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.
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

Cindi Cisek, Kate Klein, Sayaka Koseki, and Rob Wood

Article Overview
## Methods

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<th>Selection Criteria</th>
<th>Countries with ongoing efforts to apply TMA principles in national-level dialogue</th>
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<th>Methods</th>
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- TMA and private sector assessments
- Case studies
- Market segmentation analyses

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

Summary of Key Findings
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.

MOH stakeholders recognized that better coordination with the private sector is essential to Mali achieving its health goals.
MOH/DPM was leading an official platform for TMA dialogue.

Evidence

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

Evidence

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

Coalitions and partnerships

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

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

Summary of Key Findings
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.

Various policy documents recognize the role of the private sector and the importance of total market growth.
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 though multi-sectoral engagement mechanisms.

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

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

- 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.

Evidence

Strategic policy direction

- 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

Evidence

The MOH was taking steps to achieve a more efficient market system through action planning, scenario analyses, and transition planning.
The TMA subgroup brought about extensive dialogue among the MOH, donors, and other key stakeholders, including the commercial sector.

MOH stakeholders had an increased appreciation and understanding of the potential role of private for-profit and not-for-profit sectors.
The Department for International Development, UNFPA, and USAID supported market interventions to increase the role of the private sector.

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

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

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
# Stewardship functions at the country level

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<th>Strategic policy direction</th>
<th>Coalitions and partnerships</th>
<th>Tools for implementation</th>
<th>Align policy and market objectives</th>
<th>Accountability and transparency</th>
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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.

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
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
Health Policy Plus (HP+) is a five-year cooperative agreement funded by the U.S. Agency for International Development under Agreement No. AID-OAA-A-15-00051, beginning August 28, 2015. The project’s HIV activities are supported by the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR). HP+ is implemented by Palladium, in collaboration with Avenir Health, Futures Group Global Outreach, Plan International USA, Population Reference Bureau, RTI International, ThinkWell, and the White Ribbon Alliance for Safe Motherhood.

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