



The Challenge Initiative

**Business *Unusual* Model for Scale-Up
and Sustainability in Family Planning
and Beyond**



TCI's Business Unusual model supports local governments in poor urban areas of low- and middle-income countries with new ways of thinking and operating to build effective and lasting solutions in family planning and adolescent and youth sexual and reproductive health (AYSRH).

6 PRINCIPLES OF OUR BUSINESS *UNUSUAL* APPROACH



Demand-driven programs

Cities with political and financial commitment self-select to join TCI and are in the driver's seat to design their own family planning and AYSRH programs, signaling an important mindset shift for partners that implementation – and scale-up – will look and feel differently than what they're typically accustomed to.



System readiness

TCI typically engages with cities that have adequate health infrastructure and resources but may have weak programming and limited coordination. Gap funding from TCI – referred to as “The Challenge Fund” – complements resources that cities contribute themselves.



Right-fitting proven interventions

Our starting point is proven interventions, but we don't just replicate the interventions; we simplify them by finding the right mix of features so it is easier and faster to implement while reaching more people, more places – and having the same (or greater) impact. We coach local governments to select the “20/80” combination – to focus on the 20% of efforts that will generate 80% of the results.

After **right-fitting** the 72-hour clinic makeover process in Nigeria – whereby facilities are renovated, refurbished and equipped for optimal family planning service provision over a 3-day weekend to restore the community's confidence in the facility and its services – TCI reduced the preparatory period from 4–6 months to 4–5 weeks without compromising quality.



Coaching and continuous learning

TCI regional/national hubs provide cities with technical support and coaching about proven interventions that are locally relevant. Our coaching model is a cue about the mindset shift fostered when partnering with TCI: TCI coaches do not implement programs. Instead, they serve as resources and advisors to help city teams gain new knowledge, skills and confidence as they design, manage and implement the interventions themselves. This includes enhancing not just technical family planning and AYSRH skills but also leadership and management skills to ensure more effective coordination and impact. City implementers, as well as coaches, also receive support from TCI University – a web-based platform with ready-to-use but easy-to-adapt templates, guidelines, job aids and training materials, as well as a community of practice, serving as an “open university without walls” for continuous and peer-to-peer learning.



Leveraging existing systems

Rather than working outside of existing systems, which can lead to duplication, waste and missed opportunities, we work within existing government- and community-led systems in order to harmonize strategies, plans, funding and technical assistance. Consequently, implementation of proven interventions and our guiding principles becomes the new norm in all sub-systems of the health system, including policies and procedures, human resources and financial and managerial practices, leading to cost-efficiencies as we scale.



Data use for learning and adaptation

TCI believes strongly in the power of data for problem-solving and better decision-making. We focus on strengthening the capacity of city partners to use near- and real-time data – from the local health management information system (HMIS), surveys, project records and qualitative sources including Most Significant Change stories – to learn from what they are doing. And we encourage our partners to take bold action – even if it means failing at times – but to fail fast and adapt in real time.

The Challenge Initiative for Healthy Cities (TCIHC), as branded in India, used **data** to demonstrate to local officials that, with focused planning, even urban primary health centers could offer quality Fixed-Day Static family planning services. After seeing results from the demonstration sites in 3 cities in Odisha, the state instructed all 36 cities to implement such services using state funds.

HOW WE'RE MAKING CHANGES

Supporting demand-driven programs with local governments in the driver's seat



*...With the TCI project, our perception of things has changed... Mayors decided that working on this issue is their duty. They **took ownership** of the matter and did their best to convince as many councilors as possible. As soon as their work paid off, we all decided to **allocate funds to the youth project [TCI Youth Program]** because we believe that the youth today are the Benin of tomorrow.*

- Luc Sètonджи Atrokpo, President, Union of Zou Municipalities (UCOZ) and National Association of Benin Municipalities, and Mayor of Bohicon

Starting with **demand-driven programs** helps set the stage for scale-up and sustainability.

Fostering political and financial commitments to facilitate scale-up



*Thanks to the TCI project, we are now employing the ISBC [universal referral] approach, which is a strategy that effectively mitigates and reduces these cases of avoidable [maternal] mortality. If not for **the mayor's commitment ... [and] the commitment of the town hall and the Regional Chief Medical Officer ...** we would not have these value-added activities.*

- Adama Seck, former midwife-in-charge of reproductive health, Nioro, Senegal

Shifting mindsets to create champions for a better life



***My mindset has changed** and I am now a family planning champion in my community. I share my story as a learning experience for the youth in Buikwe District. I hope that the youth and young couples can learn from my story [of fathering 30+ children] and make better decisions by adopting family planning to offer their children quality life.*

- Thomas Mugambe Ssalongo, a volunteer health team member from Buikwe, Uganda, who works with TCI and is now a personal advocate for family planning

One of the first steps for effective scale-up is instilling a **shared mindset**.

Strengthening systems to foster sustainable outcomes



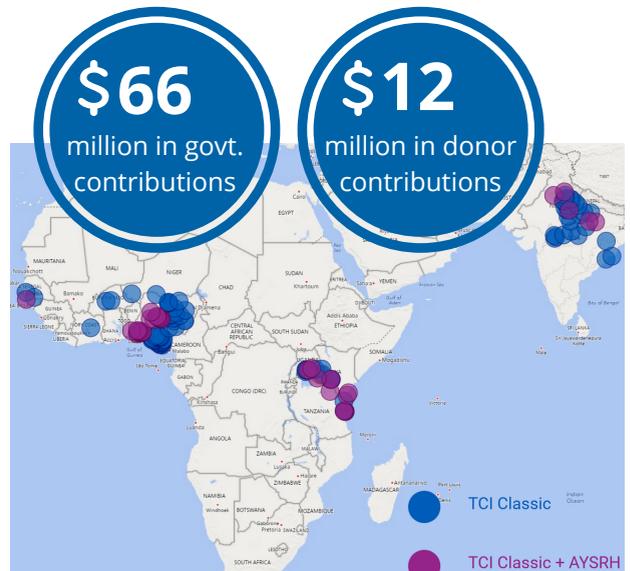
*When we find out that something good and workable produces results quickly, we take it into the system – which is what we have done in the case of FDS [Fixed-Day Static services]. This is now part of the UPHC [urban primary health center] Charter and going to sustain forever. The system works, not individuals. So **when something is introduced or added into the system, no one needs to worry about its sustainability**. This is not only going to sustain but evolve further as we bring new contraceptives to these facilities as well.*

- Chief Medical Officer, Kanpur, India

WHAT WE'RE ACHIEVING

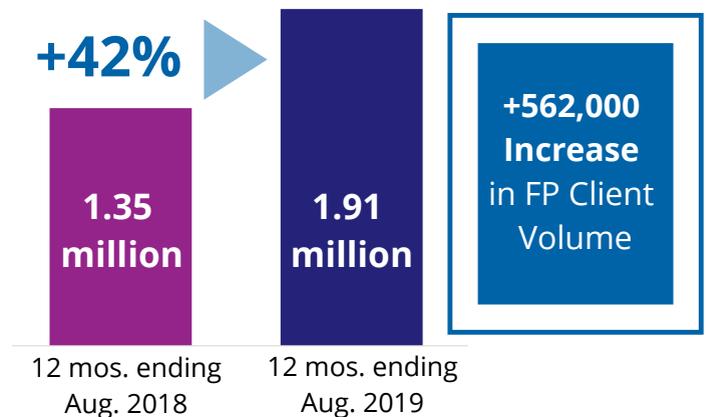
Our Reach is Expanding Rapidly

As of September 2019, **92 cities and local government areas** across Africa and Asia had been partnering with TCI to implement and adapt proven family planning and AYSRH interventions, with about US\$66.4 million in local government contributions and \$12 million in donor contributions.



Use of Contraceptives Is Steadily Rising

The total number of women accessing and using family planning services across all four TCI hubs rose to **1.91 million** for the 12-month period ending in August 2019, **42% higher** than the previous 12-month period ending in August 2018, as women and couples are empowered and enabled to decide freely whether and when to have children, and how many.



TCI Delivers Scale, Impact, Cost-Efficiency and Sustainability

TCI is sparking an urban family planning movement whereby local health systems are being effectively activated and leveraged to provide quality family planning services – and the results are diffusing into other technical health areas and urban areas not directly supported by TCI. Rapid scale-up and sustainability can sometimes seem at odds with each other. But TCI has shown that rapid and sustainable progress can be made, even in challenging environments, by working hand-in-hand with local governments that want to make a lasting difference in the lives of women and men in their communities.

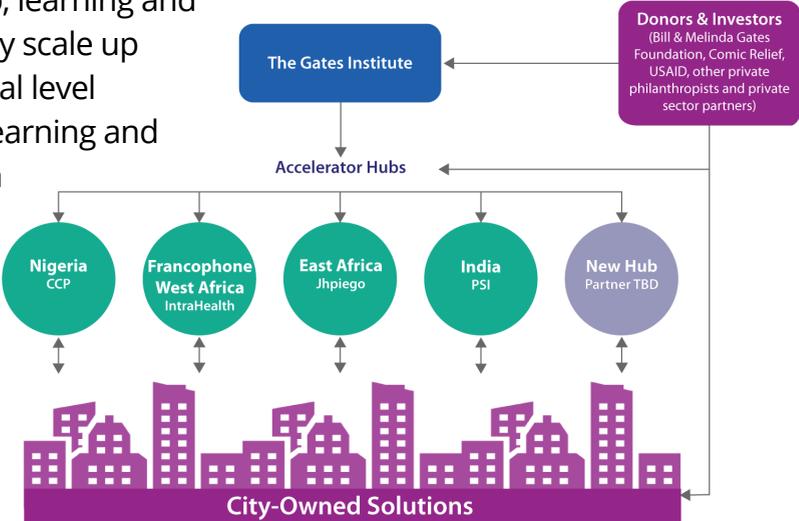


As one family planning stakeholder in Dar es Salaam, Tanzania, explained about the mindset change that TCI has helped instill in her, ***“We can do a lot of things without money; it didn’t take TCI money to get results.”***

TCI PARTNERSHIP

Led by the Bill & Melinda Gates Institute for Population and Reproductive Health, TCI works through four national/ regional Accelerator Hubs in East Africa, Francophone West Africa, Nigeria and India. The hubs are led, respectively, by Jhpiego, IntraHealth International, the Johns Hopkins Center for Communication Programs (CCP) and Population Services International (PSI).

TCI operates at three levels – the city, the national/regional hub, and the global platform - to cultivate a culture of local ownership, learning and continuous improvement to sustainably scale up family planning interventions. The global level provides a platform for coordination, learning and sharing among all three levels and with the broader global health community while the national/regional hubs are local champions of the TCI model, providing support to local city managers and implementers as they design, implement and scale up family planning interventions.

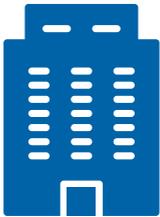


Are you ready to do

BUSINESS UNUSUAL?



Join the Challenge: Learn how to apply our scale-up model to another health or development field.



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