
Sustaining Health Outcomes through the Private Sector Plus Project

Final report: 2015—2022



Summary

The Sustaining Health Outcomes through the Private Sector Plus project was the United States Agency for International Development's flagship initiative in private sector health. Since 2015, the project worked in more than 30 countries to harness the potential of the private sector and catalyze public-private engagement to improve health outcomes in family planning; HIV/AIDS; maternal, newborn, and child health; tuberculosis; and other health areas. This report provides an overview, accomplishments, and lessons from more than six years of work improving public-private engagement for better health.

Keywords: Advocacy, Afghanistan, assessments, associations, Bahamas, Barbados, Botswana, child health, corporate engagement, Côte d'Ivoire, COVID-19, Democratic Republic of the Congo, digital health, Dominican Republic, Ethiopia, family planning, franchises, Ghana, Guinea, Guyana, Haiti, health financing, health markets, HIV, India, Jamaica, Kenya, Kyrgyzstan, Madagascar, Malaria, Malawi, Mali, Namibia, Nepal, networks, Nigeria, nutrition, Pakistan, pharmaceutical partnerships, Philippines, provider access to finance, public-private engagement, quality of care, Rwanda, Senegal, social and behavior change, social marketing, South Africa, South Sudan, Suriname, sustainability, Tanzania, total market approach, Trinidad and Tobago, Tuberculosis, Uganda

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Abbreviations

aCMU	Universal Health Coverage Agency
ADDO	Accredited drug dispensing outlet
ART	Antiretroviral therapy
ASMO	Afghan Social Marketing Organization
ASPS	Private Sector Alliance
CHEW	Community health extension worker
CHX	Chlorhexidine
CRS	Nepal CRS Company
CSO	Civil society organization
DHS	Demographic and Health Survey
DR	Dominican Republic
DRC	Democratic Republic of the Congo
ESC	Eastern and Southern Caribbean
FMFP	Malagasy Professional Training Fund
GBV	Gender-based violence
GGMS	Ghar Ghar Maa Swasthya
GSPS	Government Private Sector Health Group
HMIS	Health management information system
IPV	Intimate partner violence
KAP	Knowledge, attitude, and practice
LARC	Long-acting reversible contraceptives
MCH	Maternal and child health
MNCH	Maternal, newborn, and child health
MER	Middle East region
MinSaP	Ministry of Health
MOPH	Ministry of Public Health
MSAS	Ministry of Health and Social Action

ORS	Oral rehydration salts
PLHIV	People living with HIV/AIDS
PPM	Public-private mix
PPP	Public-private partnership
PSA	Private sector assessment
QA/CQI	Quality assurance/continuing quality improvement
RAI	Remote Area Initiative
SBC	Social and behavior change
SENASA	National Health Insurance Agency
SHOPS Plus	Sustaining Health Outcomes through the Private Sector Plus
SMS	Short message service
SSV	Supportive supervision visit
STI	Sexually transmitted infection
TB	Tuberculosis
TB STARR	Tuberculosis Screening and Tracking for Accelerated Referral and Reporting
TMA	Total market approach
T-MARC	Tanzanian Marketing and Communications Company
TOT	Training of trainers
UCAD	Cheikh Anta Diop University
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WASH	Water, sanitation, and hygiene
WHO	World Health Organization



Photo: Jessica Scranton

Project overview

Sustaining Health Outcomes through the Private Sector (SHOPS) Plus is the United States Agency for International Development's (USAID's) flagship initiative in private sector health. The project harnessed the potential of the private sector and catalyzed public-private engagement to improve health outcomes in family planning, HIV/AIDS, maternal, newborn, and child health (MNCH), tuberculosis (TB), and other health areas.

Based on a strong background in health systems strengthening and private sector engagement, Abt Associates led the project with support from experts from 10 partner organizations: the American College of Nurse-Midwives, Avenir Health, Broad Branch Associates, Banyan Global, Iris Group, MSI Reproductive Choices, Population Services International, the William Davidson Institute at the University of Michigan, Insight Health Advisors and Praekelt.org.¹

The project was issued and managed by USAID's Office of Population and Reproductive Health, Service Delivery Improvement Division, with funding contributions from field missions, the Bureau for the Middle East, four global health offices, and the Center for Innovation and Impact.

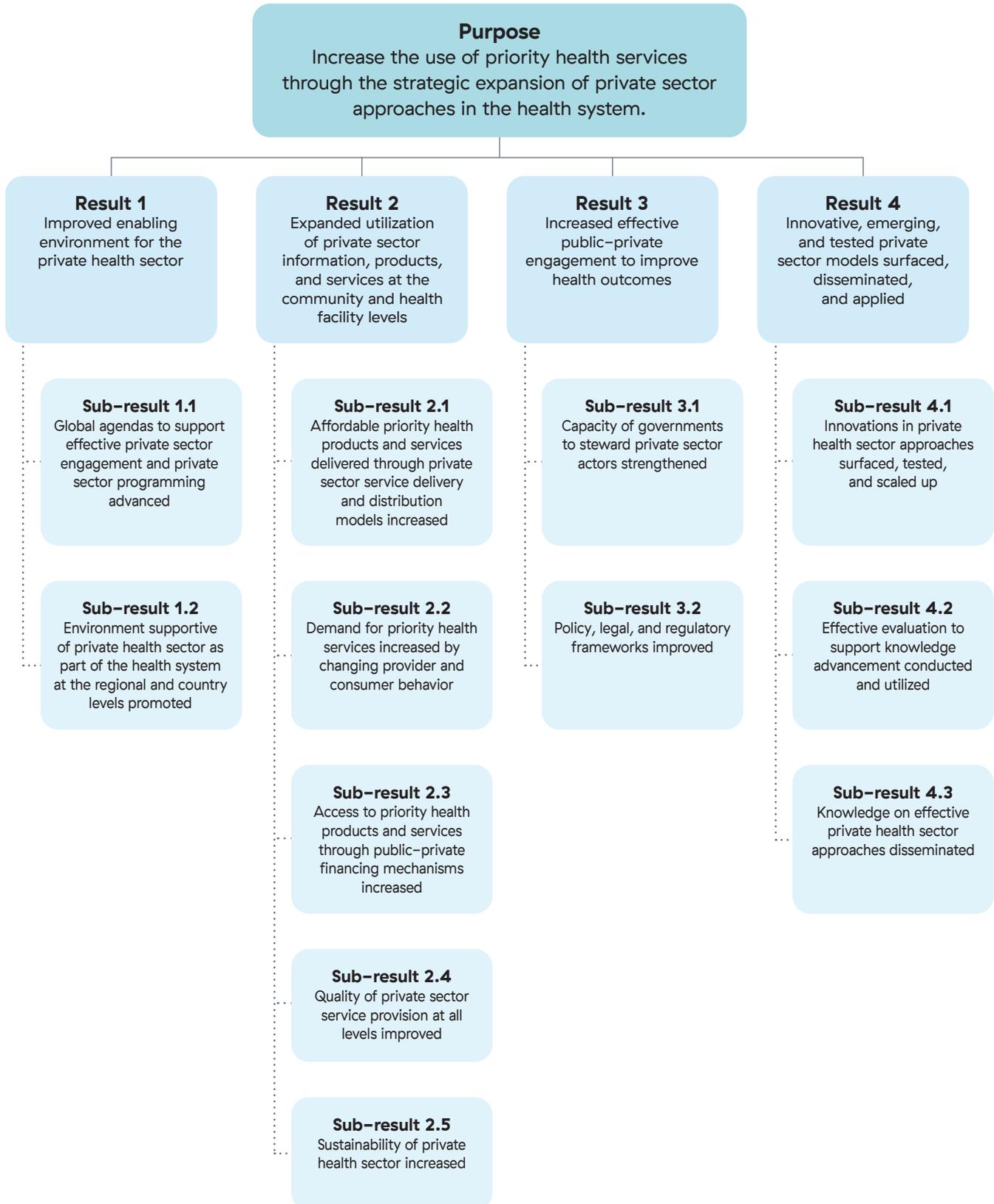
SHOPS Plus was designed to harness the full potential of the private sector and catalyze public-private engagement to improve health outcomes in family planning, HIV/AIDS, MNCH, TB, and other health areas.

Results framework

The SHOPS Plus results framework provides overarching guidance for both core and field funds and sets the ultimate objectives for all project activities. The project is organized around four results focused on improving the enabling environment for the private health sector; expanding the utilization of the private sector for health information, products, and services; increasing public-private engagement; and surfacing, disseminating, and applying innovative, emerging, and tested models to private sector provision. The full results framework follows:

¹ MSI Reproductive Choices (formerly MSI International) and Praekelt.org (formerly Praekelt Foundation) served as SHOPS Plus partners from 2015 to 2017.

Results framework



Approach

Throughout our work, the project stressed collaboration and coordination between the public and private sectors for increased efficient use of resources and improved health outcomes using a total market approach (TMA) lens. Data and research played a prominent role in our field and core-based work, allowing us to better shape activity design, surface and evaluate new approaches, support evidence-based decision making, and provide the data needed for adaptive project management.

To achieve its results, the project used a variety of approaches including:

Associations, networks, and franchises: Supported provider associations, networks, and franchises to improve viability, service quality, cost effectiveness, and scale

Corporate engagement: Brokered partnerships in which resources and expertise from the corporate sector were used to advance health goals

Digital health: Used digital technologies to improve health outcomes

Gender: Integrated gender considerations into core and field activities with a focus on advancing knowledge of the intersection of gender and the private health sector

Health financing: Implemented mechanisms to alleviate the financial burden of accessing the private health sector on the poor and vulnerable populations

Pharmaceutical partnerships and social marketing: Partnered with product manufacturers and distributors, and strengthened social marketing programs

Private health sector assessments: Analyzed a country's private sector landscape to better understand the role of the private sector within the health system and identify areas for increased engagement

Provider access to finance: Partnered with financial institutions to improve lending to private providers and strengthen their business skills

Public-private engagement: Built the capacity of the government to engage, partner with, and steward the private health sector; strengthened the private health sector to have a strong, unified voice; and convened public and private stakeholders to improve dialogue and resolve bottlenecks

Quality of care: Improved the quality of services in the private sector through training, supportive supervision, and other quality assurance mechanisms

Social and behavior change: Promoted healthy behaviors through traditional and nontraditional communication channels grounded in behavioral theories

Portfolio

SHOPS Plus received three main funding elements: Field support, regional funds, and core funds.

Field support-funded programs: SHOPS Plus worked in 15 countries with field support funding. A majority of field programs addressed multiple health areas, including family planning.

Regional-funded activities: The project received regional funds from the Bureau for the Middle East. These funds were primarily used to support regional assessments and events.

Core-funded activities: The project received core funding from the Offices of Population and Reproductive Health, Maternal and Child Health and Nutrition, HIV/AIDS, and Health Systems and also from the Center for Innovation and Impact. These funds were primarily used to test innovative models for private sector engagement, develop tools and technical briefs to increase engagement and advance knowledge and understanding of private sector strategies, conduct research, and promote innovation.

Figure 1 highlights the countries where SHOPS Plus implemented field- and core-funded programs. Tables 1 and 2 detail the health and technical foci of each field support program.

Figure 1. Where SHOPS Plus worked

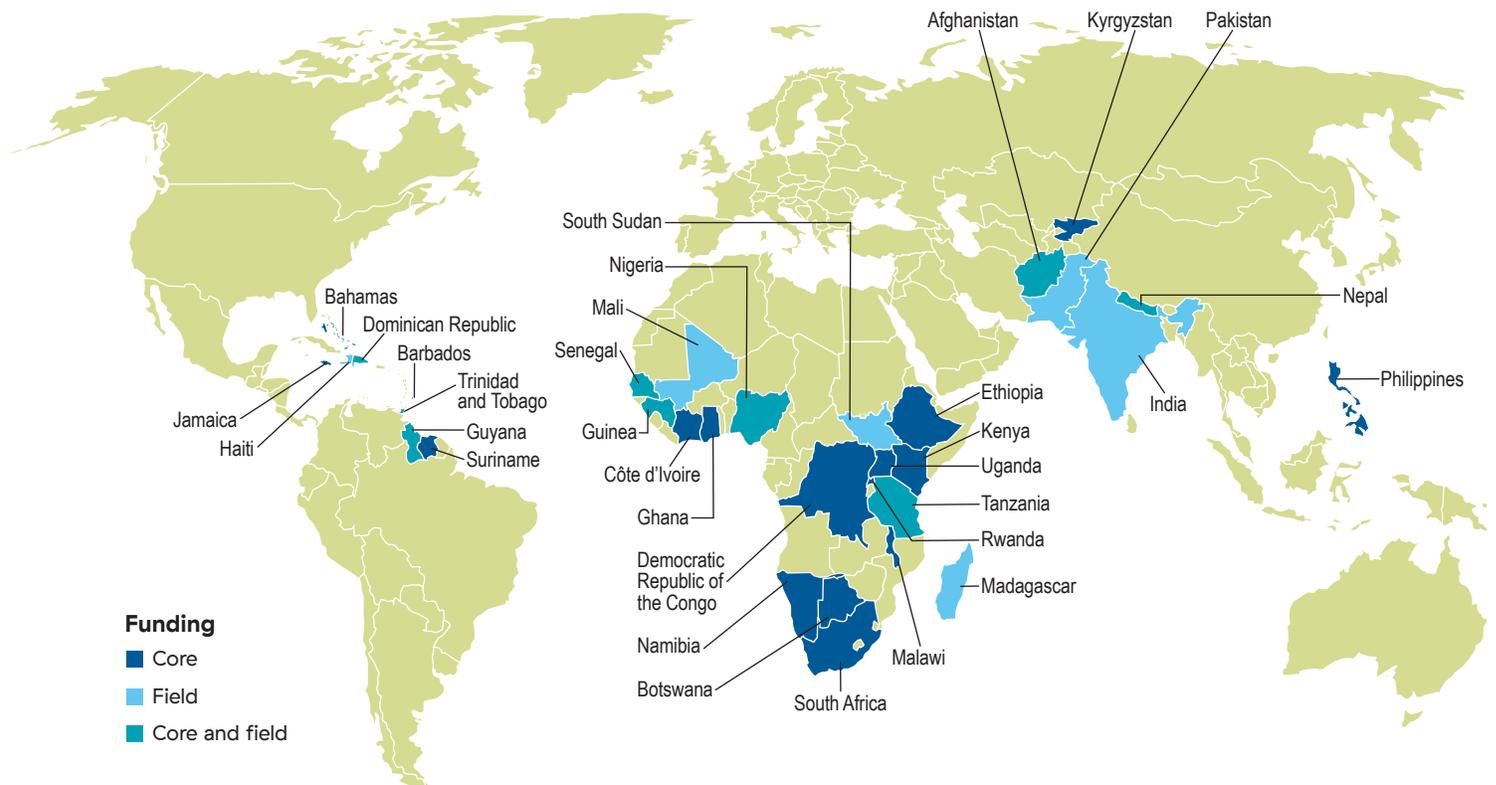


Table 1. Field and regional programs by health areas

Excludes private sector assessments

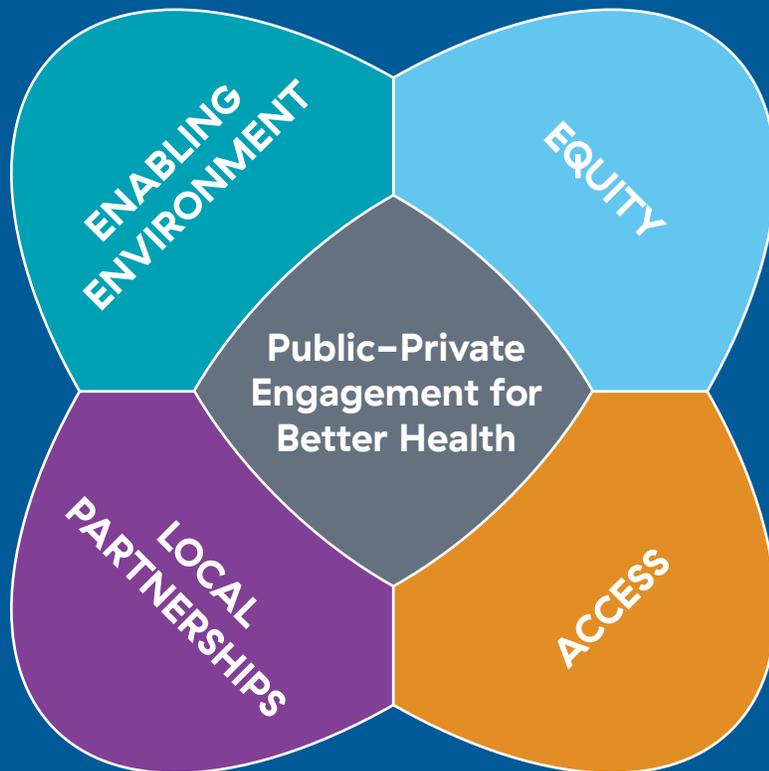
	Afghanistan	DR	ESC	Haiti	India	Madagascar	Middle East	Nepal	Nigeria	Pakistan	Senegal	Tanzania
Family planning	●			●	●	●		●	●		●	●
MCH	●			●	●	●		●	●	●	●	●
HIV/AIDS		●	●					●				●
TB					●				●			
Malaria						●					●	●
Nutrition	●			●				●			●	
WASH	●			●		●						
COVID-19 and other						●	●				●	

Table 2. Field and regional programs by technical areas

	Afghanistan	DR	ESC	Haiti	India	Madagascar	Middle East	Nepal	Nigeria	Pakistan	Senegal	Tanzania
Provider access to finance						●					●	●
Associations, networks, and franchises						●			●		●	●
Quality of care	●				●	●		●	●		●	●
Social and behavior change	●			●	●	●		●	●	●	●	●
Pharmaceutical partnerships and social marketing	●			●	●	●		●		●	●	●
Digital health	●			●	●	●	●	●	●		●	●
Gender	●			●	●			●	●		●	●
Corporate engagement					●	●					●	●
Health financing		●	●		●	●	●				●	●
Public-private engagement		●	●	●	●	●	●		●		●	●

Notes: DR—Dominican Republic, ESC—Eastern and Southern Caribbean; WASH—water, sanitation, and hygiene

PROJECT IMPACT



Sustaining Health Outcomes through the Private Sector Plus worked in more than 30 countries to increase access to priority health information, products, and services through the private sector. From 2015 to 2022, the project reached an annual average of almost 40 million people with health messages, generated 3 million couple years of protection, and facilitated the treatment of over 4.2 million cases of childhood diarrhea with zinc and oral rehydration solution.

ENABLING ENVIRONMENT

SHOPS Plus improved the enabling environment for the private provision of priority health products and services by facilitating greater private sector engagement, building the capacity of ministries of health to become effective stewards of the private sector, and ensuring laws and policies facilitated the effective participation of the private health sector.



15

Global partnerships established



\$14.4M

Loaned to private providers to improve the quality of their health practices



35

Policy or structural improvements to strengthen capacity of governments to steward private sector actors

In Rwanda, working with the ministry of health, the association of private pharmacists, and other stakeholders, SHOPS Plus successfully advocated for a change in policy to allow pharmacists to administer injectable contraceptives, significantly improving access to this family planning method.

EQUITY

Empowering women and making private health care financially accessible to the poor and targeted populations was a cornerstone of the project's work. SHOPS Plus sought to ensure greater numbers of people were covered by health insurance, introduced new service delivery models to reach the underserved, and integrated gender training into its global operations and country activities.



47

Insurance products created or expanded to cover priority health services



4,140

Providers trained in business; more than 1,400 were female



31

Corporate partnerships brokered that increased access to services among target populations

In the Dominican Republic, SHOPS Plus facilitated a landmark agreement, marking the first time PEPFAR-funded NGOs contracted with the national health insurance agency to cover people living with HIV. Over 7,000 of this priority population enrolled.

ACCESS

The private sector is a critical partner in increasing access to priority health information, products, and services. SHOPS Plus worked with a wide range of private sector providers and outlets to expand product and service offerings. It also used innovative ways to increase access to health information.



23

Health products introduced



921,973

Priority health services delivered



8

Countries with SBC campaigns that reached an annual average of 40 million consumers

SHOPS Plus pioneered digital approaches to fight against TB. In India, the project used an e-pharmacy model to deliver TB testing services and medications to the doorsteps of patients. In Nigeria, SHOPS Plus partnered with a local digital design firm and developed a mobile app for TB screening, tracking, and referral.

LOCAL PARTNERSHIPS

Building the capacity of local partners helps to sustain interventions beyond the life of the project and strengthen health market resilience. Our approach focused on organizational capacity, technical capacity, financial management, and business planning.



120

NGOs, professional associations, and for-profit organizations supported



128

Government units supported to strengthen capacity to steward private sector actors



72%

of project's subawards/subcontracts went to local organizations

SHOPS Plus supported social marketing organizations in Afghanistan, Nepal, Senegal, and Tanzania to expand product baskets, improve targeting of their products and services, improve quality of care, and strengthen long-term viability. The project provided training and technical assistance in financial management, marketing, and sustainability planning.

SHOPS Plus received field funding from USAID missions in Guinea, Mali, and South Sudan for private sector assessments that are not included in Tables 1 and 2.

This final report covers the period of October 2015 through January 2022. In view of the extensive scope of the project, it does not detail every project activity. Instead, it focuses on key interventions and results.



In 2019, the SHOPS Plus country program leads convened for a strategic roadmapping workshop at the Abt Associates office in Rockville, MD. Top row, left to right: Sharon Ryan, American College of Nurse–Midwives, US; Soumitra Ghosh, Abt Associates, Afghanistan; Pamela Riley, Abt Associates, US; Mbogo Bunyi, Abt Associates, Kenya; Ignacio Estévez, Banyan Global, US; Maureen Ogada–Ndekana, Abt Associates, Tanzania; Nassim Díaz Casado, Abt Associates, Dominican Republic; Colm Fay, the William Davidson Institute at the University of Michigan, US. Middle row: Kylie Graff, Abt Associates, US; Françoise Armand, Abt Associates, US; Caroline Quijada, Abt Associates, US; Isseu Diop Touré, Abt Associates, Senegal; Susan Mitchell, Abt Associates, US; Karishmah Bhuvanee, Abt Associates, US; Catherine Clarence, Abt Associates, US; Sarindra Ramanitrivonony, Abt Associates, Madagascar; Emily Mangone, Abt Associates, US; Komal Khanna, Abt Associates, India; Alysha Beyer, Abt Associates, US; Mary Beth Hastings, Iris Group International, US. Bottom row: Nan Lewicky, PSI, US; Jeanna Holtz, Abt Associates, US; April Warren, Abt Associates, US; Amy Power, Abt Associates, US; Christina Kramer, Abt Associates, US; Sean Callahan, Abt Associates, US; Ifeanyi Okekearu, Abt Associates, Nigeria.

Advancing knowledge

Strengthening global support and advancing knowledge on private sector health and public-private engagement in health were key objectives of SHOPS Plus. The project achieved this through a variety of approaches such as conducting private health sector assessments, censuses, and research studies; and developing tools to better understand and engage with the private sector. The project also tested innovative approaches, such as a beauty parlor intervention in Afghanistan in which beauticians informed women about family planning and maternal and child health. SHOPS Plus employed a variety of strategies to disseminate insights on private sector approaches through digital media, publications, presentations, and working groups.

Advancing knowledge

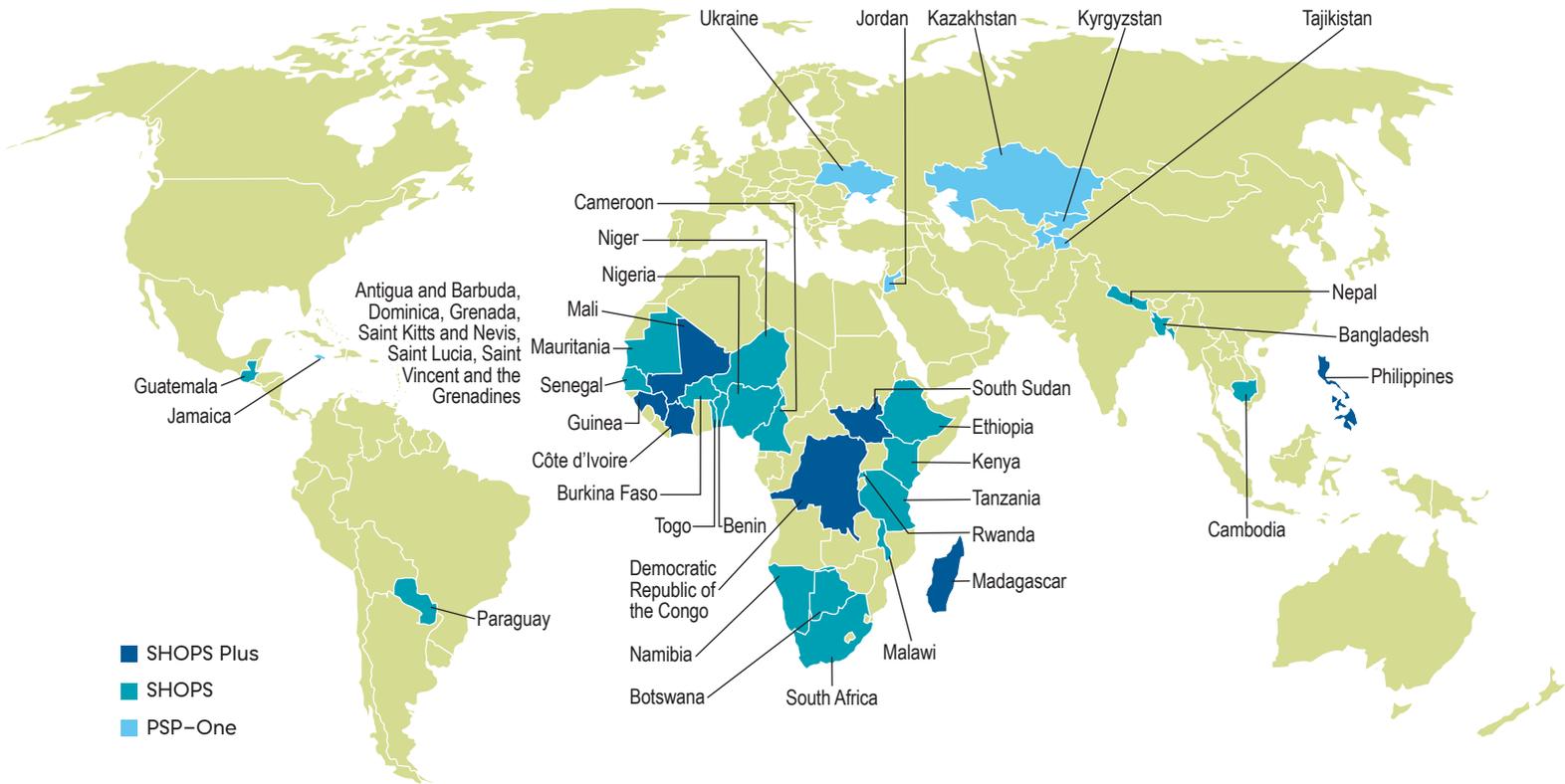
Improving country-level understanding of the role of the private sector through assessments and provider censuses

As low- and middle-income countries seek to strengthen private sector engagement in their health systems, private sector assessments (PSAs) are often a critical first step. PSAs help capture key information on the size, scope, and reach of the private health sector in priority areas. They also help expose challenges that the private health sector faces, and opportunities to improve its contributions to achieving national health objectives. Over the life of the predecessor Private Sector Partnerships-One and Strengthening Health Outcomes through the Private Sector projects, USAID funded PSAs in 34 countries. This work led to the emergence of a participatory process to engage stakeholders throughout the assessment. While each assessment varies in its scope, generally PSAs cover five interrelated elements:

1. Assessing the policy and regulatory environment
2. Identifying health financing opportunities for private providers
3. Documenting private provision of health services
4. Mapping the supply of commodities in the private sector
5. Analyzing demand for services and products in the private sector

The predecessor Strengthening Health Outcomes through the Private Sector project codified this approach in the online Assessment to Action tool. SHOPS Plus updated this tool early in its tenure. It conducted a review to update content, stakeholder questionnaires, and other resources to support additional gender-based analysis. Partner Avenir Health created additional guidance on conducting market segmentation analysis during the desk review phase. Over the life of the project, SHOPS Plus used this updated methodology to conduct seven new assessments in Côte d'Ivoire, the Democratic Republic of the Congo (DRC), Guinea, Madagascar, Mali, the Philippines, and South Sudan. These additional assessments raised the total number of PSAs that USAID has funded through SHOPS Plus and its predecessor projects to 41 (Figure 2).

Figure 2. Where SHOPS Plus and predecessor projects conducted private sector assessments



The assessments conducted by SHOPS Plus helped USAID and country governments:

1. Understand the size and scope of the private sector, such as in South Sudan, where little information was available on the for-profit health sector
2. Inform the design of donor-funded private sector programs, such as in the Philippines, where the mission sought ideas on ways to build on previous investments to reignite growth in family planning markets
3. Find and mobilize untapped private sector resources, such as in Guinea, where the PSA included a deep dive into opportunities for USAID to engage the mining sector in investing in health programs
4. Identify obstacles to increase private sector engagement and facilitate public-private dialogue, such as in DRC, where the PSA process resulted in the creation of a PPP unit at the Ministry of Health
5. Increase efficiency in the health system, such as in Côte d'Ivoire, where the assessment identified opportunities to leverage private entities to strengthen contraceptive security

Aligning stakeholders through the DRC private sector assessment

In the DRC, donors—including USAID, the World Bank, and the Bill & Melinda Gates Foundation—and the government had a long history of working with the nonprofit private sector to deliver health services. In 2017, the government sought to expand this engagement across a wider range of technical areas and private sector actors. To support the Ministry of Health in this effort, several donors came together to fund a broad, comprehensive PSA that would be owned by the government. The assessment covered all six health system building blocks, multiple health areas, and eight geographic focus regions. The PSA team assessed opportunities for the Ministry of Health to improve engagement with private providers by better understanding constraints that the private sector faced in accessing quality commodities, hiring and retaining qualified staff, and accessing financing and revenue opportunities to sustain and grow their businesses. Through a robust and iterative series of pre- and post-assessment consultations, SHOPS Plus supported the Ministry of Health and its development partners to use the PSA to develop a three-year roadmap and action plan to align all their investments—as well as investments from private sector entities—across the private health sector.

In Madagascar and Senegal, SHOPS Plus also conducted private sector censuses that built on the findings from previous PSAs. These censuses systematically mapped the presence of private health care providers in the country. In Senegal, the effort found over 2,754 private health facilities nationwide and documented their location, ownership, service offerings, and financial constraints. The Senegal census informed follow-on activities to improve public-private engagement: establishing regional offices of the Private Health Sector Alliance, identifying providers in need of clinical and business trainings, and developing strategies to leverage the private sector as part of the national COVID-19 response. Senegal's Ministry of Health, which took a leadership role throughout the census process, took ownership of the resulting database and continues to update it as additional private health facilities register.

Generating and applying evidence through research studies

During its six-year period of performance (2015 to 2021), SHOPS Plus completed 64 studies in 16 countries that spanned a wide range of health and programming areas, including family planning; HIV/AIDS; MNCH; TB; COVID-19; youth; and gender (Figure 3).

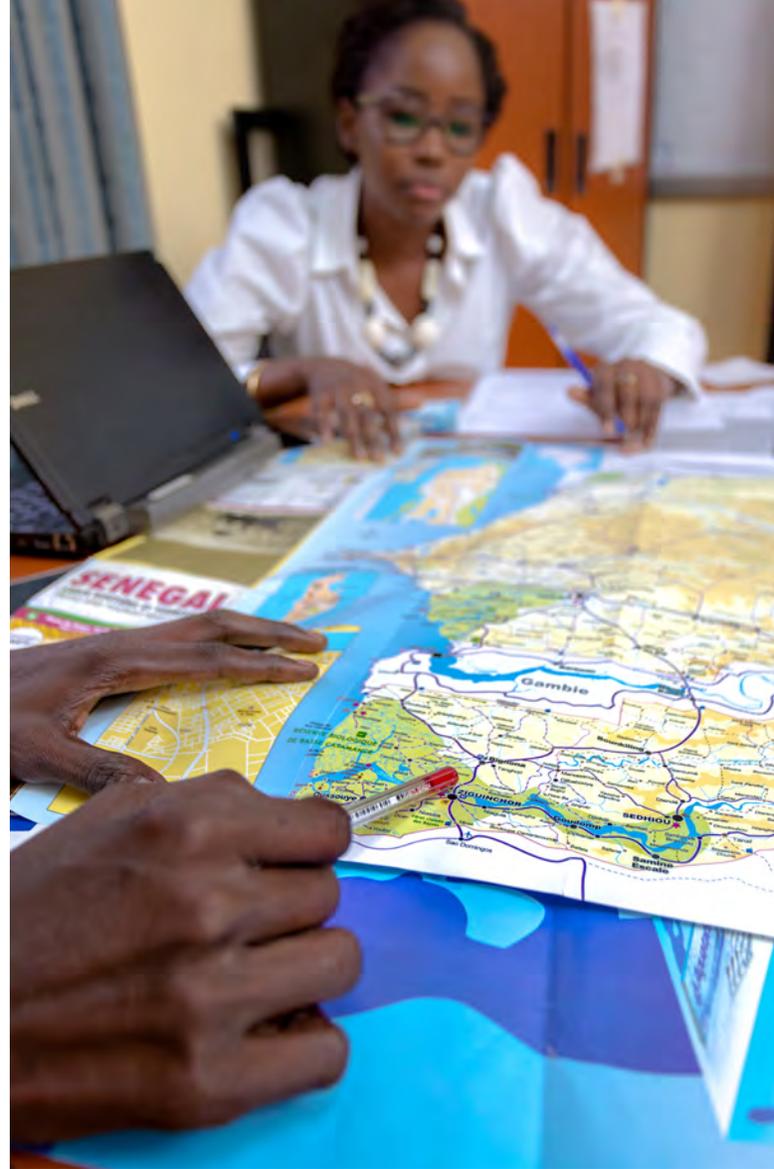
The SHOPS Plus project's research portfolio included 53 country-level studies and used a wide range of study designs and methods. These included impact and performance evaluations to measure and describe program performance; population-based household surveys to understand program reach, as well as consumer- and patient-level knowledge, attitude, and practice (KAP); qualitative research to capture patient and provider perspectives and experiences; facility assessments and retail audits to

assess and contextualize private health sector capacity and operations; mystery client surveys to measure and describe provider behavior and practice; and secondary analysis of monitoring and health management information system (HMIS) data to assess and describe programmatic performance.

Additionally, SHOPS Plus conducted 11 global studies analyzing secondary data from Demographic and Health Surveys (DHSs) and Service Provision Assessments to contribute to global evidence on private sector health and expand USAID’s understanding of how existing data sources can be used to generate new insights and actionable recommendations.

Whether at the country or global level, the central aim of all SHOPS Plus research was to generate evidence that would be—first and foremost—useful to our partners and stakeholders. Researchers engaged program staff, private health providers, and government and donor stakeholders to scope and design each study. To collect and analyze data, SHOPS Plus researchers forged collaborative relationships with local firms and consultants, contributing to capacity building in rigorous data collection and analysis approaches. To ensure accessibility and usability of its research and analysis results, SHOPS Plus study teams used a variety of dissemination and reporting approaches to reach a diverse range of end users including interactive dashboards and websites, easy-to-digest data visualizations and infographics, audience-customized webinars, consultations, and briefs, in addition to traditional formats such as written reports and peer-reviewed journal articles.

The evidence generated by SHOPS Plus research studies helped shape activity design and informed program team, partner, and stakeholder decision making to support adaptive management at all levels. The studies were used to improve and support private sector provider capacity and skills, support private sector health care access, and innovate new approaches and products to better serve health care consumers and patients.

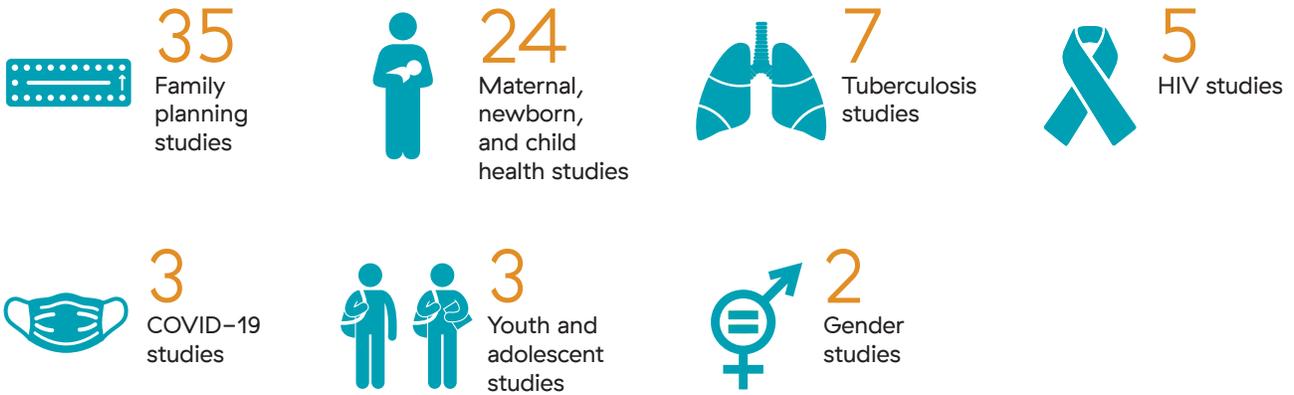


SHOPS Plus conducted a census in Senegal that found more than 2,700 private health facilities nationwide. The project documented their location, ownership, service offerings, and financial constraints.

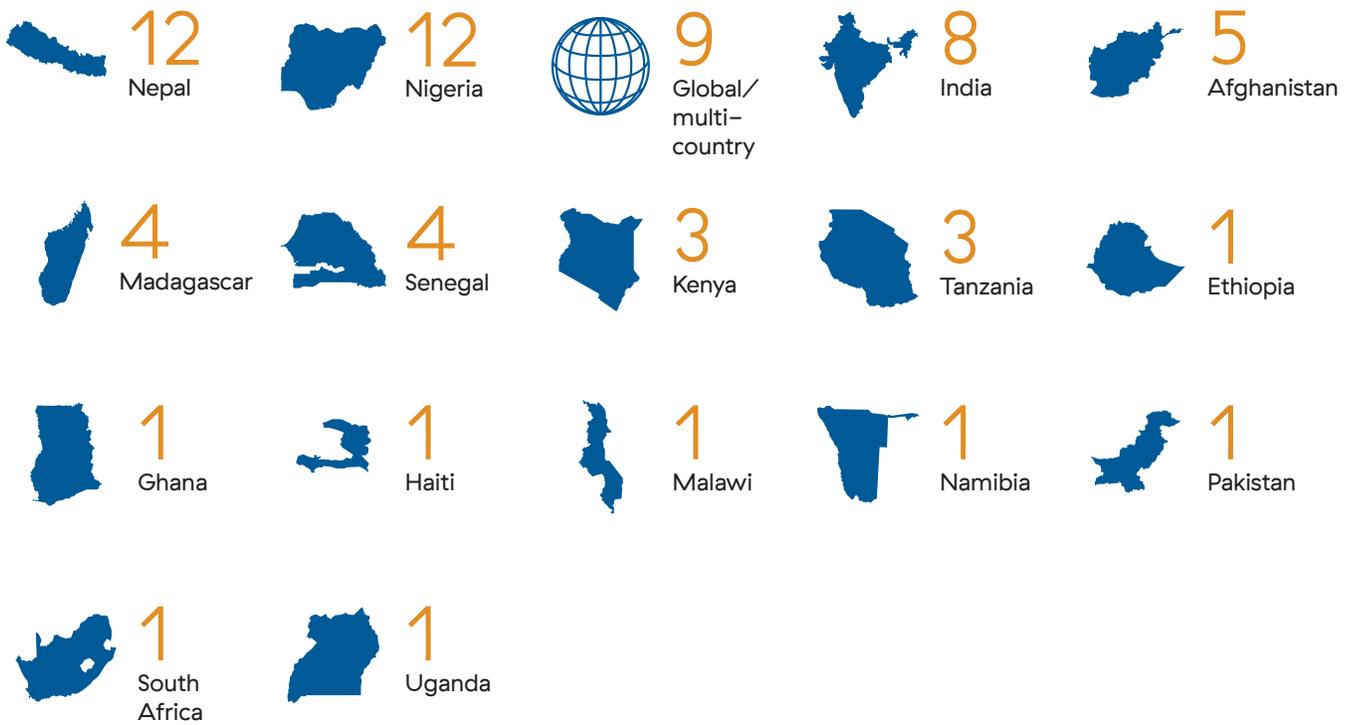
Photo: Javier Acebal

Figure 3. Snapshot of SHOPS Plus research

By topic area



By country



By method



21

Measured, monitored, or described program implementation and performance



19

Described the needs, behaviors, or intentions of health care consumers and private sector patients



17

Qualitative methods (in-depth interviews, focus groups, document review, key informant interviews)



12

Conducted Demographic and Health Survey or Service Provision Assessment secondary analysis



10

Formative research to shape SHOPS Plus programming and products and future private health sector programming



10

Analyzed the context and markets in which private health actors operate



9

Described the needs and readiness of private providers to deliver priority health services



9

Retail audit/lot quality assessment sampling surveys



9

Evaluated program impact and outcomes



8

Facility assessment/surveys



8

Described or assessed the quality of care



6

Household surveys



5

Other secondary data analysis (using monitoring and health management information system data)



4

Mystery client/standardized patient surveys



2

Census/mapping



2

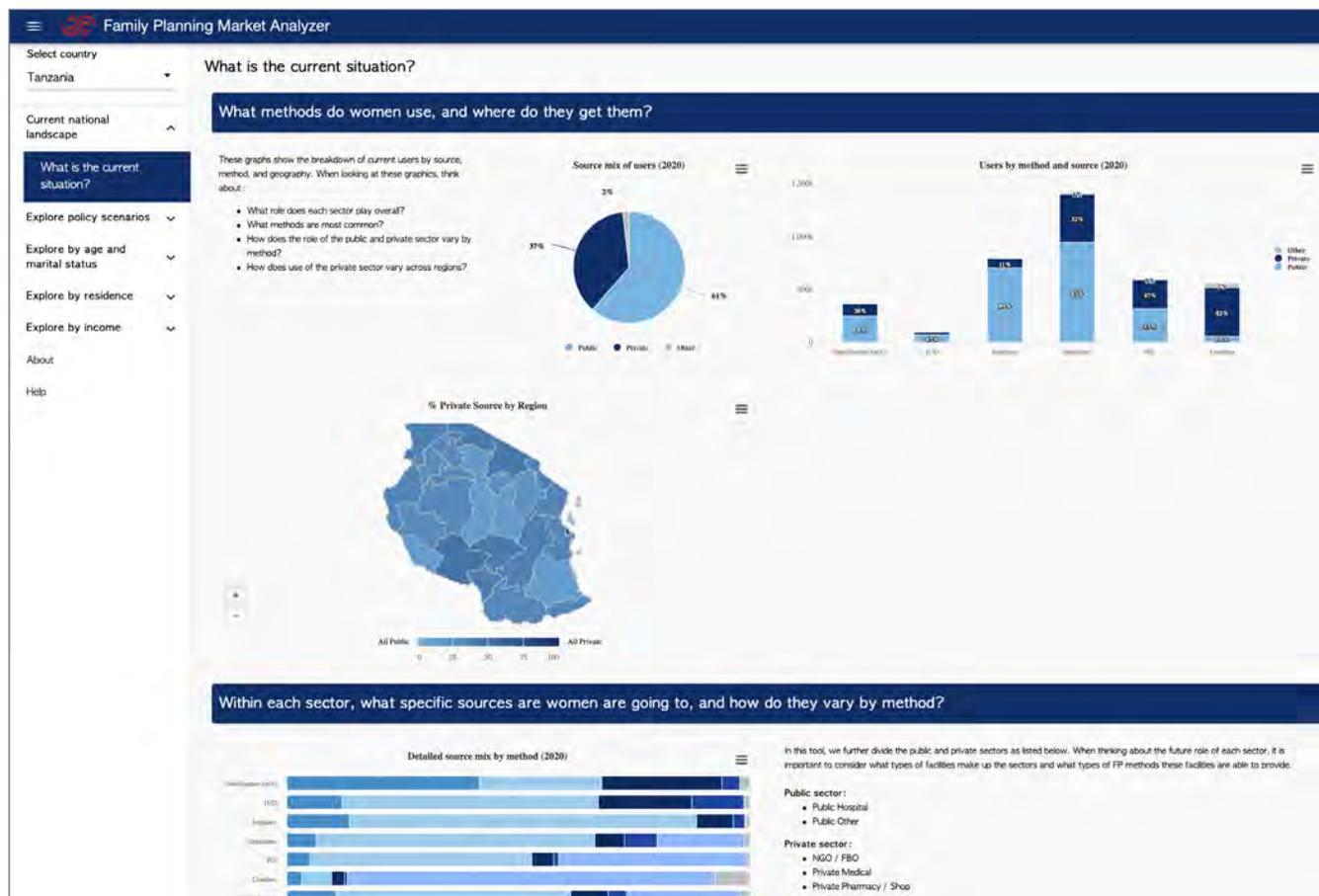
Randomized controlled trials

Note: Several studies had multiple health areas of focus, had multiple objectives, and used multiple research methods.

This section profiles seven research efforts that illustrate the SHOPS Plus approach to generating, disseminating, and applying actionable evidence.

Global DHS analysis of sources of family planning, sick child, and neonatal care

SHOPS Plus conducted three separate secondary analyses of recent DHS data to examine sources of family planning, sick child care, and neonatal care. Each analysis was designed to provide program managers, policy makers, implementers, and donors with data needed to create more sustainable health markets. The first examined data from 36 low- and middle-income countries to improve understanding of where women acquire their family planning methods to increase access to modern contraception. The second analysis involved DHS data from 24 USAID maternal and child survival priority countries to examine where treatment or advice was sought for sick children who experienced at least one of three treatable illnesses: fever, acute respiratory infection, or diarrhea. The third analysis analyzed DHS data from 45 low- and middle-income countries to examine care-seeking sources for sick neonates and how they compared to older children. In addition, this analysis examined health provider adherence to essential newborn and postnatal care in the public and private sectors.



Family Planning Market Analyzer provides a useful data visualization for global stakeholders.

To ensure the results of each analysis would reach the widest possible global audiences, SHOPS Plus produced a global brief and a journal article for each of these analyses and held several global and regional webinars. To provide country-specific results and contextualized recommendations, SHOPS Plus also produced 24 country briefs for the sources of sick child care analysis and 22 country briefs for the sources of family planning analysis. SHOPS Plus also developed two interactive data visualization tools, Private Sector Counts and Family Planning Market Analyzer, to support family planning and child health program decision making. In Tanzania, for example, these tools were disseminated at various platforms such as the Tanzania Health Supply Chain summit and the Public Private Health Forum. The SHOPS Plus team members in Tanzania particularly appreciated how easy it was to use the tool to generate simple-to-interpret visualizations that informed the program's TMA activities.

Afghanistan beauty parlor impact evaluation

In Afghanistan, SHOPS Plus supported the Afghanistan Social Marketing Organization (ASMO) to increase access to health information and life-saving maternal, child, and family planning products. Given women's limited access to public spaces in Afghanistan, SHOPS Plus and ASMO piloted an intervention in Kabul to train beauty parlor staff to conduct information, education, and communication activities related to key family planning and MNCH topics. To our knowledge, this was the first beauty parlor intervention on child health topics, the first in a conflict setting, and one of very few to be rigorously evaluated. SHOPS Plus conducted a mixed-methods research study with a randomized controlled trial design to (1) inform pilot messaging and the approach, (2) improve implementation, and (3) evaluate the pilot's impact on clients' health KAP. The study included a baseline and endline survey with over 1,600 Afghan women and qualitative data collection (focus group discussions with beauty parlor staff and owners) to explore beauty parlors' understanding and perceptions of the intervention. The baseline study helped to clarify and validate the assumptions and mechanisms underlying the program's theory of change and intervention design. Using baseline results, the research team created an interactive infographic

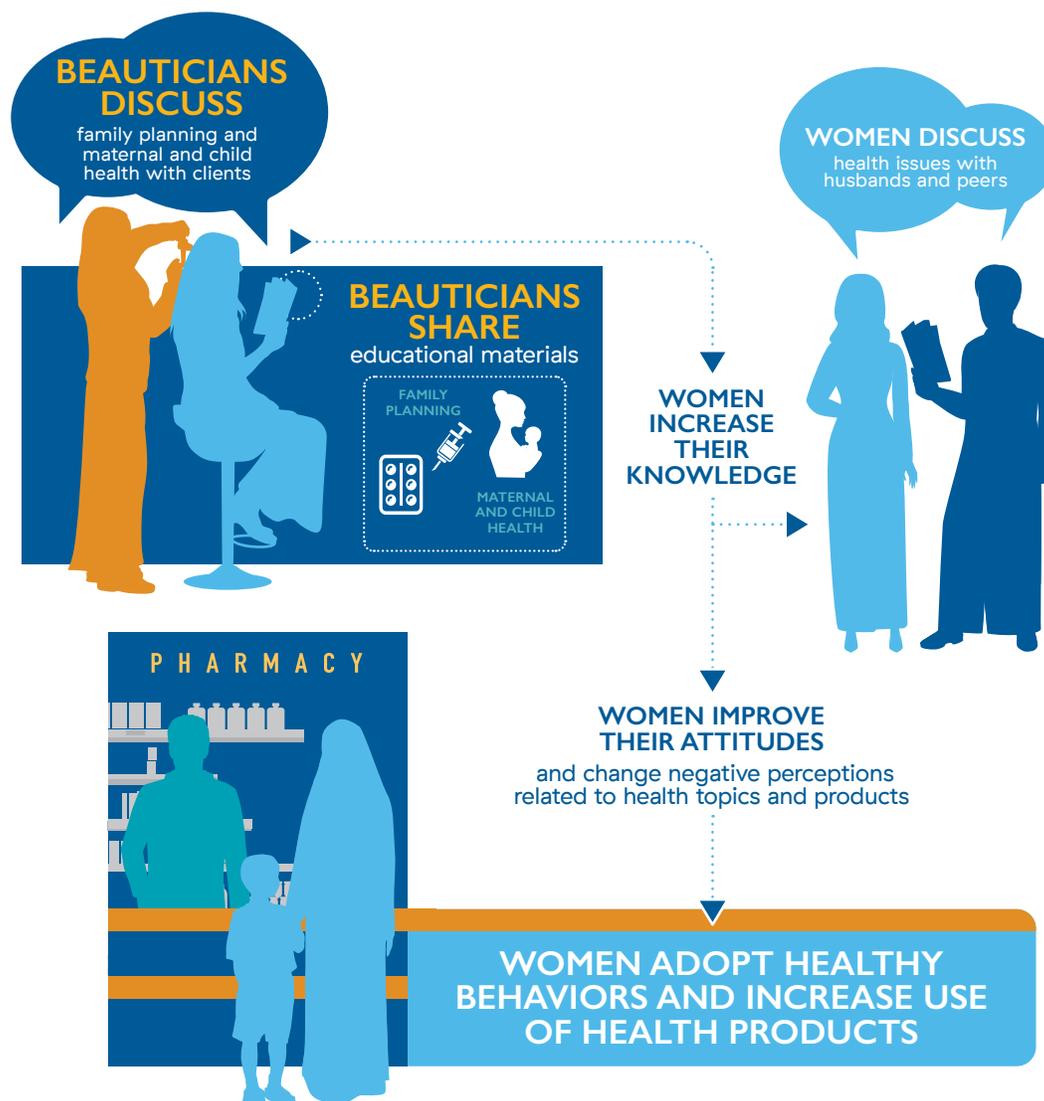


SHOPS Plus and the Afghanistan Social Marketing Organization piloted an intervention to train beauty parlor staff to conduct information, education, and communication activities related to priority health topics.

Photo: Naimat Rawan

(Figure 4) depicting the program’s theory of change that helped program staff easily explain the beauty parlor intervention to stakeholders. In contrast, the endline helped to identify the gaps in the planning and implementation that led to the intervention’s inability to show impact on key health behaviors and the use of health products. Although the evaluation did not show that the intervention achieved the impacts envisioned, the detailed data it generated allowed the mission, the Afghan Ministry of Public Health (MOPH), and other implementing partners to recognize the potential for beauty parlor-based interventions as a potential social and behavior change (SBC) channel for family planning and MNCH. As a result, ASMO and other USAID-funded projects were able to use the results to inform the refinement and design of beauty parlor interventions and explore implementing similar interventions outside of Kabul and in male-dominated spaces such as mosques and social parlors.

Figure 4. Theory of change for beauty parlor intervention in Afghanistan



The SHOPS Plus research team created an infographic to help explain and clearly communicate the program’s theory of change

Evaluating the quality of tuberculosis care in Nigeria with mystery client surveys

Nigeria has a high burden of TB and low case detection rates, and the country’s large private health sector represents an underused resource for combating the disease. In response, SHOPS Plus established and trained networks of private providers to detect and treat TB. To evaluate the quality of care provided by network providers in Lagos and Kano states, SHOPS Plus implemented a mystery client survey in over 1,400 public and private facilities to evaluate the extent to which providers adhered to national guidelines for TB screening, diagnosis, and treatment initiation. The survey was implemented in two phases—in 2019 and 2021—to allow the program to identify areas for improvement and adapt implementation in response, and then re-evaluate to see whether and how these measures were affecting service delivery. Using results from the first phase of the study, which showed that case management was comparable in public and private facilities, SHOPS Plus and the Lagos and Kano State TB programs adjusted supportive supervision and created job aids (Figure 5) to improve aspects of case finding and counseling procedures. The results also motivated SHOPS Plus and the state programs to improve the efficiency of TB diagnostic systems. Results from the second phase indicated that, despite the COVID-19 pandemic, most private and public providers maintained the overall level of quality of care that they had previously offered, with some improvements in appropriate prescribing patterns and counseling of newly diagnosed TB patients. Further, because this survey was implemented before and after the onset of the COVID-19 pandemic, SHOPS Plus was approached by a research team from McGill University in Canada to collaborate on a multi-country study using mystery client surveys that will generate global learnings on the impacts of the pandemic on private sector TB service delivery.

Figure 5. Job aids to improve tuberculosis case finding and counseling procedures in Nigeria



SHOPS Plus used the mystery client study results to shape job aids for private sector TB service providers

Using knowledge, attitude, and practice surveys to support organizational strengthening in Nepal

A data collector interviews a woman for a knowledge, attitude, and practice survey to evaluate the effectiveness of social and behavior change activities implemented by CRS's Ghar Maa Swasthya, or Healthy Homes, project.



SHOPS Plus supported the Nepal CRS Company, a social marketing organization and key USAID partner, to implement strategies and reforms that would allow CRS to become less donor-dependent while sustaining the quality and efficiencies of its health services, programs, and products. A key aspect of SHOPS Plus's mandate was to build CRS's capacity to generate and use data to inform decision making, which was supported by several distinct data collection activities and research studies. In 2018 and 2021, the SHOPS Plus program in Nepal collaborated with CRS to implement a pair of baseline and endline KAP surveys in over 3,200 households to evaluate the effectiveness of family planning and MNCH SBC activities implemented by CRS's Ghar Ghar Maa Swasthya (GGMS), or Healthy Homes, project. CRS used the baseline survey findings to adapt its community outreach and training curriculum to each district that was targeted, emphasizing different health topics based on community need, while the endline survey found that access and use of health products were maintained, and in some cases improved, even as the organization was implementing reforms to improve organizational sustainability and efficiencies. The completion of these surveys not only facilitated CRS's continued use of data-informed decision making, but also built confidence in the other organizational strengthening and sustainability measures it was implementing with SHOPS Plus support.

Using design thinking approaches to innovate contraceptive products for Indian youth

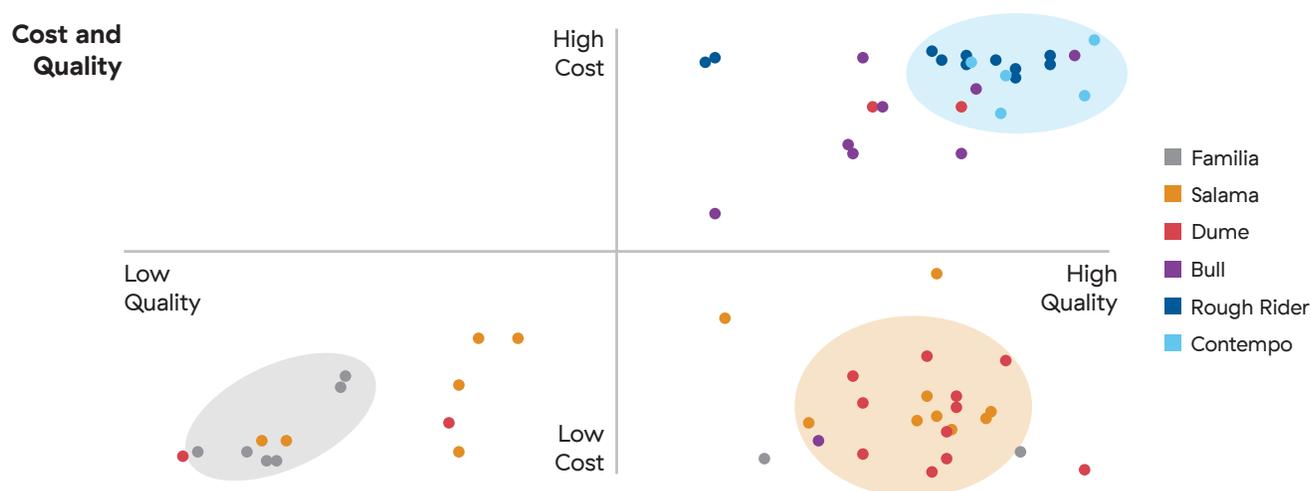
The case for ramping up contraceptive use among youth is compelling for India, home to the world's largest under-25 population. Increased use of modern contraceptives, including condoms, is prioritized by the government of India as a critical measure to promote reproductive health, reduce maternal and child mortality, and provide people the choice to plan their lives and families. To design contraceptive products and services that youth are willing to use and purchase, SHOPS Plus implemented a collaborative, design thinking approach between 2019 and 2021 that involved unmarried youth, India's major condom manufacturers and marketers, pharmacists/shopkeepers, and USAID/India. When first using this approach, SHOPS Plus conducted rapid ethnographic research with 16 unmarried youth to examine the psychological, behavioral, emotional, and social factors that can affect decision making about condom use. This helped generate a nuanced understanding of the barriers and drivers in youths' decision making, which was presented to stakeholders in a series of two design thinking workshops. In these workshops, participants brainstormed ideas to address the identified barriers and shaped solutions as 33 condom product and service prototypes. These prototypes were then qualitatively field tested using observations and interviews with youth and other stakeholders who interacted with the prototypes. The 13 most viable prototypes that emerged from this phase were presented to condom marketers for further testing and feasibility assessment. In 2021, one prototype—an affordable, ultra-thin condom that tested well with youth who were otherwise hesitant about using condoms—was successfully piloted in test markets resulting in over 160,000 condom sales, with a plan for national distribution.

A mixed-methods approach to illustrate opportunities for total market approaches in the Tanzanian condom market

In Tanzania, condoms are a key product to control the spread of HIV/AIDS and improve reproductive health. Prior to SHOPS Plus, condom market assessments highlighted a high degree of reliance on commodities donated by international actors, which put the condom market's sustainability in jeopardy. As SHOPS Plus—in collaboration with the Ministry of Health, Community Development, Gender, Elderly and Children—set out to begin implementing a TMA for condoms, both stakeholders recognized a need for market data that would allow them to inform efforts to improve the targeting of free and subsidized commodities and facilitate space for increased sales of sustainable, commercial condom brands without decreasing access. In response, SHOPS Plus conducted a mixed-methods study using focus groups with male condom users in rural and urban areas and a survey of almost 5,000 retail outlets in 10 priority regions across the country. Although retail audit results suggested that widespread availability of heavily subsidized condom brands had displaced commercial condom brands, qualitative data provided insight into how men choose and value different types of condoms, especially in terms of pricing and features. Data on condom users'

preferences (Figure 6) became particularly salient after one of Tanzania’s major distributors of socially marketed condoms left the market, leaving an opportunity for new stakeholders to enter. SHOPS Plus used these study results in its efforts to encourage and inform commercial stakeholders to register new products and bring new condom variants into the market.

Figure 6. Male condom users’ perceptions of major Tanzanian condom brands



Assessing the readiness of private sector providers to participate in Madagascar’s COVID-19 response

Since the first reported COVID-19 case in March 2020, the Operational Command Center of the government of Madagascar has directed the population to public health facilities for testing, screening, and care. As the number of cases continued to rise and resources remained limited, there was a greater need to involve the private health sector in the COVID-19 response. By leveraging the list of private providers generated by its recently completed census of private health facilities, SHOPS Plus was particularly well positioned to aid the government’s understanding of the capacity and interest of the private health sector to contribute to the national COVID-19 response. SHOPS Plus and a local research partner were able to safely administer a phone-based survey to 250 randomly selected private health facilities. The study assessed the current practices, capacities, and needs of private health facilities to contribute to the prevention and active management of COVID-19 cases. Results suggested that further funding and support was needed to meaningfully engage the private sector in Madagascar’s COVID-19 response. Although most private facilities were screening for COVID-19, few were equipped to manage patients with presumptive COVID-19, due to shortage of training, human resources, and equipment. Facilities were largely able to provide protective equipment for staff, although few were able to furnish masks to patients.

Tools of the trade

To facilitate knowledge dissemination and better inform program design, SHOPS Plus technical teams codified their learning or approach in four online tools.



Assessment to Action is a guide to conducting private health sector assessments. By providing key data on the size, scope, and activities of the private sector, the assessments help local stakeholders and development partners devise strategies, make decisions, and design programs that will maximize private sector contributions to health. This website is organized around the five key phases of a private health sector assessment: Plan, learn, analyze, share, and act. Each phase describes suggested steps, activities, and outputs to help guide the process. Throughout the process, the tool applies a gender lens, incorporating specific references to gender resources and questions intended to advance gender equality.



Private Sector Counts is an online tool for child health and family planning. It uses DHS data to illuminate the important contribution of the public and private sectors to sick child care and family planning service delivery. For child health, it compares care-seeking sources, levels, and illness prevalence in 24 low- and middle-income countries. For family planning, it shows the past and current situation across 37 countries and compares sources by country, contraceptive method, urban/rural residence, age, marital status, and socioeconomic status, and provides contraceptive source data for distinct population segments. The tool gives donors and program implementers the data they need to design country programs using a TMA.



Family Planning Market Analyzer shows projections of future scenarios for individual countries by combining data on 59 countries from DHS and Family Planning 2020's projections of modern contraceptive prevalence. The tool explores what would happen given changes in method mix and source mix. It projects how many women would be affected by a change and how the change would influence the overall picture. The tool features maps to visualize the changes. For seven of the countries, the tool includes a component that estimates the amount of a provider's time that would be required for family planning services in each scenario.



Advocacy Toolkit for Injectables contains resources (printable PDFs) designed to help pharmacy associations become effective advocates for task sharing and begin working to change policies in their countries. The toolkit can be adapted to advocate for any injectable contraceptive, including DMPA-SC. It includes an infographic, frequently asked questions, an advocacy plan, slide templates, and more.

Disseminating knowledge on private sector engagement

SHOPS Plus documented best practices in private sector programming and disseminated that knowledge to key stakeholders and audiences worldwide through its website, publications, presentations, and working groups.

The center of the knowledge dissemination strategy was the project's interactive website, which had a searchable library of more than 2,000 resources, including 40 videos produced by the project. Launched in 2016, the site featured new content each week. Over the course of the project, the website attracted 360,000 unique page views, with the most visits from the United States, India, Nigeria, and Tanzania.

For the end-of-project series of events and publications, the communications team created an award-winning microsite providing easy access to the project's capstone videos, infographics, webinar recordings, and digital publications. The team executed a multi-channel campaign in support of the webinar series, which resulted in more than 550 people joining and more than 1,100 people registering from 80 countries.

The project distilled technical findings and lessons learned into more than 100 publications. (A full list of publications with links is available in the annex.) SHOPS Plus staff gave presentations at 175 knowledge-sharing events to more than 10,000 attendees, including representatives from USAID/Washington and missions. To serve a global audience, SHOPS Plus regularly hosted webinars on a range of topics including quality, health finance, stewardship of the private sector, and health markets.

SHOPS Plus ensured the voice of the private sector was heard online along with strategies to engage the private sector in improving health outcomes. Over the life of the project, SHOPS Plus gained over 5,000 followers across Facebook, Twitter, and LinkedIn. Social media proved to be an effective way to share impact stories, resources, photos, and infographics. Online, SHOPS Plus posts were promoted by USAID/Washington and the missions in Nigeria, Madagascar, Tanzania, and elsewhere. The project's extensive reach generated significant engagement and drove traffic to the website.

Communications and marketing accolades

The SHOPS Plus End-of-project microsite featured videos, digital publications, an impact infographic, and more. The microsite won a gold dotCOMM award from the Association of Marketing and Communication Professionals in 2021.

The four-part capstone webinar series for SHOPS Plus, conducted in the spring and summer of 2021, broke project webinar attendance records, garnering 1,100 registrations from 80 countries and attracting an average of 215 attendees for each event. The campaign for the series won an Excellence in Communication Award from the National Capital Chapter of the Public Relations Society of America in 2021.

Support to technical working groups

SHOPS Plus played a leading role in four global technical working groups and supported five others.

Child Health Task Force: Since 2018, SHOPS Plus co-chaired the Private Sector Engagement subgroup of the Child Health Task Force. The secretariat is funded by USAID and the Bill & Melinda Gates Foundation. The task force aims to strengthen equitable and comprehensive child health programs through primary health care, inclusive of community health systems, through the provision of global leadership. The Private Sector Engagement subgroup is one of 11 subgroups within the task force; it aims to enhance the recognition of the relevance of private sector stakeholders and providers of child health products and services within the health system.

Drug Shop and Pharmacy Community of Practice: SHOPS Plus served as secretariat from October 2020 to September 2021. With 36 members, the community of practice meets bi-monthly to share best practices and lessons learned in supporting pharmacies and drug shops to provide quality contraceptives.

Family Planning 2020 Performance Monitoring and Evidence Working Group: As co-chair, SHOPS Plus facilitated the enhancement of the global partnership's measurement framework with a particular emphasis on ensuring the perspective of the private sector. The framework enables countries to monitor family planning indicators across countries and over time.

Total Market Approach Working Group: Led by USAID and UNFPA, SHOPS Plus served as chair from September 2020 to November 2021. The working group includes 117 members and focuses on private sector approaches to strengthen family planning markets. Under the project's leadership, the group convened monthly (excluding July and August) and highlighted topics including using data insights to grow family planning markets, supporting commercial growth of family planning markets, private sector approaches to enhance service delivery quality, driving family planning policy change, and learning from market development approach pilots. In addition, a subgroup was formed and used a participatory process to identify priority research questions related to family planning in the private sector.

In addition, SHOPS Plus supported USAID's Office of Population Task Sharing Technical Working Group, led the Joint Learning Network's Private Sector Engagement Collaborative, co-led the International Conference on Family Planning subcommittee on private sector engagement, actively participated in the Reproductive Supplies Coalition Market Dynamics Working Group, and jointly led the Global Health Knowledge Collaborative along with the Johns Hopkins Center for Communication Programs.

Technical assistance to missions

To help USAID make evidence-based decisions and informed programmatic choices, SHOPS Plus delivered training and educational presentations to USAID missions and staff on a variety of topics including the use and benefits of its tools, data on the public and private source mix for family planning and child health, and lessons learned on conducting private sector health assessments, including how to adapt them during COVID-19. SHOPS Plus staff also participated in USAID training for mission staff, presenting on the importance of private sector engagement more broadly in addition to specific sessions on health financing and access to credit for private providers. Under the banner of USAID's learning platform, the project supported the creation of a Private Health Sector Assessment learning game and an e-learning course on [organizing private health care providers](#).

At the request of the USAID mission in Afghanistan, SHOPS Plus facilitated a co-design process to develop a private sector engagement model for health product and service delivery. SHOPS Plus worked in close collaboration with USAID, AFIAT, and UHI to co-design appropriate, evidence-based models for future adoption. Throughout the co-design process, SHOPS Plus provided USAID with a framework and design document for a private sector engagement model, risk mitigation strategies, and a framework and design for a model of product delivery.

Field implementation

Over the life of the project, SHOPS Plus improved health outcomes in more than 30 countries by harnessing the potential of the private sector and catalyzing public–private engagement. This section highlights accomplishments and activities from select country and regional programs. Each overview shows the technical and health area focus of the program.

Field implementation

Afghanistan

Objective: Increased access to and use of priority health products in Afghanistan through technical and financial support to ASMO

Geographic focus: National

Health areas: Family planning; MCH; nutrition; WASH

Technical areas: Digital health, gender, pharmaceutical partnerships and social marketing, quality of care, SBC

Implementation period: January 2016—September 2022

Results



1.4 million

couple years of protection provided



2.6+ million

cases of diarrhea treated



9

new health products introduced



350%

increase in ASMO's cost recovery rate from 13 to 53%

Accomplishments



An ASMO agent interacts with a pharmacist to promote the social marketing organization's products.

Photo: ASMO

Introducing new products to expand health impact and increase cost recovery

SHOPS Plus supported ASMO in increasing the number of health products it marketed from 5 to 13, including 4 products that were new to Afghanistan's private health sector: co-packaged oral rehydration salts (ORS) and zinc for diarrhea management; progestin-only contraceptive pills; multi-micronutrient supplements to address malnutrition; and chlorhexidine (CHX) gel to prevent umbilical cord infections. SHOPS Plus also supported ASMO in introducing new product features and improving packaging to increase the product's shelf life, decrease packaging costs, and increase variety in the market. Each product was carefully selected through a rigorous evidence-based process based on criteria such as whether introducing the product addressed an unmet health need, filled a gap in the market, was supported by the government of Afghanistan, and contributed to ASMO's financial health. In fiscal year 2021, the new products contributed to 11 percent of ASMO's impact through sales quantities and 10 percent of their revenues.

Adopting a third-party distribution model to extend ASMO's reach

Third-party distributors sell and distribute products for multiple manufacturers within a defined geographic area. In the right context and with appropriate selection, contracting, and management, they can increase sales outputs while simultaneously decreasing the costs of sales and distribution because fixed costs are shared across all manufacturers whose products they distribute, providing cost benefits for each marketer. In 2019, SHOPS Plus supported ASMO in reviewing its sales data and analyzing market practices and norms to assess the feasibility of transitioning to a third-party distribution model. Findings suggested that doing so could expand product availability across Afghanistan while reducing costs.

SHOPS Plus worked with ASMO to turn this evidence into action by piloting a third-party distribution model in Kandahar in September 2020 and, building on lessons learned, extending the model to Herat and Balkh. As of July 2021, the model was achieving higher levels of outlet coverage, productivity, average number of orders, and monthly average revenue when compared with sales performance of ASMO's direct sales team during the 13 months before initiating the model (March 2019 through March 2020). Though each purchase by a retail outlet (lower average value per order) and the average monthly revenue generated were smaller, more retail outlets were purchasing products from ASMO, and they did so more often. Moreover, with this transition ASMO's need for regional warehouses and warehouse staff was eliminated, which reduced its costs while increasing access.

Engaging beauty parlors to promote healthy family planning and maternal and child health behaviors

Social and cultural norms restrict Afghan women's autonomy in health decision making.² Women have insufficient and inaccurate knowledge of family planning, the threat posed by childhood diarrhea, and appropriate treatment options.³ While one-directional mass media campaigns can reach Afghan women with information on health, there are limited opportunities for women to engage in interpersonal communication on topics such as family planning and MCH. This lack of opportunity and ability to seek and exchange information perpetuates myths and misconceptions regarding lifesaving health products and practices.

In response, SHOPS Plus supported ASMO to implement an innovative intervention whereby beauty parlor staff were trained to deliver family planning and MCH information and educational materials to female clients. Before the Taliban takeover in August 2021, beauty parlors represented a unique space in Afghanistan and were an important part of daily life given that women spent an average of five to six hours per month in parlors. They were also one of the few places where women could freely gather and exchange information in Afghanistan. ASMO trained 813 beauticians across three cities to begin conversations and share educational materials with clients on family planning and MCH, thereby promoting healthy practices and empowering women to advocate for their own health and that of their children's. The beauticians also received product samples and promotional health messaging materials to offer clients.

² Sadia Haider, Catherine Todd, Malalay Ahmadzai, Shakira Rahimi, Pashtoon Azfar, Jessica L. Morris, and Suellen Miller. 2009. "Childbearing and Contraceptive Decision Making amongst Afghan Men and Women: A Qualitative Analysis." *Health Care for Women International* 30 (10): 935–953.

³ Lauren Rosapep, Sarah Bradley, and Tess Shiras. "Family Planning Barriers in a High Fertility Conflict Setting: Methods and Results from a Household Survey in Afghanistan" (Poster presentation, Population Association of America Annual Meeting, 2018).

SHOPS Plus evaluated the pilot to assess impact and determine next steps. The assessment found that the pilot did not have a statistically significant impact on clients' KAP regarding family planning or MCH in the first year of implementation. However, there was a positive impact on key outcomes when controlling for time trends. This may have been due to inadequate time to implement the intervention prior to the evaluation and a lack of beauticians' motivation, skills, and credibility to discuss family planning on their own. Based on the findings, SHOPS Plus and ASMO redesigned the beauty parlor intervention to focus on iron folate acid, ORS and zinc, and water purification products given the nonstigmatized nature of the products and the relative ease of handling questions about the products.

Improving private provider training, detailing, and in-clinic patient sensitization

Engaging private providers through training, supportive supervision, and product supplies is a proven practice to increase demand for and use of family planning and MCH products and services. Private providers are the predominant source of health care in Afghanistan.

Concerns and misconceptions about the safety and efficacy of contraceptives is one of the most prevalent reasons for non-use. These factors highlight the significant benefits of engaging private health care providers in increasing access to counseling and services, addressing misconceptions, expanding contraceptive choices, and increasing male engagement. However, these providers were not systematically engaged at scale to promote preventive and promotive health.

To bridge this gap, SHOPS Plus supported ASMO to train and detail 577 obstetricians and gynecologists, pediatricians, and general practitioners on family planning and MCH topics and how to discuss these topics with clients. The project developed flipcharts for provider detailing on family planning and MCH products and ASMO partnered with MOPH so that a master trainer from the ministry facilitated an initial training on contraceptive methods, side effects and their management, and contraindications. ASMO representatives then regularly visited participating clinics to remind providers about key health messages and to replenish communication materials. They also conducted patient sensitizations at the clinics to encourage clients to discuss family planning and MCH topics with their trained providers and delivered key maternal health messages to women—reaching 113,463 patients and caregivers.



A beautician shows ASMO products to her client at a beauty parlor.

Photo: ASMO

Strengthening commodity procurement to improve sustainability

For social marketing organizations such as ASMO, uninterrupted supply and the cost of commodities play a critical role in achieving sustainability. Historically, ASMO has relied on donated commodities supplied through the USAID's Global Health Supply Chain Program. Due to procurement issues, ASMO consistently experienced stockouts and product expirations over the last decade that prevented it from achieving its full potential. SHOPS Plus supported ASMO to begin procuring products directly from regional suppliers. First, the project strengthened ASMO's international procurement capacity and internal systems for determining reorder points and quantities. The project then worked with ASMO to identify qualified manufacturers that met Afghanistan's quality and regulatory requirements. By Year Five, ASMO was procuring nine products in custom-branded form using program income. Each product was procured from a reputable supplier that exceeded the minimum standards set by Afghanistan regulators. Despite regional geo-political conflicts and COVID-19, ASMO experienced improved efficiencies in the time and cost of procuring commodities. These improvements led to an 18 percent gain in commodity shelf life on delivery, 71 percent savings in time required to procure commodities, and 67 percent in cost savings over 12 months.

Improving financial capacity

With SHOPS Plus support, ASMO doubled its annual cost-recovery rate from just 13 percent in 2015 to 53 percent in 2022. SHOPS Plus supported ASMO in achieving this progress by implementing a suite of strategies to increase revenue and reduce costs. Specifically, the project supported ASMO in rolling out incremental evidence-based annual price increases and introducing new products to increase revenue. The project also focused on reducing ASMO's commodity procurement costs and fixed operational expenses by transitioning to the third-party distributor model, purchasing a joint office and warehouse with program income, and procuring commodities directly, rather than through the Global Health Supply Chain Program, to significantly reduce unit costs.

Dominican Republic

Objective: Strengthen the national HIV response by increasing the sustainability of key NGO service providers

Geographic focus: National

Health area: HIV/AIDS

Technical areas: Health financing, public-private engagement

Implementation period: June 2017–May 2021

Results



5

leading NGOs adopted more sustainable business models



\$111,300+

invoiced by NGOs for HIV services with government insurance contracts



10%

increase in people living with HIV registered in national care and treatment program



7,000

newly enrolled people living with HIV in subsidized health insurance scheme

Accomplishments



SHOPS Plus supported Clinica de Familia in adopting a social enterprise-oriented business model.

Photo: DDC International

Strengthening the sustainability of key nongovernmental HIV service providers

NGOs are an important source of HIV testing, care, and treatment for the vulnerable populations that drive the Dominican Republic's HIV epidemic. Most of these organizations are heavily reliant on donor funding from the President's Emergency Plan for AIDS Relief, the Global Fund, and others. To prepare for an anticipated transition in donor support, SHOPS Plus supported five NGOs to apply principles of social enterprise business models to improve their financial and clinical sustainability. The NGOs—Centro de Orientación e Investigación Integral, Centro de Promoción y Solidaridad Humana, Clínica de Familia, IDEV, and Fundación Activo 20-30—were selected based on their clinical and financial performance, as well as their organizational leadership. SHOPS Plus assessed each NGO's current operations, analyzed their local markets, and developed individualized roadmaps to reduce their operating costs and increase their revenue. The project provided follow-on assistance to the NGOs to help them implement targeted steps in their roadmaps.

SHOPS Plus identified contracting with SENASA, the government's social health insurance program, as the most substantial revenue-generating opportunity. The project supported the NGOs in meeting the necessary criteria to contract with SENASA's subsidized scheme that covered people living with HIV (PLHIV). In a first for the country, this work resulted in three of the NGOs (Centro de Orientación e Investigación Integral, Centro de Promoción y Solidaridad Humana, and Clínica de Familia) signing contracts. In the final year of the project, SHOPS Plus worked with the NGOs to adopt new systems and processes that would enhance the NGOs' ability to submit claims and receive payments from SENASA. In the first year of contracts, the NGOs submitted 2,311 new claims, resulting in \$111,300 in payments. To scale up this approach, SHOPS Plus trained a local NGO cooperative on the contracting steps and requirements so that it could support additional NGOs to complete the process in the future.

Increasing the number of people living with HIV with financial protection

To bill SENASA for HIV services, NGOs needed to make sure that their clients were members of the scheme. In the Dominican Republic, PLHIV are eligible for SENASA's subsidized scheme, in which the government covers the cost of their enrollment. SHOPS Plus therefore convened NGOs, public health care providers, and representatives from across the Dominican government to develop and institutionalize

new standard operating procedures to increase enrollment of PLHIV in the subsidized health insurance program. The resulting document outlined steps, roles and responsibilities, and quality control requirements for each phase of the enrollment process and mapped it against the patient's pathway to HIV care. Through several stakeholder engagement meetings, several key government regulators, including SENASA, the National Civil Registry, and the national HIV program reviewed and approved a memorandum of understanding to implement the new protocols. Following the adoption of these new protocols in October 2019, SHOPS Plus sponsored trainings for all the public and NGO clinics that served as HIV care and treatment centers across the country. These trainings helped facility staff to understand their new roles in enrolling PLHIV in the program. In April 2020, the COVID-19 pandemic led the country to adopt multi-month drug dispensing to reduce the need for PLHIV to come to a health center. SHOPS Plus supported this effort by adapting the enrollment protocols and rolling out new resources to help peer navigators reach and enroll PLHIV. In the first year of implementation, these new policies increased the number of PLHIV enrolled in the national HIV care and treatment program by 10 percent. In addition, over 6,700 individuals enrolled in the subsidized SENASA scheme, representing a potential insurance cover of \$50,000 in domestic financing mobilized to support the HIV epidemic.

Formalizing private provider participation in the national HIV response

While NGOs had long been a key contributor to the Dominican Republic's national HIV care and treatment program, the broader private sector was traditionally left out. The government lacked a mechanism to engage with for-profit providers, to supply them with antiretroviral medicines, and to monitor the quality of care offered. SHOPS Plus worked with the national HIV program, to develop and adopt a new system for increased public-private engagement. Efforts focused on developing a regulation for donors and NGOs, clearly defining national requirements for participating in the response, and standards which under which private sector entities could participate in the national program. SHOPS Plus developed a draft rule that would create a new social contracting mechanism to achieve these ends. In May 2021, the national HIV program finalized this draft rule and the social contract document at a validation workshop. This mechanism will be incorporated and rolled out as part of the National Plan for the Integration of HIV Services in the Dominican Republic, 2020–2024.

Eastern and Southern Caribbean

Objective: Strengthen the HIV response by building the capacity of national and regional HIV service providers to implement sustainable, multisectoral approaches

Geographic focus: Guyana, Trinidad and Tobago (a regional knowledge sharing activity also included Bahamas, Barbados, Jamaica, and Suriname)

Health area: HIV/AIDS

Technical areas: Health financing, public–private engagement

Implementation period: October 2018—October 2019

Results



3

CSOs supported in developing a successful proposal to contract with Guyana's Ministry of Public Health



2

structural improvement documents supported to guide implementation of the first phase of Guyana's social contracting initiative



1,128

increase in people living with HIV registered in national care and treatment program

Accomplishments

Launching Guyana's social contracting initiative

SHOPS Plus built the capacity of public and private sector stakeholders to successfully implement the first phase of Guyana's social contracting initiative, overseen by the National AIDS Programme Secretariat. The initiative had MOPH pay civil society organizations (CSOs) to deliver a package of HIV services to domestically finance the HIV response and reach target populations. SHOPS Plus worked closely with USAID-funded CSOs and the National Coordinating Coalition, in partnership with the Guyana Responsible Parenthood Association, to submit a successful proposal to the ministry. SHOPS Plus supported the National AIDS Programme Secretariat and the CSOs in finalizing and implementing the contracts, supported monitoring and evaluation initiatives, and developed a code of conduct for CSO partners and a social contracting manual for the management of social contracting by the secretariat and the ministry.

Ensuring continued provision of HIV services to key populations

SHOPS Plus provided financial support to two CSOs in Guyana and one in Trinidad and Tobago, each previously supported under other USAID projects, to continue providing HIV services to key populations between July and September 2019. SHOPS Plus supported Artistes in Direct Support and Guyana Trans United in Guyana to continue operating as they began implementing the first phase of Guyana’s social contracting initiative. In Trinidad and Tobago, SHOPS Plus worked with the Grassroots Organizations Operating Together in Sisterhood in Trinidad and Tobago to identify potential funding opportunities from national government subventions, private foundations and philanthropies, and other US government mechanisms while continuing to provide HIV services to key populations in the community.

Table 3. Service statistics of civil society organizations in the Caribbean

	Artistes in Direct Support	Guyana Trans United	Grassroots Organizations Operating Together in Sisterhood in Trinidad and Tobago	Total
Beneficiaries reached	480	407	241	1,128
Key populations tested	480	389	34	903

Note: SHOPS Plus supported three CSOs in reaching 1,128 beneficiaries and testing 903 members of key populations in Guyana and Trinidad and Tobago.

Supporting the long-term sustainability of civil society organizations

In Guyana, SHOPS Plus developed tailored resource mobilization strategies for Artistes in Direct Support and Guyana Trans United to attract resources and mobilize people to accomplish organizational goals. The strategies outlined priorities to maximize existing financial, human, and material resources and secure additional resources. The activities were developed in consultation with each CSO and catered to their strategic advantages and organizational priorities. In Trinidad, SHOPS Plus facilitated a training workshop on effective grant writing, logical frameworks, and fundraising. SHOPS Plus supported Grassroots Organizations Operating Together in Sisterhood in Trinidad and Tobago in developing a strategic plan to identify funding opportunities that aligned with their activities and goals, determine the resources needed to pursue those opportunities, and craft narratives and budgets for applications for grants and national subventions from the government of Trinidad and Tobago.

Haiti

Objective: Increase access to and demand for quality, affordable priority family planning and child health products and services while improving market sustainability

Geographic focus: National

Health areas: Family planning, MCH, nutrition, WASH

Technical areas: Digital health, gender, pharmaceutical partnerships and social marketing, public-private engagement, SBC

Implementation period: October 2015—October 2019

Results



3 million

users reached nationwide with digital health messages



125 million

liters of drinking water treated



619,812

Feeling Plus condoms sold



2

government-led technical working groups for family planning and child health reinstated

Accomplishments

Promoting healthy behaviors through a multi-channel communications strategy

SHOPS Plus used a multi-channel SBC campaign to provide key health messages about family planning, child health, and home water treatment. In collaboration with Voice of America, SHOPS Plus aired more than 50 45-minute radio programs, each on a wide range of generic health topics, such as family planning and reproductive health, MCH, nutrition, home water treatment, and WASH. The programs were produced with the participation of representatives from the Haitian Ministry of Public Health and Population and other Haitian public health professionals.

SHOPS Plus also scaled up its digital platform to provide targeted health messaging. In collaboration with Digicel, SHOPS Plus reached more than 3 million people through short message service (SMS) with family planning and child health messages. Nearly 100,000 unique users accessed the SHOPS Plus interactive voice response messaging through a short code (see image), which included messaging on family planning, child health, home water treatment, WASH, and Zika.

SHOPS Plus facilitated a Facebook page to disseminate health messages, particularly targeting youth in Haiti. At the end of the project, SHOPS Plus had more than 2,000 followers and posts had a total reach of more than 2.4 million people.

SHOPS Plus prepared promotional materials for each product brand supported by the project—Feeling Plus, Strawberry, Gadyen Dlo, Puritabs, and Pro Hydrate/Pro Zinc—that were used in communications campaigns throughout the year.

Revising family planning norms and standards manual with the government

The last update of Haiti’s family planning norms and standards document was done in 2009. In anticipation of the forthcoming availability and distribution of Sayana Press in Haiti, the Ministry of Public Health and Population communicated an immediate need to update the existing family planning norms and standards document. SHOPS Plus provided logistical and technical support to the ministry to hold a workshop to update the document and collaborated to finalize, print, and disseminate the policies.



Nearly 100,000 unique users accessed important family planning and child health information through voice response messaging, advertised in this poster.



Nearly 620,000 Feeling Plus condoms were sold in drug shops and pharmacies around Haiti.

Transitioning the management of a socially marketed condom brand

SHOPS Plus launched the Feeling Plus condom brand in 2017. In collaboration with Disprophar, a pharmaceutical product distributor based in Haiti, the project implemented a multi-channel campaign including billboards, radio, and social media to introduce the brand into the market. The campaign ran from 2017 through 2019 and targeted sexually active, younger, single Haitians for whom condoms are the preferred family planning method. The target behavior was to encourage young, single clients to take control of their fertility and sexually transmitted infection (STI) prevention as part of a holistic lifelong view of fertility and family.

At the end of the SHOPS Plus program in Haiti in October 2019, in agreement with USAID/Haiti, SHOPS Plus transitioned the management of the USAID-donated Feeling Plus condom brand to Disprophar to ensure that the product remained available in the private sector. The transition of brand management to local distributors was integral to the sustainability of availability and access to low-cost, quality products in Haiti. Since 2019, Disprophar has independently distributed and promoted the Feeling Plus condom. Without owning the brand, they have been excellent stewards of Feeling Plus and actively promoted the product among Haitian youth. From January 2018 through April 2021, nearly 620,000 Feeling Plus condoms were sold.

Launching oral rehydration solution and a zinc co-pack through the private sector

SHOPS Plus formed a partnership with Prophalab, the local distributor of the brand Pro Hydrate, to provide technical and marketing support to launch the first-ever commercial ORS and zinc co-pack in the Haiti market. SHOPS Plus worked with Prophalab to procure zinc and make decisions about packaging and distribution and strengthened the distributor's existing team of medical detailers by hiring one medical detailer in charge of Pro Hydrate/Pro Zinc supply in pharmacies and health facilities. This medical detailer provided regular support to health care providers for systematic prescription of ORS and zinc to treat diarrhea. Due to this commercial partnership, the ORS and zinc co-pack is now available in private pharmacies and health institutions in Haiti.



A poster advertises Pro Hydrate's zinc and ORS co-pack.

Revitalizing a locally produced home water treatment product

SHOPS Plus partnered with local Haitian manufacturer and distributor Deep Springs International to revitalize its home water treatment product, Gadyen Dlo. The bottle was redesigned based on consumer feedback and to better represent the product as high quality. The price was printed on the label and the cost to consumers was increased slightly to improve commercial viability. SHOPS Plus also supported the marketing of Gadyen Dlo through radio and TV spots, and printed materials.

Reactivate family planning/reproductive health and child health technical working groups

SHOPS Plus collaborated with the Ministry of Public Health and Population and other actors to reactivate the family planning/reproductive health and child health technical working groups, neither of which had convened since 2012. One of the purposes of these technical working groups is to work collaboratively with the Ministry of Public Health and Population and implementing partners to quantify family planning/reproductive health and child health product needs to ensure that donor investments in promotion and communication are matched by adequate national product supply in commercial point of sales. The technical working group meetings are an opportunity for discussion of key technical questions, such as how to monitor and improve quality and the continuum of services at the community level. The first family planning/reproductive health technical working group meeting was held in January 2019 and the first child health technical working group meeting was held in March 2019.

India

Objective: Increase the use of priority family planning, MCH, and TB health products and services among the urban poor through private sector approaches and partnerships

Geographic focus: Assam, Chhattisgarh, Delhi, Jharkhand, Madhya, Odisha, Pradesh, Rajasthan, Uttarakhand

Health areas: Family planning, MCH, TB

Technical areas: Corporate engagement, digital health, gender, health financing, pharmaceutical partnerships and social marketing, public-private engagement, quality of care, SBC

Implementation period: May 2016—September 2021

Results



11.7 million

people reached with maternal and child health messages



81 million

people reached with family planning messages



\$10.5+ million

public and private resources mobilized to support health programs



32

partnerships established to increase scale, impact, and sustainability

Accomplishments

Creating youth-friendly content for safer sexual behavior

SHOPS Plus created a chatbot, [HelloJubi](#), to increase the urban poor's access to information on contraceptives as part of a larger multimedia campaign in India. The project partnered with an Indian vendor (Infinity) to produce the chatbot, and with India-based family planning experts who produced and reviewed the chatbot content. Since HelloJubi launched in February 2020, more than 75,000 users have signed up and asked over 7,000 questions. Seventy percent of the users are male. Given that 78 percent of Indian men between ages 20 and 29 did not use any method of

contraception at their last sexual encounter,⁴ the high percentage of male chatbot users signaled that the chatbot responded to a significant unmet need for information about contraceptives. Available in Hindi or English, the chatbot’s artificial intelligence feature can be adapted to any web platform or smartphone app, which will help sustain the chatbot beyond the life of the project. IDFC Asset Management Company made a three-year investment in HelloJubi; Reckitt Benckiser, IDFC Asset Management Company, and USAID grantee Howard Delafield International will integrate HelloJubi into their upcoming smartphone “Game of Choice,” and Reckitt Benckiser India will fund Infinity through its NGO grantee.

Addressing intimate partner violence

The COVID-19 pandemic increased tensions in households leading to a higher incidence of intimate partner violence (IPV). In 2016, the National Family Health Survey 4 found that 52 percent of women in India believed their husband was justified in beating them. During the lockdown, deep-rooted cultural norms were exacerbated—and family pressures led women to believe that it was better to stay silent than to speak up about IPV. For women who were using family planning methods before COVID, IPV during lockdown decreased their access to those methods; and for women who were considering adopting a family planning method, experiencing IPV likely reduced their confidence and desire to adopt a method. To address this, SHOPS Plus partnered with Momspresso, one of India’s most popular digital platforms for young mothers, to execute a digital campaign to help women recognize IPV earlier and inform them about access to family planning and IPV services. The campaign, called #KyaYeHinsaNahi (Is this not violence), was endorsed by a highly popular television actor and social media influencer, Divyanka Tripathi.



SHOPS Plus partnered with Momspresso to run a campaign that reached millions and changed minds about family planning as a form of intimate partner violence.

⁴ International Institute for Population Sciences and ICF. 2017. *National Family Health Survey (NFHS-4)*, 2015–16. Mumbai: IIPS.

To further expand the campaign's reach, SHOPS Plus continued to work with Shakthi Shalini, a New Delhi-based NGO that actively works against all forms of gender/sexual violence. Shakthi Shalini also runs a helpline to address domestic violence and IPV. As needed, Shakthi Shalini refers IPV survivors to the SHOPS Plus family planning helpline and provides callers from the SHOPS Plus family planning helpline with immediate redress to safeguard them and their reproductive health. From October to November 2021, Shakthi Shalini received a total of 107 calls to their helpline. The total views of the campaign's videos and press releases reached 6.4 million people. The campaign saw an engagement rate of 2.1 percent compared to 1.5 percent for other Momspresso-hosted campaigns. A post-campaign survey found that 81 percent of the women in the exposed group now consider not having a say in contraception as a form of violence, compared to 56 percent in a pre-campaign survey.

Changing perceptions on treating childhood diarrhea

To apply World Health Organization (WHO) and government of India guidelines for using ORS and zinc for childhood diarrhea, SHOPS Plus designed a campaign to promote stocking ORS and zinc at home for immediate treatment there. The campaign was branded “Defeat Diarrhea” and included two TV campaigns, two radio spots, nine interpersonal activities, and social media campaigns on Facebook. The Ministry of Health and Family Welfare's Child Health Division used its budget to air the SHOPS Plus campaign on nationwide TV to reach over 102 million people (this is in addition to the 12 million people reached with MCH messages using direct project funds). A particularly successful element included live videos with trusted doctors as part of the #mylittleshararat Facebook page that SHOPS Plus launched together with Dr. Reddy's, India's leading manufacturer of zinc. After the campaign, ORS sales volumes in urban areas of SHOPS Plus states increased by 17 percent and zinc sales volumes in urban areas of SHOPS Plus states increased by 6 percent.

Using an e-pharmacy model to provide TB diagnostics and treatment at patients' doorsteps

To tackle the challenge of undiagnosed TB cases and incomplete TB treatments, SHOPS Plus developed an e-pharmacy concept that would make it easy and less costly for consumers to get tested for TB, and for TB patients to receive their medication, with targeted follow-up to ensure they completed their treatment. When COVID-19 caused nationwide lockdowns, the project helped secure passes for the e-pharmacy movement in Jabalpur, enabling doorstep drug deliveries to TB patients to continue treatment smoothly. By the end of March 2021, a total of 2,858 patients from both public and private facilities were registered with the e-pharmacy and had started receiving their drug deliveries at home. The positive results have motivated the Madhya Pradesh government to invest its own funds in scaling the model.

Unifying private sector voices and growing the condom market with India’s first condom alliance

To support the growth of India’s condom market, and to advocate to the government to reduce market barriers to growth, SHOPS Plus brought together India’s commercial and social condom marketers, manufacturers (accounting for 85 percent of India’s condom market), youth organizations, and industry associations to form India’s first condom alliance. SHOPS Plus supported members by serving as a neutral facilitator and secretariat, and facilitated meetings to ratify the alliance’s charter, define strategies, and agree on a governance and tiered-membership structure (Figure 7). In just two years, the alliance supported the development of 200 innovative condom prototypes to increase condom use among India’s youth and launched a digital campaign reaching approximately 23 million people. SHOPS Plus helped transition the secretariat to the Associated Chambers of Commerce and Industry of India, and its members funded \$200,000 to ensure smooth operations for the next two years. To effectively reach youth, the Condom Alliance launched a digital condom campaign to address negative perceptions around condom use among unmarried urban youth ages 15 to 24. The digital campaign reached approximately 23 million people, with the help of over 120 influencers who amplified the campaign messages.

Figure 7. Condom Alliance activities supported by SHOPS Plus



Enriching corporate wellness programs to educate youth on reproductive health

One of the emerging megatrends in the Indian economy is the large number of young people entering the urban workforce in entry-level positions. SHOPS Plus research reconfirmed the lack of reproductive health knowledge among youth and engaged local wellness company Indicare Health Solutions to pilot interventions with corporates to generate interest in holding reproductive health sessions for workers in their place of work. Indicare held 68 group sessions at factories and workplaces of 10 corporates and reached over 5,818 workers. These sessions were complemented by an interactive mobile application, Qulke (meaning “without hesitation”), designed and deployed by SHOPS Plus. Qulke is a one-stop solution and features information on reproductive health, a link to an e-commerce portal to purchase condoms and other wellness products, and an integrated chatbot to enable personalized counseling.

Supporting midwives to increase safe deliveries

SHOPS Plus helped create a tablet-based solution to help auxiliary nurse-midwives adhere to protocols for pregnant women and during deliveries, which was applied in Rajasthan and Madhya Pradesh. SHOPS Plus supported the Alliance for Saving Mothers and Newborns by funding its technology partner, Avalon Information Systems, to create a tablet application. Over a two-and-a-half-year period, more than 342,000 cases were registered on the application. The application helped to identify 131,600 high-risk cases, 21,300 referrals, and 146,400 notifications, which were sent to doctors for further action.

Madagascar

Objective: Increase access to and demand for quality, affordable priority health products and services while improving the enabling environment for private sector provision of priority health products and services

Geographic focus: National

Health areas: Family planning, malaria, MCH, WASH, COVID-19

Technical areas: Associations, networks, and franchises; corporate engagement; digital health; health financing; pharmaceutical partnerships and social marketing; provider access to finance; public-private engagement; quality of care, SBC

Implementation period: January 2016—September 2021

Results



844,623

couple years of protection provided



1,623

private providers trained



2 billion+

liters of drinking water treated



478

loans disbursed with a value of \$2.9 million

Accomplishments

Increasing demand for and the availability of private health sector products

To increase awareness of healthy behaviors, SHOPS Plus implemented 20 SBC campaigns in six health areas: malaria, family planning, WASH, MCH, plague, and measles. Campaigns consisted of broadcasting approximately 74,000 radio and TV spots, distributing more than 970,000 printed materials, and conducting more than 2,000 in-person awareness and advocacy events. In addition, SHOPS Plus supported the Ministry of Health's (MinSaP's) 910 hotline, a service that allows the public to call a short code number to speak with an agent about family planning, MCH, and epidemics, which include malaria and plague. To increase access to products and services, SHOPS Plus, through its social marketing partner, sold and distributed a variety of family

planning, MCH, and WASH products through commercial channels and community health volunteers, and provided family planning counseling and services through mobile outreach vans. Efforts resulted in 844,623 couple years of protection and over 2 billion liters of water treated.

Strengthening the quality of care among private providers

To improve the quality of services in the private sector, SHOPS Plus worked with local partner Institut de Technologie de l'Education et de Management to train 1,623 private health providers on quality assurance/continuing quality improvement (QA/CQI). The trainings covered topics in MCH, family planning, malaria, WASH, and nutrition, in addition to COVID-19 and gender-based violence (GBV). All training curricula and materials were developed with MinSaP guidance and approval and were updated regularly. The Institut de Technologie de l'Education et de Management used before-and after-training knowledge test results to adapt the curricula and address remaining knowledge gaps.



Henitsoa Razafindrakoto (left), an access to finance specialist on SHOPS Plus, coaches Dr. Marie Jocelyne at her practice in Ambohitrimanjaka.

Improving business viability of private providers in the health sector

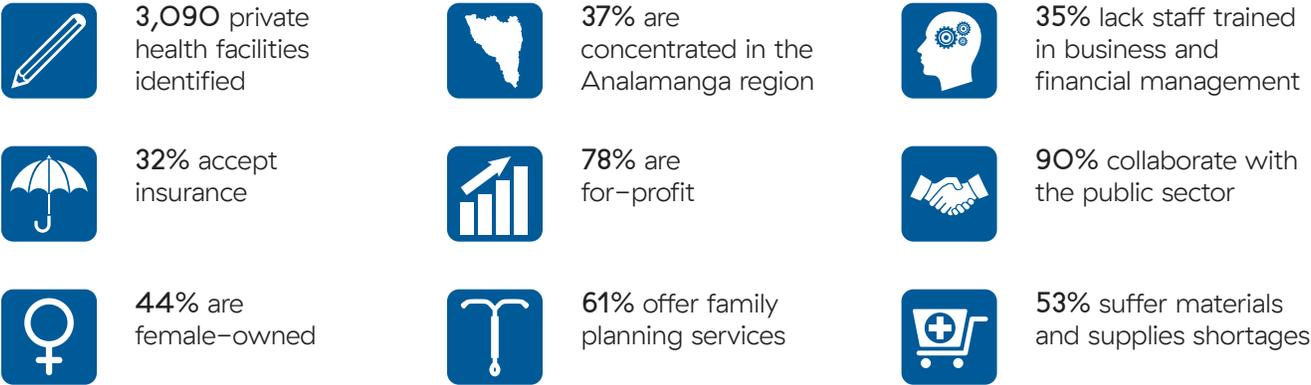
SHOPS Plus worked with two banks, AccèsBanque Madagascar and Baobab Banque Madagascar, to support lending to the private health and WASH sectors, resulting in 478 loans disbursed valued at \$2,938,506. SHOPS Plus offered training to 794 staff at both banks that focused on the market potential of the health and WASH sectors, the specific bank products tailored to sector needs, and how the International Development Finance Corporation guarantee could be used to expand lending to these sectors. Each bank identified “health champions” to serve as in-house resources for their colleagues. SHOPS Plus developed a comprehensive guide on the private health sector for each

bank and conducted a training of trainers (TOT) for the health champions to prepare them for their new role. SHOPS Plus also trained 590 private providers in business and financial management and conducted one-on-one coaching.

Advancing knowledge of the private sector through a private health facility census

In collaboration with MinSaP and regional and district health authorities, SHOPS Plus conducted a private sector census across Madagascar to better understand the size, location, and scope of private health facilities (pharmacies and drug shops were not included). The census provided details on private facility characteristics, including location, geolocation coordinates, type, staffing, volume of services provided, partnerships with the public sector, and main challenges encountered (Figure 8). SHOPS Plus added a COVID-19 section to the census questionnaire to better understand current practices, capacities, and needs of private health facilities to contribute to the prevention and active management of COVID-19 cases. The census results are expected to increase knowledge of the private health sector in Madagascar and help integrate the private sector into the national health system.

Figure 8. Madagascar census results



Improving private sector reporting

To strengthen private sector reporting, SHOPS Plus supported the establishment of a private sector HMIS committee (Groupe SIS) that represents the interests of private providers. In addition, SHOPS Plus used MinSaP’s paper-based monthly reporting form to develop an Excel-based form to facilitate HMIS reporting and trained 349 providers on how to use the form. The Excel monthly reporting form automatically calculates indicators and can be submitted electronically, making reporting more efficient and

reducing calculation errors. Lastly, SHOPS Plus produced an animated promotional video that was posted on the ministry's webpage and in Facebook groups for SHOPS Plus-trained private providers. The video highlights the importance of routine reporting into the HMIS. SHOPS Plus also produced a series of tutorial videos on how to complete the Excel-based monthly reporting form so providers can access these resources after SHOPS Plus ends.

Strengthening local training capacity

SHOPS Plus conducted a multistep TOT process to transfer its QA/CQI and business and financial management training programs to local partners. The project trained 45 individuals from 14 local organizations on adult training methodologies and training content. To gain hands-on experience, these trainers co-led SHOPS Plus private provider trainings and supportive supervision sessions. They also participated in advanced TOT sessions on designing and marketing training programs and responded to a mock scope of work requesting training services before receiving a final certification. In addition, SHOPS Plus worked with the School of Medicine at the University of Antananarivo to integrate its training modules into the curriculum for eighth-year medical students. Lastly, SHOPS Plus collaborated with the Fonds Malgache de Formation Professionnelle (FMFP) to provide the project's QA/CQI trainings through the FMFP, funded by its member contributions.

Supporting the creation of a private health sector group

SHOPS Plus facilitated the creation of an association called Groupement du Secteur Privé de la Santé (GSPS) to represent the interests of stakeholders across the private health sector and advocate for their engagement in Madagascar. Multiple working sessions were held, supported by SHOPS Plus, to develop a constitutional roadmap for the association, which describes the vision, formal structure, mission, objectives, and activities. SHOPS Plus helped create the documents required to formally register the association. In June 2021, seven private sector champions, who were the founders of the association, held a constitutional general assembly to approve the documents, select a president of the GSPS, and set up a management structure. The GSPS was formally registered in July 2021 and is now developing a strategic plan to implement priority activities for the private sector.

Creating a federation of health mutuelles

SHOPS Plus supported all 10 health *mutuelles* (community-based insurance programs) in Madagascar to create the National Federation of Health Mutuelles (known as Miara-Miahy). With SHOPS Plus assistance, the mutuelles finalized the organizational statutes, elected a management committee, and submitted administrative documents to the government of Madagascar to formally establish the Federation. The project then worked closely with the Federation to develop its strategic plan, finalize

contribution fees, and develop promotional materials. SHOPS Plus provided training and coaching to mutuelles on topics such as resource mobilization, security funds, and membership. In addition, the Federation, with support from SHOPS Plus, collaborated with MinSaP to establish a decree that proposes a legal framework to structure and regulate health mutuelles. The Federation continues to advocate for this decree with other stakeholders.

Addressing legal and regulatory gaps

SHOPS Plus conducted a legal and regulatory review, holding consultations with 25 representatives from MinSaP, private health facilities and associations, and health partners. All confirmed the need to review and revise the legal and regulatory framework to allow the private sector to be more integrated into the health system. The project then supported public and private stakeholders to implement a review and revision of the existing law regarding the accreditation process of basic private health care facilities and create a memorandum of understanding between the GSPS, FMFP, and the ministry to increase access to continuous professional development among private providers.

Supporting the COVID-19 response

SHOPS Plus supported the dissemination of key messages to private health facilities through fliers and posters developed by MinSaP and the COVID-19 task force, and through SMS. Messages were sent to private providers who were previously trained by SHOPS Plus and provided guidance on COVID-19 case management, treatment protocols, use of personal protective equipment, and infection prevention and control. SHOPS Plus also posted messages on the use of personal protective equipment, and protocols and pathologies in both Facebook groups. As the private sector struggled to access COVID-19 materials and commodities, SHOPS Plus provided COVID-focused commodity packages to private providers who participated in SHOPS Plus QA/CQI trainings. Packages included items provided by the USAID-funded Improving Market Partnership and Access to Commodities Together project (hand sanitizer, mops, handwashing receptacles, medical waste containers, and paper towels) and those procured by SHOPS Plus (masks, gloves, and face shields). These commodities were for use by private health facility staff, their patients, and their families.

Middle East and North Africa

Objective: Advance improved understanding and effective engagement of the private sector in the Middle East region

Geographic focus: Algeria, Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Syria, Tunisia, the West Bank and Gaza, Yemen

Health areas: N/A

Technical areas: Digital health, health financing, public–private engagement

Implementation period: October 2017–September 2021

Results



11

countries assessed on their digital financial services



170

participants attended e-conferences and webinars on digital financial services

Accomplishments

Producing the first assessment of digital financial services

In July 2020, SHOPS Plus published a landscape assessment of the status, trends, enablers of, and barriers to the use of digital financial services in 11 focus countries in the Middle East region. The assessment identified opportunities for USAID to improve health access in the region through digital financial services initiatives that target vulnerable populations. To the knowledge of SHOPS Plus, this was the first assessment of digital financial services in the region that focused on opportunities for the health sector. The report provided a regional and country-specific overview of the regulatory environment, availability, and applications of digital financial services. It also provided recommendations for advancing these services in general and for the health sector through engagement with the private sector, governments, and donors.

Raising the visibility of digital financial services and private sector engagement through virtual convenings

SHOPS Plus organized two webinars for USAID staff in September 2020 to disseminate the findings of the digital financial services assessment and discuss links with USAID strategies for digital services and private sector engagement. The webinars included a moderated discussion with a senior technical advisor at the USAID Middle East Bureau and a senior digital health systems advisor at the Global Health Bureau. In total, 69 people participated. Building on the webinar discussions, SHOPS Plus hosted an

e-conference in February 2021 with a broader range of regional and global stakeholders with interests in digital financial services, health, financial inclusion, regulation, private sector engagement, humanitarian aid, and gender equity. The e-conference provided a forum for approximately 100 participants to identify actions to advance digital interventions for health and financial services, focusing on those that promote partnerships, innovation, and investments for better health in the region. SHOPS Plus published a [report](#) on its website that summarized the proceedings from the e-conference.

Advancing knowledge of the health landscape and the role of the private health sector

In 2018, SHOPS Plus and the USAID-funded Health Finance and Governance project assessed the state of health financing and the private health sector in 11 low- to middle-income countries in the Middle East and North Africa region. The assessment synthesized information from more than 250 sources from more than 50 key informant interviews. The assessment [report](#) included regional and country-specific results and provided recommendations for future USAID investment. SHOPS Plus staff disseminated the findings through an interactive [story map](#), in a webinar with USAID and the World Bank, and through a course on governance and health financing in Kuwait City for senior health policy makers from governments across the Middle East region. The course was co-funded by USAID, WHO, the World Bank, and the International Monetary Fund's Middle East Center for Economics and Finance.

Stimulating learning and facilitating strategic thinking among health partners

In March 2019, with support from USAID's Middle East Bureau and the World Bank, SHOPS Plus convened technical experts to share evidence on the private health sector in the Middle East and North Africa. The seminar included presentations from the International Finance Corporation, UNICEF, WHO, USAID, and SHOPS Plus. SHOPS Plus presented the findings and recommendations from the 2018 assessment of health financing and private sector trends in the region. Experts discussed ways to strengthen engagement with the private sector, including building capacity for more effective regulation, leveraging digital technologies, and strengthening professional health associations.

In June 2019, SHOPS Plus convened technical experts to share evidence on demographic and epidemiological patterns and trends in the Middle East region. [This seminar](#) included presentations from the WHO Regional Office for the Eastern Mediterranean, UNICEF, the Institute for Health Metrics and Evaluation, the DHS program, SHOPS Plus, and others. Participants discussed regional trends in fertility, mortality, morbidity, disease burden, and the role of the private sector. The SHOPS Plus global research director presented a secondary analysis of sources for sick child care and contraception and trends over time in Egypt and Jordan.

Nepal

Objective: Increase access to, demand for, and use of priority health products through the Nepal CRS Company (CRS), a local social marketing organization, by improving its technical, institutional, and financial sustainability

Geographic focus: National

Health areas: Family planning, HIV/AIDS, MCH, nutrition

Technical areas: Digital health, gender, pharmaceutical partnerships and social marketing, quality of care, SBC

Implementation period: March 2016—December 2021

Results



29%

increase in CRS cost recovery rate from 48 to 62%



13

research studies used to improve CRS programming



5

percentage point increase in modern contraceptive prevalence rate among KAP survey respondents in GGMS areas between 2018 and 2020

Accomplishments

Adopting a sustainable business model

SHOPS Plus worked with CRS to identify a sustainable business model allowing it to retain its tax-exempt status, which is necessary for implementing charitable activities to improve adoption of priority health behaviors, products, and services, and undertake commercial sales activities—the profits of which would be used to subsidize socially marketed health products, expand product offerings, and further business growth. SHOPS Plus ultimately recommended a two-level structure consisting of a tax-compliant for-profit unit conducting sales of health products and a tax-exempt not-for-profit unit conducting charitable activities. The CRS Board of Directors approved this two-level structure in November 2020. Through this restructuring, the existing CRS remains in its current form conducting donor-funded activities and a new, wholly owned subsidiary of CRS called CRS Healthcare was established to sell health products.

SHOPS Plus and CRS collaborated to operationalize this model, including setting up agreements between CRS and CRS Healthcare to share product stock, capital, staff, and management systems. SHOPS Plus also supported CRS to set up a separate

board of directors for CRS Healthcare and formalize their responsibilities and finalize a three-year business plan for both entities. The transition to a new structure was operationalized in July 2021.

Conducting social marketing assessments

SHOPS Plus created the Social Marketing Organization Development Tool (SMODAT) to establish a rapid baseline against which to prioritize capacity strengthening interventions and measure organizational progress over time by repeating the assessment annually. Between 2015 and 2021, SHOPS Plus worked closely with CRS to conduct four SMODAT assessments, discuss findings, identify gaps, and jointly develop, implement, and monitor annual action plans. Across the first three SMODAT assessments, CRS's total score increased from 2.3 to 3.1 out of a maximum 3.7. Scores allowed SHOPS Plus and CRS to jointly prioritize and make significant improvements in marketing, cost recovery, company communications, and research, monitoring, and evaluation.

In 2021, SHOPS Plus developed an enhanced version of the tool, tailored to CRS's new business model. It also raised performance standards on relevant indicators from the previous tool while retaining comparability between the two versions on some indicators. SHOPS Plus, in collaboration with CRS, conducted an assessment using the revised tool and established a baseline score of 2.4 for CRS to use going forward. Through this process, CRS learned to self-assess and prioritize needs, gaining the hands-on experience with SMODAT needed for CRS to replicate the process after SHOPS Plus ended.

Strengthening the use of data for decision making

SHOPS Plus worked closely with CRS to better integrate research, monitoring, and evaluation into its activities, strengthen evidence-based marketing, and develop explicit behavior change strategies. The project supported CRS to hire and train a research, monitoring, and evaluation team and then actively engaged that team in defining objectives and developing research protocols and tools for studies conducted through the project. For example, SHOPS Plus observed that CRS had never measured its advertising impact and so was unaware of the relationship between advertising dose and desired response. In response, SHOPS Plus worked with CRS to carry out an intensive, multi-channel marketing campaign for its D'zire condom, and conducted baseline and endline surveys among urban Nepali men to evaluate campaign effectiveness. Overall, awareness of D'zire increased from 30 percent before the campaign to 45 percent afterward. Among CRS's core target group, ever-use of D'zire nearly doubled after the campaign from 20 percent to 39 percent, illustrating the value of targeting the majority of CRS's advertising budget toward certain products. Use of evidence-based marketing strategies such as the reach and recall surveys allowed CRS to expand its product reach and facilitate organizational sustainability, as it effectively markets cost-recovery products.

Reaching rural women with health messages using research

SHOPS Plus and the Nepal CRS Company reached women in some of the most remote areas in the country with important health messages.

Photo: Jessica Scranton



As part of its USAID-supported GGMS project, CRS implemented an intensive community-based SBC program called the Remote Area Initiative (RAI) in some of the most rural areas of Nepal with extremely poor reproductive and child health indicators. The program used interpersonal communication to disseminate messages related to contraceptive access and choice, diarrhea treatment and prevention, antenatal care, and facility delivery. SHOPS Plus conducted baseline and endline KAP surveys in the GGMS and RAI areas to inform RAI program design and evaluate the impact of the program between 2019 and 2020. CRS used findings from the baseline RAI survey to tailor the RAI curriculum based on district-specific gaps in knowledge and health behavior. The endline KAP survey found that after two years of implementation, the RAI program reached one-third of women of reproductive age with the SBC curriculum. Across health topics, the endline KAP survey found that participation in multiple RAI activities was associated with improved health knowledge and practices.

Improving family planning service quality

CRS provides critical health products and services through its Sangini network, which encompasses nearly 3,400 private pharmacies across the country. All Sangini network service providers attend a standardized three-day training and refresher trainings as needed. After training, CRS conducts supportive supervision visits (SSVs), to Sangini pharmacists for quality assurance and improvement. SHOPS Plus supported CRS to revise its technical support visit checklist in 2018 to better measure Sangini provider adherence to quality protocols. SHOPS Plus also worked with CRS to develop a mobile application through which CRS quality assurance officers could digitally complete supervision checklists and quickly share results with quality assurance managers for

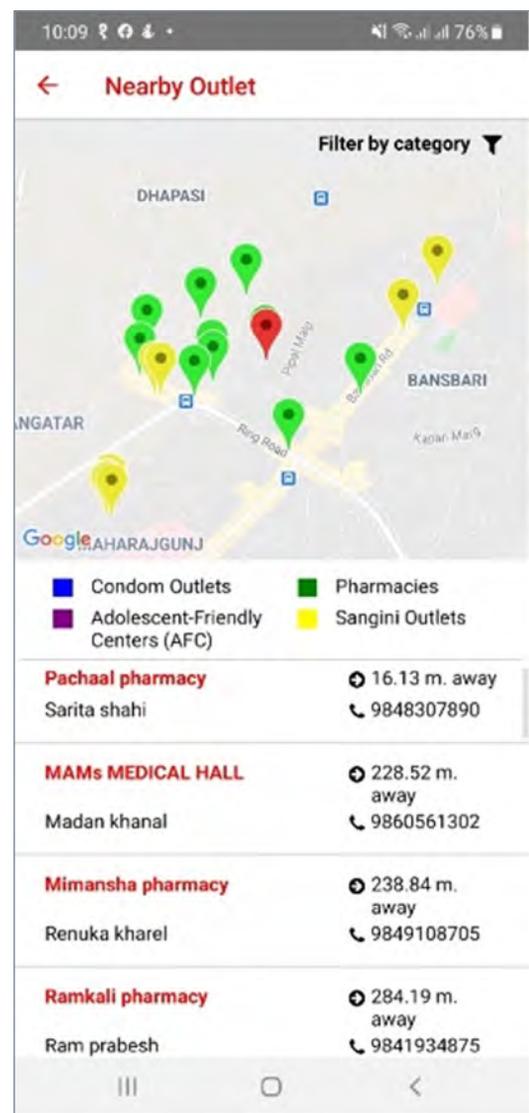
analysis. SHOPS Plus then collaborated with CRS to conduct a mystery client survey to measure the effectiveness of the Sangini training and technical support visits on ensuring quality of family planning service delivery. Based on the findings, CRS took several measures to strengthen family planning service delivery, including redesigning its training curriculum for Sangini providers to focus on competency-based learning.

Developing a mobile application to improve access to family planning

SHOPS Plus supported CRS in developing a mobile application that provided current and potential family planning users with more information about CRS’s suite of health products and directed them to the nearest outlet in CRS’s private Sangini pharmacy network. The goals of this application were to improve the quality of care by increasing client awareness of, and access to, Sangini outlets and family planning products and services; support sales growth; and position CRS well for future business development opportunities. The application was made available to the public in May 2021. As of September 2021, a total of 1,616 users had downloaded and used it. Thirty-five percent of these users were women and 661 were Sangini service providers.

Institutional strengthening through a gender lens

In 2016 and 2017, SHOPS Plus conducted a formative gender assessment of CRS and its activities, taking into consideration Nepal’s external environment, CRS’s internal policies, procedures, and culture, and its marketing activities. SHOPS Plus conducted gender training workshops to introduce CRS staff to gender concepts and best practices and worked with the organization to integrate gender into each of the departments and field offices by establishing a gender focal person at each unit. SHOPS Plus trained gender focal persons to incorporate a gender lens into CRS’s everyday practices and its programming. For example, SHOPS Plus worked with them to develop more intensive male engagement programming for the RAI entitled “Hamro Bachcha,” or “our Child.” This programming worked with the husbands’ groups that had previously been engaged and employed methods such as storytelling and vignettes appropriate for local cultures and ethnic groups. Gender focal persons shadowed and co-facilitated the initial two engagements with SHOPS Plus and co-managed the second two engagements.



A mobile application allows clients to search for the nearest CRS Sangini outlet.

SHOPS Plus also supported CRS to integrate gender into its human resources policies and reviewed and provided feedback to CRS—using a gender lens—on marketing plans, behavior change communication materials, RAI program training materials, Sangini provider training materials, bylaws, annual reports, and board of director materials.

Establishing business development systems and strategies

SHOPS Plus supported CRS in establishing a business development unit and successfully obtaining approval from USAID to apply a fixed indirect rate on GGMS invoices. As a result of this change, CRS was able to develop and budget a plan to use funds generated from the project for indirect costs including proposal writing and new business efforts. With a budget in place, SHOPS Plus conducted a multiday workshop with all CRS staff on establishing business development strategies, plans, policies, and procedures. A subsequent workshop with CRS's core business development team refined skills in technical project design and culminated in the development of multiple concept notes for submission to potential donors. SHOPS Plus advised CRS on identifying business development opportunities, collaborating with potential partners, submitting proposals, and refining marketing materials throughout the life of the project.

Improving cost recovery

SHOPS Plus supported CRS in configuring its enterprise software platform, NAV Vision, to analyze and track cost recovery of each product annually. The cost recovery analysis for fiscal year 2016 and further discussions with CRS revealed that CRS lacked cash reserves to meet working capital needs, which affected short-term financial solvency and had low product cost recovery, thus impacting long-term financial solvency.

Based on these findings, SHOPS Plus and CRS jointly developed a strategy to improve CRS's financial sustainability. As a part of this strategy, SHOPS Plus identified three products that were not contributing to CRS's product portfolio and phased out these products to increase operational efficiencies. The review also found that two other products contributed to over 80 percent of CRS's deficit in cost recovery because both had high sales but sold at prices well below their direct costs. SHOPS Plus and CRS prioritized incremental price increases. With SHOPS Plus support, CRS increased its cost recovery by 29.2 percent, from 48 percent in 2016 to 62 percent in 2020.

Nigeria (Family Planning)

Objective: Increase the capability of public and private health providers to deliver quality family planning services and improve the quality of family planning counseling and service delivery by public and private providers

Geographic focus: Akwa Ibom, Federal Capital Territory, Plateau, Oyo

Health area: Family planning

Technical areas: Digital health, gender, public–private engagement, quality of care

Implementation period: October 2017–September 2020

Results



135,101

new users of family planning methods reached



888

facilities delivering quality family planning services



546

community health extension workers empowered



92%

of project–supported providers certified

Accomplishments

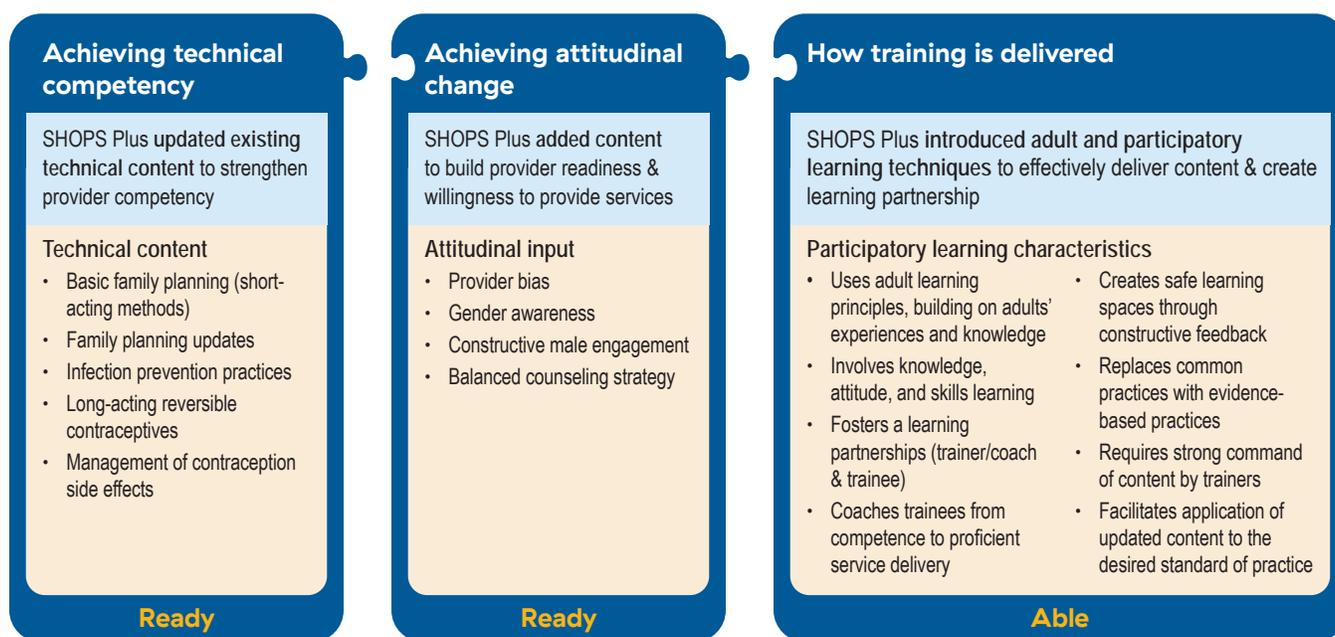
Collaborating with local partners to enhance user-friendly family planning training

To support the implementation of Nigeria’s new Task Shifting and Task Sharing policy, which allowed lower-skilled cadres, such as community health extension workers (CHEWs), to provide long-acting reversible contraceptives (LARCs), SHOPS Plus worked with local partners, including the Federal Ministry of Health, state ministries of health, and private sector associations, to enhance the existing family planning training curriculum and develop the country’s first TOT manual. The curriculum was updated to include training on all methods, including DMPA-SC and LARCs, and incorporated components on gender and provider bias that had previously not been covered. The project then worked with local stakeholders to develop the TOT manual based on

adult learning principles that incorporated participatory approaches and interactive techniques, such as case studies, demonstrations, and exercises (Figure 9). The manual and curriculum enhancement ensured providers achieved technical competence and attitudinal change, while making the training content more accessible and digestible for CHEWs. SHOPS Plus used the curriculum and TOT to train six master trainers and 116 state trainers across four states (the Federal Capital Territory, Plateau, Akwa Ibom, and Oyo), who can continue to train family planning providers.

Figure 9. Training of trainers approach

from technical focus to behavior change



Increasing the clinical skills of health workers to deliver family planning counseling and services

SHOPS Plus trained a total of 931 providers on family planning counseling and service delivery across the four states using the enhanced curriculum and user-friendly training approach. This included 546 CHEWs and 270 private providers. After training, providers received three monthly post-training follow-up visits and then continuing quarterly SSVs to coach, test, and reinforce knowledge and skills learned during training and ensure that providers adhered to standard protocols in offering family planning services. These visits were also used to create action plans that itemized responsibilities for resolving identified challenges relating to skills, resources, facility

infrastructure, and social problems affecting the family planning service delivery. As part of its approach, SHOPS Plus also worked to change the way SSVs were conducted, moving them from checklist-based to being focused on coaching and problem-solving and adapting the national SSV tools to address quality, competency, and proficiency of family planning services. SSVs also offered an opportunity for coordinators to observe providers to certify them on LARC insertion, which required five implants and five IUD insertions according to Nigerian federal standards. By the end of the program, 92 percent of SHOPS Plus-trained providers were certified. SHOPS Plus's training approach, particularly its emphasis on training CHEWs, helped to increase women's access to the full range of contraceptive methods, reaching 135,101 new family planning users across 888 facilities.

Strengthening systems to support effective family planning service delivery

In addition to training, SHOPS Plus implemented several other activities to strengthen quality improvement and service delivery. These included developing a family planning scorecard used to assess the performance of facilities through six outcomes and 13 indicators aligned with the national and state family planning blueprints. Recognition events were held to present the results and award the highest-scoring facilities. The program created audio job aids to reinforce training through (1) on-demand messages with critical technical family planning topics that providers could access at any time, and (2) scheduled voice-recorded content that was routinely pushed to providers to maintain engagement and provide reminders on best practices. In a year and half, 98,343 messages and quizzes were pushed to 1,369 recipients and approximately 1,100 on-demand calls were made by providers. To ensure quality service delivery among private providers, SHOPS Plus developed a quality assurance and improvement seminar series to improve the understanding of quality and instill a quality culture among family planning service providers. The three-part seminar series covered an introduction to continuous quality improvement, strengthening the practice environment, and improving facility-level management processes for 29 private facilities that developed facility action plans to address quality. To improve facility-level and state-level family planning data management, SHOPS Plus included data management modules in the training and conducted data validation and review meetings with local government officers to improve data accuracy, quality, and reporting. Facility reporting rates among SHOPS Plus-supported facilities increased from an average of 67 percent in the first quarter of the program to 90 percent in the last quarter. The program also helped to register 84 private facilities on the national DHIS2 platform, encouraging a PPP that gave private facilities' access to family planning commodities from the government supply chain.

Transitioning a training approach to local partners



SHOPS Plus hosted five pause and reflect events in four cities in Nigeria, bringing together over 1,100 stakeholders. Pictured here: A panel discussion at a pause and reflect event in March 2020.

In the final year of the program, SHOPS Plus focused on transitioning its training approach to local partners by implementing activities that would strengthen the approach's sustainability in anticipation of the program's closeout. Over the year, the program assessed 15 pre-service and continuing medical education-accredited institutions to determine their readiness and remaining needs to implement the SHOPS Plus approach to building the capacity and quality of family planning service delivery. Implementation plans were developed and carried out, resulting in more than 350 pre- and in-service providers being trained in Plateau and Akwa Ibom states using funds from the states, local government areas, and institutions; SHOPS Plus provided oversight. The program worked with the 15 institutions to develop two modular curricula (for TOT and provider training) that broke training into 12 to 14 lower-cost, shorter modules designed for pre- or in-service providers. Due their brevity, they were easier to fund and implement. SHOPS Plus also worked with state counterparts to develop a more cost-effective approach to supportive supervision. This "light and local" approach capitalized on the existing supervisory responsibility of the local government area reproductive health coordinators and their proximity to service providers to increase the frequency of supervision and strengthen relationships between supervisors and providers.

Nigeria (Tuberculosis)

Objective: Increase the screening, case detection, and treatment of TB through the private sector by strengthening the effectiveness and quality of TB services delivered by a network of clinical providers, laboratories, community pharmacists, and patent medicine vendors

Geographic focus: Adamawa, Bauchi, Bayelsa, Borno, Ekiti, Federal Capital Territory, Gombe, Jigawa, Kano, Katsina, Kebbi, Kwara, Lagos, Taraba, Yobe, Zamfara

Health area: TB

Technical areas: Associations, networks, and franchises; digital health; public–private engagement; quality of care, SBC

Implementation period: October 2017–September 2021

Results



5,247

private providers trained and networked



6.2 million

clients screened for TB



27,000

TB cases detected



22,000

clients on TB treatment in the private sector

Accomplishments

Establishing private provider networks for TB care



A provider who is part of a network established by SHOPS Plus reviews a chest X-ray.

Photo: KC Nwakalor

SHOPS Plus used a public-private mix (PPM) model to increase the availability and access to TB services in the private sector in Nigeria. SHOPS Plus established multi-cadre networks of clinical facilities, private laboratories, community pharmacists, and drug shops that successfully screened and referred clients for testing, diagnosis, and treatment within their networks. From May 2018 to September 2021, the program's 5,247 networked providers screened 6.2 million clients, 147 percent of the program's target, and identified nearly 27,000 TB cases, of which 22,000 were placed on treatment in the private sector. Over the course of implementation, the program team and the local intermediary organizations in Lagos and Kano worked with partners to address barriers to delivering quality TB service delivery within the networks. In addition to supportive supervision, the program set up sputum transportation systems, provided access to acid-fast bacilli microscopy when there were barriers to GeneXpert testing and chest X-rays for clinical diagnosis, and conducted SBC activities to increase the demand for services. The program made a difference in the private sector contribution to case detection and treatment—in 2021, the private sector delivered 22 percent of all TB treatment in Nigeria compared to 12 percent in 2020.

Expanding a public-private mix model to 14 states

In fiscal year 2020, SHOPS Plus expanded the PPM model from Lagos and Kano to 14 additional states using a lower-cost version of the model that did not include the use of intermediary organizations. SHOPS Plus engaged with private providers, provider associations, and the state TB programs regularly to establish quality TB service delivery as a routine practice in the private sector. As a result, SHOPS Plus providers in the expansion states identified 5,646 TB cases. SHOPS Plus's continual engagement proved important for increasing case detection, shown by a 315 percent increase in cases detected in fiscal year 2020, Quarter 4 (516 cases) and fiscal year 2021, Quarter 4 (1,626 cases). Although the number of cases detected was not high in some states, it represents a significant achievement, such as the 253 cases diagnosed in Borno, which are primarily in resource-scarce internally displaced people in camps and nearby host communities.

Launching a mobile application to digitize and streamline service delivery data

SHOPS Plus improved the collection and flow of data and information between providers within the networks and the national and state TB programs. To address challenges related to paper-based screening, referrals, and reporting, SHOPS Plus developed the Screening and Tracking for Accelerated Referral and Reporting (TB STARR) application to digitize and streamline providers' collection of TB service delivery data. SHOPS Plus launched the free app in September 2019. Since the launch, 932 network providers have registered as users and these providers have screened 956,801 clients and reported 3,166 clients on TB treatment using the app. SHOPS Plus also worked at the state and national levels to improve remote mentorship and learning, data review, and collaborative problem-solving using video conference technology, provided through the Extension for Community Health Outcomes project. So far, over 30 multi-state meetings have been held virtually by the national TB program using the technology and dedicated space made available by SHOPS Plus.

Adapting to the COVID-19 pandemic for sustained provision of TB care



A cough officer visits households during the COVID-19 lockdown in Kano State.

Given a decrease in the attendance at clinical facilities during the beginning of the COVID-19 pandemic, it was critical to use community systems to continue screening, referring, and treating clients for TB. During the COVID-19 lockdown period, the program trained cough monitors to conduct house-to-house screening and refer community members with presumptive TB to providers within their communities. SHOPS Plus also re-assigned screeners from clinical facilities to become roaming screeners, each covering several drug shops that were experiencing increased patronage during the pandemic. All personnel were equipped with infection prevention control materials. These interventions, in addition to supporting providers through digital trainings, mitigated the impact of lockdowns so effectively that they were adopted into the regular programming of SHOPS Plus. When TB cascade data from before the pandemic (2019) and during the pandemic (2020) were compared, network facility attendance decreased by 22 percent, but diagnosed TB cases increased by 4 percent (6,950 cases).

Ensuring the sustainability and transition of the public-private mix approach

SHOPS Plus transitioned its PPM activities, including support for the private provider networks and intermediary organizations, to its partners at the end of September 2021. SHOPS Plus implemented a transition plan created with input from USAID/Nigeria and USAID's Local Organization Network projects, SHOPS Plus's primary transition partners. Over the life of the project, SHOPS Plus built the capacity of the intermediary organizations to oversee the networks preparing them to be transitioned to funding through the Local Organization Network projects. To institutionalize the learnings from the SHOPS Plus program and to provide a template for private sector engagement for TB in Nigeria, SHOPS Plus supported the national TB program's review of the National TB-PPM Guidelines that were developed in October 2019. SHOPS Plus supported a four-day workshop in which the document was reviewed and imbued with practical concepts and strategies that have worked well in the USAID-supported and Global Fund TB-PPM programs in Nigeria.

Pakistan

Objective: Improve availability of priority health products and services in Pakistan through strategic expansion of private sector approaches

Geographic focus: National

Health area: MCH

Technical areas: Pharmaceutical partnerships and social marketing, SBC

Implementation period: October 2018—September 2019

Results



47

Stakeholders convened to support the launch of chlorhexidine for newborn cord care



SHOPS Plus presents a proposed strategy for introducing chlorhexidine for newborn cord care in Pakistan's private health sector to nearly 50 public and private sector stakeholders in December 2018.

Photo: Iqbal Hussain

Accomplishments

Presenting a strategy to scale up chlorhexidine for newborn cord care

SHOPS Plus completed a market landscape report that outlined the opportunities and barriers to introducing chlorhexidine (CHX) for newborn cord care in Pakistan's private health sector. The report provided an overview of the current CHX policy and the environment, proposed a potential supply chain from manufacturers to end users, and shared current and planned activities to increase provider and caregiver knowledge and practices for CHX use. Based on the landscape findings, the report also included a proposed strategy for scaling up distribution and promotion of CHX for newborn cord care in Pakistan's health system. The five key priorities outlined in the private sector strategy include:

- Design and implement a phased SBC campaign to increase awareness and generate demand
- Generate provider association endorsements and build awareness among association members
- Train and support private health care providers to integrate CHX into postpartum services
- Pilot models providing CHX to private lady health visitors and skilled birth attendants supporting home births in rural communities
- Facilitate supply linkages to small- and medium-size maternity homes

SHOPS Plus completed this activity by presenting the landscape findings and proposed strategy to 47 public and private sector stakeholders during a national CHX technical working group meeting in December 2018. During the meeting, SHOPS Plus validated assessment findings and initiated discussions on which strategies to prioritize and next steps that implementing partners could take to move priorities forward. SHOPS Plus submitted a final report, including a summary of the validation meeting with the CHX technical working group, in March 2019.

Senegal

Objective: Increase the demand for and access to quality private sector services and products for family planning, MCH, malaria, and nutrition and improve private sector stewardship

Geographic focus: Dakar, Diourbel, Fatick, Kaffrine, Kaolack, Louga, Saint-Louis, Thiès, Ziguinchor

Health areas: COVID-19, family planning, malaria, MCH, nutrition

Technical areas: Associations, networks, and franchises; corporate engagement; digital health; gender; health financing; pharmaceutical partnerships and social marketing; provider access to finance; public-private engagement; quality of care; SBC

Implementation period: October 1, 2016—December 31, 2020

Results



440,233

couple years of protection provided



1,227

providers trained in COVID-19 case management



3.2 million

people reached through community outreach and SMS



621,543

long-lasting insecticidal nets sold



203

contracts signed between private providers and health mutuelles

Accomplishments

Mapping private providers and transferring the data to the government

From 2017 to 2018, SHOPS Plus conducted a census of the private health sector to understand its geographic distribution, needs, and challenges. The census provided an understanding of the private sector that had been lacking. Development of the Cartographie du Secteur Privé de la Santé au Sénégal was a collaborative effort with the Ministry of Health and Social Action (MSAS) and the Private Sector Alliance (ASPS), surveying private providers throughout the country and obtaining their GPS coordinates. The census informed all SHOPS Plus activities and continues to be used by both the public and private sectors for strategic planning, private sector reporting efforts, and national- and district-level public-private engagement. In 2018, SHOPS Plus transferred the census database to the ministry, which continues to use the tool. The database was particularly valuable to reach private providers during the dengue fever outbreak in 2018 and 2020, when it was used to assess the private sector's readiness to support COVID-19 case management. Figure 10 shows high-level findings from the census.

Figure 10. Senegal census results



Increasing public-private dialogue

SHOPS Plus supported the MSAS in better engaging and integrating the private sector into the health system. The project facilitated the inclusion of health PPPs in the 2019–2028 National Health and Social Development Plan and in the National Health Financing Strategy and facilitated a formal partnership agreement between the ministry and the ASPS. The project supported the ministry in the identification and management of PPPs through the development of tools and a PPP guide, and training ministry staff at the national and district levels on how to develop and implement a PPP. SHOPS Plus supported the ministry in identifying and scoping a digital PPP in MCH.

SHOPS Plus supported the creation of national councils for nurses and midwives, composed of public and private sector providers, to represent their respective professions, to ensure that providers comply with national laws and ethics and better govern the quality of care delivered by nurses, midwives, and traditional birth attendants. In the private sector, SHOPS Plus facilitated the rollout of ASPS units in each region as well as regular public-private coordination meetings at the national level and in the regions, which forged a framework for activity planning and implementation among the national and regional offices of the ASPS, the central level of the MSAS, private health providers, regional health and administrative authorities, the regional service of the MSAS's Universal Health Coverage Agency (Agence de la Couverture Maladie Universelle, or aCMU), the departmental unions, and health mutuelles.

Improving private sector reporting into the national system

Lack of private sector reporting into the national HMIS hindered the government's ability to consider the private sector within health planning. To determine the best approach to improve private sector reporting, SHOPS Plus conducted a private sector pilot with 135 private facilities, adapting public sector reporting tools to the private sector, training the facilities on the health information system, and coaching them to ensure compliance. At the end of the pilot, 94 percent of project-supported facilities were reporting into the health information system on a monthly basis. Political commitment at the national level was strong throughout. Private sector focal points were appointed, responsible for integrating private sector data and scaling up the pilot going forward.

Increasing access to private sector providers through participation in health insurance

SHOPS Plus tackled financial barriers to health coverage and access in Senegal through a pilot centered on building a partnership between *mutuelles* (community-based insurance schemes) and private providers in three departments in the country. The director general of the aCMU at the national level, Dr. Bocar Mamadou Daff, delivered remarks at the launch supporting this important partnership.

Although Senegal has more than 2,500 private health providers that deliver substantial amounts of care, most of them do not participate as contracted providers with the more than 600 *mutuelles* operating in the country. This means that clients of *mutuelles* must pay out of pocket to access care from private providers, creating a barrier to accessing a key part of the country's health system.

SHOPS Plus facilitated an agreement between two national stakeholders: ASPS and aCMU. The agreement formalizes a PPP that aims to reduce financial barriers to health care, support universal access to health coverage, and ultimately improve health outcomes. With this high-level commitment in place, the project worked with the

parties to facilitate subsequent agreements regarding tariffs and other contracting terms between private providers and mutuelles. aCMU has pledged to scale up the health financing pilot in other regions.

Increasing private provider access to financing

SHOPS Plus worked to increase private provider access to financing by supporting financial institutions and training private providers in business and financial skills. SHOPS Plus's work with Ecobank and Société Générale du Sénégal resulted in 13 loans totaling over \$725,000 to private health facilities. The facilities provided an average of 3,000 patient consultations per month. The funds enabled the facilities to improve their infrastructure, buy or upgrade equipment, and hire additional staff. The project also trained 327 providers in business management and preparing loan requests, with an average improvement in pre- and post-training test scores of 136 percent. To ensure sustainability after the project ends, SHOPS Plus worked with Ecobank and Société Générale du Sénégal to include training programs for private providers at each financial institution.

Facilitating integration of the private sector into the government of Senegal's COVID-19 response



SHOPS Plus engaged a delegation of religious leaders to reduce stigma and increase awareness of COVID-19 across various communities.

When the government of Senegal declared a state of emergency following the global outbreak of COVID-19 in March 2020, SHOPS Plus was integral in facilitating private sector inclusion in the COVID-19 response through the National Epidemic Management Committee and the establishment of private sector task forces at the national level and in all 14 regions. Each task force developed a work plan with activities focused on coordination and planning, risk communication and community engagement, infection prevention and control, surveillance, and rapid response. Relying on the private sector census database, SHOPS Plus supported a comprehensive human resource and

equipment mapping of the private sector to inform the government response. SHOPS Plus also coordinated the procurement and distribution of essential personal protective equipment to 250 private facilities throughout Senegal and the coaching of 65 clinics in the development of financial risk mitigation plans. The project also supported the recording and dissemination of videos about COVID-19 prevention messaging by religious leaders in collaboration with the network of Muslim and Christian faith-based organizations and reached 4,057 people with COVID-19 messaging at pharmacies.

Increasing demand for and access to private sector products and services

To ensure demand creation activities were evidence-based, SHOPS Plus supported TMA studies on family planning, MCH, and malaria, as well as a human-centered design study on youth. SHOPS Plus targeted SBC and community mobilization activities around increasing awareness of healthy behaviors based on the findings. Through its local partner l'Agence pour le Développement du Marketing Social, the project promoted the use of socially marketed products including male condoms, oral contraceptives, injectables, long-lasting insecticidal nets, and water purification tablets. Over a four-year period, these efforts supported the sale of 7.4 million water purification tablets, 621,543 long-lasting insecticidal nets, 17 million male condoms, 2.5 million oral contraceptives, and 121,528 injectables. Through partners MSI Reproductive Choices and Action and Development International, SHOPS Plus supported mobile outreach activities offering clients access to a package of health services, including short- and long-acting contraceptive methods, STI screening, and cervical cancer screening.

Improving access to reproductive health information and services for youth

To expand and strengthen access to youth-friendly services, SHOPS Plus partnered with the Cheikh Anta Diop University's (UCAD) youth program. Through its mobile outreach, the project reached youth with quality health information and locations where they could access family planning services, HIV tests, STI treatment, cervical cancer screening, and counseling without fear of judgement or retaliation. The UCAD youth team also worked in close partnership with *relais* (community-based mobilizers), student associations, peer educators, and other youth associations to provide quality health information to adolescents and young adults. Many young people also interacted with the UCAD youth team through Facebook, where they discussed related topics, sent messages on private issues, and spread awareness about upcoming youth-focused events. To reach students outside of the university, the UCAD team visited 61 high schools and private universities in Dakar in collaboration with the Ministry of Education.

Tanzania

Objective: Increase provision of priority health products and services through the strategic expansion of private sector approaches in the health system

Geographic focus: Dar es Salaam, Dodoma, Geita, Kigoma, Mwanza

Health areas: Family planning, HIV/AIDS, MCH, malaria

Technical areas: Associations, networks, and franchises; corporate engagement; digital health; gender; health financing; pharmaceutical partnerships and social marketing; provider access to finance; public-private engagement; quality of care, SBC

Implementation period: March 2016—September 2021

Results



403,570

priority health products sold through private retail outlets



17,788

priority health services delivered through trained private providers



\$9.2 million

in private financing mobilized to invest in private health facilities and retail outlets



26

policy documents and government processes developed or revised to improve the enabling environment for the private health sector

Accomplishments

Strengthening clinical capacity of private providers in priority health areas



SHOPS Plus supported the development of a new clinical practicum program to improve pre-service medical education.

Photo: Festo Komba

SHOPS Plus worked with the Tanzanian government and private sector to improve pre-service and in-service training opportunities for private providers. These efforts covered multiple cadres of health workers and a range of health areas, including family planning, maternal and newborn care, integrated HIV care, and primary health care. Private medical training institutes are important sources of pre-service medical education in Tanzania. Students at these schools often lack access to clinical practicums that would give them on-the-job experience to practice classroom learnings. As a result, many graduates enter the health workforce unprepared to offer care at an acceptable quality. SHOPS Plus brought together several partners—the Directorate of Nursing Services, the Association of Private Health Colleges in Tanzania, and others—to develop a new practicum model for nursing and midwifery students from private training institutes at public and private health facilities. This model has been adopted and institutionalized through new national training guidelines released in December 2019.

In addition, SHOPS Plus worked with government stewards and private provider associations to organize in-service trainings on prevention of mother-to-child transmission of HIV, implant and IUD insertion and removal, and basic and emergency obstetric and newborn care. These trainings reached 279 private doctors, nurses, and midwives, and facilitated the delivery of almost 17,800 priority services.

Improving private provider business practices and access to finance

SHOPS Plus worked with accredited drug dispensing outlet (ADDO) associations, provider networks, and financial institutions to address negative business and financial practices that limited the quality and scale of the private health sector. The project developed targeted business trainings and used in-person and virtual platforms to roll out the content to over 700 ADDO owners and operators and 110 nurse-midwife clinic owners. To complement these efforts, SHOPS Plus supported CRDB Bank and Anudha—an equipment supplier—as well as FINCA Microfinance Bank and Nebula Health Care—a pharmaceutical supplier—to develop new financial products that better met the needs of private clinics and ADDOs. As part of the support to CRDB, SHOPS Plus assessed specific gender-based barriers that women owners of private clinics, maternity homes, and ADDOs faced. This understanding helped SHOPS Plus develop more targeted training materials and CRDB develop targeted products and outreach strategies to meet the needs of these providers. Through this work, SHOPS Plus mobilized over \$9.2 million in private financing that was used to purchase new medical equipment and family planning products and to make capital improvements in private facilities.

SHOPS Plus capacitated ADDOs to improve their business viability and health contributions.

Photo: Farhan Yusuf



Strengthening drug shops as a key entry point for the health system

ADDOs are an important source of medicines and health products for many Tanzanians. SHOPS Plus worked over the life of the project to strengthen the ADDO platform in many ways. As a base for much of the project's work, SHOPS Plus helped develop two regionally based ADDO associations. These associations have helped to advocate on behalf of their members to the Pharmacy Council and in Tanzania's Public-Private Health Forum. They also offer additional benefits, including clinical and business trainings and pooling procurement. The project also worked with government regulators to expand the scope of products that ADDOs could sell, including oral contraceptive and emergency contraceptive pills, amoxicillin-DT, and ORS and zinc. To capitalize on this expanded scope, SHOPS Plus trained 1,300 ADDOs and distributed over 1,000 point-of-sale materials that contributed to the sale of 49,000 oral contraceptive pill cycles, 21,000 emergency contraceptive pills, and 32,300 ORS and zinc co-packs.

Addressing gender-based violence through the private sector

SHOPS Plus completed a pilot program with the government of Tanzania to understand how private providers could successfully participate in public sector programs to address GBV. The pilot trained private providers and supported informal networks to further provision of quality GBV screening, care, and referral services. The trainings and networks offered private providers the opportunity to enhance their capacity to address a major contributing factor to poor health. In February 2021, SHOPS Plus assessed the pilot to illuminate the motivation providers have to offer GBV services and the obstacles they face as private providers in a public sector system. The assessment highlighted providers' motivation to offer these services, and investments in training, supervision, and community education that are needed to overcome limited capacity among private providers to address reproductive coercion. SHOPS Plus documented the results from this assessment and shared it with Tanzanian stakeholders, who committed to pursue inclusion of reproductive coercion concerns in upcoming policy and protocol changes.

Transitioning T-MARC to a self-sustaining social enterprise

SHOPS Plus supported the Tanzania Marketing and Communication (T-MARC) organization to transition from a donor-sponsored social marketing organization to a more sustainable social enterprise. SHOPS Plus support focused on diversifying T-MARC's lines of business, improving the sustainability of its social marketing programs, and assisting its social enterprise division to increase revenue from product sales. SHOPS Plus's assistance helped T-MARC increase its product basket from 2 to 10, with 14 new products in the pipeline. These products included new oral contraceptive brands, injectable contraceptives, HIV self-test kits, diapers, and other products.

SHOPS Plus also helped T-MARC almost double the number of distributors with whom it partners, thereby increasing the company's geographic coverage. This work helped increase the cost recovery of T-MARC's family planning products from 86 to 111 percent, generating a profit that positions the company for greater sustainability and success.



SHOPS Plus supported its government counterparts in adopting and stewarding a total market approach to strengthen family planning and HIV product markets.

Photo: Maureen Ogada-Ndekana

Strengthening health product markets through a total market approach

SHOPS Plus worked with the Reproductive and Child Health Section of Tanzania's health ministry, the National AIDS Control Programme, the Tanzania Commission on AIDS, and the President's Office – Regional Administration and Local Government to apply a TMA to markets for family planning and HIV products. The project's support aimed to build the capacity of its government partners to serve as TMA champions, align market actors around the most pressing challenges, facilitate a comprehensive policy framework to support a TMA, and strengthen mechanisms for cross-sectoral collaboration. This work has taken several notable steps toward creating a stronger family planning market with greater commercial sector participation. Among these successes, the Global Fund reduced its allocations for subsidized and free condoms, creating space for the commercial market to expand. The two main importers of commercial condoms more than doubled their annual supply between 2017 and 2019. T-MARC is introducing a new sustainably priced emergency contraceptive pill brand. And a private importer has developed a plan to register and introduce a new commercial injectable contraceptive product.

Generating and using data for policy making and planning

SHOPS Plus undertook multiple initiatives to generate data that policy makers could use to develop more informed, targeted commodity procurement and distribution plans. One effort saw the project partner with the Clinton Health Access Initiative, the University of Dar es Salaam, and the Tanzania e-Governance authority to onboard ADDOs onto a mobile reporting system linked to the government's DHIS2 platform. The project trained 1,217 ADDO owners and operators to share monthly reports on sales of family planning, child health, and malaria products. These data helped government stakeholders understand patterns in the consumption of public sector supplies. The health ministry used the evidence to realign its procurement plans to align better with products that were mainly procured in public outlets. In addition, the project conducted multiple research efforts. This work examined workplace HIV programs to better reach men; quantitatively and qualitatively assessed condom programs; assessed the total markets for family planning and child health products; and examined the potential market for HIV self-test kits. These results informed advocacy efforts that helped shape 26 policy documents and government guidelines. Important results include mainstreaming private sector engagement in the Health Sector Strategic Plan V and supporting the passage of a new bill in Parliament to allow HIV self-testing as part of the national HIV response.



Maureen Ogada–Ndekana, chief of party for SHOPS Plus in Tanzania (far left), meets with a member of the newly formed association of accredited drug dispensing outlets in 2018.

Photo: Christina Kramer

Lessons learned

SHOPS Plus implemented programs and conducted technical and research evaluations on a wide range of topics relevant to private health sector programming. This section presents some of the key overarching lessons learned in major technical areas to help guide future interventions working to engage the private health sector and build PPPs for greater health impact.

Lessons learned

Associations, networks, and franchises

Private providers typically operate in small, independent practices. They are often isolated from training and professional development opportunities and difficult to reach in a cost-efficient manner. Finding the right organizing structure to access these providers is one of the greatest challenges in scaling up health services. SHOPS Plus supported a wide range of provider associations, networks, and franchises to improve their role as representatives of private providers and as an organizing mechanism to improve service quality, cost effectiveness, and scale. Key lessons include:

Associations representing private providers give greater legitimacy and voice to providers in dialogue and negotiations with the public sector

In many countries, the private sector is fragmented, with large numbers of individual private providers. This makes it difficult for providers to engage with one another, the public sector, and donors. Private provider associations have emerged as the organizing structure to help private providers connect with each other and have a greater voice in dialogue with government. Yet these associations sometimes lack sufficient organizational and management capacity. Strengthening the capacity of these nascent organizations in leadership, resource mobilization, and member services will help sustain their critical role over time.

Access to insurance reimbursements and links to payment schemes can be an impetus for organizing private providers

Private providers are willing to organize if it allows them greater ability to negotiate more advantageous terms to participate in financing and insurance programs. As countries implement reforms to achieve universal health coverage—including new national health insurance programs—providers themselves, with support from donors and governments, should recognize and take advantage of these opportunities.

Organizing drug shops into associations improves their capacity, builds stronger public-private ties, and improves the delivery of key commodities and services at the last mile

SHOPS Plus helped develop an association of drug shops in Tanzania. These associations served as a critical vehicle for a range of activities that strengthened drug shops' sustainability and improved public-private collaboration. After gaining acceptance from local public and private sector leaders, SHOPS Plus worked with drug shop owners and operators to develop organizational and governance structures. The project also helped owners implement tools and guidelines for the association, a strategic plan and budget, and its legal registration. The association now supports its members by partnering with the Pharmacy Council (the primary regulatory body for drug shops) to provide peer regulation, improve reporting, offer quality assurance support, and represent members in Tanzania's Public-Private Health Forum. These activities are fully funded by member dues and revenue derived from fees related to selling new branded products, pooling procurement for members, and running a cybercafé.

Family planning social franchises empower women providers

A SHOPS Plus assessment across five franchises in Kenya and Uganda examined the role of gender in social franchising. It showed that women franchisees reported positive changes as a result of franchising. The most commonly cited effect of franchising was their ability to offer an increased array of services demanded by their communities, and the self-confidence in knowing that they were able to perform these services well.

Corporate engagement

SHOPS Plus sought to harness the full potential of the private sector to improve health outcomes, including by working with corporate entities. SHOPS Plus worked with national and multinational companies to mobilize their reach and expertise; improve access to health information, products, and services; and raise financial resources. Key lessons include:

Integrating family planning into the broader corporate health program increases receptivity

SHOPS Plus activities integrated family planning into the health programs that companies were already putting together for their workforce. This demonstrated the business case for including family planning as part of a broader health and wellness program while helping overcome employers' reluctance to organize standalone family planning programs.

Cast a wide net and fail fast

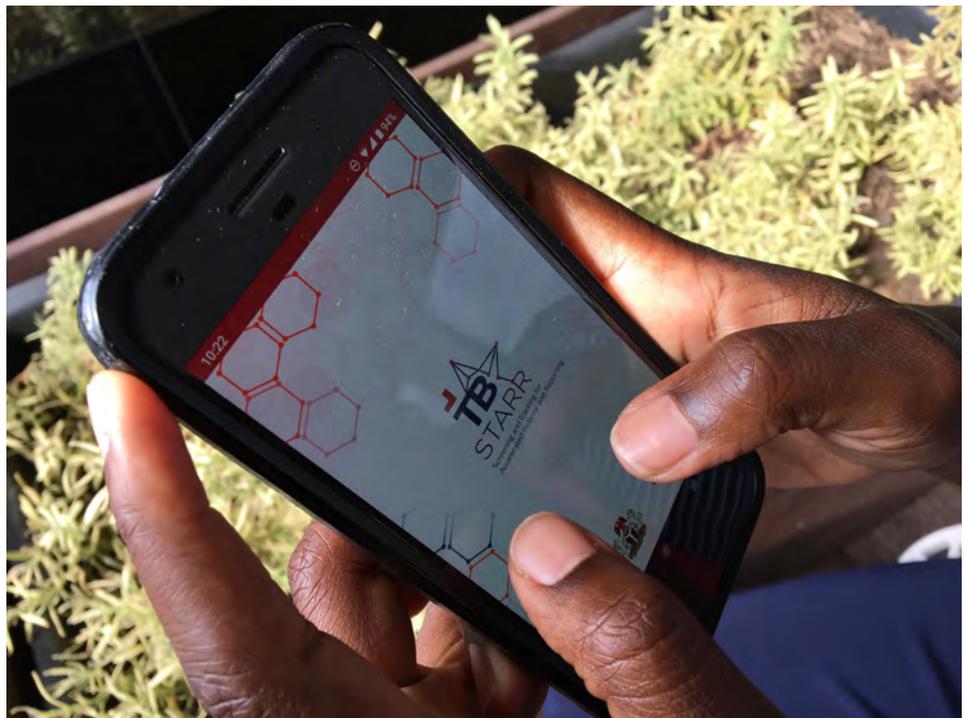
SHOPS Plus purposely cast a wide net and met with many potential corporate partners. As conversations developed, it became clear which partnerships would be more fruitful than others. SHOPS Plus further prioritized the number of partners to pursue based on the potential impact of the partnership. In the end, it is not the number of partnerships that matters but rather the results those partnerships achieve.

Slow and steady engagement reaps rewards

Partnerships require frequent and purposeful dialogue that brings stakeholders together to converse, share needs and interests, break down barriers, and resolve bottlenecks. The time it takes to develop these partnerships can be a challenge when balancing program needs and project deadlines. But deliberate and persistent engagement with interested companies pays off in the long run.

Digital health

The project used digital approaches to reach consumers to share information and dispel myths and misconceptions through the use of chatbots, SMS, interactive voice response, and social media. The applications developed by the project supported providers and retailers, facilitated the delivery of drugs directly to patients' homes, and digitized forms to allow for easier provider reporting into the national HMIS. Key lessons include:



The TB STARR app addresses challenges related to screening, referrals, and reporting.

Involving the end user in the design of the technology will result in greater success

Whether designing a digital intervention for a consumer or provider, involving the end user from the start is critical. For example, in Nigeria, SHOPS Plus created an application called TB STARR. It is free to use and allows providers to screen clients for TB, document test results, and refer clients to clinical facilities for treatment. The program took a user-centered design approach to create the app wherein providers—the end users—were involved in creating and testing the app to make sure it was intuitive, helpful, and met their needs. Once providers began using the app, SHOPS Plus learned about the type and level of support providers needed to put the tool into practice including providing data, training, hands-on practice, and consistent follow-up.

Engagement is key to improve private sector reporting into national health management information systems

SHOPS Plus used core and field support to better understand and develop systems that improved private sector reporting into national HMISs. In all instances, ensuring collaboration in the design of systems between the public and private sectors was key. For example, the SHOPS Plus program in Madagascar convened MinSaP and private sector stakeholders to identify reporting challenges in the private sector and co-develop a plan for private sector inclusion in routine reporting. The plan included the creation of a forum for public-private communication on approaches, processes, and tools; conducting a private sector census to complete the master facility list; giving private providers access to DHIS2 through direct accounts or supporting other electronic reporting mechanisms to ease reporting; and allowing rural private facilities to submit reporting forms to nearby public facilities. The plan was formally validated by the ministry's Division of Studies, Planning and Information Systems and the tasks in the plan were implemented.

Gender

Evidence shows the profound extent to which gender norms affect health outcomes. Discrimination, GBV, and poor access to resources can affect the access to and quality of the care women and girls receive. Female health providers often face barriers, such as discriminatory lending practices or educational obstacles, that prevent them from entering a profession or starting a private sector business. For both consumers and providers, the private sector is uniquely positioned to advance gender equality while tackling deeply rooted barriers to improved health for women and girls. SHOPS Plus integrated gender throughout the project by training staff, conducting assessments, and implementing specific activities designed to empower women. Key lessons include:

Female health providers require tailored support to improve access to credit

Having the ability to borrow capital is vital to private sector clinics, but women owners often face barriers to accessing needed credit. They also tend to express greater fear of taking out loans than their male counterparts. SHOPS Plus designed interventions focused on banks and female borrowers that addressed these barriers and increased lending to female health providers.

Private providers and facilities are motivated to offer gender-based violence services

Private providers demonstrated a high degree of commitment to learning about and providing GBV services. In Tanzania, for example, they were highly motivated to attend an off-site, week-long training, which took them away from their facilities and clients. The project also learned that to effectively deliver GBV services, private sector providers need training to develop the appropriate clinical skills, supervision to ensure that they continue to provide quality services, and support for community education efforts so survivors know where they can obtain compassionate care.

Private providers can bring gender bias to family planning counseling and service delivery

Gender can affect how people (especially women and girls) access family planning services. Providers are often unaware of their own gender biases and lack the skills to address this barrier. The SHOPS Plus program in Nigeria addressed gender as part of family planning training that aimed to improve provider capacity and quality. The program developed an interactive learning approach that focused on trainees identifying how their own bias can be a barrier to their client's choice, inhibit communication during counseling, and negatively affect the quality of family planning services. The success of these trainings led to its incorporation into the national curriculum.

Health financing

Making health care financially accessible to all is fundamental to improving health outcomes. Evidence shows that households in developing countries pay for more than half of all health care out of pocket. Such arrangements limit patients' access to quality services and put them at financial risk. The SHOPS Plus project's work in health financing focused primarily on linking private providers to government-sponsored health insurance schemes to improve equitable access to care among clients while improving provider sustainability. Key lessons include:

An intermediary can facilitate relationships and build trust between public and private health entities

An intermediary can help build trust and strengthen collaboration between representatives of an insurance scheme and private health facilities. In Senegal, SHOPS Plus acted as a neutral intermediary by facilitating dialogue that resulted in a national framework agreement between the MSAS and the national association of private health care providers. The agreement set the stage for a pilot to expand contracts between private providers and health mutuelles, during which SHOPS Plus supported regional representatives of mutuelles, the regional unions of mutuelles, and private providers to negotiate additional contracts.

Contracting with government-sponsored insurance schemes is an important sustainability strategy for NGOs

The Dominican Republic's social health insurance scheme had two elements that made it a viable new source of sustainable financing to HIV-focused NGOs. First, the government had integrated HIV services into the insurance benefits package. This differs from many other President's Emergency Plan for AIDS Relief-supported countries, where HIV services continue to be separately financed by donors through vertical programs. Once the NGOs were contracted, they could submit claims and receive payments from the insurance scheme for HIV and other covered services rendered to members. Second, the government defined PLHIV as a vulnerable group, making them eligible to receive premium subsidies so that they could enroll in the insurance scheme free of charge. SHOPS Plus worked with NGO partners to enroll more PLHIV into the insurance scheme.

Private facilities benefit from support throughout the contracting process

It takes significant investment and capacity building for private providers to execute contracts with government-sponsored health insurance schemes—and still more to operationalize those contracts once they are in effect. SHOPS Plus supported private providers in strengthening systems and processes to keep accurate records, verify insured member eligibility, submit and manage claims, and digitize and streamline operations. The experience of private providers monitoring their performance under contracts remains limited. Monitoring can begin with a small number of basic financial and service indicators and increase over time, and as capacity increases.

Pharmaceutical partnerships and social marketing

Affordable public health products are not always available to lower-income and at-risk population groups. Worldwide, it often takes pharmaceutical partnerships and social marketing programs to increase both access to and demand for products such as contraceptives, ORS, and pediatric zinc. SHOPS Plus worked to increase the availability and affordability of quality health products while also focusing on sustainability.

Key lessons include:

Social enterprise models present one path to improve the sustainability of social marketing programs

Transitions in donor funding away from direct support to social marketing organizations could have a significant effect on the availability of affordable, quality products in the private sector. Social enterprise models present one path for donor-supported health organizations to reduce costs, generate income, and improve financial sustainability while maintaining social and health impact. For example, in Tanzania, SHOPS Plus worked to transition a local social marketing organization to a social enterprise model, expanding the organization's product offerings to increase revenue

to ensure business growth, and strengthening the organizational capacity to do so with special emphasis on international commodity procurement, inventory management, market analytics for product and business diversification, new product development, and competencies to balance health impact and financial viability. This work helped increase the cost recovery of family planning products from 86 to 111 percent, generating a profit that positions the company for greater sustainability and success.

Using third-party distributors can improve efficiency, sustainability, and impact

Using third-party distributors rather than selling directly can help increase product access and sales through regular and focused retail coverage without incurring additional costs. It frees up social marketing organizations' in-house sales teams to monitor and support the distributors, manage key wholesalers, expand to new sales channels (health care providers, non-pharmaceutical outlets, etc.) and geographic areas, and gather market intelligence to provide input to trade and consumer marketing. It helps social marketing organizations to discontinue with regional warehouses, associated staff, and logistical expenses, and thereby reduce their operating costs significantly.

Distributors can be motivated to launch critical health products by identifying a market gap and the right partner

After it became apparent that SHOPS Plus would not be able to launch a socially marketed zinc product and ORS/zinc co-pack in Haiti, the project identified a local organization that was distributing a well-known ORS brand and had the necessary legal registrations and market presence to support the introduction of a branded zinc and co-pack products. SHOPS Plus provided marketing support on radio and TV, at points of sale, and in various printed materials, and the distributor registered and launched the brands with the company using its own funds to purchase and launch Pro Zinc. In this case, the role of SHOPS Plus was to identify a market gap, provide initial marketing support, and find an appropriate partner to address that gap.

Provider access to finance and business training

Inadequate access to finance is a major barrier to the growth of the private health sector. Financial institutions are often hesitant to lend to the private health sector as they consider it risky. Private health care businesses tend to be owned and operated by clinicians with limited business and financial management knowledge. As a result, many health care business owners lack the skills and information required to expand their services or improve their facilities, and financial institutions are unwilling to serve

them. With the aim of improving health outcomes, the project supported financial institutions and providers in the sectors of health and WASH. Key lessons include:

Data and support are key to motivating banks to lend to the health sector

The cost of developing specialized financial services and products for unfamiliar markets such as health can be high, and banks are unlikely to invest in these costs without a strong evidence base and support. In Tanzania, a local bank held a Development Credit Authority guarantee for loans to private health care providers but had yet to make any loans under it. SHOPS Plus worked with the bank to understand the reasons. The project trained bank staff on the business of private health care and oriented bank staff to the market opportunities there. In addition, SHOPS Plus identified a pipeline of qualified loan recipients and assisted them to submit applications. As a result, the bank fully utilized the credit guarantee, lending \$2.8 million to the private health sector. The bank became so comfortable with the sector that it began making loans outside of the Development Credit Authority, and these loans generated an additional \$8 million in financing.

Drug shops are often left out of financing options and require targeted solutions

SHOPS Plus worked with several financial and nonfinancial companies to design solutions tailored to address financing gaps. For example, an assessment in Tanzania identified that drug shops faced challenges maintaining sufficient liquid capital to finance consistent commodity procurement. This gap resulted in frequent stockouts of medicines. In response, SHOPS Plus brokered a partnership between the Pwani ADDO Association, FINCA Microfinance Bank, and Nebula Health Care (a private pharmaceutical supplier) to establish an invoice financing program for ADDOs. Under the terms of this partnership, the association plays a key role as gatekeeper between its members and the two companies. Interested drug shops contact the association, which engages with FINCA on their behalf. FINCA assesses the drug shop's eligibility, determines the amount of funding it qualifies for, and establishes loan terms. The association then contacts Nebula with a request for commodities. This model proved very successful, with ADDOs reporting an improved ability to keep malaria and family planning commodities on their shelves, such as bed nets and oral contraceptives.

Remote facilities continue to face challenges in access to finance

Health facilities are often ineligible for loans based on the lending policies of many banks. Mobile technology offers the promise to expand outreach as well as the possibility of creating specialized funds to lower costs and promote access to finance for these critical health facilities.

Public–private engagement

Public-private engagement is the mutually beneficial collaboration between public and private health sector entities for the purpose of advancing public health goals and achieving sustainable health outcomes. SHOPS Plus worked to build the capacity of the government to engage, partner with, and steward the private health sector; facilitated dialogue that brought all stakeholders together to overcome mistrust, agree on policy agendas, and identify specific partnership opportunities; strengthened the private health sector to have a strong, unified voice; and convened public and private stakeholders to improve dialogue and resolve bottlenecks. Key lessons include:

Knowing private providers’ service offerings, specialties, and locations is essential for effective public-private engagement

Census studies are an effective way to develop information on private providers and their locations. This information helps stakeholders build systems that routinely engage all health system entities. The participation of a wide range of stakeholders throughout the data-generating process is instrumental in getting support across the board. It also eases the transition of databases to local owners and increases the likelihood that the data will be used.

Building the capacity of the public sector to engage with the private sector requires more than just training stakeholders

Pairing training with user-friendly tools, processes, and systems can reduce barriers within the public sector and motivate public stewards to use their new skills. Embedding long-term advisors within key public sector agencies can help promote public sector staff to take up new tools, troubleshoot questions, and better understand opportunities, leading to more successfully operationalized partnerships. Long-term, sustained, successful engagement requires going beyond ad hoc, opportunity-driven partnership efforts. It needs a systematic, evidence-based approach that can help stakeholders comprehensively evaluate opportunities with the greatest potential for success.

Inclusion of the private sector in strategic planning helps support greater engagement

Formalizing the private sector in key strategy documents and supporting governments to engage with key private sector entities improves public-private engagement. For example, in Senegal, SHOPS Plus facilitated the inclusion of health PPPs in the 2019–2028 National Health and Social Development Plan and in the National Health Financing Strategy. The project also facilitated a formal partnership agreement between the government and the ASPs. The government identified and managed PPPs through technical assistance, resources, and training, all supported by SHOPS Plus.

Quality of care

A frequently cited concern in working with private providers is ensuring a high standard of care. In many countries, mechanisms for ensuring quality have primarily focused on the public sector while there is a lack of supervision and training opportunities in the private sector. SHOPS Plus worked to improve the quality of services in the private sector by supporting private providers. The project adapted and applied training techniques, supportive supervision, and other quality assurance mechanisms.

Key lessons include:

Consider the unique needs of non-networked private providers and facilities

Often, the first challenge in improving the quality of care among private providers is locating them, particularly those who operate outside networks or other supportive bodies. In Senegal, SHOPS Plus conducted a census of the private providers to understand their geographic distribution, needs, and challenges. Together with the MSAS and the ASPs, SHOPS Plus surveyed private providers throughout the country and obtained their GPS coordinates. This was an important first step in improving access to government-sponsored quality improvement initiatives, including training.

Knowledge gaps can be addressed through training, but structural gaps in the facility and practice environment require a strong partnership with the government or increased access to finance for providers

Improving providers' knowledge and skills does little to strengthen quality if the providers lack the necessary supplies, equipment, and infrastructure to provide services. During training in Nigeria, SHOPS Plus provided trainees with the supplies, commodities, infrastructure (such as water and electricity), and clients for hands-on practice—everything they needed for an optimal learning environment. But during post-training follow-up, state coordinators realized that the providers returned to a difficult reality. They faced daily challenges with limited commodities (especially IUDs and implants), weak infrastructure, and insufficient demand. SHOPS Plus engaged state and local government officials and communities to address these challenges, including facilitating private providers' access to family planning commodities by building a PPP between private providers and the state government.

Training needs to be accompanied by supportive supervision

Supportive supervision is an important tool to solidify skills and knowledge acquired during trainings and motivate providers to strengthen service provision. When supervision sessions were made available, private health providers were eager to participate in them and exchange ideas on how to improve the quality of their service offerings.

Social behavior change

There are many different barriers to changing behaviors, including misconceptions, a lack of information, risk perception, and a lack of trust in healthy behaviors, health services, or products. These barriers exist among members of the general public, health care providers, and policy makers. SHOPS Plus worked to promote healthy behaviors and overcame barriers to change through traditional and non-traditional communication channels grounded in behavioral theories to motivate audiences. Key lessons include:

Digital communications platforms have wide engagement

The overwhelming popularity of SHOPS Plus's digital platforms, including social media, show the demand for digitally available health information. These were particularly cost-effective ways to offer customizable content for users and to respond directly to questions from beneficiaries. SHOPS Plus was able to use digital analytics data to monitor campaign performance and adjust messaging and distribution accordingly.

Public and private sector partners can play a key role in amplifying campaign messages

While public and private partners can help significantly amplify messages, it is crucial that these partners be part, or co-creators, of a campaign from the start. This will ensure that the campaign's objectives tie in with the public health priorities and business objectives. For example, in India, a diarrhea management campaign's close alignment with the strategic priorities of the Ministry of Health and Family Welfare's Child Health Division helped secure the government's buy-in and funds for sustained (53-day) airing of a TV campaign. Similarly, alignment with a private partner's business strategy is crucial to secure the partner's resources for the campaign.

Support from health care providers adds credibility to health messages

Research showed that health care providers are seen as credible sources of health information and thus are major influencers of health choices. Partnership with provider bodies can help support and reinforce campaign messages. For example, in India, partnerships with the Indian Medical Association, Federation of Obstetric and Gynecological Societies of India, and Indian Academy of Pediatrics were critical to secure support from target populations at scale. By conducting its interpersonal communication activities at service delivery points such as chemist shops and pediatric clinics, SHOPS Plus demonstrated the support of health providers, which further assured populations and enforced key messages.

Annex: SHOPS Plus Publications

Series

- Accelerating Private Sector Engagement: Corporate Engagement, Public-Private Engagement, Quality of Care, National Health Information Systems
- Assessment of the Pregnancy Test Market: India, Kenya, Madagascar, Malawi, Zambia
- Private Health Sector Assessments: Cote d'Ivoire, Democratic Republic of the Congo, Guinea, Philippines
- Sources for Family Planning: Global, Afghanistan, Bangladesh, Benin, Democratic Republic of the Congo, Ethiopia, Ghana, Haiti, India, Kenya, Liberia, Malawi, Mali, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, Tanzania, Togo, Uganda, Zambia
- Sources for Sick Child Care: Global, Afghanistan, Bangladesh, Democratic Republic of the Congo (English and French), Ethiopia, Ghana, Haiti (English and French), India, Indonesia, Kenya, Liberia, Madagascar (English and French), Malawi, Mali, Mozambique, Myanmar, Nepal, Nigeria, Pakistan, Rwanda (English and French), Senegal (English and French), Tanzania, Uganda, Yemen, Zambia
- The Private Sector's Contributions to Family Planning Market Growth: Global, Bangladesh, Cambodia, Kenya, Nigeria, Philippines, Tanzania

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- [Advancing Family Planning Access and Use through Social Enterprises: Lessons From the HANSHEP Health Enterprise Fund](#)
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- [Innovative Financing Approaches for Increasing Pharmacy Inventory](#)
- [Integrating Family Planning into Universal Health Coverage Efforts \(English | French\)](#)
- [Investing in Women's Health through Agricultural Supply Chains: Lessons from Kenya](#)

- [Leveraging the Private Health Sector to Expand the HIV/AIDS Workforce](#)
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Sustaining Health Outcomes through the Private Sector (SHOPS) Plus is a five-year cooperative agreement (AID-OAA-A-15-00067) funded by the United States Agency for International Development. The project strategically engages the private sector to improve health outcomes in family planning, HIV, maternal and child health, and other health areas. Abt Associates implements SHOPS Plus in collaboration with the American College of Nurse-Midwives, Avenir Health, Broad Branch Associates, Banyan Global, Insight Health Advisors, Iris Group, Population Services International, and the William Davidson Institute at the University of Michigan.



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