Frontier Health Markets (FHM) Engage

MARKET DEVELOPMENT APPROACH (MDA) 2023 COURSE CURRICULUM

May 2023

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Acronyms

AL	Adaptive Learning
CL	Collaborative Learning
FHM	Frontier Health Markets
FP	Family Planning
MDA	Market Development Approach
MNCH	Maternal, Newborn, and Child Health
NIP	Network Implementation Partners
USAID	United States Agency for International Development
VLP	Virtual Learning Program

Introduction

Frontier Health Markets (FHM) Engage is a 5-year, global USAID project aiming to improve the performance of local health markets in USAID priority countries and support strategic engagement of the private sector to advance health outcomes in areas including family planning (FP), maternal, newborn, and child health (MNCH), and other priority areas.

The Market Development Approach (MDA) 2023 Course Curriculum aims to provide a detailed outline of the continuous learning engagements and resources available throughout FY 2024. This includes the 2023 instructor-led MDA course that will serve as the content, FHM Engage case studies, and the virtual learning program (VLP) e-learning platform where all resources and materials will be accessible. FHM Engage proposes creating a VLP as a way to establish a sustainable community-wide understanding of and capacity to apply MDA tools and methodologies to address health problems related to FP, MNCH, and other priority health areas (e.g., HIV/AIDS, malaria, etc.). The goal is to ensure that the content of VLP addresses the operational requirements of FHM Engage. The VLP is dynamic and will evolve as FHM Engage staff apply MDA in multiple settings, in different health markets, and with different tools and methodologies over the program's life cycle.

The foundation for the VLP will be the MDA course. The course is designed for a wide range of target learners with varying degrees of existing knowledge of and experience in market-based approaches.

The primary audience for the MDA course includes:
- FHM Engage program staff and network implementation partners (NIP)
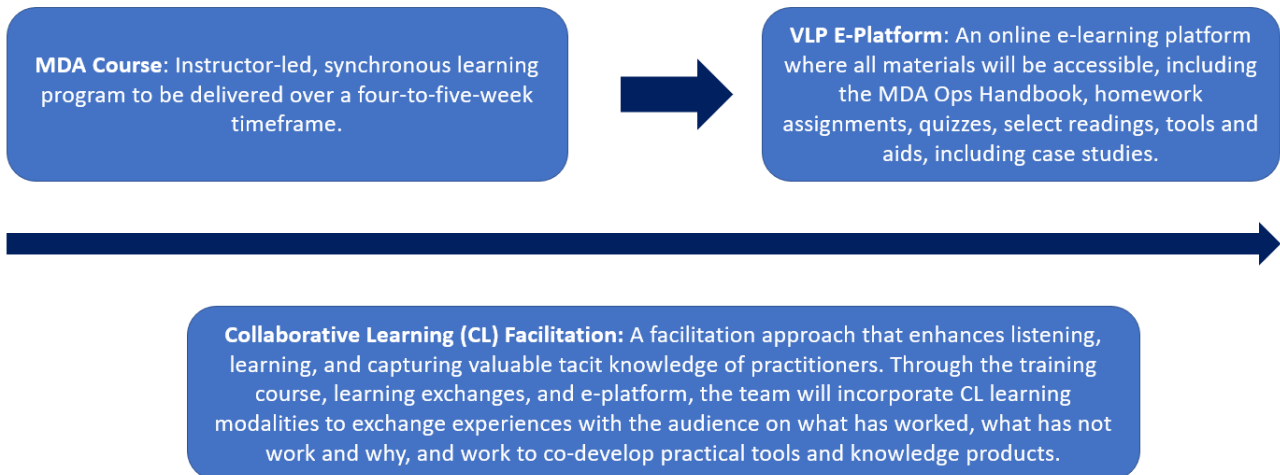- FHM Engage country partners
- Global health community

The secondary audience includes:
- USAID headquarter and mission staff

Although designed to be self-paced, the first generation of the MDA course will be timebound and "instructor" lead (e.g., synchronous), with an assessment of learner participation. Subsequent versions of the course will be self-paced, asynchronous, and available on an e-learning VLP platform (e.g., Learn Worlds). The MDA course will be continuously updated and learning tools and materials will be generated through field applications by FHM Engage staff. Moreover, as the project develops a critical mass of staff with hands-on experience in MDA, the VLP training team will look forward to including them as trainers, and facilitate additional learning events (e.g., learning exchanges, etc.), enhancing collaborative learning facilitation skills and learning modalities.

Figure 1 illustrates how the MDA course, the e-learning VLP platform, and collaborative learning support continuous learning for FHM Engage.

MDA Course: Instructor-led, synchronous learning program to be delivered over a four-to-five-week timeframe.

VLP E-Platform: An online e-learning platform where all materials will be accessible, including the MDA Ops Handbook, homework assignments, quizzes, select readings, tools and aids, including case studies.

Collaborative Learning (CL) Facilitation: A facilitation approach that enhances listening, learning, and capturing valuable tacit knowledge of practitioners. Through the training course, learning exchanges, and e-platform, the team will incorporate CL learning modalities to exchange experiences with the audience on what has worked, what has not work and why, and work to co-develop practical tools and knowledge products.

MDA Course Learning Objectives

The MDA course strives to:

- Develop a common language, understanding, and application of core MDA concepts and implementation approach that are a priority to FHM Engage.
- Prepare users in MDA methodologies/systems thinking to enhance private sector conditions and develop markets to improve access to FP and MNCH services, ultimately improving health outcomes.
- Provide the tools and methodologies to apply the MDA concepts and implementation approach to a country program.
- Offer FHM Engage country examples of MDA application in advancing the private sector role in FP and MNCH markets.
- Produce an Operations Handbook that can serve as a reference for country design and implementation of MDA under FHM Engage.

MDA Course Overview

The MDA course will be organized into four modules following the four steps of the Pathway to Impact (See Figure 2).

FIGURE 2. PATHWAY TO IMPACT

DIAGNOSE DESIGN DELIVER ADAPT & LEARN
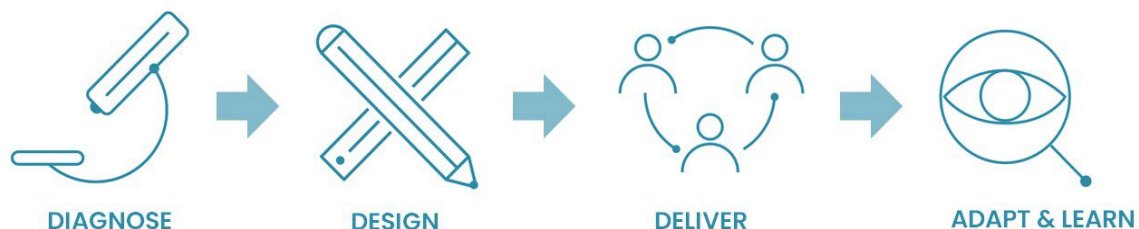
Course Format

The MDA course will be:

- Instructor-led, synchronous learning program to be delivered over a five-week timeframe for the first course. Subsequent courses will be asynchronous.
- There will be a weekly 120-minute interactive webinar comprised of a 20-minute technical presentation and a question-and-answer period to provide clarifications on the readings and discuss the FHM Engage case studies. Each webinar will include interactive techniques to engage the learners, such as Mentimeter, JamBoard, etc.
- There will be homework assignments each week aligned to the webinar's topic, including selected readings from the Operations Handbook and application of concepts, tools, and aids using the family planning case study (see Table 1).

Course Dates

Below is an overview of the FHM Engage MDA course calendar. The course spans 5 weeks (see Table 1). The course dates will be scheduled when approval is received and will require sufficient lead time to allow the intended learners to schedule the necessary time.

TABLE 1. OVERVIEW OF MDA TECHNICAL TRAINING SESSION SCHEDULE

Module 1: Diagnosis		Module 2: Design	
120 - minute webinar **Diagnosis**	Homework #1-Diagnosis End of week Quiz	120 - minute webinar **Design**	Homework #2-Design End of week Quiz
Module 3: Deliver		**Module 4: Adapt & Learn**	
120 - minute webinar **Deliver**	Homework #3-Deliver End of week Quiz	120 - minute webinar **Adapt/Learn**	Homework #4-Adapt and Learn End of week Quiz

Learner Time Commitment

As the course overview in Table 1 illustrates, each week the learner will need to set aside 90 to 120 minutes for a webinar and additional time to complete a homework assignment and weekly quiz. By the completion of this course, learners will be able to:

- Design an MDA program/activity that follows the Pathway to Impact
- Understand the market system framework and apply it to frame the diagnosis and design of a market strategy that strives to improve a FP and/or MNCH market's performance
- Discuss MDA using a common language and understanding of key MDA concepts
- Understand which tools and methodologies to use throughout the 4 steps of the Pathway to Impact

MDA Course Content

The following is a detailed description of the course content organized by modules (see Table 2).

TABLE 2. MDA TRAINING SESSION CONTENT

Learning Objectives	Module Content	Module Assignment and Materials
MODULE 1: DIAGNOSIS		
Objectives ■ The learner will have a basic understanding of three core concepts: ■ Market Systems Framework (MSF) ■ Strategic Logic Model (SLM) ■ Market Facilitation ■ Learners will be aware of the four steps in the market scoping process, as well as the data sources and worksheets available to complete this process.	Technical Presentation ■ Introduction to MDA core concepts ■ Market Systems Framework ■ Strategic Logic Model ■ Market Facilitation ■ Guidance on how to scope a health market • **Step 1**: Assess the operations of the FP / MNCH core market, the opportunity to for and feasibility of improvement. • **Step 2**: Identify the supporting functions and rules needed for the market system to perform well. Understand how well they are performed in practice. • **Step 3**: Identify and evaluate the underlying reasons why these supporting functions and rules are not being performed well. • **Step 4**: Prioritize among the market system problems to be addressed and develop preliminary ideas to intervene. Collaborative interactive engagement will include: ■ Question and answer ■ Facilitated discussions using Mentimeter polls and JamBoard	Assignments ■ Read Ops Handbook Introduction and DIAGNOSIS chapter ■ Review Ops Handbook "Tips and Tricks" materials to carry out a market scoping ■ Review country examples of worksheets / analysis for DIAGNOSIS ■ Take quiz and submit results Additional readings ■ Technical Corner briefs ■ FHM Engage Tanzania HIV STK market scoping ■ Multiple country FP market descriptions
MODULE 2: DESIGN		
Objectives ■ The learner will understand the tools of governance (e.g., finance, rules and regs, market intel) available to influence / shape health markets. ■ Learners will be aware of the tasks, data sources, and	Technical Presentation ■ Review of theory of change (ToC) / SLM and introduction of different tools and approaches available to market stewards to improve performance of market systems ■ Guidance on steps to develop a ToC ■ Assess *WHO DOES / PAYS NOW* to determine how the core market is <u>CURRENTLY</u> structured (e.g., who does what? Which market player(s) pays for functions/rules to be performed?)	Assignments ■ Read Ops Handbook Introduction and DESIGN chapter ■ Review Ops Handbook "Tips and Tricks" materials to develop a Theory of Change (TOC)

worksheets available to develop a theory of change for a well-performing FP, MNCH market. ■ Learners will be able to define private sector role in ToC.	■ Imagine *WHO WILL DO / WHO WILL PAY* to create a vision of a well-performing core market in the future (e.g., who will do what? Which market players will pay for functions/rules to be performed?) ■ Compare the past MSF with the future MSF to discuss: What is different? How will the market work better? What is the focus of intervention (i.e., incentives / capacity focus?) and articulate the private sector's role in the vision of change ■ Defend the ToC by applying the *FIVE FACTORS* to assess feasibility Collaborative interactive engagement will include: ■ Question and answer ■ Facilitated discussion using Mentimeter polls and JamBoard	■ Review country examples of ToCs and SLMs ■ Take quiz and submit results Additional readings ■ Technical Corner briefs ■ FHM Engage Tanzania HIV STK ToC ■ Nigeria FP and MNH ToC and SLMs

MODULE 3: DELIVER

Objectives	Technical Presentation	Assignments
■ The learner will have a basic understanding of market facilitation and collective action. ■ Learners will be aware of the tasks, data sources, and worksheets available to landscape market actors and assess and agree on coordination mechanism and tools to facilitate markets.	■ Introduction to market facilitation and collective action concepts to organize and facilitate a market development group (MDG) to jointly implement a market strategy ■ Guidance on tools and methodologies to facilitate an MDG ■ How to landscape market actors ■ How to assess coordination platforms ■ What are best practices to foster collaboration and collective action ■ What are tools to facilitate market actors Collaborative interactive engagement will include: ■ Question and answer ■ Facilitated discussions using Mentimeter polls and JamBoard	■ Read Ops Handbook Introduction and DELIVER chapter ■ Review Ops Handbook "Tips and Tricks" materials to landscape actors, assess public private dialogue platforms. ■ Review FHM country examples of MDG terms of references, market facilitation and other tools ■ Take quiz and submit results Additional readings ■ Technical Corner brief ■ FHM Engage Tanzania HIV STK and Pakistan market actor landscaping and PPD assessments

MODULE 4: ADAPT AND LEARN

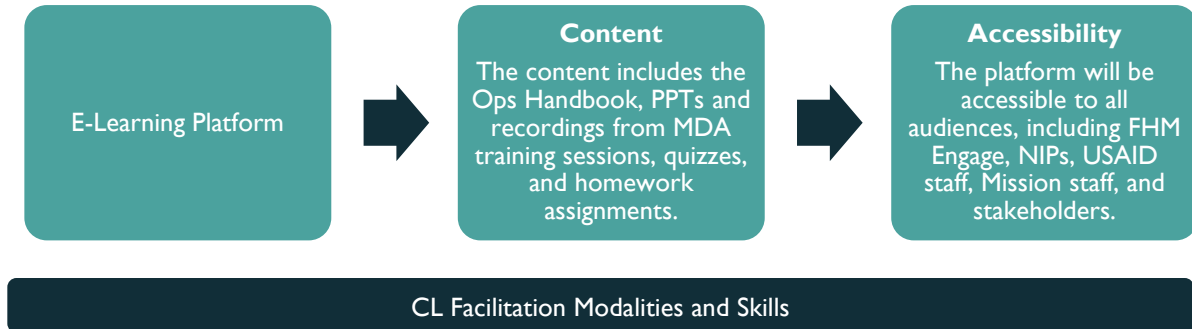| Objectives	Technical Presentation	Assignments
■ The learner will have a basic understanding of the difference between a technical vs. adaptive problem. ■ Learners will be aware of the tasks to develop a Results Chain	■ Introduction to Results Chain as a tool to measure market system change and to facilitate adaptation and learning while implementing a market strategy ■ Guidance on data sources, tools, and methodologies to develop a realistic Results Chain, how to work with market actors to collect,	■ Read Ops Handbook Introduction and ADAPT & LEARN chapter ■ Review country examples of results chains ■ Take quiz and submit results

and how to use data to adapt and learn from implementation of the market strategy. ■ Learners will understand the link between monitoring market strategy progress and Monitoring, Evaluation, Accountability, and Learning for the overall FHM Engage project.	share and use the data, and how to facilitate learnings from the data generated Collaborative interactive engagement will include: ■ Question and answer ■ Facilitated discussions using Mentimeter polls and JamBoard	Additional readings ■ Technical Corner brief ■ If available, FHM Engage Tanzania HIV STK and/or condom dashboard

E-Learning Platform

In Year 3, FHM Engage proposes developing an e-learning platform where all materials will be accessible, including recordings of the webinars, the Operations Handbook, homework assignments, quizzes, selected readings, application of concepts, tools, and aids. In addition, the case studies will be integrated into the Ops Handbook but will also be available as a resource with the facilitation questions. Budget permitting, the team also proposes moving away from the recorded webinar presentation to "micro-learning" sessions.[1] These materials will eventually be in digital format, housed and available on the Learn Worlds E-Platform (see Figure 3). The e-learning platform will be a dynamic, living repository to collect and house emerging tools and insights from the ongoing country program work throughout the life of FHM Engage.

FIGURE 3. E-LEARNING PLATFORM

| E-Learning Platform | **Content** The content includes the Ops Handbook, PPTs and recordings from MDA training sessions, quizzes, and homework assignments. | **Accessibility** The platform will be accessible to all audiences, including FHM Engage, NIPs, USAID staff, Mission staff, and stakeholders. |

CL Facilitation Modalities and Skills

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[1] Microlearning deals with relatively small, mediated learning units and short-term learning activities.

About FHM Engage

Frontier Health Markets (FHM) Engage is a five-year cooperative agreement (7200AA21CA00027) funded by the United States Agency for International Development. We work to improve the market environment for greater private sector participation in the delivery of health products and services and to improve equal access to and uptake of high-quality consumer driven health products, services, and information. FHM Engage is implemented by four core consortium partners: Chemonics International (prime and co-technical lead), Results for Development (co-technical lead), Pathfinder International, and Zenysis Technologies. FHM Engage Network Implementation Partners include ACCESS Health India, Africa Christian Health Association Platform, Africa Healthcare Federation, Amref Health Africa, Ariadne Labs, CERRHUD, Insight Health Advisors, Makerere University School of Public Health, Metrics for Management, Solina Group, Strategic Purchasing Africa Resource Center, Scope Impact, Stage Six, Strathmore University, Total Family Health Organization, and Ubora Institute.

FHMENGAGE
Healthy Markets for Healthy People

Learn more about FHM Engage and other USAID health market development projects at:

https://healthmarketlinks.org/