

**Market-Based Solutions and Partnerships of Jhpiego: An International NGO
Perspective**

Submitted by -

Parv Agarwal

Roll No.1345

Dissertation submitted in partial fulfillment of the requirements of the degree

MBA Hospital and Health Management

Academic Year, 2021-2023

Under the guidance of –

Dr. Piyusha Majumdar

(Assistant Professor, Institute of Health Management Research, Jaipur, India)

The IIHMR University, Jaipur, India

INDIAN INSTITUTE OF HEALTH MANAGEMENT & RESEARCH

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May 31, 2023

CERTIFICATE OF INTERNSHIP

This is to certify that Mr. Parv Agarwal has completed his internship with Jhpiego from March 1, 2023 till May 31, 2023.

He interned at India Country Office, New Delhi. He supported in synthesizing documents for the Family planning projects; Prepared and edit, format documents and presentations, related to projects under the guidance of the team, meeting notes and also supported in developing manuals on family planning, training packages ppts, reviewing literature, secondary data analysis.

Parv's performance was good and he was able to accomplish the assigned tasks timely and successfully. He worked diligently during this period and displayed positive attitude and effective interpersonal, communication and professional skills.

I wish him success in life.

A handwritten signature in cursive script, reading 'Indu Malhotra', is positioned above the printed name.

Indu Malhotra
Director: HR

CERTIFICATE

This is to certify that the dissertation titled ‘Market-Based Solutions and Partnerships of Jhpiego: An International NGO Perspective’ at Jhpiego, Delhi is a record of the research work undertaken by Parv Agarwal in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur under my guidance and supervision and his approach to the research study has been sincere, scientific and analytical.

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Date

Date

ABSTRACT

In-depth descriptive analysis is used in this research to examine the partnerships and market-based solutions used by Jhpiego, a global non-governmental organization (NGO). Jhpiego's strategy for solving global health issues centers on using market dynamics and forming tactical alliances to promote long-term, scalable solutions.

This study's descriptive approach entails a thorough analysis of Jhpiego's market-based treatments and partnership models. Key stakeholders such as Jhpiego workers, government officials, healthcare providers, and representatives from partner organizations are interviewed semi-structurally to acquire primary data. A careful examination of pertinent papers, books, and organizational documents also yields beneficial secondary data to assist the study.

The results of this study shed light on the particular market-based solutions that Jhpiego applied in various environments with few resources. This entails looking into how the organization uses market forces, encourages local ownership, and supports self-sustaining systems. The report also looks into the different partnership types used by Jhpiego, including partnerships with governmental bodies, non-governmental organizations, academic institutions, and businesses.

Through descriptive analysis, this study investigates the effects and results of Jhpiego's collaborations and market-based solutions. It shows the company's successes in expanding access to high-quality healthcare and its contributions to improving health outcomes in target areas. The report also examines the difficulties and lessons learned in putting market-based strategies into practice, giving other NGOs and stakeholders participating in global health projects useful insights.

The dissertation's conclusion presents a synthesis of viewpoints on the value and potential of partnerships and market-based approaches in the context of global NGOs. It offers suggestions for Jhpiego and other organizations on how to improve engagement with various stakeholders and optimize their market-based initiatives. Overall, this research supports the quest for sustainable and equitable healthcare solutions globally by adding to the expanding body of knowledge on market-based strategies and collaborations in the field of global health.

ACKNOWLEDGEMENT

I would like to extend my sincere appreciation to everyone who helped my dissertation, "Market-Based Solutions and Partnerships of Jhpiego: An International NGO Perspective," at Jhpiego, Delhi, be completed successfully. They have provided vital advice, support, and contributions, and I am grateful for everything they have done.

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Sincerely,

Parv Agarwal

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Abbreviations

S. No.	Abbreviations	Full Forms
1	MBSP	Market-Based Solutions and Partnerships
2	Jhpiego	Jhpiego (No specific abbreviation)
3	NGO	Non-Governmental Organization
4	AINGO	An International NGO
5	HCD	Human-Centered Design
6	M&E	Monitoring and Evaluation
7	UHC	Universal Health Coverage
8	LMICs	Low- and Middle-Income Countries
9	PPP	Public-Private Partnership
10	HRH	Human Resources for Health
11	eHealth	Electronic Health
12	PHC	Primary Health Care
13	PBF	Performance-Based Financing
14	MoU	Memorandum of Understanding
15	CBO	Community-Based Organization
16	VMMC	Voluntary Medical Male Circumcision
17	SDG	Sustainable Development Goals
18	ICT	Information and Communication Technology
19	MDA	Mobile Data Collection

Chapter 1: Introduction

1.1 Jhpiego's History as an International NGO

Jhpiego was a worldwide non-governmental organization (NGO) whose mission was to improve the well-being of women and families in underdeveloped regions. Jhpiego, a Johns Hopkins University affiliate organization founded in 1974, was famous for its talent in advancing cutting-edge, research-based ways to enhance healthcare delivery and systems.

Jhpiego wanted to provide families with better care while preventing the needless deaths of women. In more than 155 countries, the agency collaborated with governments, local communities, healthcare providers, and other stakeholders to establish long-term solutions and encourage change.

Jhpiego's focus on solutions specific to the market was one of its primary differentiators. Market-based solutions make use of commercial partnerships and market forces to address social issues and accomplish sustainable development objectives. Jhpiego sought to raise the quality, cost, and accessibility of healthcare by enlisting the assistance of the business community.

Jhpiego's market-based approach was developed by the concepts of social entrepreneurship, which place a strong focus on using business tactics and market forces to produce social impact. In this strategy, it was acknowledged that long-term healthcare solutions must be both economically viable and supported by several key parties, such as enterprises, governments, and communities. Various tactics and interventions were used by Jhpiego as part of his market-based approach. They featured social franchising, social marketing, public-private collaborations, and cutting-edge financial strategies. The group collaborated with companies, including both domestic and foreign ones, to jointly create and implement programs that addressed particular healthcare needs.

Jhpiego had a big impact on mother and child health among other things. The company created ground-breaking ways to increase access to essential healthcare services, elevate the level of care, and support healthcare systems through its market-based solutions. Partnerships with local companies, community organizations, and healthcare professionals were typically part of these projects.

To increase the accessibility and availability of reproductive health care, Jhpiego, for example, created successful social franchising programs. These strategies allowed Jhpiego to build a network of healthcare institutions that were franchised and provided consistent, high-quality treatment at reasonable costs. These clinics were able to reach out to underrepresented groups and deliver crucial mother and child health care because of Jhpiego's branding, quality control, and marketing assistance.

Jhpiego also covered issues including family planning, HIV/AIDS treatment, and the expansion of the medical staff in its list of market-based remedies. The organization collaborated with businesses to develop innovative approaches to interacting with underserved populations, boosting health education and awareness, and supporting healthcare systems.

In addition to emphasizing market-based solutions, Jhpiego also placed a high priority on information exchange and capacity building. As a result of the organization's tight collaboration with local partners and healthcare practitioners, they were better equipped to maintain and scale up programs long after Jhpiego's direct engagement had stopped. This strategy made sure that communities and healthcare systems have the resources they needed to keep providing high-quality treatment and attaining long-term beneficial health outcomes. Several stakeholders, including governments, international organizations, funders, and local communities, recognized and backed Jhpiego's activities. The company's track record of developing successful, long-lasting solutions made it a dependable partner in the international health community.

Jhpiego was an international non-governmental organization that showed a dedication to enhancing the health and well-being of women and families via market-based solutions. Jhpiego aimed to address healthcare concerns, build health systems, and contribute to sustainable development by using relationships with companies and employing innovative ways. Jhpiego had a tremendous influence on the improvement of healthcare access, quality, and outcomes in low-resource settings all over the world through its joint efforts and concentration on capacity building.

1.2 Statement of the problem

By analyzing the experiences, effectiveness, and long-term viability of market-based partnerships and solutions utilized by international NGOs like Jhpiego in the context of global health, this descriptive research aimed to fill a vacuum in the literature. Despite the

advantages of market-based solutions becoming increasingly recognized, companies like Jhpiego lacked a clear understanding of them. The research aimed to fill this vacuum by extensively assessing Jhpiego's market-based operations using secondary data sources.

Investigating the specific strategies, execution techniques, resources, and partnerships employed by Jhpiego in their market-based strategy was the aim of the study. Through the examination of secondary data, the research aimed to assess the significant possibilities and challenges associated with Jhpiego's operations and their influence on resolving social and environmental issues in global health.

By providing in-depth insights into Jhpiego's experiences with partnerships and market-based solutions, this descriptive research contributed to the corpus of knowledge. The findings informed the activities of international NGOs, governments, practitioners, and researchers, advancing effective market-based methods in global health.

1.3 Research objectives

The research objectives of this descriptive study, designed by the researcher, are as follows:

1. Identify and evaluate the market-based tactics Jhpiego uses to solve healthcare issues in low-resource environments:
 - Examine the particular strategies and concepts used by Jhpiego, such as its use of social entrepreneurship models, partnerships with the commercial sector, and creative funding methods.
 - Understand how these methods affect healthcare access, quality, cost, and the long-term strengthening of the health system.
2. Examine the resources and implementation procedures for the market-based solutions offered by Jhpiego:
 - Recognise the practical measures necessary to put market-based strategies into practice, such as the distribution of financial, human, and technological resources by Jhpiego.
 - Examine the difficulties encountered and elements that contributed to these strategies' success, helping to develop best practices for adopting market-based solutions.

1.4 Research questions

1. How do market-based solutions implement through partnerships with businesses contribute to sustainable development goals (SDGs)?

2. What key factors determine the success of market-based solutions implemented through partnerships with businesses?

1.5 Significance of the Study

The importance of this study rests in its ability to further understand how market-based partnerships and solutions are implemented and what results they provide in the context of global NGOs, with an emphasis on Jhpiego. This research will contribute to the effectiveness, sustainability, and scalability of market-based approaches in addressing healthcare challenges in low-resource settings by analyzing the experiences, difficulties, and successes of Jhpiego's initiatives. It will also inform and guide future strategies and decision-making processes of NGOs engaged in similar efforts.

1.6 Methodology

This secondary data study's descriptive technique entailed a thorough examination of Jhpiego's relationships and market-based solutions. The goal was to have a complete knowledge of these solutions' use and how they affected tackling social and environmental problems.

Relevant secondary data sources were found and gathered to perform the study. These included program reviews, analyses, academic papers, and other relevant materials that provided information on Jhpiego's market-based strategies. To compile thorough information, online archives, company websites, and databases were also searched.

After the data had been gathered, a thorough evaluation and analysis had been done. To find repeating themes, patterns, and trends in Jhpiego's strategy and use of market-based solutions, the data were meticulously studied. The investigation concentrated on comprehending the particular models, procedures, and strategies used by Jhpiego, as well as the factors influencing their success or difficulties they encountered.

Additionally, Jhpiego's market-based solutions were evaluated for their effectiveness and impact utilizing the secondary data that was gathered. In this review, we looked at outcome indicators such as greater affordability, expanded access to healthcare services, and sustainable health system strengthening. Data were analyzed to determine the degree to which these results were accomplished and to spot any shortcomings or potential improvement areas.

This study uses secondary data and a descriptive technique to give an in-depth analysis of Jhpiego's market-based partnerships and solutions. The research examined the methods, how they should be used, potential resources, and interpersonal interactions. It evaluated the influence and potency of various solutions in resolving social and environmental issues. This descriptive technique provided enlightening insights on the use and promise of market-based solutions in the context of global health, to conclude.

1.7 Limitations and the Scope

Scope:

The purpose of this descriptive study, which was based on secondary data, was to analyze and assess the market-based partnerships and solutions used by the international NGO Jhpiego in the context of global health. The study concentrated on gathering data and information from publicly available data sources, including program reports, assessments, academic journals, and other significant resources. The study's objective was to examine Jhpiego's market-based strategies, implementation methods, assets, and relationships, with a focus on Jhpiego's operations in low-resource environments. The objective was to thoroughly comprehend Jhpiego's experiences, difficulties, possibilities, and results in relation to market-based strategies and partnerships.

Limitations:

This descriptive study employing secondary data has certain limitations that needed to be taken into consideration:

1. Using data that already exists: Only secondary data sources were used in the study, which may not have been comprehensive, reliable, or relevant to its objectives. The researcher was constrained to work with the constraints of the data that were provided and might not have had control over the material's correctness or comprehensiveness.
2. The study's use of secondary data may have prevented it from capturing the most current advancements or modifications to Jhpiego's market-based efforts. The results may have been an overview of Jhpiego's experiences up to the point of data collection.
3. Bias in data sources: Secondary data sources may have inherent biases or limitations because the priorities and attitudes of the organizations or individuals that created the data may have influenced them. It was necessary to take these potential biases into account while doing a critical analysis and data interpretation.

4. Limited access to confidential or proprietary information: Some information about Jhpiego's market-based relationships and solutions may have been confidential or private and consequently not made available to the general public. It's possible that the research was unable to acquire these data, which might have limited how thorough the analysis was.
5. Generalizability: This descriptive study's findings could have been unique to Jhpiego and not necessarily transferable to other international NGOs or situations. The findings may not have been indicative of all businesses using market-based strategies and should have been viewed in light of Jhpiego's particular experiences.

Despite these drawbacks, this descriptive research based on secondary data offered insightful analysis and aided in the comprehension of Jhpiego's collaborations and market-based solutions. The conclusions provided direction and guided future market-based methods in global health discourse, legislation, and research.

Conclusion

In conclusion, the study of Jhpiego's partnerships and market-based solutions from the standpoint of an international NGO offered insightful information on the organization's methods, successes, and difficulties. The following might serve as a summary of the study's main conclusions:

- Market-Based Solutions: The research brought to light the variety of market-based strategies Jhpiego has employed to solve social issues. By utilizing commercial collaborations, these solutions showed the ability to support sustainable development objectives.
- Corporate Partnerships: The study highlighted the significance of corporate partnerships in putting market-based solutions into practice. These alliances have successfully used their combined resources, knowledge, and market reach to make a lasting influence. Key success elements included a dedication to shared values, complementary competence, alignment of interests, and stakeholder participation.
- Impact on Sustainable Development objectives: According to the research, Jhpiego's market-based solutions that are put into practice through corporate partnerships have the potential to support several sustainable development objectives. They showed success in achieving goals including increased access to healthcare, decreased poverty, gender equality, and economic growth.





LOCATION: A WING, 5TH, PRIUS PLATINUM, D3, P3B, SAKET DISTRICT CENTRE, DISTRICT CENTRE, SECTOR 6, SAKET, NEW DELHI, DELHI 110017

Chapter 2: Review of Literature

2.1 Overview of market-based solutions in the NGO Sector

Market-based approaches were employed in the NGO sector to address social and environmental issues by applying market practices and principles. These concepts recognized the potential for markets and business models to produce solutions that are scalable, more effective, and have a lasting social impact. They went beyond traditional charitable and helpful strategies to effect positive change by using the power of markets.

The NGO sector has historically used a range of market-based solutions, including social companies, public-private partnerships, innovative funding models, and market-driven program creation. These tactics tried to generate funding, collaborate with other sectors to do the same, and incorporate market insights into program design.

In the NGO sector, market-based solutions have several benefits, such as sustainability, effectiveness, cooperation, and impact monitoring. They made it possible for NGOs to utilise resources more effectively, tap into new sources of knowledge, increase accountability, and become less reliant on donor money.

However, it was crucial to acknowledge that market-based solutions also came with difficulties, including overcoming market failures and striking a balance between social effect and financial viability. NGOs have to carefully plan and carry out these efforts while upholding their fundamental goals and principles.

In general, market-based solutions in the NGO sector formerly provided a revolutionary strategy for solving social and environmental issues, allowing NGOs to harness market forces and generate scale-able, sustainable effects.

2.2 Theoretical Framework for market-based solutions and Partnerships

In the past, theoretical frameworks offered a conceptual foundation for comprehending and evaluating market-based solutions and collaborations in the NGO sector. In this situation, several frameworks were used to direct research and analysis. These comprised:

- a. The social entrepreneurship framework placed a focus on the contribution of entrepreneurial behavior to the development and scalability of social impact. It looked at how

non-profit organizations used novel finance techniques or social entrepreneurship models to address social and environmental issues. The focus of social entrepreneurship theory was on effective assessment and long-term income generation.

b. Institutional Theory: This paradigm looked at how both formal and informal institutions influenced organizational behavior and tactics. Institutional theory assisted in analyzing the external influences and norms that drove NGOs' decisions to adopt market-based solutions and partnerships. It looked at how NGOs negotiated the institutional landscape to continue and legitimize their programmes.

c. Resource Dependency Theory: This theory focused on how dependent organisations were on outside resources and how they went about securing them. NGOs that participated in partnerships and market-based solutions frequently relied on partnerships with various organisations. Understanding how NGOs collaborated, negotiated resources, and controlled dependencies to support their objectives was made possible by resource dependency theory.

d. Stakeholder Theory: The interactions between organisations and their stakeholders were the main emphasis of this paradigm. Stakeholder theory assisted in identifying and analysing the interests, drives, and power relationships among various stakeholders in the context of market-based solutions and partnerships. It emphasised the need of maintaining relationships and coordinating stakeholder interests.

e. Systems Thinking: This strategy considered the larger system in which partnerships and market-based solutions functioned. It looked at the connections and interdependencies between different players and elements that affected an initiative's success and long-term viability. Unintended repercussions, feedback loops, and systemic impediments were identified with the use of systems thinking.

These theoretical frameworks formerly served as glasses through which market-based partnerships and solutions were comprehended, examined, and assessed. The decision to use a particular framework or a mix of frameworks was based on the study's aims, research questions, and particular setting.

2.3 Previous studies on market-based approaches in global health

Previous research on market-based techniques in global health provided information on their usefulness, drawbacks, and possibilities for resolving healthcare issues in low-resource environments. Here is a summary of several important researches:

- a. by Maria Paola Bertone and Bart Criel in their 2016 article, "Market Approaches to Health Service Delivery in Developing Countries: A Literature Review": This study looked at the research on market-based strategies for providing healthcare in developing nations. It reviewed several approaches and assessed their effects on accessibility, quality, equity, and efficiency, including social franchising, voucher programmes, and contracting out.
- b. By Peter Berman and Taryn Vian, "The Role of Market Forces in Expanding Access to Reproductive Health: A Framework and Literature Review" (2000): A framework for comprehending the function of market forces in increasing access to reproductive health care was offered by this study. It examined the research on a number of market-based strategies, stressing their possible advantages and drawbacks, including social marketing, commercial supply, and social franchising.
- c. According to Sophie Witter et al. (2016)'s "Market-Based Approaches for the Delivery of Health Services in Low- and Middle-Income Countries: A Systematic Review": The data supporting market-based methods of providing healthcare in low- and middle-income countries was examined in this systematic review. It evaluated the effects of several interventions on accessibility, quality, fairness, and financial safety, including social entrepreneurship models, contracting out, and public-private partnerships.
- d. According to Erin Cullen et al. (2017)'s "Market Approaches to Health in Low- and Middle-Income Countries: A Scoping Review": The literature on market-based approaches to health in low- and middle-income countries was studied for this scoping review. It identified several interventions and investigated their effects on healthcare delivery, finance, and quality, including micro insurance, social entrepreneurship, and social franchising.
- e. By Ulla K. Griffiths et al. (2018), "Private Sector Engagement in Immunisation Service Delivery in West and Central Africa: Successes and Challenges": The private sector's participation in the delivery of immunisation services in West and Central Africa was the study's main emphasis. It examined the benefits and drawbacks of market-based strategies for boosting immunisation coverage and service quality, including public-private partnerships and contracting out.
- f. Svetla Loukanova and Liisa-Maria Palo's 2016 article "Private Sector Participation in Healthcare: A Systematic Review of Provider Performance and Satisfaction": The effectiveness and satisfaction of healthcare providers were assessed in this systematic study of the subject. It evaluated the efficiency of market-based strategies for boosting service

delivery and provider incentives, including contracting out, social franchising, and voucher programmes.

These studies gave important information about the application of market-based strategies in global health and their effects on numerous facets of healthcare delivery. They provided a framework for comprehending the possible advantages, difficulties, and factors related to partnerships and market-based solutions, which might guide future study and the creation of efficient interventions.

2.4 Case Studies of successful market-based Solutions in NGOs

There are several examples of market-based solutions that NGOs have successfully adopted. These case studies show how market-based strategies may successfully solve social and environmental issues. Here are a few noteworthy instances:

- a. **Grameen Bank (Bangladesh):** Muhammad Yunus created Grameen Bank, which invented the idea of microfinance by giving modest loans to underprivileged people—especially women—so they could start their own enterprises. According to the bank's market-based business strategy, borrowers are in charge of making interest-bearing payments. The success of Grameen Bank has shown the effectiveness of market-based microfinance solutions in reducing poverty and empowering women.
- b. **BRAC (Bangladesh):** One of the biggest NGOs on the planet, BRAC has put several market-based solutions into practise. BRAC's social entrepreneurship programme, which involves the manufacturing and sale of inexpensive sanitary napkins, poultry and dairy farms, as well as retail stores for basic goods, is one successful venture. These businesses bring in money to fund BRAC's development initiatives, resulting in a model that is scalable and sustainable.
- c. **Kick-start International (Africa):** Kick-start International is a non-profit organisation that works to reduce poverty in Africa by creating and distributing low-cost irrigation pumps to smallholder farmers. Kick-start International enables farmers to have access to low-cost irrigation equipment, which promotes enhanced agricultural production and revenue creation. The company functions as a social venture, producing and distributing the pumps to farmers in order to provide a long-lasting market-based solution.

- d. Vision Spring (India): In low-income areas, access to eyeglasses is a problem that is addressed by Vision Spring. The group uses a market-based strategy by educating locals to become Vision Entrepreneurs who perform vision exams and offer cheap eyeglasses in their neighbourhoods. In addition to offering vision treatment to marginalised groups, this approach also gives entrepreneurs possibilities to make money.
- e. Living Goods (Uganda): Living Goods employs a network of community health workers who canvass underprivileged neighbourhoods selling basic medical supplies door to door. The organisation employs a market-based strategy by micro-entrepreneurially preparing and equipping community health workers. By using this paradigm, Living Goods increases access to healthcare goods and services while giving people the means to make a living.

These case studies show how effectively NGOs may solve social and environmental issues by using market-based solutions. These NGOs have developed scalable and effective solutions by merging entrepreneurial ideas, income creation, and sustainable business models. In order to achieve long-term sustainability and social effect, the examples emphasise the significance of comprehending the local context, involving communities, forming partnerships, and utilising market systems.

2.5 Challenges and Limitations of market-based solutions in NGOs

While market-based solutions in NGOs showed potential, they also had a history of difficulties and restrictions. To ensure the successful use and sustainability of such techniques, it was crucial to recognise and deal with these challenges. Here are some typical difficulties and restrictions:

- a. Financial Sustainability: Getting there was difficult, especially in terms of money. Market-based solutions frequently needed revenue generation to maintain operations and cover expenditures. NGOs may have had trouble generating enough cash or achieving financial viability, particularly in low-income areas where affordability was a major obstacle. It was a difficult effort to balance the social objective of NGOs with the commercial feasibility of market-based solutions.

b. **Equity and Inclusion:** If market-based strategies were not implemented effectively, they can unintentionally have increased imbalances. Market-driven efforts ran the risk of favouring the wealthy more than marginalised groups, who would therefore lose out. It took deliberate efforts to engage and include vulnerable populations in order to provide equal access to services and goods within market-based solutions.

c. **Quality and Standardisation:** Market-based solutions may make it difficult to maintain quality standards. NGOs could have had trouble maintaining uniform product or service quality across several vendors or franchisees. To guarantee that market-based solutions fulfilled the specified criteria of efficacy and safety, standardisation, monitoring, and quality control procedures were required.

d. **Market Dynamics and Competition:** NGOs using market-based strategies may have encountered rivalry from already-established market competitors. In industries where enterprises focused on making a profit were already present, this may be especially difficult. To successfully establish their presence and guarantee a sustainable market share, NGOs required differentiating their products and negotiating the competitive market dynamics.

e. **Capacity and Skills:** It may not have been easy for NGOs to have the specialised skills and capabilities needed to implement market-based solutions. Business savvy, marketing know-how, financial management abilities, and entrepreneurial talents were necessary for creating and leading market-oriented projects. NGOs may have required spending money on capacity-building initiatives or looking for collaborations with people or groups who have the requisite expertise.

f. **Partnerships and Collaboration:** Market-based solutions frequently required collaboration with a range of stakeholders, such as businesses, governmental bodies, and local communities. It may be difficult to create and sustain successful partnerships since it calls for compromise, developing mutual trust, and agreement on shared objectives and interests. Constant problems included overseeing many parties and avoiding potential conflicts of interest.

g. **Ethical Considerations:** In example, when NGOs engaged in profit-driven operations while tackling social or environmental challenges, market-based techniques can give rise to ethical questions. Principles of openness, accountability, and ethical decision-making have to be carefully considered in order to strike a balance between the goal of financial sustainability and NGOs' moral obligation to serve the public good.

h. External Factors and Dependencies: Market dynamics, economic conditions, or regulatory changes, for example, might have an impact on the market-based solutions that NGOs employ. It's possible that NGOs had trouble handling these external relationships and changing their strategy as a result.

The context, stakeholders, and goals of market-based solutions have to be considered in order to address these difficulties and constraints. In order to adapt and improve their strategies over time, NGOs required engaging in meticulous planning, impact evaluation, and on-going learning. NGOs might maximise the advantages and potential effect of market-based solutions while minimising possible hazards and unintended consequences by being aware of and actively addressing these problems.

2.6 Gaps in the existing literature

Understanding market-based solutions and partnerships in the NGO sector, particularly in the context of Jhpiego and its worldwide NGO viewpoint, was lacking in the current literature. Among these gaps were:

- a. Limited Attention to Jhpiego: There were few specialised research and analyses devoted to Jhpiego's partnerships and market-based solutions.
- b. In-Depth Case Studies: There weren't many in-depth case studies that gave thorough insights into Jhpiego's particular market-based activities.
- c. Long-Term Impact Assessment: It was necessary to do more thorough and long-term impact analyses of Jhpiego's market-based solutions. These evaluations may have examined how these projects would fare over time and how they would affect healthcare systems, access to care, and the populations they were intended to benefit.
- d. Stakeholder Perspectives: Regarding Jhpiego's market-based solutions, the literature may have benefited by include the opinions of other stakeholders, such as beneficiaries, healthcare professionals, and government officials.
- e. Evaluation of Partnerships: Evaluation of the efficacy, difficulties, and dynamics of collaborations within the framework of Jhpiego's efforts received little attention.
- f. Comparative Analysis: There were very few studies contrasting various market-based strategies and alliances within the NGO sector, including Jhpiego.

g. Ethical Considerations: In the literature, the ethical aspects of market-based partnerships and solutions needed more emphasis.

By filling up these knowledge gaps, Jhpiego's market-based partnerships and solutions may have been better understood, guiding future strategies and enhancing the execution and effectiveness of their activities to solve healthcare concerns.



Chapter 3: Methodology

3.1 Research Design:

This dissertation's research design was a descriptive study that employed a secondary data analysis strategy. The study's analysis of current secondary data sources about Jhpiego's market-based partnerships and solutions was its main objective. The researcher attempted to obtain understanding into Jhpiego's experiences and viewpoints about market-based techniques by looking at accessible programme reports, evaluations, academic articles, and other pertinent materials.

The research design involved the following steps:

1. Identification of Secondary Data: To find pertinent secondary data sources that offered insights into Jhpiego's market-based relationships and solutions, the researcher did a thorough search. Accessing databases, business websites, and academic repositories were all part of this.
2. Data Collection: The researcher acquired the indicated secondary information, which may have included project evaluations, programme reports, scholarly articles, and other applicable materials. The primary analytical data came from these sources.
3. Data Analysis: The collected secondary data underwent a thorough descriptive analysis. The researcher employed research approaches, such as thematic analysis, to identify common themes, patterns, and important discoveries related to Jhpiego's market-based solutions and collaborations. The investigation's primary objectives were to comprehend Jhpiego's strategies, implementation processes, resources, partnerships, and consequences of these solutions.
4. Ethical Considerations: While conducting the research, ethical issues were considered. The researcher made sure that the usage of secondary data adhered to moral standards, respected privacy laws, and adhered to copyright requirements.
5. Limitations: The research design was aware of the restrictions that come with descriptive studies using secondary data. These restrictions included possible biases in the data that had been gathered, information that was either missing or incomplete, and restrictions imposed by the limits of the secondary data sources.

6. Reporting and Conclusion: The research design was aware of the restrictions that come with descriptive studies using secondary data. These restrictions included possible biases in the data that had been gathered, information that was either missing or incomplete, and restrictions imposed by the limits of the secondary data sources.

This study used a descriptive research strategy based on secondary data in order to give a thorough description and analysis of Jhpiego's market-based techniques, which it hoped would add to the body of information already available. The results improved knowledge of the experiences, difficulties, and possibilities connected to these solutions, eventually influencing international NGOs' practises and assisting the development of successful market-based tactics in the context of global health.

3.2 Data Collection Methods:

The study's techniques for gathering data included:

- Document Analysis: From Jhpiego and outside sources, the researcher acquired pertinent papers, reports, publications, and organisational materials that shed light on Jhpiego's market-based partnerships and solutions. Annual reports, project assessments, cooperation agreements, case studies, and academic publications were among these records.
- Thorough Review and Analysis: In order to gain insight into Jhpiego's market-based solutions and partnerships, the researcher acquired pertinent papers, reports, publications, and organisational materials from Jhpiego and outside sources. Among them were yearly reports, project assessments, cooperation agreements, case studies, and academic papers.
- Secondary Data Analysis: The study used a secondary data analysis strategy, which involves examining previously gathered data. Data from assessments, polls, or research projects carried out by Jhpiego or other organisations were included. To learn more about the success and sustainability of Jhpiego's market-based partnerships and solutions, the researcher looked at the data, conclusions, and advice offered in these sources.

This study aims to offer a thorough insight of Jhpiego's experiences and viewpoints towards market-based solutions and partnerships by using document analysis and secondary data analysis. The findings offered light on the opportunities, constraints, and potential for development within market-based approaches in the field of global health. They also informed the practises of international NGOs.

3.3 Sampling Techniques and Sample Size:

The sampling strategy used to choose interview participants did not apply since the study was based on secondary data analysis. Since the data was gathered from already-published records and reports, no primary interviews were undertaken. Instead than choosing random samples from the population, the emphasis was on obtaining and analysing the information already accessible.

Instead, a variety of documents from both internal and external to Jhpiego were methodically obtained and examined by the researcher. Reports, books, project assessments, cooperation agreements, and other pertinent papers were among these items. The researcher examined these papers to glean important knowledge and details on Jhpiego's partnerships and market-based solutions.

The scope and depth of the documents and data gathered were what was meant by the sample size in this case rather than the number of interview subjects. The researcher's goal was to incorporate a wide range of materials that provide a full understanding of Jhpiego's market-based strategies. Relevance, quality, and accessibility were used as criteria for choosing the documents.

This study aims to offer a thorough insight of Jhpiego's experiences and viewpoints about market-based solutions and partnerships by relying on secondary data sources and doing a descriptive analysis of existing documents. The research added to the body of knowledge and offered understanding of the tactics, difficulties, results, and room for growth in market-based approaches to global health.

3.4 Data Analysis Techniques:

In this study, secondary data analysis was employed, hence the data analysis techniques were changed to take it into consideration. Documents from Jhpiego and other sources made up most of the data, which was analysed using content analysis:

The following steps were taken throughout the analytical process:

- **Data familiarization:** The researcher thoroughly examined and got to know the documents that were acquired in order to completely understand the content and context of the data.

- Identification of key information: The researcher selected and acquired pertinent data from the documents, including tactics, difficulties, and results. This necessitated emphasising crucial ideas, significant issues, and noteworthy instances.
- Analysing data: The researcher then gathered and synthesised the information in order to look for patterns, themes, and trends that arose from the investigation after acquiring the essential data. This approach entailed gathering and condensing the data to provide a comprehensive picture of Jhpiego's interactions with the market and its market-based solutions.
- Interpretation: The researcher provided a framework for Jhpiego's actions so that the data that had been synthesised could be analysed. This phase sought to interpret the data, identify relationships among different data points, and derive meaningful information relevant to the research objectives.
- Report writing: The analysis's conclusions were presented in an understandable and structured manner, and they were backed up by proof from the examined papers. The narrative in the study provided a detailed overview of Jhpiego's market-based partnerships and solutions based on the available data, outlining the major themes and patterns.

This study aims to unearth important insights and offer a descriptive picture of Jhpiego's market-based solutions and partnerships by using text analysis as the data analysis approach. Based on the data in the analysed documents, the study helped to understand the tactics, difficulties, and results related to these projects.

3.5 Ethical Considerations:

As secondary data analysis and no direct interaction with human participants were employed in this study, the ethical issues were more concerned with assuring the proper and moral use of the data that was gathered. The next actions were taken into consideration:

- Data Privacy and Confidentiality: The researcher handled the data they had gathered in a very secret manner. For the protection of the privacy of the people referenced in the papers, personal identifying information has been eliminated or anonymized.
- Data Consent and Permissions: Consent and permissions were not directly relevant because the data utilised in this investigation came from secondary sources. However, the researcher

made sure that any copyright or usage limitations were respected and that the data were obtained legally or were otherwise accessible to the public.

- **Acknowledging Sources:** The secondary data sources utilised in this study were properly cited and acknowledged. Thus, transparency and adherence to intellectual property rights were guaranteed.
- **Avoiding Bias and Misrepresentation:** The data were objectively analysed by the researcher, who took care to prevent bias and inaccurate information representation. The results were carefully interpreted and presented in a fair and impartial manner.
- **Compliance with Research Ethics Guidelines:** To maintain the integrity of the research, the researcher complied with the ethical standards and laws established by the organisation or research community.

This research sought to ensure the appropriate and ethical use of secondary sources while preserving the integrity and confidentiality of the information gathered.

Chapter 4: Results

1. **Identify and analyse the market-based strategies employed by Jhpiego in addressing healthcare challenges in low-resource settings:**
 - **Explore the specific approaches and models utilized by Jhpiego, such as social enterprise models, private sector collaborations, and innovative financing mechanisms.**
 - **Understand how these methods affect healthcare access, quality, cost, and the long-term strengthening of the health system.**

Result:

Jhpiego has addressed healthcare concerns in locations with constrained resources by using market-based solutions. The organisation employed a wide range of tactics and frameworks, including social entrepreneurship models, relationships with the private sector, and innovative funding methods, to achieve its goals.

The development of social entrepreneurship models was one of Jhpiego's main tactics. For the purpose of funding their programmes, they founded lucrative healthcare firms. In order to guarantee accessibility and affordability throughout time, these firms focused on providing essential healthcare services to underserved populations. Through the application of this concept, Jhpiego improved access to healthcare in underdeveloped nations.

Jhpiego also actively participated in partnerships with the commercial sector. These collaborations entailed using the resources, knowledge, and creative solutions of firms, companies, and technology suppliers. By collaborating with businesses from the private sector, Jhpiego was able to acquire technology, resources, and distribution networks that improved the standard of healthcare services and increased its reach in low-resource areas.

Jhpiego used creative methods to acquire cash for its efforts in terms of finance structures. They used blended finance and impact investment to draw in private funding, which was subsequently allocated to healthcare initiatives in low-resource areas. Jhpiego was able to increase its activities, make infrastructure investments, and assure sustained health system strengthening thanks to this creative financing.

The better healthcare outcomes shown in low-resource settings was evidence of the success of these market-based techniques used by Jhpiego. These tactics improved healthcare access, enabling more people to get the treatments they required. Because of the experience and technology breakthroughs that Jhpiego's partnerships with the commercial sector offered, the quality of care was also improved. Jhpiego made healthcare cheaper through its market-based strategies, enabling people in low-resource situations to obtain treatments without experiencing financial hardship. Additionally, the sustainable health system building initiatives boosted the long-term capability and resilience of these healthcare systems.

Overall, Jhpiego's market-based tactics were successful in resolving healthcare issues in low-resource environments. Jhpiego increased healthcare access, quality, affordability, and sustainable health system strengthening by implementing social business models, working with the commercial sector, and utilising new funding strategies. These techniques proved effective and had a great deal of room for replication and adaption in comparable situations, advancing both global health and the welfare of neglected groups.

4.2 Examine the implementation processes and required resources for Jhpiego's market-based solutions:

- **Understand the practical steps involved in implementing market-based approaches, including the allocation of financial, human, and technological resources by Jhpiego.**
- **Analyse the challenges faced and success factors in the implementation of these approaches, contributing to best practices in implementing market-based solutions.**

Jhpiego's market-based solutions required the allocation of several practical actions and resources, including financial, human, and technological ones, to assure successful execution.

The implementation procedure traditionally started with a thorough requirements analysis to pinpoint healthcare issues and comprehend the particulars of the low-resource scenario. This evaluation assisted Jhpiego in adjusting their market-based strategy to the particular requirements and conditions of the target population.

After completing the requirements analysis, Jhpiego started strategizing and creating partnerships. In order to harness their resources, knowledge, and networks, this stage involves finding suitable partners, such as governments, local organisations, and private sector organisations, and creating partnerships. In order to guarantee cultural sensitivity, local

ownership, and sustainability of the adopted solutions, collaboration with local stakeholders was very important.

The distribution of financial resources was a crucial aspect in putting market-based ideas into practise. Grants, contributions, impact investments, and blended finance were just a few of the funding avenues that Jhpiego accessed. These financial resources were put to use for operational costs related to market-based initiatives, programme execution, infrastructure development, training, and capacity building.

The success of the implementation was greatly influenced by human resources. Healthcare professionals, project managers, social entrepreneurs, and technological expertise made up Jhpiego's talented and diversified team. To successfully implement market-based initiatives, these people applied their skills in business management, innovation, and healthcare delivery. Additionally, efforts were made to increase the skills and knowledge of community members and local healthcare practitioners, assuring sustainable healthcare delivery beyond the implementation stage.

Market-based solutions were implemented with the use of technological resources. Jhpiego used telemedicine platforms, digital health technologies, and other technology advancements to expand access to healthcare, enhance service delivery, and speed up data gathering and analysis. These technologies assisted remote healthcare delivery, especially in rural or underserved locations, and provided effective communication and improved diagnostic capabilities.

Despite the gains, there were difficulties in putting market-based ideas into practise. Implementation attempts may be hampered by contextual elements including political unpredictability, a lack of infrastructure, and cultural hurdles. Jhpiego also had to deal with the difficulty of finding qualified healthcare workers as well as the requirement for continual training and mentoring. Overcoming these obstacles required effective coordination and communication between partners, stakeholders, and communities.

In order to successfully implement market-based solutions, it was important to have strong leadership, efficient teamwork, community involvement, and context-awareness. Jhpiego's focus on strategic alliances with local authorities, non-profits, and the commercial sector played a key role in attaining success. Incorporating feedback loops, consistent monitoring, and assessment systems also helped pinpoint problem areas and modify solutions as necessary.

We learned a lot about Jhpiego's market-based solutions' implementation procedures and resource requirements. The best practises for putting market-based ideas into practise included an understanding of the practical procedures required, resource allocation, difficulties encountered, and success factors. Future projects might be influenced by this information, which would also support efficient and long-lasting healthcare options in low-resource environments.

4.3 Data: Databases such as Open Edition, Endeva, Square space, Research Gate, NCBI, OECD, and Google

The stated databases—Open Edition, Endeva, Square Space, Research Gate, NCBI, OECD, and Google—offered a variety of sources for learning about partnerships, market-based solutions, and related subjects. Every database has its own advantages and niche markets. Here is a description of these databases and how you might be able to use them to obtain pertinent data and information:

- **Open Edition:** Open Edition was a digital publishing platform that gave users access to a variety of academic publications, journals, and research papers from different fields. It addressed many different topics, such as the social sciences, the humanities, and economics. Accessing peer-reviewed papers and scholarly publications about partnerships, market-based solutions, and sustainable development was made possible thanks to Open Edition.
- **Endeva:** Endeva was a research and consulting firm with a focus on sustainable development and inclusive business. On a variety of subjects pertaining to inclusive business models, social entrepreneurship, and market-based solutions, they offered insights, case studies, and publications. Accessing papers, articles, and other publications from Endeva's website was helpful for learning about effective market-based strategies and alliances.
- **Square space:** NGOs, research organisations, and academic institutions all have websites hosted on Square space, a website-building platform. Many businesses with a focus on market-based relationships and solutions used Square Space for their websites. These websites frequently provide useful data, case studies, reports, and publications on the activities of the organisation that could be accessed for study.
- **Research Gate:** Researchers and scientists may exchange and access academic articles on Research Gate, cooperate with other researchers and scientists, and participate in conversations. Research Gate was a helpful resource for locating academic articles,

conference papers, and reports on market-based partnerships since researchers frequently posted their papers and publications there.

- NCBI: A well-known database called the National Centre for Biotechnology Information (NCBI) gave users access to a sizable library of biological literature, including articles from journals and research papers. Accessing health-related research on market-based solutions, public health initiatives, and collaborations in the healthcare sector was made especially useful by NCBI's PubMed database.
- OECD: International research and policy analyses on a range of economic and social topics were provided by the Organisation for Economic Co-operation and Development (OECD). Numerous subjects were covered in OECD publications, such as partnerships, business models, and sustainable development. The OECD's publications and papers provide insightful analysis into the political and financial aspects of market-based solutions and alliances.
- Google: Google was a well-known search engine that assisted scholars in finding a variety of web materials pertaining to partnerships and market-based solutions. Researchers might locate pertinent publications, reports, case studies, and webpages from a variety of sources by employing precise search phrases and proper filters.

Chapter 5: Discussion

5.1 Evaluation Frameworks and Indicators for market-based solutions

It was crucial to utilise the proper frameworks and indicators for assessing the efficacy, impact, and sustainability of market-based solutions. For assessing market-based solutions, a few assessment frameworks and indicators were often utilised:

- Social Return on Investment (SROI):

- a. SROI was a methodology for calculating the social, environmental, and financial benefits of an initiative.

- b. Indicators: Cost-benefit analysis, returns on investment, and monetary assessment of social and environmental benefits are indicators.

- Results-Based Management (RBM):

- a. RBM concentrated on monitoring and evaluating the accomplishment of particular results and outcomes.

- b. Indicators: Outcome indicators (such as the number of users reached and services provided), impact indicators (such as behaviour change and better health outcomes), and output indicators.

- Theory of Change (ToC):

- a. For understanding how actions resulted in intended results and effect, the ToC provided a logical framework.

- b. Indicators: Important turning points or shifts in the causal chain, as well as predictors of short-, medium-, and long-term consequences.

- Framework for Market Systems Development (MSD) Evaluation:

- a. This methodology assessed how modifications to market structures influenced better results.

- b. Indicators: signs of market performance (such as higher competition and market share) and signs of systemic change (such as better rules and enhanced cooperation between actors).

- Sustainable Development Goals (SDGs):

a. The SDGs offered a thorough framework for assessing how actions affected sustainable development.

b. Indicators: indicators for each of the SDGs' goals and targets, including those for reducing poverty, promoting health outcomes, promoting gender equality, and preserving the environment.

- Cost-effectiveness and Cost-benefit Analysis:

a. compared the costs and benefits realised to assess the effectiveness and economic viability of market-based solutions.

b. Indicators: Cost for each unit of impact or outcome, as well as the cost-benefit and cost-effectiveness ratios.

- Stakeholder Analysis and Feedback:

a. Participating in the collecting of opinions and comments from diverse stakeholders to determine the value and efficacy of market-based solutions.

b. Indicators: levels of stakeholder participation, value creation perception, and satisfaction.

5.2 Methods for impact assessment and Monitoring

Several techniques were used in the past to carry out effect evaluation and monitoring for Market-Based Solutions and Partnerships of Jhpiego. These techniques sought to assess the influence, results, and development of the projects. Here are a few typical techniques for monitoring and effect evaluation:

a. Baseline and End Line Surveys: Surveys were undertaken to evaluate changes in key indicators at the beginning (baseline) and end (end line) of an intervention. Surveys gathered quantitative information on characteristics such as behaviour change, health outcomes, and access to healthcare.

b. Key Informant Interviews: Key participants, including beneficiaries, partners, and project employees, were interviewed privately. These interviews provide in-depth information about the perceived effect of partnerships and market-based solutions.

c. Focus Group Discussions: Stakeholders participated in group conversations to discuss their opinions, attitudes, and experiences with the treatments. Discussions in focus groups helped

participants get a greater comprehension of the significance and potency of Jhpiego's programmes.

d. **Case Studies:** thorough examination of particular instances or instances that demonstrated the results and effects of market-based partnerships and solutions. Case studies gave context for the intervention's effectiveness and a wealth of qualitative data.

e. **Data Analysis:** Analyses were done using data already obtained through regular monitoring and assessment systems. Analysing metrics such as beneficiaries reached, services rendered, and variations in health outcomes were part of this.

f. **Participatory Methods:** Participatory approaches were used to involve stakeholders in the monitoring and evaluation process. Community scorecards, participatory rural evaluation approaches, and participatory workshops were used to collect input and evaluate the impact from the viewpoints of recipients and local communities.

g. **Cost-effectiveness Analysis:** By comparing the expenditures paid with the results produced, market-based solutions and partnerships were found to be cost-effective. This analysis assisted in determining the effectiveness and cost-effectiveness of the treatments.

h. **Document Review:** To learn more about the planning, execution, and effects of market-based partnerships and solutions, project documents, reports, and other pertinent literature were read.

5.3 Lessons Learned and Recommendations for Improvement

Lessons Learned:

a. **Interventions were tailored to local contexts:** Market-based solutions were developed with a thorough awareness of regional factors, including societal norms, healthcare infrastructure, and financial circumstances. Interventions' relevance and efficiency were increased when they were tailored to particular circumstances.

b. **Diverse stakeholders were engaged:** Market-based solutions needed to work together with a variety of stakeholders, including local communities, business sector partners, and government organisations. Engaging stakeholders increased sustainability, increased buy-in, and increased the effectiveness of initiatives.

c. **Capacity building was promoted:** For market-based solutions to be sustainable, local institutions and players must be strengthened. To empower local communities and enable

them to take ownership of the projects, investments were made in training and knowledge transfer.

d. Impact was monitored and evaluated: In order to evaluate the effects of market-based solutions, effective monitoring and evaluation procedures were put in place. For the purpose of evaluating progress, identifying obstacles, and making wise decisions for development, data was frequently gathered and analysed.

e. Innovation and adaptability were fostered: Market-based solutions have to be always innovative and adaptable to deal with new issues. To produce more efficient and adaptable treatments, a culture of learning, experimentation, and iteration was promoted.

Recommendations for Improvement:

a. Coordination and collaboration were enhanced: To guarantee efficient collaboration and synergy, coordination mechanisms among stakeholders were reinforced. Partnerships were cultivated to better utilise the skills and resources of many actors.

b. Market failures and barriers were addressed: Market failures and obstacles that prevented market-based solutions from succeeding were recognised and dealt with. This entailed dealing with legislative difficulties, enhancing access to capital, and encouraging significant actors to modify their behaviour.

c. Sustainability was promoted: Strategies were created to guarantee that market-based solutions would continue to exist after the completion of specific projects. This includes looking into cutting-edge funding options, encouraging home grown business development, and incorporating solutions into current healthcare systems.

d. Successful interventions were scaled up: Strategies were created to scale up effective market-based solutions for greater impact when they were recognised as such. This entailed duplicating initiatives in fresh settings, collaborating with bigger organisations, and promoting regulatory adjustments.

e. Knowledge and best practices were shared: By sharing discoveries, best practises, and lessons discovered through market-based solutions, the industry was encouraged to share knowledge and collaborate. This helped the community learn from and improve similar projects.

5.4 Challenges faced by Jhpiego in implementing market-based solutions

a. For Jhpiego and other NGOs, scaling up market-based solutions offered a number of options. NGOs helped to solve social and environmental issues on a bigger scale by extending the scope and impact of effective solutions. The following chances for expanding market-based remedies were discovered:

b. Leveraging partnerships: Scaling up market-based solutions was made possible by working with governments, businesses, civil society organisations, and other stakeholders. Partnerships increased the reach and effectiveness of initiatives by bringing in more resources, knowledge, and networks.

c. Policy and advocacy efforts: A supportive climate for scaling up market-based solutions was developed through participating in policy discussions and lobbying campaigns. Influencing funding priorities, rules, and policies made it easier for effective initiatives to be replicated and adopted on a larger scale.

d. Innovative financing models: Investigating cutting-edge financing options like social impact investment, impact bonds, or blended finance gave the money needed to expand market-based solutions. NGOs increased their initiatives sustainably by enlisting commercial investment and coordinating financial incentives.

e. Knowledge sharing and capacity building: The replication and scalability of successful market-based solutions were assisted by the exchange of information, best practises, and lessons learnt. Initiatives to create capacity, such as mentoring and training programmes, enabled local organisations and people to carry out and scale activities.

f. Technology and digital solutions: The scalability of market-based solutions was improved by utilising technology and digital solutions. Access, efficacy, and efficiency were increased through the use of mobile applications, telemedicine, digital platforms, and data analytics, allowing interventions to reach more beneficiaries.

g. Localization and contextualization: For market-based solutions to be successfully scaled, local circumstances and requirements must be considered. It was possible to customise interventions by understanding the cultural, social, and economic aspects of various places, assuring their applicability and acceptance.

h. Monitoring and evaluation systems: NGOs were able to evaluate the success and impact of market-based solutions as they expanded because to the development of strong monitoring

and evaluation procedures. Accountability, learning, and continuous improvement were improved via data-driven decision-making and evidence-based practises.

i. Learning networks and communities of practice: Taking part in learning networks and communities of practise gave NGOs the chance to work together, share experiences, and gain knowledge from experts in the field. The scalability of market-based solutions was enhanced by the sharing of problems, ideas, and solutions.

5.5 Opportunities for Scaling up market-based solutions

Scaling up market-based solutions offers Jhpiego and other NGOs a number of options. NGOs may help address social and environmental issues on a bigger scale by increasing the reach and impact of effective actions. Here are various chances to expand market-based remedies:

- a. Leveraging partnerships: Collaboration with authorities, businesses, civil society groups, and other stakeholders can open doors for expanding market-based solutions. Partnerships may increase the reach and effectiveness of initiatives by bringing extra resources, knowledge, and networks.
- b. Policy and advocacy: A climate that is favourable to the expansion of market-based solutions can be created through participating in lobbying and policy discussions. Influencing laws, rules, and funding priorities can help good initiatives be adopted and repeated on a larger scale.
- c. Innovative financing models: Investigating cutting-edge financing options like social impact investment, impact bonds, or blended finance can offer the money required to expand market-based solutions. NGOs may sustainably increase the scope of their initiatives by enlisting commercial investment and aligning financial incentives.
- d. Knowledge sharing and capacity building: The replication and expansion of successful market-based solutions can be aided by the exchange of information, best practises, and lessons learnt. Initiatives to create capacity, such as mentoring and training programmes, can enable local groups and people to carry out and scale up actions.
- e. Technology and digital solutions: The scalability of market-based solutions may be improved by utilising technology and digital solutions. Access, efficacy, and

efficiency may all be improved, allowing interventions to reach more users. Examples include mobile applications, telemedicine, digital platforms, and data analytics.

- f. Localization and contextualization: For market-based solutions to scale effectively, local circumstances and requirements must be considered. Understanding the cultural, social, and economic aspects of various areas enables interventions to be tailored, assuring their applicability and acceptance.
- g. Monitoring and evaluation systems: NGOs may evaluate the impact and efficacy of market-based solutions as they expand by creating strong monitoring and evaluation mechanisms. Accountability, learning, and continuous improvement are enhanced through data-driven decision-making and evidence-based practises.
- h. Learning networks and communities of practice: Taking part in learning networks and communities of practise gives NGOs the chance to work together, share experiences, and gain knowledge from experts in the field. The scalability of market-based solutions may be accelerated through sharing problems, ideas, and solutions.

Chapter 6: Conclusion

1.1 Summary of key findings

1. Market-Based Solutions:

- Jhpiego uses capacity-building programmes to improve the delivery of healthcare services in low-resource environments. These initiatives lead to an enhanced labour force, more accessibility to high-quality healthcare, and expanded economic prospects.
- The organisation uses cutting-edge technology and solutions, such as telemedicine platforms and mobile applications, to solve particular healthcare concerns. These strategies encourage local entrepreneurship while simultaneously improving the efficacy, efficiency, and accessibility of healthcare services.

2. Partnerships:

- Jhpiego is aware of how crucial partnerships are to attaining its objectives. Collaboration with governments facilitates integration of interventions with national health policy, fostering ownership and sustainability at the national level.
- Jhpiego can increase the effect of its actions through partnerships with the commercial sector by utilising their knowledge and resources. These partnerships make high-quality items and technology more widely available.

3. Evaluation and Impact Assessment:

- Evaluation studies show that Jhpiego's market-based solutions and alliances are effective in improving healthcare outcomes.
- The development of a trained healthcare staff as a consequence of capacity-building programmes has improved service delivery and enhanced access to healthcare for marginalised communities.
- Especially in rural locations, the efficiency and efficacy of healthcare delivery have increased as a result of the introduction of cutting-edge technology and instruments.

- Coordination, resource mobilisation, and the sustainability of initiatives have all improved thanks to partnerships with governments and the commercial sector.
4. Challenges and Recommendations:
- Policy and regulatory hurdles, financial sustainability, and resource limitations are some of the difficulties Jhpiego faces when adopting market-based solutions and partnerships.
 - In order to overcome these obstacles, it is advised to promote favourable policy settings, take part in long-term planning and funding initiatives, and fortify relationships with important players.
 - To ensure the efficacy and sustainability of market-based interventions, the significance of context-specific assessments and customised approaches is emphasised.

Overall, the results show how important Jhpiego's collaborations and market-based solutions have been in enhancing healthcare services in low-resource environments. The organisation works to develop its capabilities, embrace new technologies, and collaborate with a variety of partners to develop treatments that are scalable and sustainable, improving the performance of healthcare systems and the communities they serve.

6.2 Contributions to Knowledge

The dissertation Jhpiego: An International NGO Perspective on Market-Based Solutions and Partnerships added to the body of knowledge in the subject in a number of ways. Among the major contributions were:

1. Enhanced understanding of the role of market-based solutions in the healthcare sector: The dissertation offered a thorough investigation of market-based strategies and their applicability in dealing with healthcare issues in low-resource settings. By highlighting the potential for market dynamics to lead to sustainable and scalable solutions, it added to the body of knowledge.
2. Analysis of NGO perspectives on market-based solutions: The dissertation primarily analysed Jhpiego, an international NGO, and looked at its market-based solution implementation tactics and experiences. The study advanced knowledge

of how NGOs may successfully use market-based strategies to enhance healthcare service delivery by providing a thorough examination from an NGO viewpoint.

3. Evaluation of the impact of capacity-building initiatives: The dissertation assessed how Jhpiego's capacity-building programmes affected service delivery and the growth of the healthcare workforce. It added to the body of knowledge by demonstrating how initiatives to increase capacity may improve healthcare workers' skills and competences, resulting in better patient outcomes.
4. Examination of the adoption of innovative technologies and tools: In order to increase healthcare accessibility and effectiveness, the research looked at the usage of cutting-edge technology and solutions, such as mobile applications and telemedicine platforms. The dissertation contributed to understanding the potential of technology in solving healthcare difficulties in resource-constrained contexts by examining the experiences and results of Jhpiego's technology-driven initiatives.
5. Insights into partnerships in the NGO sector: The dissertation clarified the significance of collaborations between both the public and private sectors in putting market-based solutions into practise. It shed important information on Jhpiego's tactics for collaboration and underlined the advantages and difficulties of such alliances. This enhanced understanding of practical collaboration models in the NGO sector.
6. Recommendations for improving the effectiveness of market-based solutions and partnerships: The report identified difficulties Jhpiego had putting partnerships and market-based solutions into practise and offered suggestions to overcome them. These suggestions provided useful information for decision-makers, NGOs, and other stakeholders conducting related actions, adding to the body of knowledge regarding industry best practises.

Overall, the dissertation added to the body of knowledge about partnerships, market-based solutions, and how they affect the provision of healthcare services. It gave important insights into the plans, difficulties, and results of Jhpiego's endeavours, providing a basis for further study and guiding the creation of efficient ways to enhance healthcare in low-resource settings.

6.3 Implications for Policy and Practice

There are various ramifications for policy and practise in the healthcare sector from the dissertation on the market-based solutions and partnerships of Jhpiego: An International NGO Perspective. The following were the main implications:

1. Policy Implications:

- The results emphasised the necessity for enabling and encouraging policy frameworks that promote market-based methods in healthcare. It was suggested that policymakers think about including tactics to encourage partnerships, technology use, and capacity building in national health programmes.
- Governments were urged to harmonise their laws and policies with the objectives and initiatives of NGOs like Jhpiego, fostering an atmosphere that would support the adoption and sustainability of market-based solutions.
- Policies to encourage business sector participation and cooperation with NGOs were proposed, allowing the mobilisation of resources, skills, and cutting-edge technology.

2. Practice Implications:

- NGOs and healthcare providers should take inspiration from Jhpiego's successes and apply market-based solutions to their situations. They were urged to investigate capacity-building programmes to improve the knowledge, abilities, and capabilities of healthcare workers, hence enhancing access to and supply of healthcare services.
- The use of cutting-edge technology and techniques was emphasised as a way to address problems with healthcare delivery, particularly in rural or resource-limited places. NGOs and healthcare facilities were urged to investigate collaborations with technology companies to create and use pertinent solutions.
- The importance of partnerships and collaboration as a core component of practise was emphasised. Governments, businesses, and other stakeholders were advised to aggressively interact with NGOs in order to take use of their resources, knowledge, and reach. This cooperative strategy was thought to increase the efficacy and durability of therapies.

6.4 Areas for further research

The dissertation on Jhpiego's market-based partnerships and solutions: An International NGO Perspective identified a number of potential topics for more fieldwork. These topics seek to advance understanding and provide guidance for next

projects. The dissertation suggested a number of potential topics for additional study, including:

1. Long-term sustainability of market-based solutions: Examining the long-term viability of market-based initiatives in healthcare was advised. Understanding the elements that led to the long-lasting effects of partnerships, technology adoption, and capacity-building programmes might be the subject of future research. This can entail looking at how local ownership, institutionalisation, and continuing support systems contribute to the sustainability of initiatives.
2. Impact of market-based solutions on health outcomes: It was advised to conduct more study to learn more about how market-based solutions affect certain health outcomes. The success of technology-driven interventions and capacity-building programmes in tackling specific health challenges, such as maternity and child health, infectious illnesses, or non-communicable diseases, may be evaluated in this process. Knowing the precise effects and change processes might help to guide focused interventions and advance the use of evidence-based practises.
3. Cost-effectiveness and economic evaluation of market-based solutions: In order to get knowledge about the cost-effectiveness and value for money of market-based treatments, the dissertation suggested undertaking economic assessments of those initiatives. By analysing cost savings, returns on investment, and cost-effectiveness ratios connected to these interventions, research might evaluate the economic impact of capacity-building programmes, technology adoption, and partnerships. Decisions regarding how to allocate resources might be guided by such analyses, which could also educate organisations and legislators about the financial advantages of market-based methods.
4. Scaling up and replication of successful market-based models: It was advised that research concentrate on figuring out how to scale and replicate the effective market-based methods used by Jhpiego and other NGOs. This might entail researching the elements that contributed to effective scaling up, such as the adaption of treatments to other contexts, resolving scalability issues, and

developing methods for disseminating and replicating effective practises in new settings.

Scholars and practitioners might get a deeper knowledge of market-based approaches and collaborations in healthcare by addressing these topics for additional study. Such research's conclusions might direct future actions, influence governmental choices, and advance the use of evidence-based practises in the industry.

6.5 Conclusion and final remarks

The dissertation on Jhpiego's market-based partnerships and solutions: An International NGO Perspective clarified the significance and efficiency of market-based strategies for enhancing healthcare service delivery. By showcasing Jhpiego's tactics, experiences, and accomplishments in carrying out capacity-building projects, technology adoption, and collaborations, the results added to the body of knowledge.

The study showed that by boosting access to high-quality healthcare services, developing the skills of healthcare workers, and utilising cutting-edge technology, market-based solutions might address healthcare difficulties in low-resource settings. The case studies and examples included in the dissertation provide insightful information about how Jhpiego's initiatives affected healthcare outcomes and how partnerships helped create long-lasting, scalable solutions.

The implications for policy and practise focused on the necessity of collaborative and partnership-based implementation of market-based approaches, the allocation of resources for capacity building and technology uptake, and the requirement for supporting policy frameworks. For governments, NGOs, and healthcare organisations working to improve healthcare services, these findings have major ramifications.

The dissertation also indicated areas that require greater study, such as investigating the long-term viability of market-based solutions, assessing their cost-effectiveness, investigating their effects on certain health outcomes, and resolving ethical issues. These study fields could advance understanding, enhance intervention design, and guide field-based evidence-based practises.

Overall, the dissertation gave readers a thorough knowledge of partnerships and market-based solutions from Jhpiego's standpoint as a global NGO. Policymakers, practitioners, and academics looking to enhance healthcare service delivery in low-resource contexts might learn important lessons from it. Stakeholders might address healthcare issues and provide lasting, significant solutions for the benefit of underserved populations by embracing market-based strategies and encouraging cooperative relationships.

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