Business Model

Income-generating member services and external approaches to secure sufficient funding for the platform's self-sustainability.

Achieving sustainability is contingent on local capacity building and skills transfer facilitated by long-term local expertise. This, in turn, enhances the engagement of market actors in joint programs and partnerships.

Operational support and the development of advocacy initiatives for funds play a crucial role in covering administrative and operating costs.

The outcomes have the potential to be sustainable, because of the enduring presence of local market actors who serve as long-term components and beneficiaries of the health market systems.

THANK YOU



Q&A

Please add your questions to the chat.

If there are questions we don't have time to answer during the session, we will follow up with a response.

Upcoming 2024 FHM Engage Webinar Topics

APRIL: MDA approach & findings

MAY: Access to finance

JULY: Development of a marketplace solution

SEPTEMBER: Understanding youth FP markets

OCTOBER: DMPA analysis

NOVEMBER: Beyond social marketing

[Learn more about FHM Engage at \(healthmarketlinks.org\)](https://healthmarketlinks.org)





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