



SEnopsis

Tales of Social Enterprise Journeys
Volume 2 (2022 – 2024)

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GLOSSARY

- ACRO** | Americas and Caribbean Regional Office
- AMODEFA** | Mozambican Association for Family Development
- AMPF** | Family Planning Association of Morocco
- AYH** | Adolescent Youth Health
- CSE** | Comprehensive Sexuality Education
- CSO** | Civil Society Organizations
- ECC** | Elderly Care Centre
- ERP** | Enterprise Resource Planning
- FGAE** | Family Guidance Association of Ethiopia
- FGM/C** | Female Genital Mutilation/Cutting
- FPAN** | Family Planning Association of Nepal
- FPATT** | Family Planning Association of Trinidad and Tobago
- FPASL** | Family Planning Association of Sri Lanka
- GBV** | Gender Based violence
- IT** | Information Technology
- IPPF** | International Planned Parenthood Federation
- LGBTQIA+** | Lesbian, Gay, Bisexual, Transgender/Transsexual, Questioning, Intersex, Asexual and more
- LPPA** | Lesotho Planned Parenthood Association
- MA/MAs** | Member Association/Member Associations
- MCH/MNCH** | Maternal and Child Health/Maternal, Newborn and Child Health
- MEXFAM** | Mexican Foundation for Family Planning
- MoH** | Ministry of Health
- NGO** | Non-Governmental Organization
- PAHO** | Pan American Health Organization
- WHO** | World Health Organization
- PFPPA** | Palestinian Family Planning and Protection Association
- PPAT** | Planned Parenthood Association of Thailand
- PPAZ** | Planned Parenthood Association of Zambia
- PPFN** | Planned Parenthood Federation of Nigeria
- RENEW** | Respect, Educate, Nurture and Empower Women- Bhutan
- RHNC** | Reproductive Health Network Kenya
- SE/SEs** | Social Enterprise/Social Enterprises
- SEO** | Search Engine Optimisation
- SEAP** | Social Enterprise Acceleration Programme
- SE Hub** | Social Enterprise Hub
- SMS** | Short Message Service
- SOFHA** | Somaliland Family Health Association
- SRH/SRHR** | Sexual and Reproductive Health/Sexual and Reproductive Health and Rights
- VFM** | Vietnam Family Newspaper
- VINAFPA** | Vietnam Family Planning Association
- WHR** | World Human Relief

INTRODUCTION

The IPPF - International Planned Parenthood Federation

IPPF is a global leader in advocating for Sexual and Reproductive Health and Rights (SRHR). Founded in 1952 by a group of determined women at the Third International Conference on Planned Parenthood, IPPF now operates with partners across 170 countries.

The organization provides essential services such as sex education, contraception, safe abortion, maternal care, and crisis response. IPPF's strength lies in its local connections through its members and its global network. It ensures that integrated healthcare is accessible to everyone, regardless of race, gender, income, or location.

Volunteerism is a core element of IPPF's operations, with volunteers playing a crucial role in community outreach, distributing contraceptive care, and supporting regional Youth Action Movements that foster change.

The SEAP - Social Enterprise Acceleration Programme

A Social Enterprise (SE) denotes an organization or business unit that employs entrepreneurial methodologies, such as the provision of specialised services or the sale of products, to generate revenue. These revenues are subsequently reinvested into activities that support the organization's social or environmental objectives.

IPPF defines SE as '*a business owned and operated by the Member Association (MA) for the purpose of income generation to ensure sustainability and achieving its organizational social mission*'.

In 2015, IPPF launched the Social Enterprise Acceleration Programme (SEAP) to facilitate the adoption of entrepreneurial practices by MAs within the health sector. The objective was to enhance funding diversification and sustainability while delivering social value and improving lives.

The SEAP was established in 2018 by the IPPF and is managed by a dedicated team, the Social Enterprise Hub (SE Hub/Hub), based at The Family Planning Association of Sri Lanka (FPASL). It aims to strengthen the capacity of MAs to apply entrepreneurial best practices in the health sector, thereby delivering social value and improving lives. Its purpose is to support the establishment and growth of international SEs to increase and diversify their funding base and ensure greater sustainability.

The SE Hub - Social Enterprise Hub

Since January 2018, FPASL has been serving as IPPF's SE Hub. This appointment was based on the belief that SEAP's potential and impact could be maximised through a well-established MA with demonstrated expertise and a proven track record in SE.

The SE Hub operates from FPASL's Head Office, supported by a dedicated team. This team collaborates with FPASL's Social Marketing Unit, Communications Officer, and Senior Management Team. They work in close coordination with the IPPF Secretariat to ensure the effective implementation of SEAP.

SEnopsis [Volume 2]

Consider SEnopsis as a compilation of narratives; a snapshot of the remarkable work undertaken by IPPF MAs in collaboration with the SE Hub, in the realm of social enterprising, over the past seven years. It encompasses a spectrum of activities, from inception of innovative concepts and experimental ventures to the growth of established enterprises and the strategic cessation of others. It functions as a guide, a resource, and a source of inspiration.

SEnopsis, Volume 1, covered the period from 2018 to 2022. This volume represents a continuation of the publication, showcasing the latest collaborative efforts completed up to 2024.

Why It Matters

SEnopsis consolidates these diverse endeavours into a single resource, providing a comprehensive overview of how MAs are leveraging SE to drive impactful change. It serves as an essential guide for any MA seeking to initiate or expand its SE initiatives. Further, it fosters collaboration and knowledge sharing by encouraging MAs to disseminate successful strategies, acknowledge challenges, and share lessons learned. It facilitates the identification of both risks and opportunities inherent in various models, offering a clearer strategic direction, and showcases the tangible impact of the SE Hub's work through compelling narratives and programme insights.

What is Inside

- Proven concepts and innovative approaches to SE.
- Lessons learned, encompassing both successes and challenges, alongside identified potential risks.
- Case studies from MAs, illustrating the possibilities inherent in SE initiatives.
- Market research insights, providing a comprehensive understanding of the operational landscape.
- Success stories highlighting the transformative potential of these initiatives.

The SEnopsis transcends the function of a mere document; it represents a shared legacy of creativity, resilience, and determination, which MAs can utilise to further their impactful work.

The Business Models

1. THE BUSINESS MODELS

Social Enterprise Business Model

A business that not only aims to generate profit but also endeavours to make the world a better place - this is the essence of an SE. Its business model is centred on addressing tangible social or environmental challenges through the products and services it provides.

It “creates value” by making a meaningful impact on communities, whether through the provision of clean water, the enhancement of educational opportunities, or the reduction of waste. It “delivers value” by offering these solutions directly to customers in a manner that satisfies their needs. And rather than focusing solely on shareholder profits, it “captures value” by reinvesting earnings into its mission, thereby fuelling the positive change it is designed to create. In an SE, every unit of currency earned contributes to solving pertinent problems, seamlessly integrating purpose and profit.

A business model can be viewed as the heartbeat of an organization, outlining the offerings, target audience, and operational mechanisms. Fundamentally, a business model revolves around three key concepts.

Firstly, **Value Creation** - the process of developing something that genuinely meets people’s needs or desires. This is the differentiating factor that encourages customers to choose your offering over competitors.

Secondly, **Value Delivery** - having a superior product or service is insufficient; it must be delivered to the target recipient in a convenient manner. This might involve online sales with expedited delivery or the establishment of a retail outlet in a local market. This stage bridges the gap between product creation and customer access.

Thirdly, **Value Capture** - the process of generating revenue from these efforts. This could involve charging for products, offering subscription services, or forming strategic partnerships. This ensures the operational sustainability of the enterprise.

Ultimately, a business model is the enterprise’s narrative, combining creativity, strategy, and connectivity. It is the mechanism through which aspirations are realised, and concepts are translated into tangible impact.

This chapter highlights various business models designed to foster sustainable growth, community empowerment, and economic equity. By sharing these success stories, we aim to:

- Facilitate peer-to-peer learning.
- Inspire and motivate MAs.
- Encourage the adoption of impactful strategies across the federation.
- Evaluate the feasibility of replicating successful models.

These models serve as blueprints for driving meaningful social and economic transformation.

I. Bhutan – RENEW – Handloom products

In Bhutan, the **RENEW (Respect, Educate, Nurture, and Empower Women)** SE provides women with the opportunity to redefine their narratives. By offering flexible, home-based employment, they empower women to support their families while preserving the nation's rich cultural heritage. Through the integration of traditional handloom crafts with contemporary designs, RENEW SE facilitates access to wider markets, fostering both economic independence and creative expression. With a focus on sustainability, personal development, and community impact, RENEW SE is driving lasting change, empowering woman and safeguarding Bhutan's heritage for future generations.

The Business Model

Value Creation

RENEW SE empowers women while preserving the nation's unique cultural heritage.

- **Economic Independence:** Empowers women, particularly those from disadvantaged backgrounds, to achieve economic self-sufficiency.
- **Cultural Preservation:** Preserves Bhutan's cultural heritage by integrating contemporary designs with traditional handloom crafts.
- **Sustainability:** Demonstrates a commitment to sustainability through the implementation of eco-friendly practices, such as "Reduce, Reuse, Recycle."
- **Future Vision:** Contributes to a sustainable and meaningful future for the community by aligning environmental preservation with social impact.

Value Delivery

By empowering women and connecting their craftsmanship with global markets, the RENEW SE delivers significant value.

- **Flexible, Home-Based Jobs:** Enables women to balance family responsibilities with flexible, home-based work opportunities.
- **Personal and Professional Development:** Provides training in handloom manufacturing and essential life skills, including bakery, cultivation, and sewing.
- **Collaborations:** Partnerships with organizations such as the Royal Textile Academy and Craft Gallery ensure that local craftsmen have access to a broader market reach.
- **Lifelong Skills and Financial Freedom:** Focuses on equipping women with lifelong skills, contributing to their financial independence.

Value Capture

RENEW SE ensures the sustainability of its mission through innovative strategies.

- **Diverse Revenue Streams:** Generates income through partnerships, retail collaborations, and showroom sales.

- **Financial Stability:** Contributes to enhanced financial stability by securing women's income and long-term security.
- **Promotes Inclusion and Dignity:** Provides increased opportunities for individuals with disabilities, survivors of domestic abuse, and victims of GBV.
- **Community Impact:** Contributes to community development, transforming lives and promoting Bhutan's rich heritage.

RENEW is a non-SRH SE business model that facilitates market linkages, employment, and entrepreneurship opportunities. It is designed with inherent social impact, serving a niche community in Bhutan and aligning with an impact-driven model.



II. Ethiopia – FGAE – Training Institute and Learning (CPD) Centre

The **Family Guidance Association of Ethiopia** (FGAE) Training Institute empowers communities by providing affordable, high-quality training in SRH. With a focus on accessibility, youth engagement, and tailored education, the Institute addresses skill gaps while promoting sustainable development. Employing hybrid training models, cultivating strong partnerships, and diversifying revenue streams, it ensures long-term impact and financial sustainability.

The Business Model

Value Creation

The Training Institute model aims to create value by addressing the demand for high-quality, affordable education, and Tailor-Made Training (TMT) courses in SRH, Maternal, Newborn and Child Health (MNCH), Adolescent Youth Health (AYH) and related fields. The Institute plays a pivotal role in empowering individuals and organizations, particularly in Ethiopia, by conducting training related to comprehensive family planning, post-partum family planning, and other relevant areas, thereby enhancing skills and knowledge in health-related domains.

- **Quality Training:** The Institute offers specialised training courses in SRH, MNCH and AYH, enhancing the capacity and expertise of healthcare providers. This contributes to improved public health outcomes by increasing access to quality healthcare and education in underserved communities.
- **Broadening Scope:** The Institute aims to expand its offerings beyond SRH, incorporating additional non-SRH courses to meet a wider range of community needs. These courses will be designed with local and regional relevance, addressing skill gaps and supporting sustainable development.
- **Youth Engagement:** The Training Institute focuses on empowering youth through targeted training programmes. Leveraging an established youth network, the Institute will offer customised courses that equip young individuals with the skills and knowledge needed to drive change within their communities.

Value Delivery

Ensuring the provision of high-quality and standardised courses is essential to delivering value to the intended audience. The Institute is committed to offering training programmes tailored to meet the diverse needs of the sector.

- **In-Person and Hybrid Training Models:** The Institute offers in-person training but intends to transition to a hybrid model, combining online and in-person (blended training courses) sessions to increase accessibility, particularly for those in remote areas.
- **Affordable Pricing:** Courses are offered at a lower price compared to other similar training providers. This ensures that more people can access quality education, including those from lower-income backgrounds.
- **Robust Partnerships:** The Institute maintains strong partnerships with the Ministry of Health (MoH), donors, NGOs/CSOs, and local medical institutions, which enhances the reach and impact of the training programmes.

- **Effective Marketing and Promotion:** The Institute actively promotes its training services through various channels, including its website, social media, brochures, and word of mouth referrals. This increases visibility and attracts potential clients across Ethiopia and beyond.
- **Comprehensive and Tailored Curriculum:** Courses are designed to meet the needs of diverse groups, including healthcare professionals, youth, and community leaders. The Institute continuously adapts its offerings based on feedback from participants and emerging needs.

Value Capture

To ensure long-term sustainability and growth, the Institute focuses on capturing value through strategic income generation, effective partnerships, and continuous improvement.

- **Diversified Revenue Streams:** Income is generated primarily through course fees. The Institute explores partnership opportunities with government bodies, donors, and international organizations to secure funding and support for its programmes. Additionally, it aims to diversify its revenue streams by integrating consultancy services.
- **Continuous Research and Market Feedback:** The Institute is committed to conducting regular research to understand the evolving training needs of its clients. The upcoming research will help refine course offerings, improving relevance and ensuring the Institute remains competitive.
- **Reputation and Recognition:** As an MoH-accredited 'Continuous Professional Development' provider, it is highly regarded at national and regional levels. This reputation, built on over 50 years of successful training programmes since 1975, is instrumental in attracting clients from across the region.
- **Youth Engagement and Social Impact:** The Institute not only provides training to youth but also engages them in the design and implementation of courses. This ensures that the courses remain relevant to the youth demographic and promote social impact by empowering the next generation of leaders.
- **Cost Efficiency:** By maintaining a lean operational model and optimising course delivery, the Institute ensures that services remain affordable while achieving financial sustainability.

The Training Institute and Learning Centre (Private for Public – P4P) SE model combines fee-for-service and service subsidisation. This model supports FGAE's core mission by generating income and aids the organization in developing its capacities. This is a non-SRH enterprise model.



III. Kenya – RHNK – SRH Contraceptives Distribution

The **Reproductive Health Network Kenya** (RHNK) SE enhances healthcare access in marginalised areas through cost-effectiveness, broad contraceptive availability, and long-term viability. By providing a range of reproductive health products, including contraceptives, RHNK SE ensures a consistent supply to prevent stockouts. The enterprise strategically expands outreach with a dedicated sales and marketing team, while its robust monitoring and evaluation (M&E) team leverages data-driven insights to optimise service delivery and decision-making.

The Business Model

Value Creation

RHNK's SE addresses systemic healthcare challenges through innovative solutions:

- **Cost-Effective Commodities:** Supplies SRH products at below-market rates, addressing shortages from government and major distributors.
- **Community-Centric Focus:** Serves low-income populations by ensuring continuous access to affordable contraceptives and healthcare services.
- **Humanitarian Efforts:** Distributed over 6,000 commodities to flood victims, demonstrating their commitment to community support.
- **Provider Network:** Empowers 587 trained healthcare providers (gynaecologists, nurses, doctors) to deliver high-quality care across 43 counties.

Value Delivery

RHNK leverages strategic tools and resources to ensure seamless service delivery:

- **Integrated Communication Channels:** Uses WhatsApp groups, direct sales visits, and conferences (e.g., 500+ attendees at the RHNK Annual Conference) to engage healthcare providers and communities.
- **Digitised Operations:** Employs an ERP system for efficient inventory management and timely commodity distribution.
- **Community Pharmacy:** Operates a seven-day pharmacy offering convenient access to prescriptions and SRH services for residents.

Value Capture

RHNK's SE reinvests its income to ensure long-term impact and sustainability:

- **Expanded Purchasing Power:** Income is used to buy commodities in bulk, securing better pricing and ensuring a continuous supply.
- **Future Surplus Plans:** Aims to generate surpluses by 2025 to fund community-focused initiatives, such as a training centre for producing reusable sanitary towels.
- **Economic Development:** Aligns profits with social goals, supporting local healthcare infrastructure and empowering communities.

Integrating innovation, compassion, and sustainability, RHNK demonstrates how an SE can transform healthcare access. By empowering providers and reaching remote communities, it creates a future where no one is left behind.



IV. Lesotho – LPPA – Enhancing Access to Healthcare

The **Lesotho Planned Parenthood Association** (LPPA) SE exemplifies a robust and inclusive approach to improving healthcare access through the introduction of a retail pharmacy. Through innovative strategies, the SE effectively creates, delivers, and captures value to address prevalent health challenges.

The Business Model

Value Creation

- **Affordable Healthcare Products:** LPPA SE offers over-the-counter and prescription medications, health commodities, and supplements at reduced prices, ensuring affordability without compromising quality.
- **Inclusivity and Equality:** It has introduced hormone therapy for LGBTQIA+ individuals, promoting accessible healthcare for marginalised groups.
- **Addressing Community Needs:** Actively tackles issues like teenage pregnancy, child marriage, and Gender Based Violence (GBV) through outreach programmes supported by the SE income.

Value Delivery

- **Streamlined Operations:** It utilises clinic-based referrals and community-based distribution outlets to ensure smooth service delivery.
- **Reliability and Accessibility:** It maintains minimal stockouts (99% availability), ensuring that customers consistently find the products they require.
- **Digital and Financial Innovation:** It has introduced an online store for wider access and EcoCash payment options, enhancing customer convenience.
- **Community Engagement:** It plans to expand services to hard-to-reach areas, supported by SE-funded outreach initiatives.

Value Capture

- **Reinvestment of Positive Surplus:** Surplus is used to expand the product range and fund outreach efforts to underserved regions.
- **Sales Growth:** It achieved a 32% increase in sales between June 2023 and June 2024, demonstrating the SE's financial sustainability.
- **Future Innovations:** It aims to develop surplus income to support long-term health and social impact initiatives, including expanding online services.

Key takeaways from LPPA's SE journey highlight the significance of integrating community-centred practices with strategic innovation. By focusing on affordability, inclusivity, and operational excellence, SEs can achieve sustainable growth while making a lasting social impact.



V. Mexico – MEXFAM – Clinical Services

The **Mexican Foundation for Family Planning** (MEXFAM) Clinics exemplify a sustainable SE, providing affordable, high-quality SRH services to bridge gaps within Mexico's public healthcare system. With a focus on vulnerable populations, the clinics deliver comprehensive care while generating revenue through service fees to fund social programmes and expand service provision. Through strategic partnerships, digital integration, and client loyalty programmes, MEXFAM ensures accessibility, efficiency, and long-term impact, empowering individuals and communities while maintaining financial sustainability and addressing critical healthcare needs.

The Business Model

Value Creation

MEXFAM addresses significant gaps in Mexico's public healthcare system by offering affordable, accessible SRH services to vulnerable populations.

- **Affordability:** MEXFAM's clinics provide essential SRH services at below-market rates, crucial in a country where many cannot afford expensive private services. These clinics make services available to marginalised and underserved populations.
- **Comprehensive Care:** A wide range of services is offered, from family planning and counselling to abortion services in states where it is legal, catering to women's specific needs, especially in areas with limited access to quality care.
- **Social Impact:** MEXFAM increases public awareness about reproductive health, empowering individuals to make informed decisions. Ongoing social programmes further strengthen their community impact.

Value Delivery

MEXFAM ensures that the highest quality of services is delivered effectively to its target audiences through strategic marketing, efficient operations, and a commitment to customer satisfaction.

- **Strategic Clinic Operations:** MEXFAM's nine clinics are strategically located to serve vulnerable populations, with a deep connection to the community and trust built over decades of service.
- **Quality Care and Capacity Building:** MEXFAM continually invests in its healthcare professionals, ensuring they are well-trained and equipped to provide quality care.
- **Digital Integration:** The clinics have fully digitalised their operations, which allows for easier access to services, such as online appointment bookings and digital marketing for wider reach.
- **Building Loyalty:** MEXFAM has introduced loyalty schemes, promotions, and gifts to encourage repeat visits, and further cement its relationship with clients. This also helps in reducing the financial burden on clients, making healthcare more affordable.
- **Expansion into New Regions:** As part of the strategy to increase access to care, MEXFAM has expanded its services to states like Veracruz, Oaxaca, and Hidalgo, where abortion services have recently been legalised. This expansion ensures that more women can access safe, legal, and affordable abortion services.

Value Capture

Income from the clinics supports operational expenses and subsidises MEXFAM's broader social programmes, ensuring that it remains self-sufficient and able to reinvest in its mission.

- **Revenue Generation:** The income generated through the clinics is used to cover operational costs, fund social programmes, and contribute to the organization's long-term sustainability. By pricing services affordably, MEXFAM ensures a steady stream of income, which is vital for expanding its operations and services.
- **Strategic Partnerships:** MEXFAM collaborates with government agencies and international organizations, to receive support and increase the reach of its services. These extend their services to marginalised populations, particularly those in rural and underserved areas.
- **Loyalty and Marketing:** Through its digital marketing efforts and word-of-mouth promotion, MEXFAM has successfully built a strong client base. This is coupled with loyalty programmes and community engagement efforts that ensure continued patronage and positive community relationships.
- **Navigating Challenges:** Despite challenges such as anti-abortion opposition, media restrictions, and operational setbacks, MEXFAM has maintained strong client loyalty.

A prime example of an SE in Mexico is MEXFAM's clinic model, which focuses on delivering high-quality SRH services. MEXFAM addresses gaps in public health services by providing essential care to vulnerable populations. The clinics generate revenue through service fees, which are reinvested to fund social projects and expand their offerings.



VI. Morocco – AMPF – Vocational Centre

The SE managed by the **Family Planning Association of Morocco (AMPF)** represents an inclusive and sustainable approach to community development. Through its vocational centre, AMPF equips individuals with essential skills in IT, bakery, and other trades, fostering economic empowerment. Additionally, its youth centre serves as a safe space for learning and personal growth. By addressing critical health, skill development, and economic needs, AMPF effectively creates, delivers, and captures value. This model highlights the transformative impact of reinvesting in communities, driving long-term sustainability and positive social change.

The Business Model

Value Creation

AMPF's SE is a model of inclusive impact. It focuses on solving essential social and economic challenges. AMPF demonstrates how SEs can create value by addressing multiple community needs through integrated programmes.

- **Health Services:** Clinics provide affordable and high-quality SRH services. Outreach programmes educate the community about health, SRH, and GBV.
- **Skill Development:** Vocational training programmes in hospitality, culinary arts, hairdressing, beauty, and sewing give participants practical skills. These programmes open doors to job opportunities and financial independence.
- **Entrepreneurship Opportunities:** The community café and sales outlet give trainees hands-on experience. These initiatives promote local entrepreneurship and support small businesses.
- **Access to SRH Products:** A contraceptive platform, including online sales, makes essential products accessible to underserved populations.

Value Delivery

The SE connects its services to community needs in thoughtful and practical ways. The AMPF focuses on community support, blending healthcare, skill development and entrepreneurship.

- **Training for Workforce Readiness:** Vocational training centres have trained hundreds of people since 2009. The programmes help participants enter industries like hospitality, fashion, and beauty. Young people acquire skills that lead to jobs and self-sufficiency.
- **Community Café:** It serves as a space for hospitality trainees to practice their skills and a hub where the community can connect and interact.
- **Accessible Health Services:** Clinics ensure health care is available to everyone. Awareness campaigns on SRH and GBV reach people through local activities.
- **Encouraging Entrepreneurship:** The outlet supports locally made products and creates economic opportunities.

Value Capture

The Socio-Economic Complex balances its financial success with social impact demonstrating that reinvesting in communities can create a cycle of growth, impact, and sustainability.

- **Revenue Sources:** Income from the café, training programmes, and sales outlet funds SRH services.
- **Reinvestment in Growth:** Proceeds support healthcare expansion and training programme improvements. The focus remains on both financial sustainability and community impact.
- **Long-Term Strategy:** Diversify contraceptive products and expand vocational programmes. Strengthen revenue streams to support operations.

AMPF's SE business model features employment provision, fee-for-service, entrepreneurship, and market linkages. The complex contributes to the country's economic growth, health, and unemployment solutions. The generated income is reinvested into its operations for sustainability. This model includes both SRH and non-SRH elements.



VII. Nigeria – PPFN – Clinical and Diagnostic Services

The **Planned Parenthood Federation of Nigeria** (PPFN) laboratory is transforming local healthcare by providing affordable, high-quality diagnostic and clinical services to an underserved community. Offering essential blood tests at a fraction of the costs of private clinics, the lab uses advanced technology to deliver accurate, timely results, conveniently shared via WhatsApp or phone. By supporting local healthcare providers and reducing the need for costly hospital referrals, PPFN's lab serves over 100,000 residents, including vulnerable populations. With its efficient, sustainable model, the lab generates income while keeping prices low, ensuring a lasting impact, and making healthcare more accessible.

The Business Model

Value Creation

PPFN's SE fills significant gaps in healthcare access by providing timely diagnostic services to all communities.

- **Affordable and Timely Care:** The lab provides basic blood tests and diagnostic services at significantly lower rates than other private clinics.
- **Advanced Technology:** Equipped with the latest medical technology, the lab delivers accurate test results quickly, enabling effective treatment.
- **Client Convenience:** Outcomes are sent via WhatsApp or phone, saving clients time, and eliminating the need for follow-up visits.
- **Support for Healthcare Providers:** The enterprise enables regional healthcare providers to serve patients better with reliable and cost-effective diagnostic services.

Value Delivery

PPFN's lab has a significant impact on the local community by bridging the gap between limited healthcare resources and the growing demand for quality care.

- **Accessible Services:** It serves over 100,000 residents.
- **Reducing Referrals:** The lab reduces costly and time-consuming referrals to the city, making healthcare more accessible and effective.
- **Supporting Vulnerable Populations:** Through its affordable pricing and reliable services, it ensures that even low-income residents can access the care they need.

Value Capture

This SE ensures long-term impact by focusing on sustainable practices and income generation while fulfilling community health needs.

- **Affordable Care Model:** Generates revenue from diagnostic services to sustain operations and keep prices low in the community.
- **Efficient Operations:** Employs a lean, cost-effective approach to ensure services are accessible to all residents.
- **Ongoing Support:** Continuously improves services with support from external donors and technical partners.

This SE showcases how impactful addressing local health challenges can be. It offers reliable, timely, and affordable diagnostic services to improve the health and well-being of community members while ensuring sustainability.



VIII. Palestine – PFPPA – Clinic and Laboratory Services

The **Palestinian Family Planning and Protection Association (PFPPA)** reopened its laboratory services following the completion of renovations and the upgrading of its laboratory and clinical facilities with new equipment. Through innovations such as on-site laboratories and digital follow-ups, they offer more than mere treatment: they provide dignity and hope. Survivors of GBV receive complimentary counselling, and their no-refusal policy ensures that everyone is welcomed. By embracing technology and engaging with the community, PFPPA is revolutionising care for marginalised populations. Through strategic partnerships and smart investments, they are not only addressing contemporary needs but also constructing a sustainable, supportive future for those most in need.

The Business Model

Value Creation

In Palestine, PFPPA's Service Delivery Points revolutionise care by ensuring affordability and quality, particularly for women and girls facing challenges in healthcare provision.

- **Essential Services:** Various service delivery points offer essential services, including laboratory tests and SRH care, as well as support for GBV survivors, while upholding dignity and respect.
- **Free Counselling Services:** Provides complimentary psychosocial and legal counselling, forming a vital support base for GBV survivors.
- **No-Refusal Policy:** Maintains a no-refusal policy with diversified donor and partner support to ensure access for those in need.
- **Embracing Innovation:** By adopting innovative approaches and comprehensive care, PFPPA significantly enhances healthcare access and services for marginalised populations.

Value Delivery

PFPPA extends healthcare to underserved groups, ensuring inclusivity and accessibility.

- **Target Audience:** Focuses on marginalised populations, particularly women under 25 and GBV survivors, through static clinics and outreach programmes.
- **Integrated Digital Follow-Ups:** Enhances healthcare delivery with digital follow-ups and improved lab facilities.
- **Community Engagement:** Conducts community campaigns and social media initiatives to raise awareness and promote service uptake.
- **Facility and Equipment Upgrades:** Renovates facilities, upgrades equipment, and invests in highly qualified staff to meet community needs.
- **Operational Excellence:** With a focus on transparency and operational excellence, PFPPA's services resonate deeply with clients, as evidenced by numerous success stories.

Value Capture

PFPPA's funding model sustains and enhances its programmes while providing subsidies to populations in need of care.

- **Revenue Generation:** Raises additional funds from laboratory and medical service fees, which are reinvested into outreach activities, youth centre programmes, and service improvements.
- **Strategic Spending:** Focuses on strategic spending in data collection, branding, and facilities upkeep to maximise resources and ensure long-term sustainability.
- **Continuous Improvement:** Succeeds in increasing PFPPA's influence across Palestine through continuous readjustment and reinvestment.

By blending innovation with compassion, PFPPA is more than a healthcare provider. It is a stimulus for change. From strengthened clinics to impactful outreach, it redefines healthcare access in Palestine, ensuring no one is left behind. With a steadfast commitment to inclusivity and quality, PFPPA is shaping a future where healthcare is a universal right.



IX. Somaliland – SOFHA – Food Production

In underserved communities, the **Somaliland Family Health Association** (SOFHA) is transforming lives through the integration of sustainable food production, notably of “Diyaar”. Local farmers supply fresh ingredients, thereby strengthening the economy and providing nutritious meals to combat diet-related illnesses. SOFHA’s mission transcends mere service provision: it is fundamentally concerned with fostering resilience, health, and opportunity, demonstrating that investment in human capital and resources yields enduring change for future generations.

The Business Model

Value Creation

SOFHA generates value by addressing community health issues through the production of nutritious grain-based food.

- **Healthy Food Production:** Enhances community health and mitigates nutritional illnesses.
- **Economic Impact:** Stimulates the local economy through job creation and support for local businesses.
- **Health Improvement:** Elevates the overall well-being of community members.
- **Sustainability:** Employs eco-friendly food production practices for long-term benefits.

Value Delivery

- **Food Distribution:** Distributes nutritious food through community centres, schools, and clinics.
- **Affordable Products:** Utilises local sourcing, and subsidised pricing to maintain affordability.
- **Accessibility:** Cooking is done using their flour at the clinics, and the products are sold directly through these facilities.
- **Quality Assurance:** Ensures adherence to high standards through continuous training, community feedback, and modern facilities.

Value Capture

- **Customer Engagement:** Involves the community and utilises feedback to refine services.
- **Localised Practices:** Partnering with local merchants for grain sourcing supports local businesses, and strengthens community collaboration.
- **Early-Stage Model:** Established basic food products and conducted pilot programmes.
- **Transition to Growth:** Scaled successful pilot programmes and implemented innovative solutions.
- **Social and Financial Value:** Promotes the consumption of nutritious food and contributes to the establishment of a healthier community.

This SE concept and model address the country’s nutritional challenges while providing employment opportunities for the women’s community. The product “DIYAAR” is innovative and in high demand within the country. This is a non-SRH enterprise model.



X. Thailand – PPAT – Elderly Care Centre (ECC)

At Baan Hormlamduan, the SE of the **Planned Parenthood Association of Thailand** (PPAT) elder care transcends mere service provision; it represents a commitment to dignity and compassion. From facilitating seniors' post-surgical recovery to supporting families with dementia care and caregiver training, the centre fosters genuine connections. By collaborating with local communities and international partners, they are not only addressing Thailand's growing senior care needs but also establishing a new standard: care that is human, considerate, and profoundly impactful, ensuring every senior feels valued and supported.

The centre's offerings are meticulously designed to address key community needs. They focus on the provision of nutritious food options for ECC clients, ensuring nutrition remains paramount. Through diverse care packages and flexible pricing strategies, they cater to a broad spectrum of needs and budgets. PPAT confronts a growing societal challenge by addressing the needs of an ageing population, thereby contributing to a healthier and more inclusive community.

The Business Model

Value Creation

Baan Hormlamduan specialises in palliative care, dementia care, and post-surgical recuperation to meet Thailand's increasing demand for senior care. It employs a humanistic approach to elder care by integrating innovative thinking with social impact.

- **Specialised Services:** Enhanced quality of life, ensuring dignity.
- **Comprehensive Support:** Offers family caregiver training, physical therapy, and dementia assessments.
- **Senior Daycare Services:** Provides daycare and information on long-term care for families.
- **Collaborative Efforts:** Forms alliances with local communities, international organizations, and health facilities to maximise impact.

Value Delivery

Beyond delivering world-class services, Baan Hormlamduan fosters trust among stakeholders and families. This multi-channel strategy ensures that Baan Homlamduan's services are widely recognised, effective, and accessible.

- **Elderly Patient Care:** Provides specialised care for elderly patients requiring dementia or post-hospitalisation care.
- **Community Outreach:** Engages the community through events, social media, and hospital advertisements.
- **Operational Efficiency:** Collaborates with private businesses and the Ministry of Public Health to ensure operational efficiency and service quality.
- **Elder Care Innovation:** Demonstrates leadership in elder care innovation by hosting international study tours for delegations.
- **Regular Outreach Initiatives:** Connects with communities and caregivers through regular outreach initiatives, such as the distribution of instructional materials.

Value Capture

The centre is dedicated to its mission while maintaining a balanced budget. Baan Hormlamduan promotes sustainable growth and makes a significant social impact by optimising its resources and reinvesting in its mission.

- **Surplus-Generating Activities:** Includes care fees, collaborations, and sponsorships.
- **Cross-Subsidisation:** Aims to provide affordable services for middle-income and higher-income households.
- **Reinvestment of Earnings:** Focuses on new care models, modern facilities, and staff training programmes.
- **Success Metrics:** Measured by client volume, operational effectiveness, and caregiver satisfaction.

This SE business model adopts a fee-for-service approach. Its inherent impact provides the ageing population with a second home. The surplus generated will be channelled back to the association for outreach activities. This is a non-SRH enterprise model.



XI. Trinidad & Tobago – FPATT – Clinical and Diagnostic Services

In Trinidad, the **Family Planning Association of Trinidad and Tobago** (FPATT) Diagnostic Clinic; serves vulnerable groups, including migrants, and breaks down barriers with affordable services and bilingual staff who provide care with compassion and understanding. This SE thrives on innovation, supported by IPPF/ACRO/PAHO/WHO, and the SE Hub, which funded essential investments in equipment, staffing, and outreach. By reducing waiting times, extending hours, and delivering personalised, high-quality care, the clinic has become a lifeline for its community. More than just a healthcare provider, it represents hope, demonstrating how impact-driven strategies can transform lives and build a more inclusive, healthier future for all.

The Business Model

Value Creation

Private health care in Trinidad & Tobago remains expensive, while public institutions often face long waiting hours for diagnoses. FPATT Diagnostics Clinic addresses these challenges by offering reasonably priced ECGs and sonographies with sound infrastructure and equipment.

- **Clinic's Extended Hours:** To better serve the community they have extended their operating hours.
- **Knowledgeable Staff:** The staff members are knowledgeable in their field and have extensive experience.
- **Accessibility:** Strategic locations near public hospitals help reduce waiting times.
- **Partnerships:** Training and equipment are funded through international organizations such as PAHO/WHO and IPPF/WHR. A carefully designed strategy aims to deliver quality, affordable healthcare to vulnerable populations.

Value Delivery

Low to middle-income populations, including migrants, accessibility and convenience are top priorities for FPATT.

- **Affordable Diagnostic Services:** Facilitate early health issue detection.
- **Extended Hours and Brief Waiting Times:** Accommodate busy schedules.
- **Knowledgeable Staff and State-of-the-Art Equipment:** Ensure high-quality care.

Value Capture

FPATT merges social impact with financial sustainability.

- **Reinvestment of Revenue:** Service fees are reinvested to offer care to underserved populations.
- **Grant Utilisation:** Grants help expand services while maintaining affordability through improved operations.
- **Investment in Staff Training & Technology:** Ensures consistent growth and quality care.
- **Success Metrics:** The clinic's success is evidenced by a projected 10% increase in clientele.
- **Positive Client Feedback:** Attests to the clinic's life-changing influence.

FPATT's clinical services focus on all the communities and create impact through the no-refusal policy. The income they generate will be channelled back to their clinical services to provide extensive services to the poor and marginalised. The model is fee-for-services, an SRH enterprise model.



XII. Vietnam – VINAFFPA – SRH Newspaper

What began as a modest family magazine has evolved into a robust SE. **Vietnam Family Network** (VFN), under the auspices of the **Vietnam Family Planning Association** (VINAFFPA), is driving tangible change in Vietnam. Addressing gender equality, reproductive health, and violence prevention, they transform challenges into opportunities. By collaborating with LGBTQIA+ communities, journalists, and activists, VFN leverages both print and digital platforms to unify voices and inspire action. Through creative campaigns, annual sponsorship events and consistent annual funding, VFN is not merely raising awareness; it is cultivating stronger, more interconnected communities. Through every shared narrative and amplified voice, VFN is contributing to a future where change is not just a possibility, but a reality.

The Business Model

Value Creation

VINAFFPA/VFN is an SE that endeavours to address significant social challenges including SRH and rights, gender equality, and violence prevention.

- **Vietnam Family Network:** The VFN, which originated from Vietnam Family Magazine, advocates for the family through diverse articles, campaigns, and family-oriented sports.
- **Collaboration:** Operating in collaboration with LGBTQIA+ communities, journalists, and local activists, VFN's presentation is authoritative and comprehensive.
- **Publication:** VFN maintains its print publications, including a children's magazine (monthly and for special occasions throughout the year), while effectively engaging contemporary audiences through digital channels.

Value Delivery

Regional communities, families, and young people are connected through a combination of print and digital platforms by VFN.

- **Local Offices:** Reinforce regional ties.
- **Innovative Advertising and Competitions:** Ensure audience engagement and relevance and strengthened community ties.
- **Dedicated Team of Journalists:** Delivers high-quality, relevant content in an engaging format. This integrated strategy creates a platform that raises awareness and motivates community action.

Value Capture

VFN is generating significant social impact while maintaining sustainability.

- **Surplus Generation:** The organization generates approximately \$400,000 annually through sponsorships, contributions, print and digital sales, subscriptions and advertising.
- **Fund Allocation:** These funds are primarily allocated to audience research, technology improvements, and content development.
- **Impact Metrics:** Common metrics for measuring impact include reach, engagement, and financial sustainability.

This business model features an SRH-oriented end product. VINAFFPA and VFN produce both printed and online newspapers, generating sufficient income to independently support magazine operations and contribute to some of the association's programme activities. The model is based on commercial product sales. This is a non-SRH enterprise model with an SRH end product.



The Case Studies

2. THE CASE STUDIES

Across the globe, IPPF MAs are devising innovative strategies to generate meaningful impact within their communities. Through SE initiatives, they are not only enhancing access to SRH services but also generating income to sustain these essential endeavours. Every successful SE is underpinned by a narrative of ambition, challenges, and invaluable lessons.

These narratives represent the authentic experiences of MAs who have undertaken bold and significant steps to effect change. Some have established health centres that function as dual-purpose SEs, generating revenue to maintain service affordability for those most in need. Others have forged partnerships with local businesses to deliver community-based solutions, integrating social good with astute business strategies.

When an association identifies a way to overcome a challenge, it establishes a precedent for others to emulate. This chapter provides insights into successful strategies, lessons learned from less successful ventures, and practical takeaways that peer associations can utilise to inform their own initiatives.

The case studies serve as a platform for MAs to engage in peer learning, draw inspiration, and develop more robust and resilient enterprises.

I. Case Study: Balancing Social Impact and Financial Sustainability at FPAN's MCH Polyclinic.

In the bustling town of Itahari, Nepal, where access to affordable healthcare remains a pressing challenge, the **Family Planning Association of Nepal (FPAN)** introduced the **Maternal and Child Health (MCH) Polyclinic**. This initiative was founded on a **hybrid social business model**- an innovative approach that combines revenue generation with a mission to deliver accessible and affordable SRH services. This case study explores the clinic's journey, its successes, challenges, and lessons learned.

Strengths of the Model

The MCH Polyclinic sustains itself through a combination of:

- **Affordable Healthcare Services:**
Services are priced below market rate to ensure accessibility while generating revenue.
- **Seed Grant:**
An initial \$10,000 grant from the IPPF SE Hub initiated operations.
- **Donor Funds:**
Additional funding bolstered the clinic's infrastructure and capacity.
- **Community Outreach:**
Grassroots initiatives raise awareness, attract clients, and amplify the clinic's impact.

Key Challenges

- **Dependence on Seed Funding:**
The clinic's reliance on the \$10,000 seed grant raised concerns about long-term viability. Without alternative revenue streams, financial independence remains a challenge.
- **Obtaining Professional Services:**
Finding qualified and trusted medical professionals within tight deadlines proved difficult. There is a challenge in accommodating their pay structure according to their expectations and there is a risk that they will direct clients to different clinics or hospitals after a period of time.
- **Stakeholder Resistance:**
The decision to charge fees for services met resistance from stakeholders accustomed to free healthcare, delaying implementation and acceptance of the model.
- **Scalability Concerns:**
What works in Ithari's socio-economic environment may not be replicable in other regions. Expanding the model without thorough market assessment could lead to significant risks.
- **Knowledge and Expertise in Marketing:**
An improvement is needed, as promotional efforts were largely traditional, relying on leaflets and banners. These methods, though effective to an extent, limit the clinic's reach compared to modern digital marketing techniques.

Recommendations for Improvement

- **Diversify Funding Sources:**
Reducing dependence on grants is important. Exploring partnerships, sponsorships, and crowdfunding can provide additional revenue streams and financial resilience.
- **Conduct Advanced Market Research:**
Before expanding, detailed studies can ensure pricing and services align with the needs of specific communities, reducing the risk of failure.
- **Adopt Digital Marketing:**
Leveraging social media, online advertisements, and telehealth platforms can extend the clinic's reach, particularly to younger, tech-savvy demographics.
- **Flexible Staffing Models:**
Hiring medical personnel on part-time or contractual bases can manage costs while ensuring adequate staffing.
- **Strengthen Community Engagement:**
Partnering with local organizations and influencers can increase referrals and build trust within the community.
- **Implement Regular Monitoring and Evaluation:**
Quarterly reviews of performance metrics can help identify gaps and enable timely adjustments to the business plan.
- **Reduction of Expenses:**
Identify overhead costs and any other expenses that can be reduced or eliminated.

- **Process innovations:**

Adding new technology such as diagnostic machines will enhance service quality and delivery, opening new income-generating opportunities.

Impact and Future Outlook

Despite its challenges, the MCH Polyclinic has demonstrated the potential of a hybrid social business model in bridging gaps in healthcare access. Its commitment to a “No Refusal Policy” ensures that the most vulnerable populations are cared for, while its revenue generation efforts contribute to sustainability.

As FPAN looks to the future, scaling this model will require innovative approaches, community collaboration, and a steadfast focus on balancing financial sustainability with social impact. With thoughtful planning and execution, the MCH Polyclinic could serve as a replicable model for other regions, transforming healthcare delivery for underserved communities.

II. Case Study: PFPPA’s Digital Leap – Transforming SRH Services with a Sustainable App Model

The **Palestinian Family Planning and Protection Association** (PFPPA) recognised the growing need to enhance the accessibility of SRH services in a region characterised by political and geographic challenges. In response, it launched a mobile application designed to bridge this gap. This SE model leverages technology to deliver Comprehensive Sexuality Education (CSE), address GBV, and provide broader SRH resources, all while striving for financial sustainability.

Future revenue for the app is envisioned to come from in-app advertisements and potential product sales, forming the foundation of its business model. This approach not only supports the app’s growth but also enables it to overcome traditional barriers and expand its reach. However, the journey has presented both opportunities and challenges.

Strengths of the Model

- **Accessibility and Awareness:**

By offering SRH services digitally, the app circumvents geographic and political restrictions, providing resources to users across Palestine, including marginalised groups. Furthermore, it streamlines the process of scheduling appointments at SDPs, thereby reducing client waiting times.

- **Comprehensive Platform:**

The app integrates CSE, GBV resources, and SRH services, constituting a comprehensive solution for users seeking guidance and support.

- **Revenue Potential:**

Through strategically placed in-app advertisements and planned product sales, the app is designed to be both impactful and financially viable.

- **Technology Orientation:**

A focus on leveraging new technology to drive innovation provides a competitive advantage.

Key Challenges

- **Dependence on External Support:**
The app's initial development relied on a \$20,000 grant from the IPPF SE Hub. The reliance on external funding raised concerns about long-term sustainability.
- **Limited Technical Expertise:**
The lack of IT and app development expertise within PFPPA led to delays in drafting technical specifications, meeting deadlines, and ensuring smooth app functionality.
- **Knowledge and Expertise in Marketing:**
Recruiting a marketing officer to onboard advertisers and manage app promotions has been a slow process, hindering revenue generation and user engagement.
- **Monetisation Risks:**
With advertisements as the primary revenue stream, the app's financial stability was tied to consistent user engagement and advertiser interest, both of which can fluctuate.
- **Scalability Constraints:**
Expanding the app's offerings to include product sales without a robust operational framework risked inefficiencies and logistical setbacks.
- **Limited Marketing Reach:**
While influencers and traditional media have been utilised, the absence of a robust digital marketing strategy limited the app's visibility and potential adoption.

Recommendations for Improvement

- **Diversify Revenue Streams:**
Introduce subscription tiers, premium content, or sponsored partnerships to reduce reliance on in-app advertisements.
- **Invest in Technical Capacity:**
Train staff in IT management or engage long-term technical consultants to ensure the app operates smoothly and remains updated.
- **Acquiring Competencies:**
Partner with specialised marketing firms to handle advertising/promotional efforts.
- **Expand Digital Marketing Efforts:**
Leverage modern tools like social media ads, SEO strategies, and collaborations with regional influencers to increase downloads and user awareness.
- **Monitor Performance Regularly:**
Establish a system for tracking user feedback and app metrics to refine the app and address operational gaps.

Impact and Lessons Learned

PFPPA's mobile application is an encouraging example of how technology can be utilised in the SRH sphere. While still in its early stages, the app has demonstrated its potential to reach diverse communities. However, revenue generation has to be a key success factor for this kind of initiative and is what was missing in PFPPA's application.

The initiative also underscores key lessons: the importance of diversified funding, technical expertise, and adaptable marketing strategies. Addressing these areas will not only enhance the app's effectiveness but also solidify its role as a sustainable model for delivering SRH services in the digital age.

III. Case Study: Baan Hormlamduan – Sustaining Health & Social Impact through Innovation

Baan Hormlamduan Kitchen, an SE under the **Planned Parenthood Association of Thailand (PPAT)**, was an innovative initiative aimed at providing healthy food with social responsibility. Established to provide wholesome meals to the public, PPAT employees, ECC residents, and clinic patrons, the restaurant generated a sustainable income stream to support PPAT's SRH services.

By partnering with a private entrepreneur for expert kitchen and restaurant management, the model emphasised affordable, nutritious eating in a welcoming environment, appealing to a broad clientele. However, like many SEs, the journey has been marked by challenges that highlight the importance of balancing financial sustainability with social impact.

Strengths of the Model

- **Integration of Social Mission:**
The restaurant aligns closely with PPAT's broader mission, utilising its profits to support SRH services, including outreach programmes for underserved populations and the ECC.
- **Strategic Partnerships:**
Collaborating with a private entrepreneur brought professional expertise to kitchen and restaurant management, ensuring operational efficiency and quality standards.
- **Commitment to Nutrition and Affordability:**
Heathy meals are designed to promote better eating habits while remaining affordable, making nutritious food accessible to diverse groups.
- **Community-Centric Approach:**
By serving various stakeholders, from ECC residents to the general public, the kitchen and restaurant fosters a sense of community and shared purpose.

Key Challenges

- **Limited SE Experience:**
PPAT's initial unfamiliarity with SE operations and revenue-generation models created a steep learning curve.

- **Dependence on External Funding:**
The reliance on a \$20,000 IPPF SE Hub grant for setup raised questions about long-term financial independence.
- **Alignment with Private Partner Goals:**
Balancing the profit-driven objectives of the private entrepreneur with PPAT's mission required careful negotiations and adjustments to ensure mutual alignment.
- **Knowledge and Expertise in Marketing:**
While a basic market survey was conducted, deeper insights into customer choice and competitor strategies could have helped refine the restaurant's offerings.
- **Operational Hiccups:**
The location, along with the lack of full ECC occupancy, and delays in commencing the ECC.
- **External Factors:**
The COVID-19 pandemic posed unexpected challenges, from adhering to health guidelines during setup to managing operational disruptions.
- **Gaps in Monitoring and Evaluation:**
Although quarterly reviews were established, more frequent assessments could have helped address emerging issues in real time.

Recommendations for Improvement

- **Enhanced Market Research:**
Conduct in-depth analysis of competitors, customer preferences, and emerging market trends to tailor menu offerings and improve customer satisfaction.
- **Diversified Funding Sources:**
Explore alternative funding options, such as partnerships, sponsorships, or community-driven investment models, to reduce reliance on initial grants.
- **Clearer Partner Agreements:**
Draft comprehensive contracts with the private entrepreneur to clearly outline roles, responsibilities, and performance expectations, minimising potential conflicts.
- **Business Training for Staff:**
Provide training in business management to PPAT staff involved in the enterprise, equipping them with the skills needed for efficient operations and strategic decision-making.
- **Digital Marketing Integration:**
Leverage digital tools, including social media campaigns, online promotions, and SEO strategies, to enhance the restaurant's visibility and attract a larger customer base.
- **Flexible Service Models:**
Introduce meal delivery and takeaway options to cater to clients with mobility constraints or those preferring off-site dining, expanding the customer reach.
- **Employee Engagement:**
Actively involve staff in menu planning and operational improvements, fostering a sense of ownership and encouraging innovative ideas.

Impact and Lessons Learned

Baan Hormlamduan Kitchen highlights the critical importance of forming appropriate partnerships to ensure long-term success. This involves leveraging expertise, resources, and strategic collaboration. Given the complexity of the venture, it is essential to seek external support, as this goes beyond the scope of internal capabilities.



The Market Research

3. THE MARKET RESEARCH

Underpinning every successful SE is a profound comprehension of the community it serves and the market within which it operates. Through a series of virtual market studies supported by the SE Hub, several IPPF MAs embarked on a journey to explore key challenges, identify latent opportunities, and gather valuable insights to fortify their enterprises.

These studies transcended mere numerical analysis and graphical representation; they focused on actively listening to communities, discerning evolving needs, and formulating pragmatic solutions. From pinpointing gaps in SRH services to developing strategic frameworks, each market research initiative yielded significant recommendations that can inform real-world implementation.

This Chapter presents peer MAs with a repository of ideas, lessons, and actionable strategies that can be adapted and utilised to construct more robust and impactful SEs.

I. Kenya Market Research - Identifying Growth Opportunities for RHNK's SE

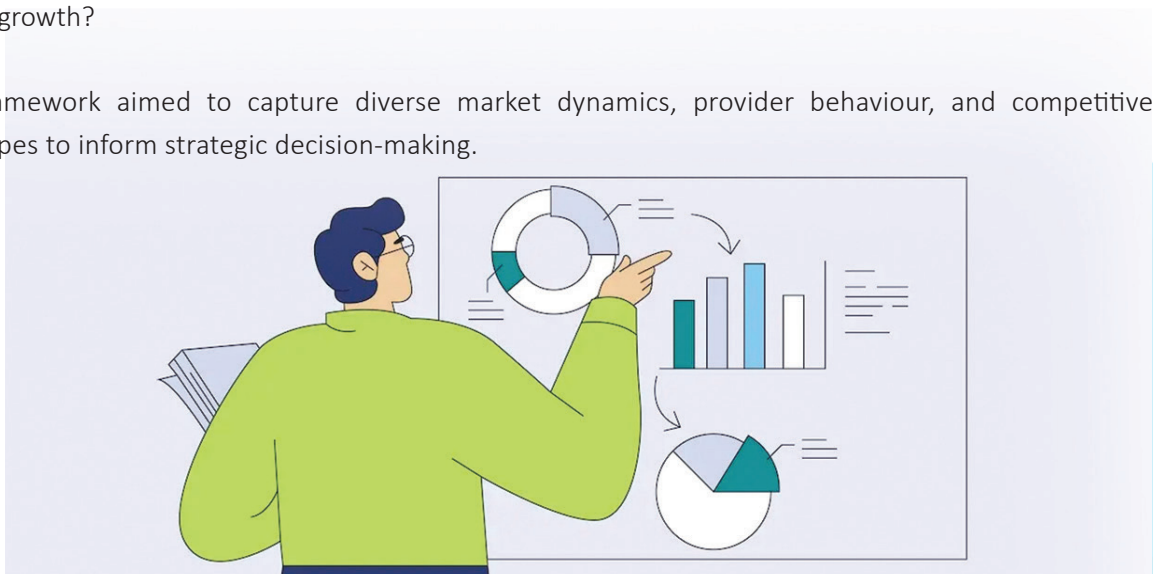
Research Objectives

This research explored strategies to enhance RHNK's reach and impact in providing contraceptive products and reproductive health services in Kenya. The research focused on market penetration, operational scaling, and improved service delivery across diverse regions. The findings aimed to provide actionable insights and best practices for other SEs navigating similar challenges.

The research addressed three primary questions:

- How did comprehensive market research identify critical areas for improvement in RHNK's contraceptive distribution activities?
- What strategies did RHNK implement to expand contraceptive coverage and reach underserved markets?
- How did RHNK evaluate external factors influencing its operations and identify opportunities for growth?

This framework aimed to capture diverse market dynamics, provider behaviour, and competitive landscapes to inform strategic decision-making.



Research Findings

| Category | Findings |
|------------------------|--|
| Target market | This is a business-to-business operation. The distribution of the target market and their scale. |
| Client characteristics | Purchasing capacity and purchasing behaviour of the clients. Client's experiences and the nature of the client. |
| Purchasing power | The capacity of the clients for monthly commodity orders. |
| Popular products | Identifying top-selling and fast-moving products. |
| Price sensitivity | How clients prioritise affordability over brand or quality. |
| Awareness | The level of awareness of the SE model, indicating opportunities for deeper outreach. |
| Competitive landscape | Number of competitors and their characteristics. |
| Purchasing trends | Identifying repeat purchases and purchasing patterns indicating a steady demand. |
| Marketing channels | Identifying what channels are effective for the SE. |



Recommendations to RHNK

| Strategy | Action steps |
|--------------------------|---|
| Market Penetration | Prioritise the strengthening of existing distribution networks rather than pursuing expansion into new geographical regions. Focus on engaging medium and micro-scale healthcare providers in semi-urban and rural areas. |
| Product Focus | Promote high-demand products, such as condoms and contraceptive injections and insertions. |
| Partnership Development | Establish collaborative partnerships with schools, private clinics, and government hospitals to extend service reach and community impact. |
| Awareness Programmes | Launch targeted campaigns to promote SRH education and awareness in underserved areas. |
| Cost Leadership | Streamline operational processes and leverage bulk purchasing to enhance product affordability. Strengthen supply chain logistics to ensure timely product delivery to remote geographical locations. |
| Marketing Strategy – 4Ps | Product: Focus on providing SRH products accompanied by comprehensive educational materials. Price: Implement flexible pricing structures, including bulk discount options tailored to different scales of provision. Place: Strengthen existing distribution networks and explore e-commerce platforms to improve product accessibility. Promotion: Utilise social media platforms, influencer collaborations, and targeted awareness campaigns for effective product promotion |

The market research highlighted RHNK's strong position in providing affordable SRH products, with opportunities to deepen market penetration by addressing price sensitivity, enhancing product awareness, and leveraging digital channels. By focusing on tailored strategies for micro and medium-scale providers, RHNK can solidify its role as a trusted partner across diverse healthcare settings.



II. Mozambique Market Research – Expanding AMODEFA’s Clinical Services

Research Objectives

The primary objective of the **Mozambican Association for Family Development (AMODEFA)** was to expand access to reproductive health services, particularly within underserved communities. This study investigated opportunities to enhance contraceptive service provision and ensuring the delivery of high-quality care to these communities. By identifying critical insights and gaps, the study aimed to provide strategic recommendations to optimise AMODEFA’s commercial potential and strengthen its position as an SE.

AMODEFA was committed to enhancing reproductive health service delivery. This research focused on three principal objectives:

- **Identification of Growth Areas:** To determine key areas for expansion and identify gaps in the delivery of contraceptive services.
- **Development of Effective Data Collection Methodologies:** To create robust tools and instruments for data collection, enabling the acquisition of precise insights encompassing both quantitative and qualitative information.
- **Formulation of Growth Strategies:** To develop strategies aimed at mitigating obstacles, unlocking growth potential, and expanding AMODEFA’s clinic service provision.

Research Findings

| Category | Findings |
|-----------------------------|---|
| Demographics | Gender, age, marital status, household income, education level, average spending, employment status, etc. |
| Service Usage/Accessibility | Level of awareness of the SE and percentage of the population utilising organizational services. |
| Client Characteristics | Frequency of using services, spending patterns, healthcare priorities. (Family planning, sexual health, medical consultations...) |
| Decision Influences | Factors influencing client decisions on purchasing services. |
| Communication Trends | Key platforms for engagement with clients. |
| Access Barriers | Key concerns such as waiting times, costs, and the quality of facilities. |



Recommendations to AMODEFA

| Strategy | Action steps |
|----------------------------|--|
| Intensive Growth | Attract competitor clientele by offering competitive pricing and enhanced service provisions. Increase client visit frequency and expand service offerings to include diagnostic services. |
| Integrative Growth | Establish partnerships with courier service providers to facilitate efficient medicine delivery. Collaborate with governmental bodies to provide mandated health testing services. |
| Product Expansion | Launch online platforms and deploy mobile clinics to broaden service accessibility. |
| Market Segmentation | Target urban residents, young adults, and tech-savvy audiences through strategic social media campaigns |
| Marketing Strategies – 7Ps | <p>Price: Introduce client loyalty reward programmes, flexible payment options, and promotional pricing structures to attract and retain clients.</p> <p>Process: Streamline appointment scheduling and integrate services with pharmacies to ensure seamless operational efficiency.</p> <p>Promotion: Utilise social media platforms, SMS marketing campaigns, and branded in-clinic environments for effective outreach.</p> <p>People: Provide comprehensive staff training in customer care, digital platform utilisation, and online service provision to enhance service quality.</p> <p>Physical Evidence: Upgrade clinic layouts, incorporate additional amenities, and create inviting spaces to enhance client experience.</p> |



III. Palestine Market Research – Expanding PFPPA Services

Research Objectives

The study aims to enhance the clinical services provided by PFPPA by identifying critical gaps and opportunities to improve market presence, increase accessibility, and broaden service offerings. The findings and recommendations will serve as a strategic roadmap for sustainable growth and improved healthcare delivery.

- **Development of a Comprehensive Business Scope Overview:** To develop a realistic and comprehensive overview of the business scope for PFPPA Clinical Services.
- **Identification of Key Areas for Primary Data Collection:** To identify key areas of investigation to collect relevant primary data for strategic decision-making.
- **Proposal of Marketing Strategies for Market Potential Maximisation:** To propose marketing strategies to maximise PFPPA's market potential and address gaps in the business environment.
- **Creation of an Action Plan for Data Gathering and Service Improvement:** To create an action plan to effectively gather data and inform service improvement strategies.

Research Findings

| Category | Findings |
|--|---|
| Demographics | Gender, age, marital status, household income, education level, average spending, employment status, etc. |
| Service Usage/Accessibility | Level of awareness of the SE and percentage of the population utilizing organizational services such as family planning services, gynaecological services, psycho-social support, and legal assistance. |
| Awareness Channels | What are the key platforms for engagement with clients? |
| Frequency of Visits | Frequency of using services, spending patterns, healthcare priorities. |
| Access Barriers | Key concerns such as waiting times, costs, and the quality of facilities. |
| Customer Preference on Obtaining Services. | Customers' preference to obtain services in different modes, such as online, physical and hybrid. |



Recommendations to PFPPA

| Strategy | Action steps |
|----------------------------|---|
| Intensive Growth | Focus on attracting customers from competitors and increasing the utilisation of existing services. Enhance visit frequency and expand outreach to underserved demographic segments. |
| Integrative Growth | Establish partnerships with governmental bodies for occupational health testing. Develop joint programmes with NGOs to improve access in remote geographical areas. |
| Competitive Strategies | Differentiate service offerings by providing specialised healthcare services and capitalising on cost efficiencies. |
| Segmentation & Positioning | Target health-conscious individuals, users of preventative healthcare services, and those seeking remote consultations via online platforms. |
| Marketing Strategy – 7Ps | <p>Product: Expand service provision to include paediatric care and dermatology, while enhancing accessibility through mobile applications.</p> <p>Pricing: Introduce customer loyalty programmes, promotional pricing structures, and self-payment options to improve customer retention and satisfaction.</p> <p>Distribution: Expand physical outlets, deploy mobile clinics, and introduce online scheduling systems to enhance accessibility and convenience.</p> <p>Promotion: Enhance brand visibility through strategic signage, social media campaigns, and SMS notifications to increase brand awareness and customer engagement.</p> <p>People: Provide comprehensive staff training in customer service and digital technology utilisation to improve service quality and operational efficiency.</p> <p>Process: Streamline operational processes through the implementation of online reporting systems and simplified procedures to improve efficiency and accessibility.</p> <p>Physical: Upgrade clinic environments with vibrant interior designs and entertainment options to create a welcoming and engaging atmosphere for clients.</p> |



IV. Zambia Market Research - Exploring Growth Potential for PPAZ Laboratory Services

Research Objectives

This study explores the strategies employed by the SE of the **Planned Parenthood Association of Zambia** (PPAZ) to enhance its laboratory services. The research identifies methods to enhance healthcare delivery, expand market potential, and improve accessibility by pinpointing both opportunities and challenges. The conclusions and recommendations derived from this research will provide a strategic roadmap for patient-centred care and sustainable growth.

The study focused on two primary objectives:

- To identify key investigative areas that will reveal the full potential of PPAZ's laboratory services.
- To determine effective tactics that PPAZ can implement to maximise the market potential of its laboratory services and broaden the distribution of contraceptives.

The research aims to develop strategies that promote growth and service quality by gaining a comprehensive understanding of client preferences, behaviours, and decision-making processes.

Research Findings

| Category | Findings |
|-----------------------|--|
| Frequency of Visits | Frequency of using services, spending patterns, healthcare priorities. |
| Lab Selection Factors | Factors influencing clients' decisions to pick a laboratory service. |
| Information Sources | Identifying the sources from which clients access information on laboratory services, such as doctors, family referrals, social media, etc. |
| Awareness of Services | Identifying the key platforms for engagement with clients. |
| Preferred Services | Customer preferences for obtaining services such as family planning, gynaecological care, psycho-social support, and the sources through which they access these services. |
| Digital Media Trends | Key digital platforms for engagement with clients such as Instagram, Tik Tok, etc. |



Recommendations for PPAZ

| Strategy | Action steps |
|------------------------------------|--|
| Intensive Growth | Attract customers from competitor organisations by offering competitive pricing alongside high quality services. Develop and implement enhanced awareness campaigns to promote frequent and repeat service utilisation. |
| Integrative Growth | Establish collaborative partnerships with clinics that lack in-house laboratory facilities. Form strategic alliances with governmental bodies to provide occupational and travel related health testing services. |
| Service Expansion | Provide access to state-of-the-art laboratory technology and a comprehensive range of diagnostic tests to meet diverse customer requirements. |
| Market Segmentation | Focus on attracting health-conscious individuals seeking routine testing, as well as clinic patients who are currently unaware of available laboratory services. |
| Affordable & Personalised Services | Ensure the provision of affordable, high-quality, and confidential services at easily accessible locations. |



V. Nepal Market Research – Enhancing FPAN Clinic Services for Community Benefit

Research Objectives

This research focused on improving the FPAN clinic services for community benefit.

The study addressed three primary research questions:

- **Strategic Priorities:** Which key areas should FPAN prioritise to enhance its service delivery and community impact?
- **Data Analysis:** How can quantitative and qualitative data be effectively analysed to derive meaningful insights?
- **Market Expansion:** What emerging trends are evident within the surrounding market, and how can FPAN expand its services to reach a wider population?

The research aimed to improve FPAN’s clinic services by identifying key areas for improvement, developing robust data analysis methodologies, and exploring market trends to facilitate service expansion and broader community outreach. Each phase of the research process yielded new inquiries and opportunities for organisational growth.

Research Findings

| Category | Findings |
|---|---|
| Client characteristics | Purchasing capacity and purchasing behaviour of the clients. |
| Demographics | Gender, age, marital status, household income, education level, average spending, employment status, etc. |
| Digital Media Trends | Key digital platforms for engagement with clients such as Instagram, Tik Tok, Facebook, etc. |
| Access Barriers | Key concerns such as waiting times, costs, and the quality of facilities. |
| Customer Preference for Obtaining Services. | Customer preference to obtain services in different modes such as online, physical and hybrid. |



Recommendations for FPAN

| Strategy | Action steps |
|---------------------------|---|
| Expand Services | Prioritise the provision of mental health counselling, adolescent health education, childcare services, and chronic disease management. |
| Maximise Resources | Implement cost-effective operational strategies and establish strategic partnerships with institutions, such as Biratnagar Medical College, to facilitate resource sharing and internship programmes. |
| Community Outreach | Deploy mobile health clinics to extend service provision to underserved geographical areas. |
| Strengthen Collaborations | Establish robust referral networks with hospitals and negotiate reduced cost agreement for FPAN clients. |
| Rebrand FPAN | Transition to a socially conscious business model, incorporating enhanced branding, updated website functionalities, and engaging video content. |
| Upgrade Facilities | Modernise clinic facilities by creating welcoming waiting areas, therapeutic garden spaces, and private consultation rooms. |
| Digital Tools | Introduce an online appointment booking system to attract younger, tech-savvy clients. |
| Employee Empowerment | Provide staff and advanced skills training and implement an awards scheme to recognise and reward outstanding performance. |
| Storytelling | Produce and disseminate concise video content that effectively communicates FPAN's mission and community impact to build public trust. |
| Sustainability | Implement a phased service expansion strategy, aim to double income, and proactively adapt to evolving global challenges. |
| Affordability | Collaborate with insurance schemes and government initiatives to ensure the continued accessibility of FPAN services. |

VI. Thailand Market Research – The Potential for Eldercare in Contemporary Living

Research Objectives

This research explored strategies to enhance the **Planned Parenthood Association of Thailand's** (PPAT) ECC in meeting the needs of families balancing eldercare with modern living in Bangkok. The research focused on understanding family dynamics, evaluating the ECC's capacity to make a meaningful impact, and identifying untapped market opportunities. The findings aimed to provide actionable insights and best practices for other SEs navigating similar challenges in eldercare.

The research addressed three primary objectives:

- How did comprehensive market research reveal the specific requirements of families and the nuances of eldercare in Bangkok?
- What strategies did PPAT implement to optimise ECC's capacity and expand its reach within a competitive market?
- How did PPAT evaluate external factors and market dynamics to identify growth opportunities and inform strategic decision-making?

This framework sought to capture diverse market conditions, consumer behaviour, and competitive landscapes to inform PPAT's efforts in delivering impactful and compassionate eldercare solutions.

Research Findings

| Category | Findings |
|--|--|
| Demographics | Gender, age, marital status, household income, education level, average spending, employment status, etc. |
| Customer Preference for Obtaining Services | Key concerns such as waiting times, costs, and the quality of facilities. |
| Information Sources | Clients' sources of information on the services, such as doctors, family, social media, etc. |
| Client expectations | Identifying the services clients expect to receive related to everyday routines, safety and security, leisure activities, social contact, and nutrient-dense meals, among other essential healthcare needs |



Recommendations for PPAT

| Strategy | Action steps |
|--------------------------------------|---|
| Growth Strategy | <p>Leverage influencer partnerships, strategic social media campaigns, and local community events for targeted marketing initiatives.</p> <p>Highlight service value through the dissemination of success stories and client testimonials.</p> <p>Organise retirement planning workshops featuring financial experts.</p> <p>Foster a strong community environment through social groups, organised events, and collaborative community initiatives.</p> <p>Forge partnerships with local businesses and organizations to enhance support services.</p> |
| Competitive Strategy | <p>Provide pre-admission health examinations in collaboration with healthcare providers.</p> <p>Offer specialised services, such as garden landscaping and physical therapy programmes.</p> <p>Introduce shuttle services to improve accessibility for residents and visitors.</p> |
| Segmentation, Targeting, Positioning | <p>Tailor marketing strategies to specific demographic segments, informed by global market data.</p> <p>Invest in facility improvements and implement ongoing quality assurance evaluations.</p> <p>Prioritise resident activity programmes, including organised excursions and mobility enhancement options.</p> <p>Enhance facility amenities with dedicated prayer rooms, walking trails, and green spaces.</p> |
| Marketing Strategy – 7Ps | <p>Offer a diverse range of leisure activities, wellness programmes, and personalised care plans.</p> <p>Implement technological solutions, such as a “Follow App,” to enhance resident safety and connectivity.</p> <p>Introduce tiered pricing structures, discount schemes, and loyalty programmes.</p> <p>Enhance online presence through targeted advertising, active social media engagement, and a user-friendly website.</p> <p>Employ a combination of traditional and digital marketing strategies for promotional activities.</p> <p>Streamline administrative through the implementation of digital health record systems and online scheduling.</p> <p>Maintain a consistently clean, comfortable, and tranquil environment.</p> <p>Implement a staff recognition programme, ensure balanced workloads, and provide ongoing training opportunities.</p> <p>Implement cost-saving measures through budget reviews and contract renegotiations.</p> <p>Secure funding through strategic partnerships, grant applications, and charitable donations.</p> <p>Establish flexible and secure visitation policies with designated visiting hours.</p> |

The Success Stories

4. THE SUCCESS STORIES

Every success is underpinned by a narrative - a journey characterised by challenges, creativity, and determination. Across the IPPF network, MAs are crafting these narratives through their SEs, devising innovative strategies to serve their communities and sustain essential healthcare services.

These success stories transcend mere profitability; they embody the creation of enduring change, the empowerment of local communities, and the delivering of impactful services where they are most needed. In this section, we present these achievements: outlining the characteristics of success, the pivotal elements that facilitated it, and the lessons gleaned throughout the process.

By understanding how their peers navigated obstacles and developed solutions, other MAs can draw inspiration to create their own success stories, transforming conceptual ideas into sustainable, impactful organisations.

I. Bhutan – RENEW’s Success Story

RENEW SE demonstrates a hybrid business model that seamlessly integrates economic empowerment with social impact. The enterprise leverages traditional craftsmanship, enhanced by contemporary design, to produce unique, culturally rich products for modern markets. This approach preserves cultural heritage while ensuring financial sustainability.

Job Creation

- Provides remote and flexible employment opportunities to marginalised female demographics.
- Fosters economic independence and resilience.
- Prioritises inclusivity to empower vulnerable individuals, including:
 - Survivors of domestic violence
 - Persons with disabilities

Sustainability as a Foundation

- Adopts eco-friendly practices by integrating the principles of Reduce, Reuse, and Recycle (3Rs) into its production processes.
- Commitment to environmental responsibility resonates with eco-sensible consumers.
- Reinforces dedication to sustainable development.

Surplus Diversification

- Expands market reach through high-end tourist locations and retail partnerships.
- Creates a cycle of continuous empowerment.
- Profits are reinvested into the community, funding:
 - Skills development
 - Income-generation programmes
 - Social causes

What makes RENEW a success story?

- **Empowerment and Inclusivity:** Prioritising marginalised groups ensures meaningful impact and fosters social equity.
- **Strategic Partnerships:** Collaborations with organizations such as the Royal Textile Academy and the Craft Gallery (Gyalyum Charitable Trust Fund) enhance market access and visibility.
- **Sustainability Practices:** Eco-friendly production methods resonate with environmentally conscious consumers and stakeholders.
- **Capacity Building:** Skills training and development initiatives strengthen member capabilities, ensuring long-term sustainability.
- **Innovative Marketing Strategies:** Seasonal collections and diverse distribution channels increase product visibility and appeal.
- **Scalable Growth Model:** Expanding operations across districts and recruiting new members through contractual agreements supports growth and outreach.
- **Financial Performance:** Achieving a 14.5% increase in surplus (June 2023 – June 2024).

RENEW SE effectively combines cultural preservation, economic empowerment, and sustainability. By fostering inclusivity, reinvesting in communities, and adopting eco-friendly practices, it drives meaningful social impact and achieves financial growth. Its success illustrates the potential of blending traditional craftsmanship with innovative, socially responsible business strategies.



II. Lesotho – LPPA’s Success Story

In the heart of Lesotho, a retail pharmacy is making a substantial impact. Operated by the **Lesotho Planned Parenthood Association (LPPA)**, this pharmacy transcends conventional business models; effectively bridging social responsibility with financial sustainability.

Imagine a space where shelves are stocked not only with medications, but also with the promise of improved health outcomes. This pharmacy operates within an SE framework, with profits reinvested to fund healthcare programmes and extend services to underserved regions. It exemplifies how commercial enterprises can serve humanity, particularly in areas where access to healthcare is a persistent challenge.

Affordable Healthcare for All

A key achievement of the pharmacy is its unwavering commitment to providing affordable services without compromising quality. For instance, a mother seeking medication for her child can obtain necessary supplies at reduced prices, with guaranteed quality assurance. With stock-out rates consistently maintained below 1%, customers are assured of reliable access to essential supplies.

Breaking New Ground

This pharmacy is not merely a retail outlet; it is also a pioneer. Recognizing the importance of inclusivity, LPPA introduced hormone therapy services for LGBTQIA+ individuals, ensuring healthcare provision is truly equitable. Innovative payment solutions, such as EcoCash and credit facilities for staff, enhance accessibility, particularly for those facing financial constraints.

A Partner Within the Community

The pharmacy maintains strong ties with the local community. It serves as a referral hub, connecting customers with LPPA’s clinics and community health workers. As one local resident observed, “It’s not just a pharmacy; it’s part of our community.” Trust and word-of-mouth referrals have established this small operation as a cornerstone of healthcare in Lesotho.

Planning for the Future

LPPA’s journey is far from over. A dedicated team works diligently to control costs, optimise inventory management, and expand product offerings to include items ranging from cosmetics to essential pharmaceuticals. The objective is to launch an online store, thereby extending healthcare access to even the most remote areas of Lesotho.



What makes LPPA's pharmacy a success story?

- **Operational Efficiency:** Cost-effective management and high-stock availability ensure seamless operations.
- **Community Engagement:** Strong relationships with local clinics and personalised care foster customer loyalty.
- **Financial performance:** Achieving a 32% increase in surplus (June 2023 – June 2024).
- **Innovation:** Adapting to evolving community needs through targeted outreach and online service provision.
- **Customer-Centric Approach:** Affordable pricing, diverse services, and inclusivity ensure a welcoming environment for all.
- **Mission-Driven Funding:** Every transaction supports critical initiatives, such as combating teenage pregnancy and GBV.

This is the narrative of LPPA's pharmacy; a testament to how compassion, innovation, and determination can transform a retail space into a beacon of hope. It is not solely about dispensing medicine; it is about building a healthier, more equitable future for all.



III. Nigeria – PPFN’s Success Story

In the bustling community of Mpape, Abuja, where over 100,000 residents contend with limited healthcare resources, a beacon of hope has emerged: the **Planned Parenthood Federation of Nigeria (PPFN)** Laboratory. This establishment is not merely a laboratory; it represents a vital lifeline for a community often overlooked.

This success story originates from a clear vision: to create a space where healthcare is recognised as a fundamental right, not a luxury. PPFN’s laboratory operates as an SE, directing its earnings to support SRH services and broaden outreach to those in greatest need.

Bridging the Access Gap

Prolonged waiting times, prohibitive testing costs, and restricted access to care are persistent challenges in many resource-constrained regions. Recognising this, PPFN adopted a proactive approach by establishing laboratories in strategic locations, including Mpape, where healthcare options were previously scarce. By offering affordable diagnostic services, PPFN ensures that communities, regardless of their geographical location, are no longer subject to treatment delays due to financial or accessibility barriers. This commitment extends across multiple regions, improving healthcare access and outcomes for those in need.

A Community-Centric Vision

PPFN’s laboratory is more than a facility; it embodies a commitment to the community. Equipped with advanced technology and staffed by dedicated professionals, the laboratory delivers rapid and accurate results, enabling clinicians to make timely interventions. Each test result represents the potential to save lives, transforming data into hope for patients who might otherwise face prolonged waiting periods.

The laboratory’s impact extends beyond its physical premises. It supports comprehensive SRH services, including family planning education and outreach programmes targeting marginalised groups. For residents of Mpape, it is a trusted resource, that understands their challenges and works to address them.

Growth and Sustainability

A notable aspect of PPFN’s laboratory is its successful balance of social mission with financial sustainability. In 2024 alone, it demonstrated a 35% increase in sales. These figures are not merely statistical; they represent improved lives, early diseases detection, and a community now served by a reliable healthcare partner.



What makes PPFN's Laboratory a success story?

- **Addressing Critical Needs:** The laboratory is strategically located to ensure access for a population often underserved.
- **Operational Efficiency:** Utilising advanced equipment and skilled staff, it delivers rapid and accurate results, fostering community trust.
- **Integrated Services:** It funds essential SRH services, generating a cascading effect that benefits the entire region.
- **Community Trust:** By prioritising patient-centred care, PPFN has established a reputation for reliability and compassion.
- **Strategic Vision:** Plans to expand into other areas and integrate the laboratory into PPFN's broader clinic network demonstrate its commitment to scaling impact.

PPFN's laboratory is not solely focused on diagnostics; it is about empowerment. It provides Mpape's residents with the means to manage their health, while also addressing systemic challenges such as overcrowded clinics and high healthcare costs.

This is the narrative of how a single laboratory is making a significant difference. It is a story of hope, resilience, and dedication to ensuring that no one is excluded from the pursuit of health and well-being.



IV. Somaliland – SOFHA's Success Story

In the capital of Somaliland, access to basic healthcare and nutritious food presents a daily challenge for many. SOFHA, through its innovative **Diyaar initiative**, is transforming the narrative of community well-being. SOFHA is not only addressing these challenges but also establishing a model for sustainable, community-centred transformation.

A Vision of Integration

SOFHA's story begins with a straightforward yet impactful concept: health and nutrition are intrinsically linked. Envision a family struggling with malnutrition, unable to afford consistent healthcare, let alone nutritious meals. SOFHA recognised this gap and developed a solution that integrates clinical services with nutritious food production, addressing the root causes of poor health holistically.

Under the Diyaar initiative, SOFHA mills locally sourced grains into flours and porridges, promoting sustainable nutrition practices. It is not merely about providing food; it is about empowering communities with knowledge and resources to make healthier choices. Plans to produce baby cereals, dried fruits, and vegetables further underscore SOFHA's commitment to fostering healthier families.

Growth and Reinvention

From its modest beginnings, SOFHA has steadily built capacity, reinvesting income from clinic fees and Diyaar's product sales into the initiative's core activities. With expanded milling capacity and two operational clinics, SOFHA is scaling its operations to reach a wider population and provide enhanced services.

The journey has not been without challenges. Subsidies remain necessary to sustain operations, but both revenue streams are demonstrating promising growth. In fact, Diyaar experienced a 291.57% increase in sales between 2023 and 2024, a testament to the initiative's growing impact and sustainability.

Reaching Marginalised Communities

SOFHA's commitment extends beyond its facilities. Through mobile clinics, it delivers essential healthcare services to rural and remote communities, ensuring inclusivity. Concurrently, Diyaar engages these communities with nutrition education, conducting cooking demonstrations and health sessions that empower families to make lasting dietary and lifestyle changes.

Building a Sustainable Future

What distinguishes SOFHA is its forward-thinking vision. The organization is not content with merely addressing immediate needs; it is planning for a future where its initiatives become a cornerstone of Somaliland's health and nutrition landscape. By 2025, SOFHA aims to transition from its incubation phase to establish a significant market presence, continuously refining its business models and strategies to meet evolving community needs.

What makes SOFHA's food production a success story?

- **Holistic Solutions:** By addressing both healthcare and nutrition, SOFHA provides comprehensive support that transforms lives.
- **Community Trust:** Through outreach programmes and education sessions, SOFHA establishes deep connections, ensuring its initiatives align with local needs.
- **Sustainability:** A sharp focus on revenue reinvestment ensures consistent growth and improved service quality.
- **Localised Practices:** Utilising locally sourced grains not only supports local agriculture but also fosters community self-reliance.
- **Social Responsibility:** Beyond health and nutrition, SOFHA champions causes like SRHR and combating harmful practices like FGM/C.

SOFHA's journey is characterised by adaptation, learning, and an unwavering commitment to the people it serves. From expanding Diyaar's product line to integrating healthcare and nutrition services, SOFHA is building a brighter, healthier future for Somaliland. This is not merely a narrative about an organisation; it is a narrative about people, communities, and the transformative power of addressing health and nutrition as a unified concept.



V. Thailand – Baan Hormlamduan ECC Success Story – A Concluding Anecdote

At Baan Hormlamduan ECC, a resident who had experienced a stroke has made significant progress in her recovery. Upon admission, she faced considerable challenges, including limited arm mobility and speech difficulties. Everyday tasks became arduous, and her independence appeared unattainable.

Through the dedicated care and support provided by the centre’s staff, she embarked on a rehabilitation programme focusing on physical therapy and personalised care. Consistent treatment and encouragement within a supportive and nurturing environment enabled her to gradually regain arm mobility and achieve notable improvements in her speech.

Her progress stands as a testament to the efficacy of holistic, person-centred care in restoring confidence and independence. The compassionate approach at Baan Hormlamduan has played a crucial role in her rehabilitation, demonstrating the centre’s commitment to enhancing the well-being of its residents.



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This handbook has been compiled to disseminate the experiences of social enterprises operated by IPPF MAs. It consolidates diverse business models, case studies, and success stories from MAs worldwide, providing a valuable platform for collaborative learning and inspiration.

Whether you are an IPPF MA seeking to establish a new SE, expand an existing one, or identify an appropriate business model to address a specific challenge, this handbook is designed to provide guidance. In essence, SEnopsis serves as a practical and comprehensive resource for SEs across IPPF MAs.

The content of this handbook was developed by the IPPF SE Hub, drawing upon their collaborative work with each MA and reference materials provided. All information has been collated from previous reports, discussions, and site visits to the MAs. A draft copy was circulated among the selected MAs for review prior to finalisation. However, it is acknowledged that certain details may have been subject to change or evolution since that time. Should you identify any discrepancies, the SE Hub welcomes the opportunity to make necessary updates. For any clarifications, inquiries, or feedback, please reach out to the SE Hub at the following generic email address:

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