



# Strengthening Stewardship of RH/FP Markets: What is the Role of TMA?

RHSC Market Development Approaches Working Group (MDAWG)

Cindi Cisek and Kate Klein, September 18, 2019

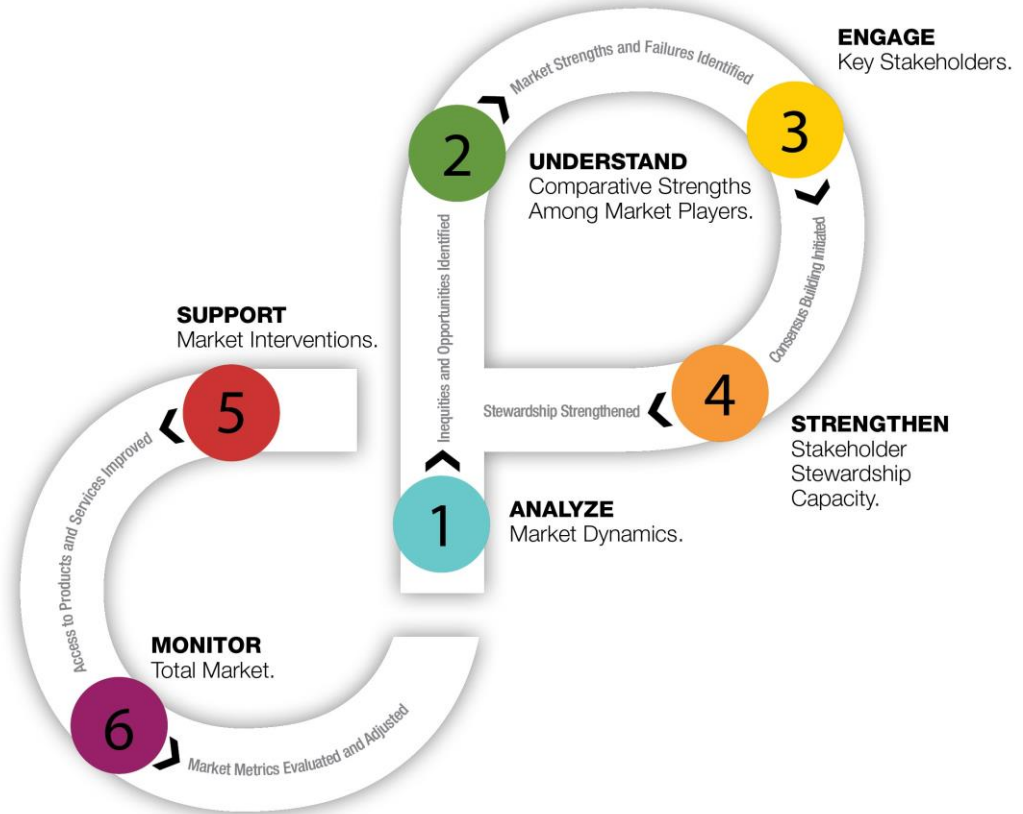


# Outline

- TMA and stewardship
- Overview of stewardship article and findings
- Moving from market analysis to market interventions
- Stewardship and the Journey to Self-Reliance

# Total Market Approach (TMA)

Analytic and policy framework that supports Ministries of Health and their partners in addressing market inefficiencies, improving targeting of government and donor resources, and building strategic linkages with the private sector



# Stewardship functions relevant to TMA



**Generating intelligence:** *Using an evidence-based approach to understanding the total market for RH/FP products and services, including non-profit and for-profit sectors.*



**Formulating strategic policy directions:** *Using market data to shape national policy, strategy, and actions to include TMA concepts.*



**Building coalitions & partnerships:** *Establishing platforms for multi-sectoral dialogue to include the private sector.*



**Ensuring tools for implementation:** *Recognizing how policy influences market behavior and having the resources and regulatory framework.*



**Aligning policy objectives and market interventions:** *Implementing interventions that will shift markets to align with national strategies.*



**Accountability and transparency:** *Having appropriate indicators and monitoring mechanisms to track market changes.*

# Strengthening family planning stewardship with a total market approach: Mali, Uganda, and Kenya experiences

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Article Overview



# Methods

## Selection Criteria

Countries with ongoing efforts to apply TMA principles in national-level dialogue

## Methods

- Document review
- 24 semi-structured interviews

- TMA and private sector assessments
- Case studies
- Market segmentation analyses

- MOH representatives
- International donors
- NGOs
- Private sector partners



# Mali

## Summary of Key Findings

# Mali Stewardship Functions

## Generating intelligence



## Evidence

- + Mali's first TMA condom case study (PSI/UNFPA, 2013)
- + Market segmentation analysis for oral contraceptives and injectables (Palladium, 2015)
- + MOH/DPM-led contraceptive procurement and distribution/services data gathering (2016)

Market intelligence improved the MOH's understanding of the private sector's potential role in RH/FP markets and the need to share information across public and private sectors.

## Strategic policy direction



## Evidence

- + MOH/DPM updated and validated a TMA action plan with key NGO and private sector stakeholders
- + Health sector strategy plan (PRODESS III) recognized the importance of multi-sectoral coordination

MOH stakeholders recognized that better coordination with the private sector is essential to Mali achieving its health goals.



# Mali Stewardship Functions

Coalitions and partnerships



Evidence

- + MOH/DPM was leading an official platform for TMA dialogue

Commercial sector representatives were invited to subcommittee meetings periodically, but engagement needed to improve.

Tools for implementation



Evidence



There was some recognition of policy and market barriers by key stakeholders, but limited action/evidence of addressing specific market challenges.

# Mali Stewardship Functions

Align policy  
and market  
objectives



Evidence



The MOH and other TMA stakeholders did not demonstrate any efforts to align the priorities outlined in the TMA action plan with specific market interventions.

Accountability  
and  
transparency



Evidence



Data were not available for monitoring market activities and transparency across sectors was limited.



# Uganda

## Summary of Key Findings

# Uganda Stewardship Functions

## Generating intelligence



## Evidence

- + TMA condom case study (PSI/UNFPA, 2013)
- + TMA landscaping study (PATH, 2015)
- + USAID condom market landscape study (2017)
- + Total market of FP commodities assessment (UNFPA, 2017)

TMA is not a new concept in Uganda; there have been multiple efforts to generate total market data and understand the comparative strengths and weaknesses of the private sector.

## Strategic policy direction



## Evidence

- + MOH developed a draft national TMA strategy for 2017 to 2020
- + National Comprehensive Condom Plan and Implementation Strategy: 2017 to 2020 integrates TMA principles

Various policy documents recognize the role of the private sector and the importance of total market growth.

# Uganda Stewardship Functions

## Coalitions and partnerships



## Evidence

- + MOH established the TMA subcommittee of the FP/RH commodity security technical working group
- + MOH was leading the National Condom Coordination Committee

The MOH was strengthening coordination through multi-sectoral engagement mechanisms.

## Tools for implementation



## Evidence



Multiple stakeholders identified market barriers that affect private sector expansion, but little concrete action on how to address them.

# Uganda Stewardship Functions

Align policy  
and market  
objectives



Evidence



MOH and NGO respondents suggested that there was no strong consensus on how to align policy objectives and market interventions. Some suggested that donor initiatives were also not well aligned.

Accountability  
and  
transparency



Evidence



There was little evidence of total market monitoring mechanisms—and data to monitor market activities were limited.



# Kenya

## Summary of Key Findings

# Kenya Stewardship Functions

## Generating intelligence



## Evidence

- + FP market diagnostic study (ESHE, 2015)
- + Market segmentation analysis (ESHE, 2016)
- + Quantification of the commercial sector's role in FP market (ESHE)
- + FP supply chain distribution analysis (ESHE)

Improved market data were influencing the MOH's and donor's perceptions around the accuracy of FP forecasting and supplies, required funding levels, and how to address market distortions.

## Strategic policy direction



## Evidence

- + MOH's Reproductive and Maternal Health Service Unit (RMHSU) developed a national TMA action plan
- + TMA incorporated into national CIP and policies
- + National TMA cost-benefit analysis and action planning

The MOH was taking steps to achieve a more efficient market system through action planning, scenario analyses, and transition planning.



# Kenya Stewardship Functions

## Coalitions and partnerships



## Evidence

- + TMA working group was established with quarterly meetings
- + TMA subgroup focused on specific issues, which led to reevaluating strategies

The TMA subgroup brought about extensive dialogue among the MOH, donors, and other key stakeholders, including the commercial sector.

## Tools for implementation



## Evidence

- + Advocacy and interest within Kenyan government to discontinue provision of free contraceptives to private sector providers

MOH stakeholders had an increased appreciation and understanding of the potential role of private for-profit and not-for-profit sectors.

# Kenya Stewardship Functions

Align policy  
and market  
objectives



## Evidence

- + Commercial sector introduction of new oral contraceptives, progestin-only pills, and emergency contraception
- + Social marketing introduction of Sayana Press
- + MOH and donors supported in avoiding market distortions

The Department for International Development, UNFPA, and USAID supported market interventions to increase the role of the private sector.

Accountability  
and  
transparency









## Evidence

- + Annual surveys to measure changes in the commercial sector market share
- + Monitoring of FP stock out and supply chain issues
- + National private sector data dashboard

Kenya's TMA subgroup established several important mechanisms to improve accountability and transparency by monitoring short-term changes in the RH/FP market.

# Stewardship functions at the country level

	Generating intelligence 	Strategic policy direction 	Coalitions and partnerships 	Tools for implementation 	Align policy and market objectives 	Accountability and transparency 
Mali	✓	✓	✓			
Uganda	✓	✓	✓			
Kenya	✓	✓	✓	✓	✓	✓


# Conclusions

Generating intelligence



✓

Strategic policy direction



✓

Coalitions and partnerships



✓

Stewardship functions related to generating intelligence, strategic policy direction, and multi-sectoral dialogue were noted in all three countries.

Stewardship functions related to understanding market barriers, aligning market interventions, and proactive monitoring of total market indicators were not yet seen in all countries.


Tools for implementation



Align policy and market objectives



Accountability and transparency



More effective stewardship of the regulatory environment is needed to address market barriers for RH/FP products and services.

Market players often have a vested interest in the status quo, which requires complex consensus-building.

# New tools to strengthen challenging stewardship functions

The Issue

- ✦ Stakeholders are bought into TMA, understand the key local challenges, but do not know what next steps to take
- ✦ TMA implementers across the FP/RH ecosystem need more practical ideas to align actions in a way that reduces market distortions

An Opportunity

- ✦ HP+ market interventions brief defines and categorizes market interventions, mapping market activities by stakeholder to policy objectives



Tools for implementation



Align policy and market objectives



# Stewardship and Self-Reliance

## ✦ USAID's Journey to Self-Reliance strives to:

- ✓ • Empower host country governments and partners to achieve locally-sustained results
- ✓ • Help countries mobilize public and private revenues
- ✓ • Strengthen local capacities
- ✓ • Accelerate enterprise-driven development

Stewardship of health markets...

both through **government oversight** of TMA process and objectives and **private sector engagement**

...supports USAID's Journey to Self-Reliance

# HP+

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