

# **How-to Guide: A starting point for developing market landscapes and roadmaps for private sector provision**

**NOVEMBER, 2023**



# TABLE OF CONTENTS

Copyright and Acknowledgements.....	3
Background and Context .....	4
The Keystone Design Process.....	5
Phase 1: "DIAGNOSE" Where the Market is Constrained .....	6
Phase 2: "DECIDE" Where to Intervene In the Market .....	7
Phase 3: "DESIGN" Roadmap/Strategy.....	8
Phase 4: (Plan to) "DELIVER" .....	9

## COPYRIGHT AND ACKNOWLEDGEMENTS

The design process described in this document has been adapted from the Population Services International (PSI) [Keystone Design Framework](#).



© 2018 Population Services International. Licensed under a Creative Commons

[BY-SA 4.0 International License](#).

Jhpiego, partners and stakeholders including government representatives, development partners, donors, manufacturers, private sector stakeholders and healthcare providers from Kenya and Pakistan co-created the market analyses and associated country roadmaps described in this guide. Their insights and experience informed this How-to Guide, which was developed by [Impact for Health International](#) (IHI) with support from Jhpiego under the Supporting Markets for Post-Introduction Contraceptive Technologies project.

# BACKGROUND AND CONTEXT

Despite the success of contraceptive implant introduction in the public sector, implant provision by the private sector remains underutilized. The Implant Access Program (IAP) (2013-2018) established a volume guarantee agreement with manufacturers through which the cost of implants to country governments and some partners procuring implants for Family Planning 2020 (FP2020) countries was reduced by 50%. This made significant contributions toward the scale-up of implants in the public sector over the past decade, but it did not support private sector provision<sup>1</sup>. In 2022, as part of the Expanding Family Planning Choices (EFPC) project, Jhpiego and Impact for Health (IHI) collaborated to understand the barriers to effective engagement of the private sector as a partner in contraceptive implant

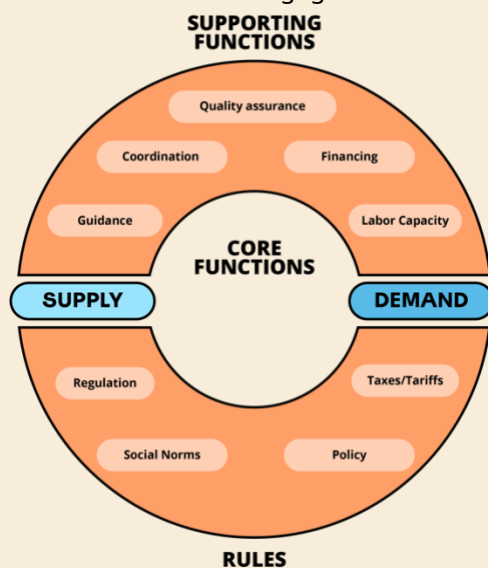


Figure 1: Health Market System Framework

service delivery. These findings outlined a set of global barriers and recommendations to support global and/or country stakeholders in expanding private-sector contraceptive implant service delivery. As a follow-up, Jhpiego and IHI collaborated in 2023 to develop **Country Roadmaps for Private Sector Provision of Contraceptive Implants** in two markets – Kenya and Pakistan – to offer diverse examples both vis-à-vis geography and market potential. These findings are outlined in [Market Analysis Reports](#) for both Kenya and Pakistan, and are organized around the **Health Market System Framework** (Springfield Centre, 2015) (see Figure 1). These reports, along with in-person country workshops, informed the development of [Country Roadmaps](#), which offer a starting point for the private sector provision of contraceptive implants in support of FP2030 goals in Kenya and

Punjab, Pakistan. While these roadmaps focus on one sexual and reproductive health (SRH) product (contraceptive implants) in two defined geographies (Kenya and Punjab, Pakistan), the outputs themselves (i.e., market landscapes and roadmaps) as well as the process of their development could offer potentially valuable insights for scaling up private sector provision of other SRH products in other geographic regions. **Consequently, IHI and Jhpiego developed this “How-to Guide” to provide an overview of how the market landscape and roadmap were developed using PSI’s Keystone Design Framework, which could be a starting point to develop market landscapes and roadmap(s) for private sector provision of other SRH products in other geographies.** This “How-to Guide” defines the objectives, key components, time, and outputs for each phase (Diagnose, Decide, Design, and Deliver) while linking out to both (a) examples from the contraceptive implants project and (b) [Keystone Design Framework resources](#). **It should be noted that this guidance is neither exhaustive nor authoritative, but rather is designed to serve as a starting point for developing market landscapes and roadmaps for private sector provision of SRH products.** Organizations, individuals, and/or partners who use this guide are encouraged to share their experience at [hello@impactforhealth.com](mailto:hello@impactforhealth.com) and [info@jhpiego.org](mailto:info@jhpiego.org).





<sup>1</sup> Braun, R. & Grever, A. (2020). Scaling Up Access to Implants: A Summative Evaluation of the Implants Access Program, *Glob Health Sci Pract*, 8(2): 205-219. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7326518/pdf/GH-GHSP200015.pdf>

# THE KEYSTONE DESIGN PROCESS

The Keystone Design Framework was developed by Population Services International (PSI), leveraging their expertise in social marketing rooted in health expertise, consumer insights, sustainability, commercial marketing strategies, user-centered design, cost-effectiveness, and continuous learning. The Keystone Design Framework is a straightforward yet rigorous approach to incorporating marketing discipline into the design and implementation of public health interventions.

The design process is broken down into four phases: Diagnose, Decide, Design, and Deliver. The **Diagnose** phase involves defining the health need and quantifying the gap between desired and current behavior. It profiles the target consumers, understanding their needs and behaviors, and analyses the market to identify constraints and opportunities for achieving health outcomes. The **Decide** phase determines how different market actors can address constraints and opportunities to move towards a desired future state. It includes defining a sustainability vision, strategic priorities, and intervention objectives using the evidence collected during the **Diagnose** phase, without the need for additional research. The **Design** phase involves developing a more detailed plan for interventions (i.e., a roadmap or strategy). A typical **Deliver** phase involves the development of a work plan, budget and learning and adaptation plan. However, it can be adapted to serve the local needs and context. For the purposes of the Contraceptive Implants Country Roadmaps project, dissemination plans were developed to ensure that market actors knew their role to implement the roadmap.

**Table 1 Keystone Design Framework** (below) provides brief descriptions and key outputs for each phase, adapted to developing market landscapes and roadmaps/strategies for private sector provision of sexual and reproductive health products.

KEYSTONE DESIGN FRAMEWORK Adapted to developing Market Landscapes and Country Roadmaps/Strategies for Private Sector Provision of SRH products				
				
	<b>Diagnose</b>	<b>Decide</b>	<b>Design</b>	<b>(Plan to) Deliver</b>
<b>PURPOSE</b>	To diagnose where the market is constrained and why	To decide where to intervene in the market for greatest impact	To design a roadmap/strategy for expanding access in private sector outlets	To create a dissemination plan so key market actors are ready to deliver the proposed roadmap/strategy
<b>OUTPUTS</b>	Market Analysis Report	Country Workshops	Country Roadmap/Strategy	Dissemination Plan

## PHASE 1: “DIAGNOSE” WHERE THE MARKET IS CONSTRAINED

The purpose of the Diagnose phase is to understand where the market is constrained and why, to inform where to intervene in the market for the greatest impact (i.e., Decide phase).

<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Assess the present state of the market.</li> <li>2. Identify key market constraints and opportunities.</li> </ol>
<b>Key components</b>	<ol style="list-style-type: none"> <li>1. <b>Literature Review:</b> Develop a search strategy and extraction template to support analysis of findings. Search strategy will be dependent on specific criteria, such as search terms, timeframe, databases and inclusion and exclusion criteria pertaining to the focus of the project.</li> <li>2. <b>Key Informant Interviews (KII):</b> Develop interview guide(s) that can be tailored to each stakeholder and the value chain perspectives they bring. Develop a template to fill out and to support analysis of KII findings.</li> <li>3. <b>Synthesis and Analysis:</b> Using the Health Market System Framework (see Figure 2), articulate the broader health system context and health problem, and then describe the market from the “inside out” of the Health Market System, i.e., starting with the user (consumer behavior), followed by an analysis of core market trends (market performance), and finally articulate all market functions (market structure). Using the <a href="#">Production to Use Matrix</a>, identify the key market constraints and opportunities.</li> <li>4. <b>Facilitated Session:</b> As part of the analysis process, consider hosting a small, virtual, facilitated session with the client to review the prioritized constraints to support the next phase of the Keystone Design Process (Decide).</li> </ol>
<b>Time</b>	<ol style="list-style-type: none"> <li>1. 3-4 weeks for literature review (depending on level of analysis)</li> <li>2. 2-3 hours per KII and its synthesis (suggest 2 people/interviewers per KII)</li> <li>3. 1-3 weeks for analysis and report writing (depending on level of analysis)</li> </ol> <p>NB: The timeline should also account for respective Institutional Review Board and/or Ethics Board processes.</p>
<b>Output</b>	Market Analysis Report
<b>Contraceptive Implant Examples</b>	<ol style="list-style-type: none"> <li>1. <a href="#">Search Strategy</a></li> <li>2. <a href="#">Literature Review Extraction Template</a></li> <li>3. <a href="#">Interview Consent Form</a></li> <li>4. Interview Guides tailored to different market perspectives (<a href="#">rules</a>, <a href="#">core</a> and <a href="#">supporting functions</a>)</li> <li>5. <a href="#">Kenya’s Contraceptive Implants Market Analysis Report</a></li> <li>6. <a href="#">Pakistan’s Contraceptive Implants Market Analysis Report</a></li> </ol>
<b>Keystone Resources</b>	<b>DIAGNOSE Resources:</b>

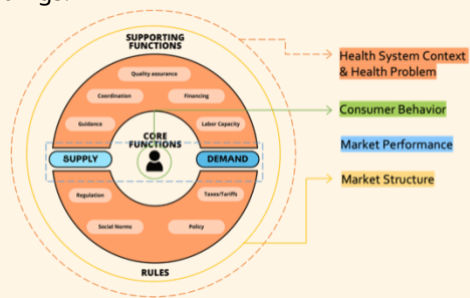


Figure 2: Health Market System Framework vis-à-vis “Diagnose” Market

Please see the Keystone Design Manual for specific activity guides to define the health need, profile the target consumer, assess the market, and identify high impact constraints and opportunities. <https://www.psi.org/keystone/diagnose-phase/>

## PHASE 2: “DECIDE” WHERE TO INTERVENE IN THE MARKET

The purpose of the Decide phase is to decide where to intervene in the market for greatest impact through facilitating a series of exercises to identify a vision, address market constraints, and establish strategic priorities and objectives.

Objectives	<ol style="list-style-type: none"> <li>1. Identify a vision for the market, taking into consideration the health outcome, the consumer, the provider, and key market stakeholders.</li> <li>2. Prioritize which market constraints will have the greatest impact to help achieve the vision of success.</li> <li>3. Develop strategic priorities and accompanying interventions and identify market players to address the market constraints.</li> </ol>
Key components	<ol style="list-style-type: none"> <li>1. <b>Pre-workshop:</b> Prepare the facilitation guide and other materials, including sharing the draft Market Analysis Report (phase 1 output) as a pre-read with workshop participants.</li> <li>2. <b>Workshop:</b> Develop the vision, prioritize market constraints, identify strategic priorities, develop strategic objectives, and brainstorm long-term interventions.</li> <li>3. <b>Post-workshop:</b> Summarize the workshop discussions into a Summary Roadmap/Strategic Approach Report (PowerPoint deck), articulating the high-level strategic approach to advancing the SRH product(s) in the private sector in the selected geography.</li> </ol>
Time	<ol style="list-style-type: none"> <li>1. 2-3 weeks for pre-workshop preparation</li> <li>2. 2 workshops, each being an 8-hour day (recommended)</li> <li>3. 2-3 weeks for post-workshop analysis and report writing</li> </ol>
Output	<ol style="list-style-type: none"> <li>1. Facilitation Guide and Country Workshop</li> <li>2. Summary Roadmap/Strategic Approach Report</li> </ol>
Contraceptive Implants Resources	<ol style="list-style-type: none"> <li>1. <a href="#">Workshop Agendas</a> (Kenya and Punjab, Pakistan)</li> <li>2. Facilitation Guides (<a href="#">Kenya</a> and <a href="#">Punjab, Pakistan</a>)</li> <li>3. <a href="#">Workshop Miro Deck Template</a> (Kenya and Punjab, Pakistan)</li> <li>4. Workshop Miro Deck Examples (<a href="#">Kenya</a> and <a href="#">Punjab, Pakistan</a>)</li> <li>5. <a href="#">Summary Report: Kenya’s Roadmap for Private Sector Provision of Contraceptive Implants</a></li> <li>6. <a href="#">Summary Report: Punjab, Pakistan’s Roadmap for Private Sector Provision of Contraceptive Implants</a></li> </ol>
Keystone Resources	<p>DECIDE Resources:</p> <p>Please see the Keystone Design Manual for specific activity guides to define a vision statement, strategic priorities and objectives, and interventions.</p> <p><a href="https://www.psi.org/keystone/decide-phase/">https://www.psi.org/keystone/decide-phase/</a></p>

### PHASE 3: “DESIGN” ROADMAP/STRATEGY

The purpose of the Design phase is to design a roadmap/strategy for expanding access to the SRH product(s) in private sector outlets in the selected geography.

Objectives	<ol style="list-style-type: none"> <li>1. Synthesize key findings from the Diagnose and Decide phase to outline the roadmap.</li> <li>2. Confirm strategic approach and intervention design with key stakeholders.</li> </ol>
Key components	<ol style="list-style-type: none"> <li>1. <b>Draft Country Roadmap:</b> Using the Summary Roadmap PowerPoint Deck developed post-workshop, draft the contents of the Roadmap document. Considering weaving in the “Who Does, Who Pays” sustainability analysis in the roadmap to ensure the final strategic priorities and interventions will lead to sustainable behavior change across value chain actors. Conduct discovery of best practices to determine if existing approaches can be adapted, or if new approaches must be built from scratch. To access the “Who Does, Who Pays Framework”, refer to the Workshop Miro Deck examples for Kenya and Pakistan (Decide phase) <a href="#">here</a>.</li> <li>2. <b>Pre-webinar:</b> Prepare facilitation guide and other materials for webinar to secure feedback on country roadmap from country workshop participants and other relevant stakeholders.</li> <li>3. <b>Feedback Webinar:</b> Secure feedback on country roadmap.</li> <li>4. <b>Finalize Roadmap:</b> Using the feedback from the webinar, finalize the Roadmap.</li> </ol>
Time	<ol style="list-style-type: none"> <li>1. 2-3 weeks to prepare for webinar (send out invitations and draft roadmap as pre-read, prepare Miro deck, etc.)</li> <li>2. 1.5 hours to host the Feedback Webinar</li> <li>3. 2-3 weeks post-webinar to incorporate feedback and finalize Roadmap/Strategy</li> </ol>
Output	Country Roadmap
Contraceptive Implants Resources	<ol style="list-style-type: none"> <li>1. <a href="#">Country Roadmap Webinar Miro Deck Template</a></li> <li>2. Country Roadmap Miro Decks (<a href="#">Kenya</a> and <a href="#">Punjab, Pakistan</a>)</li> <li>3. <a href="#">Kenya’s Roadmap for Provision of Contraceptive Implants in the Private Sector</a></li> <li>4. <a href="#">Punjab, Pakistan’s Roadmap for Provision of Contraceptive Implants in the Private Sector</a></li> </ol>
Keystone Resources	<p><b>DESIGN Resources:</b></p> <p>Please see the Keystone Design Manual for specific activity guides to design a strategy/roadmap.</p> <p><a href="https://www.psi.org/keystone/design-phase/">https://www.psi.org/keystone/design-phase/</a></p>



## PHASE 4: (PLAN TO) “DELIVER”

The purpose of the Deliver phase is to prepare for implementation of interventions to expand access to the SRH product(s) in the selected geography. For this project, the Deliver phase focused on creating a dissemination plan, so the market analysis and roadmap are used by key target audiences:

- **Primary audience:** Actors across the value chain (private providers, consumers, retailers, manufacturers, importers, wholesalers, distributors, government, NGOs).
- **Secondary audience:** Global development partners and organizations, donors.

<b>Objectives</b>	1. To develop a dissemination plan to enhance awareness and utility of the market analysis report and Roadmap by key audience groups nationally and globally.
<b>Key components</b>	1. Develop dissemination plan: Create a dissemination plan outlining the county-specific project aims, target audience, SMART objectives and suggested platforms and channels for global and national-level dissemination.
<b>Workshop time</b>	1 day
<b>Output</b>	Dissemination Plan
<b>Contraceptive Implant Resources</b>	Dissemination Plans ( <a href="#">Kenya</a> and <a href="#">Punjab, Pakistan</a> )
<b>Keystone Resources</b>	<p>DELIVER Resources:</p> <p>While the Keystone Design Manual defines the Deliver phase to include developing an implementation plan, including a theory of change, indicators, work plan and budget, this can be adapted for different projects and needs.  <a href="https://www.psi.org/keystone/deliver-phase/">https://www.psi.org/keystone/deliver-phase/</a></p> <p>For the Contraceptive Implant Country Roadmaps project, the focus was on developing dissemination plans for each country to ensure use of products by key actors across the value chain to advance the contraceptive implant market in-country.</p>