Ujjwal Partnership to Scale up Public Health Solutions through the Private Commercial Sector in India for Positive Impact

May 2017
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Context
The Problem: Access to Contraception in Rural India

- With 18% of global maternal deaths and 21% of child mortality, India accounts for the largest number of such deaths across the world. FP averts 40% maternal deaths and 10% childhood deaths.

- Convenient, cheap and socially acceptable availability of modern contraception makes women economically empowered - eliminates uncertainty about the timing of pregnancy, thus increasing their control over their own lives.

- 89% of the population in Bihar and 83% of the population in Odisha resides in remote villages. Sterilization (permanent method), accounts for 72% and 82% of contraceptive users in Odisha and Bihar.
TFR Inequity at District Level in Bihar – 100 million population

Source: AHS-2012-13
Segmentation and Insight

- Difficult to reach Bottom of the Pyramid (BoP) populations in remote villages; access limited to towns and bigger villages

- High unmet need for contraceptive products and services (36% for Bihar, 23% Odisha and more among the lowest socio-economic quintiles).

- Low demand, negative beliefs, myths and misconceptions for spacing methods – especially for clinical methods— IUDs, injectable contraceptives

- In younger age-groups – awareness about spacing methods is lower than older age groups

- Public facilities are under-resourced; and there is availability of qualified private providers but markets need to be developed
The Social Issue - Enable women and adolescent girls to choose whether, when and how many children they have

The Solution: Project Ujjwal

- Using a total market approach, created a platform to promote and aggregate demand for family planning and reproductive health services in rural and underserved areas
- Improve contraceptive choice and availability for quality clinical spacing methods
- Focused on engaging accessible private, small health care facilities for clinic-based services in rural and underserved areas
Palladium’s Positive Impact Partnership Approach
Palladium – Health Practice

Palladium Group is the global leader in development and delivery of positive impact solutions

Palladium is a global leader in the development and delivery of Positive Impact - the point where commercial, social and environmental goals are inextricably linked and social, environmental and financial impacts are equally considered.

Improving health, well-being, health systems and policies worldwide

For more than 40 years, Palladium has helped to protect and promote the health and wellbeing of people around the world. We offer innovative and evidence-based solutions to address public health challenges that governments face in providing their citizens with sustainable and quality healthcare.

Three decades of experience delivering projects across India

30 years continuous experience in India working effectively with central, state, and district governments as well as private and corporate sector.

Trusted partner for government in developing innovative financing solution.
Palladium has a global presence in the healthcare industry

116 Healthcare Projects

Implemented in countries 90

Representative Clients in the Healthcare Industry around the World
Considering current global realities and challenges, there are multiple pathways to create Positive Impact and achieve large-scale social change.

Achieving Positive Impact through development pathways

Current realities and challenges

Public sector
- Greater outcomes expected from Aid spend
- Political and governance issues
- Increased conflict
- Willingness to work with private sector

Civil society
- Underpowered, but increasingly aware and committed
- Vocal stakeholder as consumer

Private sector
- Globalising forces
- Need for ‘social licence’ to operate, and more

Development paths to change current reality

Donor Pathway
Government Pathway
Private Sector Pathway
Impact Investor Pathway
Impact Partnership Pathway

The way we define our purpose

Positive Impact

The intentional creation and measurement of enduring social, economic and environmental value
Increased choice of sites providing quality clinical FP/ RH services with a focus on clinic-based services in rural and underserved areas

Increased access to FP/ RH products with a focus on rural and underserved areas

Build FP/ RH capacity of private sector providers, provide training and mentoring support

Generate demand, overcome barriers to FP uptake, and address gender norms through communications and community outreach

Creation of an over-arching brand identity – Brand Ujjwal
Application of Total Market Approach: Market analytics through commercial sector tools for M&E

- MIS systems – clinics and SM outlets data
- Product Availability/ Outlet Penetration tracking surveys
- Retail audit data / Brand Penetration - AC Nielsen
- Rapid assessments – mHealth, Social Entrepreneur Analysis, FP Counsellors, Injectable and IUD Follow up study, reach and recall for EE shows, Demand Side Financing analysis
- Quality and operational audits – medical audit, Periodic Client Satisfaction Surveys
The Intervention: Co-Creating Value across the System
Multiple players responsible for market development approaches

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Generate Demand – Brand Ujjwal
Key demand generation channels

- Entertainment
- Education (EE) shows
- Community meetings
- Market town activities
- Mobile for IPC
- IPC Tools
- Ujjwal Helpline for tracking and follow up

Demand generation for Ujjwal Network through innovative use of
- TV
- Radio
- Print media

Creating a network of branded clinics and outlets
- Narrow casting
- Counselling

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360° messaging - inform, persuade and engage

TA BCC – Use of Ujjwal materials at public sector facilities

**Smart Couples**
- Positive deviants/ FP acceptor couples’ films
- Innovative mobile-based IPC Tool
- Follow up through Helplines

**Smart Providers**
- FP corners at health facilities
- FP training for counseling
- Doctors’ films on FP methods for client motivation
- AV materials made available

**Smart Community**
- Entertainment-Educate shows
- Community meetings and publicity vans
- Market town activities for promotion of FP products

**Smart Environment**
- Use innovative platforms in mass media to reach young couples
- Repurpose PSAs for increasing awareness
- TV series format for improving social norms
Facility: branding a network of services
2 languages (Hindi and Oriya)
Value-Creating Activities

- Branding and Marketing Support
- Saathis, community-based social entrepreneurs affiliated with a nearby clinic played a crucial role in linking suppliers with clients that the suppliers were previously unable to reach
- Mentoring business models with financial planning and implementation – Ujjwal MerryGold (diversify services and products)
- Demand side financing - National Health Insurance Programs
- Supporting Commercial Health Investments in Rural Areas - Primary Care Hospital Chains to launch
- Developed business model of a financing entity (NBFC) which will cater exclusively to the hospital segment – Financing for quality
Results and Learning
Measuring the Value Created

- 300 clinics – 71% in rural areas – 217,779 additional users in 27 months - 75% in last 18 months
- More than 30,000 retail shops – more than 50% in C&D category villages; resulting in increase in commercial sale of condoms: 15% in Bihar and 60% in Odisha over 3 years (while free distributions decline for improved market segmentation)
- 6,800 Entertainment Education shows (average audience size 250) and 350 Market Town activities – reaching 1.7 million
- 26 doctors’ films, 11 role model films, 20 TVCs, 20 radio spots, 16 long films and used through different strategies
- More than 60% users were from clinical quality spacing methods (injectable contraceptive and IUD)

**Targeted Demand-side Financing/ PPPs**

- 56 Ujjwal Clinics Accredited – 30% of Routine Clients
- 76 Ujjwal Clinics RSBY – linked under government supported Social Health Insurance

- QI plan development and implementation support
- Hands-on training for Paramedics at clinics
Investments by clinics in response to demand created for Quality Services

Expansion of infrastructure

Installation of Trendelenburg table

Installation of shadow less lamp
Lesson Learned and Scalability – Positive Impact Partnership Approach

- The health market is diverse with manufacturers, suppliers, diagnostics, pharmaceutical, clients and public and private providers interacting in the same space. **It requires an aggregator to stimulate markets** in underserved areas.

- **Building demand and brand recognition** at scale was hugely critical to success—this process takes several years. This was made possible by addressing the systemic issues constraining both demand and supply sides of the market for FP, RH, and MNCH products and services.

- Private sector resources (human and capital assets) can be quickly mobilized to fill resource gap in public sector. **Building an understanding in national and regional governments around private sector can take time**.

- Enables **collective ownership and accountability to locally drive the agenda** for social change.

Establishes a **trusted interface for collaboration** with government and **achieves improved alignment between participating organisations** in the design and delivery of poverty reduction interventions.
THANK YOU

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Photo credits: Prerna Sodhi for Project Ujjwal