“Aligned Incentives = Assured Outcomes” emerged as the key theme from a thought-provoking session hosted by the Population Council in conjunction with the Bellagio Group on February 12, 2015.

The event marked the launch of a series of discussions on using business approaches for global health. The session brought together a diverse group of international experts (see below for list of speakers) who discussed the need to develop business approaches to tackle a wide spectrum of global health programs—from increasing access to reproductive health commodities like long-acting reversible contraceptives to improving innovative financing mechanisms to procure and distribute them.

Saumya RamaRao, senior associate from the council’s Reproductive Health program, opened the session by talking about the evolution of the idea for this discussion. She highlighted that we can achieve equity, quality, access, and empowerment through coordinated public–private partnerships. Post-2015, there will be more pressure to develop new resources to finance development initiatives. While, donors, procurers, suppliers, and NGOs share the common goal of increasing access to lifesaving reproductive health commodities, the shifting financing landscape demands innovative approaches to achieving this goal. The increasing use of business cases to convince stakeholders of the return on their investments conveys the importance of embracing business approaches that are employed in the private sector to refine global health programming models. A business case highlights the need for investing in products and/or service mechanisms by providing compelling arguments to the stakeholders.

The session started with a case study presented by Marie Christine Siemerink (UAFC) and Nejla Liias (GHV) on the female condom (FC). Even though the female condoms were introduced a few years ago, a compelling articulation of the need for investing in female condoms became increasingly important with shrinking donor funds. The business case developed by UAFC and GHV addressed this key issue by evaluating the evidence related to FC as an effective market-based solution. The analysis demonstrated the solid return on investment, cost-effectiveness and the socio-economic benefits of investing in female condoms.

In the global health landscape, the nature of funding dictates the incentives that can be built into the products and services which in turn drives value creation for the consumer. A discussion on developing business cases for innovative financing mechanisms presented this idea with Aron Betru (F4D) citing examples from the genesis of the ‘Financing 4 Development’ (F4D) model. The presentation brought to focus the increased appetite for different types of financing mechanisms in the developing countries. Different models that are built around the nature and sources of funding such as the Pledge Guarantee for Health and Acceleration Funds were discussed in depth. The speaker highlighted the key take-home message that “by aligning incentives with the funding model, we can generate assured health outcomes”.

Hema Srinivasan (CHAI) discussed the art of addressing policy goals (such as FP2020) with market-based strategies by highlighting CHAI’s incentive engineering approach. The speaker also dwelled on the use of business cases for increasing access to products/services and the relevance of these approaches for the global health partners with an increasing array of new product introductions on the anvil. She underscored the

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1 The Bellagio Group is a coalition of experts who convene annually to discuss practices for expanding contraceptive choice and accelerating progress toward the Millennium Development Goal of universal access to reproductive health services.
critical components of building strong business cases including reliable data on market pricing and understanding the regulatory context.

Chastain Fitzgerald (WCG) concluded the talk with her interesting presentation on public-private partnerships by citing Woman Care Global’s business model. By introducing the ‘Beer company approach’, she articulated that effective supply chains can be built by emulating private sector practices and adding incentives at various levels. The presentation served as a compelling business case for building winning public-private partnerships in global health.

Collectively, the speakers highlighted the need to improve global health work in developing countries by looking at product procurement and distribution through the lens of supply and demand. By understanding the price points that catalyze substantial increases in product demands, we can design programs that have real impact. And, business cases serve as key design tools to communicate the impact and engage effectively with our partners.

The session was followed by a lively and interactive Q&A session with the audience that gave participants the opportunity to discuss how to engage the private sector, pricing for development, and addressing the issue of increasing access. John Townsend, Council vice president and director of its Reproductive Health program, closed the session with the observation that business approaches are relevant not only to NGOs but also to partnering governments, and that effective partnerships result from innovative approaches to engaging the private and public sector.

**Event Speakers:**

- **Moderator: Saumya RamaRao**, Senior Associate, Reproductive Health, Population Council (PC)
- **Marie Christine Siemerink**, Coordinator, Universal Access to Female Condoms (UAFC) & **Nejla Liias**, (President & Founder), Global Health Visions (GHV)
- **Aron Betru**, Managing Director, Financing for Development (F4D)
- **Hema Srinivasan**, Senior Manager, Global Markets, Clinton Health Access Initiative (CHAI)
- **Chastain Fitzgerald**, Chief Development & Program Officer, Woman Care Global (WCG)
- **Closing Remarks: John Townsend**, Vice President and Director of Reproductive Health, Population Council (PC)