OUTLINE THE FUTURE VISION FOR SUSTAINABILITY AND SET STRATEGIC PRIORITIES

ACTIVITY GUIDE

OVERVIEW

The first step of the Decide phase is to outline the future vision for sustainability and set strategic priorities.

Taking the facts and observations that you gathered in the Diagnose phase, you will describe an overall vision for how the market will meet your target consumers’ health needs in the future. This vision will guide your preliminary decisions regarding what constraints and opportunities to focus on and which partners to engage.

THEORY OF CHANGE

As you go through the various activities in the Decide phase, you will also be completing some levels of your Theory of Change. Many of the instructions in this activity guide will refer directly to specific parts of the Theory of Change.

NOTE

PSI wishes to acknowledge the inspiration for certain principles underlying this activity guide from the following resource: The Springfield Centre (2015) The Operational Guide for the Making Markets Work for the Poor (M4P) Approach, 2nd edition funded by SDC & DFID.
WHEN TO CONDUCT THIS ACTIVITY

All of the activities in the Decide phase are required, though you might do a faster, “light touch” review if this is a minor initiative, or when responding to a donor RFP where a vision has already been firmly set. For Enterprises (Social Enterprises and Enterprise Funds), this is an important step in building out the business strategy and identifying all opportunities to grow the business. It could also be an opportunity to benefit from bringing on critical partners. For annual marketing planning, teams may focus on a lighter touch review of the marketing objectives for each product in the portfolio or for a behavior change program.

TIME, RESOURCE AND STAFFING REQUIREMENTS

| Who will participate in this activity? | • Design Team  
| | • Senior Country Leadership, including CR  
| | • Technical and marketing advisors as needed |
| What time and resources are required? | • If the Diagnose phase has been carried out accurately and thoroughly, then the entire Decide phase should take less than a week. Ideally, this activity can be completed in a day. Additional time may be needed to set metrics for the intervention objectives. |
INSTRUCTIONS

GOAL
The goal of this activity is to define and describe a 15- to 20-year, long-term vision for a sustainable market, a shorter 3-5-year vision, and a set of strategic priorities to inform program design or enterprise strategy. This helps you to understand what success looks like for the future, while also understanding what is feasible to achieve within a defined time period that you can influence.

VISION
Your vision should clearly indicate:

- **What success looks like** in the long term, and intermediate timeframes. This is typically described in terms of changes in health status (your expected impact or goal), changes in the behavior of your primary audience (your primary outcome or purpose), and improvements in market performance.

- **What success looks like** in terms of your vision of a healthy, sustainable market. This focused on **Who will perform** critical market functions; and **Who will pay** for those functions

  This information can be put into the "**Future Vision for Sustainability**" template, included into the **Keystone Project Presentation template**.

Once you have articulated the future vision, you can set broad Strategic Priorities that will describe the broad levers that will be focused on to drive progress towards the sustainable future. Strategic Priorities may take many years to accomplish, extending beyond the funding timeline for your project; however, identifying these priorities will help you to ensure that short-term actions lead towards a more sustainable future. Strategic priorities may have multiple intervention programs/activities (either concurrent or sequential). They can also be used to rally support from external organizations and guide programming in the coming years.

OUTPUT

- **Vision statement**. This will be included in the sustainability framework template in the Keystone Project summary template

- **List of Strategic Priorities to Address the Market Constraints and Move Towards a Sustainable Future**
GETTING STARTED

There are three key steps in this process:

1. **Articulate a high-level vision statement for the market you are supporting.**
   Focus the statement on a broad picture of what your team would like to achieve in the long term, in terms of changes in health status, changes in audience behavior and changes in market performance.

2. **Describe the current and future state of the market across the key functions.** You will create an outline of how specific constraints, barriers and opportunities would look in this improved state. The Future Vision for Sustainability Table (‘Who does, who pays’) will facilitate this step.

3. **Set your Strategic Priorities.**

1. **ARTICULATE A HIGH-LEVEL VISION STATEMENT**

In the interest of keeping the vision for the initiative in line with our theory of change, it is important to summarize what we are trying to achieve at the goal (health impact), primary outcome (use behavior) and intermediate outcome levels, including improved market performance and improved sustainability. It can be helpful to leverage the 5As (Affordability, Assured Quality, Awareness, Appropriate Design, Availability)\(^1\) at the intermediate outcome level.

Vision statements can be broad, big-picture statements that reflect what a healthy market will look like in relation to prioritized constraints identified in Diagnose.

For enterprises, you may consider developing a vision statement that is related to the broader impact that you wish to have in the market through your enterprise – however, ensure that this vision statement still takes an agnostic, total market perspective.

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\(^1\) It can be helpful to align the short-term vision to the length of the funding cycle for your project while also getting donors and government stakeholders on board with your long-term vision. If well-executed, this can position you for success and follow-up funding.
Examples

FAMILY PLANNING IN INDIA

In India the team set a specific vision for the future that would guide their actions over the coming years:

<table>
<thead>
<tr>
<th>Towards</th>
<th>A diversified and dynamic FP market that serves all WRAs, with special emphasis on:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Younger women (15-24 years) who are earlier in their reproductive life-cycle stage</td>
</tr>
<tr>
<td></td>
<td>• Women living in rural areas</td>
</tr>
<tr>
<td></td>
<td>• Women from lower wealth quintiles</td>
</tr>
<tr>
<td>By</td>
<td>• Expanding choice by diversifying method mix in the country</td>
</tr>
<tr>
<td></td>
<td>• Increase market performance (volume and value growth) across all FP methods</td>
</tr>
<tr>
<td>Through</td>
<td>Enhanced role of all market players (shift away from current stagnating roles):</td>
</tr>
<tr>
<td></td>
<td>• Adoption of a strategic approach, which involves a segmented understanding of the market</td>
</tr>
<tr>
<td></td>
<td>• SMO’s ability to improve choice and availability in the market through sustainable business models</td>
</tr>
<tr>
<td></td>
<td>• Commercial players across the value chain are investing and actively growing the market</td>
</tr>
</tbody>
</table>

HIV SELF-TESTING (HIVST)

When working on a global project, PSI’s HIV and Global Marketing Teams set the following vision for a sustainable market:

“An HIVST market with buyers and suppliers that delivers on the 5As to achieve public health gain.”

While it sounds very simple, the vision encapsulated a few key points. First, it called for multiple suppliers at a time when the market was dominated by one company. This forced the teams to take actions to incentivize other companies to enter. Second, the vision was linked to public health goals. For PSI, developing a market for high priced HIVST that didn’t reach high risk individuals and deliver a public health impact was insufficient. Finally, by linking to the 5As, the team also considered what would need to happen to improve the customer experience.
MENSTRUAL HYGIENE IN ETHIOPIA

The following Vision Statement Slide outlines a strategy for Menstrual Hygiene in Ethiopia. It is a succinct, straightforward statement of the target consumer's needs:

**Vision of Success: Supply meets Demand**

Every adolescent girl and young woman has the means to manage her menstrual hygiene needs according to her own preferences, needs and informed choice.

**Consumer 5As**

<table>
<thead>
<tr>
<th>Market Characteristic</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility</td>
<td>Easy to obtain</td>
</tr>
<tr>
<td>Appropriate Design</td>
<td>Meets her needs</td>
</tr>
<tr>
<td>Affordability</td>
<td>Is not blocked by cost</td>
</tr>
<tr>
<td>Assured Quality</td>
<td>Meets her quality expectations</td>
</tr>
<tr>
<td>Awareness</td>
<td>She knows what is out there and how to obtain and use it</td>
</tr>
</tbody>
</table>
HYPERTENSION IN MYANMAR

PSI Myanmar created the vision statement below for a new hypertension treatment program. In setting the vision, the team worked through some of the actions that would need to happen to achieve public health impact. Patients would need to adhere to their regimens, providers would need to prescribe the right regimens, and quality assured drugs would need to be widely available, ideally in combination form. The team could then develop short-term actions to support these different elements.

**Vision:** All patients diagnosed with hypertension achieve blood pressure control by adhering to effective treatment regimens.

**Characteristics of this market/system:**

- **Awareness:** Patients understand the benefits of identifying and adhering to the correct treatment regimen. Providers are aware and trained to prescribe the most effective regimens and to help their patients maintain adherence.

- **Appropriate Design:** The prescribed regimen lowers BP quickly and effectively with minimal side effects and a low pill burden. The patient is supported by systems to encourage long-term adherence.

- **Affordability:** The cost of the most effective regimen does not act as a barrier to patient compliance or provider prescribing.

- **Availability:** The prescribed regimen is widely available and easy for patients to obtain.

- **Assured Quality:** Medication(s) are trusted, safe and meet minimum requirements laid out by regulatory authorities.
2. DESCRIBE THE CURRENT AND FUTURE STATE OF THE MARKET

Using the “Future Vision for Sustainability” Template

Once your broad Vision Statement is mapped out, the “Future Vision for Sustainability” Template helps to identify and specify which specific functions and rules need to be performed and followed more effectively if the market is to produce better health outcomes for your target group, sustainably over time.

NOTE

In general, health market sustainability is the capability of the health market system to ensure benefits to the population continue beyond the period of an intervention. This means that appropriate and effective products and services will be available, affordable, appealing and ultimately used to benefit healthy behaviors, prevention and treatment.

In the first column you will list those functions which are currently underperforming. These prioritized functions were identified when your team completed step 4 of Diagnose (the key constraints and opportunities). In this case, you will map them against Core Functions, Supporting Functions, Enabling Environment, and behavioral factors. Where relevant, identify who currently ‘does’ each of these functions – and who currently ‘pays’ for them.

- It’s not necessary to list every ‘doer’ of a function – consider the main players supporting a failing function, or group of players. Or note the absence of a main player, if that is the case. If the current ‘doer’ is an NGO or government, should that be the case in the future?

- Who pays for a specific function: this can refer to the consumer’s out of pocket expenses, donors, the value chain, government, or other 3rd-party buyers such as insurance. Many existing markets – particularly markets that have long been supported by donor funding – will identify donors as a key payer of the function in the current market. This will normally shift over time.
  - For Enterprises, consider how funding/subsidy is being currently applied and how we expect this to shift over time.
In order for markets to operate in a sustainable manner, we need to answers to FOUR broad questions

1. What needs to be done?  
2. Who are the main players?  
3. Who does?  
4. Who pays?

Use the template below to help organize your team’s thinking (in the Keystone Project Presentation template).

### Future Vision for Sustainability

<table>
<thead>
<tr>
<th>Constraints/Opportunities</th>
<th>20-Year Ideal Vision (Who Does / Who Pays)</th>
<th>3-5 Year Intermediate Vision (Who Does / Who Pays)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supporting Functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rules</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Additionally, you can use the Sustainability Analysis Framework to structure your Future Vision for Sustainability:

**Example**

**HAITI FP**

**HAITI | Sustainability Vision**

Developing a Long-Term (20-year) Vision

Because market interventions can take years to generate systemic change, a 20-year vision is a powerful way to map out longer term objectives and keep your team focused on the bigger picture systemic change promised by sustainable interventions.
Developing a 20-year / ideal future vision can be done by ‘flipping’ prioritized constraints or barriers and reframing the constraint as a positive. For example, for a market that fails to serve rural adolescent girls and young women due to high costs and low willingness to pay, the vision could be:

- Manufacturers and distributors promote and sell their products through retail and pharmacy channels in rural areas. With rising incomes, adolescent girls and young women in the top 4 income quintiles can purchase products directly.

- Other examples could include:
  - Effective coordination between donors, government and commercial sector to ensure that procurement and distribution of condoms equals the need.
  - A broad portfolio of oral contraceptive products is on the market, with no low quality / substandard products.

**NOTE**

20 years may not be exactly the right framework – teams can identify what this timeframe is. However, the objective is to be able to articulate a clear direction and vision for what it means for each of these functions to be well-functioning.

**DEVELOPING AN INTERMEDIATE (3-5 YEAR) VISION**

An intermediate vision: It is important to lay out objectives for where you expect market constraints to be in the next 3-5 years. Use the length of your project to help guide the timeframe used for guiding interventions. This intermediate vision will form milestones, laying out what can realistically be achieved during the length of your project.

- Consider the relative maturity of the market you’re working in when developing roadmap milestones
- Thinking through who does/ who pays can be particularly relevant to supporting the development of your intermediate vision
- A challenge, yet achievable

**Examples:**

- A consistent supply of affordable, high quality emergency contraceptives is available to rural and urban adolescents.
- The government contracts a voucher management agency to provide a subsidy for rural adolescent girls and young women in the lowest income quintile.
- National guidelines set up for HIVST by MoH (based on WHO guidance).
3. SET YOUR STRATEGIC PRIORITIES

Based on your vision of the future and the market function analysis used in Step 4 of Diagnose, what are the broad set of levers that will need to be addressed by PSI and other players in the market?

These will be your Strategic Priorities. Strategic Priorities may take many years to accomplish and may extend beyond the funding timeline for your project. They will likely require multiple intervention programs/activities (either concurrent or sequential). However, connecting these priorities to our short-term actions can inform critical decisions made within the scope of the intervention.

**NOTE**

Normally, you can narrow down your analysis to focus on 3 to 5 key strategic priorities.

*Developing your priorities:*

Take the constraints identified as important during Step 4 of the Diagnose phase and included in the vision of a healthy market (i.e. the red and yellow constraints) and unpack them further through a constraints review.

Undertake an exercise (e.g. Stargazer) to prioritize the constraints and select 2-5 market constraints to be addressed by program interventions.

**Selecting the Constraints**

- Take the red and yellow areas and unpack them further through a constraints review.

- Undertake a (Stargazer) exercise to select the constraints and come up with 2-5 market constraints to be addressed by program interventions.

Convert each prioritized constraint to be addressed into a strategic priority.
Examples

- Catalyze private importer involvement in FP and PAC products
- Pilot and scale new sanitation business models for serving rural customers
- Accelerate uptake of a complete latrine product
- Decrease availability of non-quality-assured HIV self-tests in private sector pharmacies
- Increase demand for HIV self-testing amongst never testers
- Increase treatment affordability due to uptake in public health insurance schemes
- Address the social norm barriers that prevent the use of condoms amongst men in multiple relationships
- Trade up higher wealth quintile consumers to more premium product offerings
- Expand the commercial market for oral contraceptives
- Increase availability and accessibility of public primary care for hypertension products and services
- Improve private sector provider prescribing practices for hypertension
CONCLUSION

Review your future vision and strategic priorities to check your logic. The Decide Funnel diagram below is a way to check your logic. There should be a clear flow from the constraint/opportunity – to the future and immediate vision of success – to the key Strategic Priority areas.

The Decide ‘funnel’

Lay out the future vision and strategic priorities for each constraint/opportunity that you identified in the Sustainable Vision Framework in the Keystone Project Presentation template. Then return to the Keystone Manual and continue with the next activity.