



POST-EVENT SUMMARY

BARCELONA



4-6 MARCH

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Message from the META Advisory Council

We have been delighted to serve as the Advisory Council of the Market Ecosystem Thought Leadership (META) initiative that aims to help organize, connect, and develop the community of practice for global health market shaping. Over the past year, we advised and helped shape four workstreams:

- Market Shaping Lookback: A 10-year retrospective review on the evolution of the market shaping field, focused on the trends, lessons learned, and challenges.
- Foundations of Market Shaping: A synthesis of the best practices, approaches, and fundamental principles for effective market shaping from across the field.
- Market Shaping University: The exploration of a university-type program on market shaping and deal-making to provide robust training to emerging players.
- Global Health Market Shaping (GHMS) Conference: A forum held in Barcelona in March 2024 bringing market shaping professionals together to connect and learn across markets, disease areas, and product categories.

Collectively, we felt a responsibility to help catalyze the expanded ecosystem to support healthy markets and drive innovation in market shaping intervention design. We were excited to see the GHMS conference come to life to accelerate our progress toward achieving these goals.

GHMS established the first practitioner network for market shaping professionals across product categories, welcoming about 150 participants spanning academia, community organizations, government, implementers, industry, multilaterals, nongovernmental organizations, and philanthropy. Sessions and discussions spanned disease silos to share ways to improve access to essential health commodities in low- and middle-income countries (LMICs) and addressed topics including access agreement design, regionalization, procurement innovation, pricing and launch strategies, and demand generation. Overwhelming engagement and interest in GHMS were also supported by the post-conference feedback, where 95 percent of participants indicated they would attend a future GHMS event.

Looking ahead, we are eager to build on the momentum generated from the META initiative and GHMS and we will be meeting in the coming weeks to discuss META's future direction. The next steps should include facilitating continued learning and problem-solving for common challenges identified at the conference, including inadequate data sharing and transparency, the need for market shaping tool innovations, and shifting financing landscapes.

GHMS attendees, we thank you for your passion and commitment to strengthening the global health market shaping ecosystem. We look forward to continuing our work together to improve our impact on ensuring equitable access to essential health products and services.

META Advisory Council

Olawale Ajose | Managing Partner | Market Access Africa
James Anderson | Executive Director, Global Health | IFPMA
Janet Ginnard | Director, Strategy | Unitaid
Blair Hanewall | Independent Consultant and former Executive Director | SEMA Reproductive Health
Robyn Iqbal | Senior Director, Global Health Strategy & Analytics | GlaxoSmithKline
Ellie Marsh | Senior Manager, Strategy, Procedure & Innovation, Supply Operations | The Global Fund
Dipika Matthias | Global Health Strategy & Innovation Consultant | Independent
Seth McGovern | Head, Market Dynamics & Analytics | Population Services International
Sebastian Meaney | Chief, Markets & Supplier Financing Centre | UNICEF
Marion Menozzi-Arnaud | Senior Specialist, Market Shaping | Gavi
Mila Nepomnyashchiy | Deputy Director, Center for Innovation and Impact | USAID
David Ripin | Executive Vice President of Infectious Diseases & Chief Science Officer | CHAI
Kenly Sikwese | Executive Director | AfroCAB Treatment Access Partnership
Lisa Smith | Global Program Leader, Market Dynamics | PATH
Hema Srinivasan | Senior Advisor | MedAccess
Margo Warren | Director, Government Engagement & Policy | Access to Medicine Foundation
Greg Widmyer | Senior Advisor, Immunization | Bill & Melinda Gates Foundation

Many thanks to the META Market Shaping Network for their contribution to the META initiative and GHMS conference.

META Market Shaping Network

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Shabnam Zavahir | Partner | Market Access Africa

Foreword

Debuting in 2024, the Global Health Market Shaping (GHMS) conference is a forum bringing together market shaping professionals committed to sustainable and equitable markets for essential health products like devices, diagnostics, therapeutics, and vaccines. Nearly 150 attendees (52% of which were women) from across 70 organizations—spanning academia, community organizations, government, implementors/intermediaries, industry, international organizations, nongovernmental organizations, PDPs, and philanthropy—gathered in Barcelona from 4-6 March, 2024, for the inaugural GHMS conference. The three-day event spurred important conversations around pressing challenges including the need to deepen demand-side understanding, progress national market stewardship, and improve approaches for fragmented market shaping. The GHMS 2024 agenda included 18 sessions featuring 66 speakers across four themes.¹

Theme 1: Foundations of the market shaping practice (FMS)

The global health market shaping community and practice has evolved significantly over the last decade. This theme—covered in dedicated sessions and across the whole agenda—explored how we can build greater alignment, connection, and learning across the market shaping community to provide the efficiency and innovation required to tackle future challenges and opportunities.

Theme 2: Total market approaches in diverse demand contexts—one size does not fit all

Demand approaches vary based on factors including level of buyer consolidation, market size, market volatility, and donor assistance. These sessions addressed where and when it is important to coordinate demand and supply strategies, including in complex markets and national-level stewardship efforts.

Theme 3: Post-Covid supply trends and implications for global health market shaping

The Covid pandemic accelerated several major market trends such as local production, industry innovation, and decentralized health care, leading to opportunities but also multiple challenges. These sessions focused on the role of industry and suppliers, private-sector markets, fragmented markets, regionalized manufacturing and localized production, and innovations in manufacturing and delivery technology.

Theme 4: The evolving context of financing in global health markets

The use of market shaping financial tools has been essential to achieving success to date. These sessions focused on evolutions and innovations in market shaping finance, as well as the role of impact investing in addressing the challenges of the future.

¹This event was held under Chatham House Rule. Quotations in this summary are shared with the speakers' express permissions.

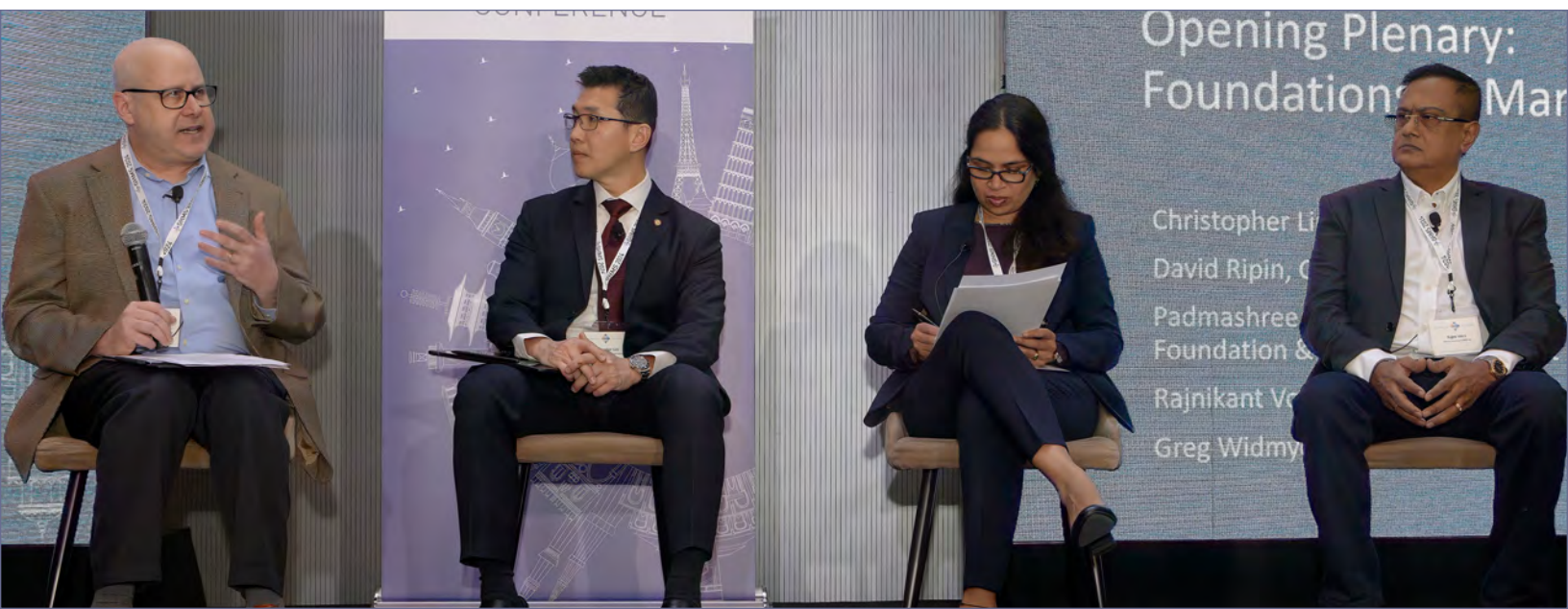


Greg Widmyer (Bill & Melinda Gates Foundation)

Opening plenary

The inaugural GHMS conference kicked off with an opening plenary that introduced the four conference themes and highlighted the critical juncture that the global health market shaping field is facing. As the market shaping community and practice has evolved significantly over the last decade, there is a need for cohesion, connection, and common frameworks and understanding across partners and sectors. Our collective work is more critical than ever, and it's important to acknowledge that what we've done in the past may not necessarily be fit for purpose for the future. Looking ahead, success for more decentralized or fragmented markets will involve capacity building, risk sharing, and coordinated and organized demand. Harmonizing and reforming regulatory processes and boosting country engagement will also be essential, particularly for strengthening regional and local manufacturing and inter-African supply and procurement channels.

David Ripin (CHAI); Christopher Lim (WHO-PAHO); Padmashree Gehl Sampath (African Pharmaceutical Technology Foundation, African Development Bank); Rajnikant Vora (Revital Healthcare)





Markets are very complex in this sector;
they're fluctuating and there's a whole lot of new nuances
when we start to unpack market dynamics today
compared to what we knew of single-donor-funded market
dynamics.

Padmashree Gehl Sampath

(African Pharmaceutical Technology Foundation,
African Development Bank)



THEME 1

Foundations of the market shaping practice (FMS)

Foundations of market shaping: good market shaping practices

This session presented key content from Foundations of Market Shaping—a synthesis of the best practices, approaches, and fundamental principles for effective market shaping from across the field—and highlighted the complex and dynamic nature of global health markets. Global health actors are all dependent on one another's actions for their own success, requiring consistent and high levels of efficient coordination, collaboration, and capability from all partners to get the best results. As the field faces a variety of changes and challenges, it is imperative to document widely agreed upon market shaping best practices to help ensure that interventions avoid unintended consequences, create shared value for all parties involved, and meet their predetermined targets.



Gaurvika Nayyar (Bill & Melinda Gates Foundation)



Dena Seabrook (Linksbridge)



We need to push for transparency across groups and change our mindset from “what must we share” to “what must we keep.”

Krishna Udayakumar
(Duke Global Health Innovation Center)

Foundations of market shaping: organizing ourselves for success

This session involved six breakout sessions examining approaches and processes for working together to inform, design, and implement market shaping interventions.

TRACK A

Fundamentals for success: what sets up interventions to add required value and avoid unintended consequences?

In Track A, attendees discussed the importance of data sharing and transparency, agreeing that it allows for deeper analyses to identify if there is a need for market shaping, promotes collaboration, and helps ensure that we are addressing market gaps from a common vision for the market. Attendees also highlighted the importance of having a market manager agency to align stakeholders and help set up interventions for success.

TRACK B

Ensuring sustainable mutual value: what determines whether interventions can survive market conditions and achieve impact?

The discussion in Track B focused on how to determine if an intervention will have end value, especially if short-term benefits might not translate into long-term value. Per participants in this track, country stakeholder involvement is a critical aspect of determining whether an intervention can achieve impact.

TRACK C

Effective collaboration: how should global health entities manage interventions from inception through the remainder of their lifecycles?

The two breakout groups for Track C discussed how different geographic levels (e.g., global or national) and organization types (e.g., procurer, policy, or manufacturer) have different ideas of what underlying problems a market shaping intervention seeks to remedy. This makes creating consensus about requirements and articulating a clear exit strategy essential, particularly when trying to align global-level market shaping activities with country-level activities. Early collaboration is key, as is recognizing that certain interventions cannot work in some countries (due to regulatory issues or other challenges), and that there will be tradeoffs in prioritizing certain interventions over others.



Symmetry of information
is **the** building block of the future.

Greg Widmyer

(Bill & Melinda Gates Foundation)

TRACK D

Impact achievement: what is required for meeting target outcomes and monitoring and evaluating success?

Attendees in Track D highlighted that having shared strategies and visions for the market would help them better articulate what “impact” means. While the existence of and access to quality data is a key aspect of successful market shaping, the practical challenges of data confidentiality cannot be ignored.

TRACK E

Transparency with partners: how can global health actors use mutual review to scrutinize ideas, align on needed market interventions, and collectively learn from their experiences?

Attendees in Track E challenged the rest of the conference attendees to change our collective mindset from “what we must share” to “what we must keep,” underscoring the importance of publicly sharing information about failures, no-go decisions, and similar learnings. While ideally everything would be in the public domain—if not at least shared among partners—we need to get specific about what information is confidential.



Khatuna Giorgadze (Linksbridge); Ian Thornton (Bill & Melinda Gates Foundation); Krishna Udayakumar (Duke Global Health Innovation Center)



Some of the best practices we can deploy
when creating value are ensuring we have
country stakeholders involved in the discussion.

Karishma Mutreja

(FIND)



THEME 2

Total market approaches in diverse demand contexts—one size does not fit all

Demand health in different contexts

This session discussed how global health markets archetypes and demand contexts vary widely, making a comprehensive market approach critical. It is essential to define types of demand from the outset and articulate the demand-side goal of market shaping to ensure that strategies focus equally on supply and demand. Audience polls showed that GHMS participants have various ways of defining “demand” and “unmet need,” reflecting the need to align our definitions of key market shaping terms. Occurring early on the first day of GHMS, this session allowed attendees to establish a common understanding of demand, based on definitions from the USAID Discerning Demand guide.



Marie Chantale Lepine (CHAI)



Mila Nepomnyashchiy (USAID)



It is clear that we are also witnessing a shift in the global health development architecture. This work on market shaping could actually be the cornerstone of the next generation of development that we want to see...

We had made a lot of progress as a community...the question is not to dismantle everything we've done, but redistribute things and do it better.

Pape Amadou Gaye

(Baobab Institute for Health and Development)

Demand strategies in complex market contexts

This session explored the challenges of achieving healthy, sustainable markets in complex markets, such as those that are low-volume or volatile, and discussed what level of demand predictability, materialization, and reliability is achievable across these different contexts. GHMS participants split into two breakout groups.

TRACK A

Conversation on treatment- and diagnostic-specific market shaping in small and fragile markets

Track A participants focused their conversation on case studies related to pediatric antiretrovirals, malaria, Ebola vaccine, and tuberculosis drugs. Per the discussion, challenges such as high risk of wastage, insufficient information sharing, low-volume products, and fragmented and low-visibility demand jeopardize effective market shaping in these complex market contexts. Helpful levers include managing a higher risk tolerance, having strategic partners, and developing comprehensive market strategies where interventions are codependent.

TRACK B

Markets transitioning out of donor-funded procurement

Track B discussions featured case studies on the PAHO Strategic Funds, amoxicillin DT market progression model, family planning product development, and other tools and activities that should be prioritized or developed. The case studies highlighted the importance of engaging the private sector from the start, having a financial sustainability plan and progression framework in place, and consolidating demand to help improve access.



Douglas Call (Bill & Melinda Gates Foundation); Machumu Stephen Miyeye (Tanzania Ministry of Health); Sarah Wangilisasi (Results for Development); Clancy Broxton (USAID); Christopher Lim (WHO-PAHO); Hema Srinivasan (MedAccess)

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We can't expect
demand for
products that
aren't well suited.

Ellie Marsh
(The Global Fund)

Supply and demand coordination and incentives

Alignment between demand and supply is central to market shaping efforts, and this session addressed how to better facilitate alignment between multiple stakeholders coordinating across the entire value chain. An end-to-end view of the value chain paired with meaningful engagement with communities and country stakeholders to ensure supply meets country-level and end-user preferences are critical components of successful coordination. Aligning supply and demand is also aided by engaging with partner networks, rather than relying on one partner, and works best when country-led product choice decisions are embedded in product development decisions upstream. Downstream, tender strategies can be leveraged to meet desired product characteristics and special contracting modalities can help de-risk suppliers in markets with unpredictable demand.



Khatuna Giorgadze (Linksbridge); Janet Ginnard (Unitaid); Ellie Marsh (The Global Fund); Kristina Lorenson (UNICEF); Kenly Sikwese (AfroCAB Treatment Access Partnership); David McGuire (IVCC); Harsh Mehta (Revital Healthcare)



Olawale Ajose (Market Access Africa); Pape Amadou Gaye (Baobab Institute for Health and Development); Machumu Stephen Miyeye (Tanzania Ministry of Health); Abyu Farris (Results for Development)

National-level market stewardship

Given the importance of demand-side factors to healthy markets and successful market shaping, it is critical to ensure market shaping activities are supportive of and responsive to national-level ownership, priorities, and decision-making. This session showcased novel approaches to engage global-, regional-, and national-level actors to understand market issues and set market shaping priorities. The session highlighted the importance of embedding a market shaping directorate in national governments to ensure sustainability of national market shaping practices; the panel discussed how developing local strategy documents can be a helpful way to achieve this. Various challenges to national-level market stewardship were discussed, including meaningfully engaging with the private sector and honoring country preferences while keeping global dynamics in mind.

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Critical voices of community
could never be ignored.

Kenly Sikwese

(AfroCAB Treatment Access Partnership)



Kenly Sikwese (AfroCAB Treatment Access Partnership); David McGuire (IVCC); Harsh Mehta (Revital Healthcare)



“

Access is not an afterthought.
An end-to-end view is crucial
to determine what we need to do
to ensure equitable access.

Janet Ginnard
(Unitaid)



THEME 3

Post-Covid supply and market trends and implications for global health market shaping

Industry opportunities and challenges ahead

This session highlighted how industry partners are navigating impending market shifts, particularly in efforts to scale up local manufacturing capacity and prepare for the next pandemic. For the private sector to work in resource-limited settings, there needs to be a trained workforce and a better understanding of country needs (e.g., their priority pathogens and integration opportunities). As countries increasingly push toward self-care and self-testing, we should also find opportunities to bundle multiple antigens and boost efficiency. Many lessons came from the Covid pandemic—including how access to health products was impacted by the challenge of getting products into multiple markets and a lack of sufficient funding in the system—and we need to have honest conversations about how to avoid these complications in the future. Looking ahead, three assessments can help industry effectively engage and identify what to work on next: an assessment of unmet need, an assessment of the ability to apply one or more technologies to help meet that need, and an assessment of the market in question.



The private sector remains the first point of contact for over 50 percent of consumers in many places we work. Therefore, the private sector can be a large market and an important channel to reach consumers, leveraging distributor and retailer outlets.

Allan Eyapu

(Population Services International)



Mohamed Ndiaye (Institut Pasteur Dakar); Yalda Momeni (Gavi); Prashant Yadav (INSEAD, Harvard Medical School)

Epidemic and pandemic preparedness

Many market obstacles and bottlenecks arose along the supply chain in efforts to supply Covid health products during the pandemic. In this session, the panelists discussed the lessons learned about healthy market strategies, interventions, and approaches for pandemic or volatile market situations, and reflected on how they would approach this situation differently in the future. Covid highlighted issues with access and how nationalist tendencies disrupted pandemic response mechanisms, emphasizing the importance of having political frameworks and strong global networks in place. Another key aspect

of preparedness is ensuring products developed for this context can come to market should they be needed, including by understanding future demand, ensuring flow of information—such as market intelligence sharing between partners—and having access to more predictable, longer-term preparedness financing. Country needs will also be critical, and key elements of preparedness at this level include a trained, paid health workforce, robust supply chains, as well as storage facilities, community engagement, and data monitoring and surveillance systems.

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We need to work in a more
decentralized and nimble
and responsive way.

Alice Sabino
(CEPI)

Exploring the market implications of regionalized manufacturing and local production

This session addressed the implications, challenges, and opportunities associated with trends toward local production and regional manufacturing—a paradigm shift for many global health markets. Some of the tradeoffs national actors consider between importing products and investing in scaling local manufacturing include the potential higher cost of localized production versus the longer-term, positive impact it can have on local value and job creation. The Covid pandemic highlighted the need to focus more on market resilience and regional diversification, as well as the importance sufficiently understanding demand. Looking forward, the panelists outlined exciting aspects of regionalized manufacturing, including the breadth of innovation, the entry of new players—such as development finance institutions—with fresh perspectives and ways of operation, and the increased level of collaboration between partners.



We want equity to flow from the manufacturing network when supply is scarce. We know regional manufacturing can enhance equity, but its value depends on global market dynamics; we can't decouple them.

Prashant Yadav

(INSEAD, Harvard Medical School)



Greg Widmyer (Bill & Melinda Gates Foundation); Hassan Belkhat (Southbridge A&I); Nafisa Jiwani (U.S. International Development Finance Corporation)



Blair Hanewall (Independent Consultant); Lisa Smith (PATH); Ioana Ursu (IVCC); Joanna Bichsel (Kasha Global)

Shaping fragmented markets

The global health market shaping community has historically focused on managing centralized markets characterized by a few big buyers, a limited number of suppliers, and a relatively clear delivery path. In this session, the discussion centered around clarifying different kinds of fragmentation, including from increasing numbers of public and private buyers, growing numbers of suppliers and product choices, expanding service delivery channels, and consumers increasingly managing their own healthcare decisions. A lack of data and common impact measurement frameworks makes working in fragmented markets even more challenging. The top-down reliance on data that only comes from the public sector is inherently flawed: we need to incorporate bottom-up data on real product preferences and ensure that country voices are heard. On the other

hand, sometimes, market fragmentation is part of what creates and sustains access to products, such as through final-mile-delivery platforms where low-income customers can order a variety of health products. Engaging the private sector—including by finding aspects of the value chain it can offer support on—is also a key aspect of working successfully in fragmented markets.

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A healthy market lens
should now include supply
resilience.

Yalda Momeni
(Gavi)

Supplier ecosystem

This session explored the incentives, limitations, and opportunities for deeper private-sector engagement in global health market shaping. The private-sector supply system is diverse and not well-understood across the market shaping ecosystem, with suppliers having varying levels of engagement throughout the product development lifecycle. Ultimately, having an end-to-end view on how to achieve access is critical, including by anticipating access barriers to overcome, identifying necessary partners,

and using tools such as voluntary licensing to sustain access. Partnership is a key aspect of this process, as suppliers look to those with expertise in country infrastructure, demand generation, regulatory pathways, demand forecasting, and innovative financing. The panel also highlighted opportunities to leverage private-sector retailers and distribution channels as influencers of consumer choices and aggregators of components needed for product uptake.



Seth McGovern (Population Services International); Nelsha Haji (Results for Development); Pam Pillay (Market Access Africa); Swarnika Ahuja (FIND)

Private sector market: reducing the blind spot

This session explored how to better understand and engage with private-sector markets in the face of data limitations. Many people in LMICs access care through the private sector, but data blind spots limit our reach. While distributors are critical data stakeholders that should be engaged with as early as possible, low visibility of high-quality, vetted distributors and unclear distributor supply chains pose challenges. Inadequate forecasting is another challenge: the level of sophistication needed for these

complex and dynamic analyses can be difficult to find in the private sector. Innovative strategies to reduce data blind spots include simplified reporting needs, user-centered technology options, comprehensive support and incentives (e.g., stewardship, training, and support for providers), and building trust in private-sector data. These strategies will help the private sector work in healthy markets despite the low negotiating power it has compared to the public market.

Game-changing innovations in manufacturing and delivery technology

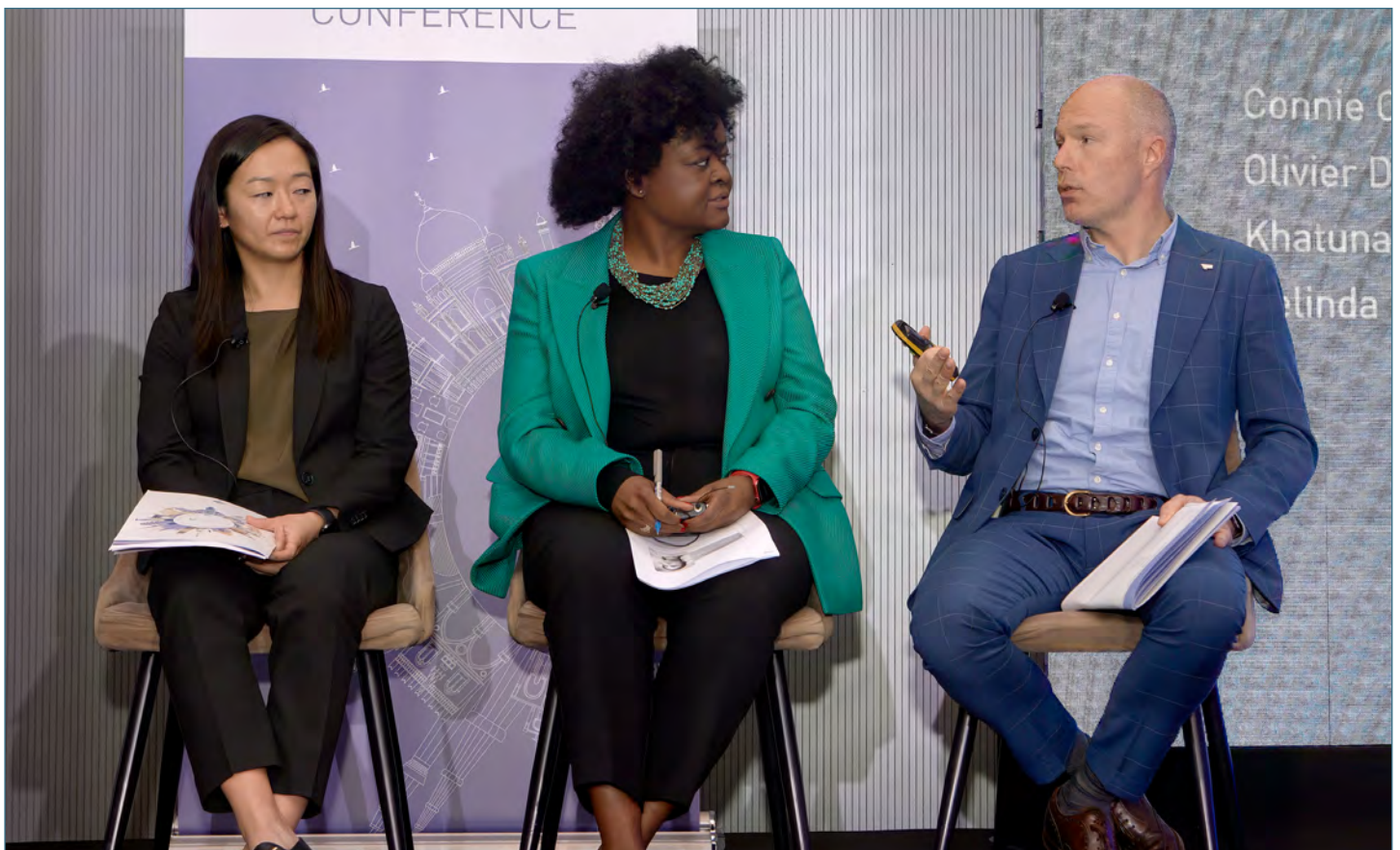
New technologies with the potential to transform health product delivery were explored in this session. Central to this discussion was the understanding that it is essential for any new technology to demonstrate where it can add value. For example, controlled vaccine release technology could help with complex primary boosting and reduce the total number of injections for complex infections; private transport technology could help reach underserved communities with critical health products; and accelerated access to genomics could help with disease and therapy resistance surveillance. The session explored these technologies—and others, including microarray patches and modular manufacturing facilities—to better understand how they can help address existing or potential market failures.



So much innovation is not actually getting launched and commercialized in Africa. Distributors hold the key to this. Distributors are critical stakeholders and we need to look at how to adjust their engagement.

Pam Pillay

(Market Access Africa)



Connie Cai (Bill & Melinda Gates Foundation); Belinda Ngongo (Illumina); Olivier Defawe (VillageReach)

THEME 4

The evolving context of financing in global health markets

Evolutions and innovations in market shaping finance

In this session, the panelists discussed how the structure and approach of various financial tools has changed over the last decade and how we can maximize the impact of such tools moving forward. Market shaping finance has evolved in myriad ways: the number and diversity of practitioners has increased, the use cases addressed by these tools have expanded, and the structure of agreements has become more customized and adaptive to help balance risk across financiers, buyers, and suppliers. Perhaps most importantly, the public health impact has grown. To continue to drive innovation in market shaping finance, there needs to be a shared, ambitious vision that reflects country voices, an understanding of the partner landscape and available tools, and appropriate allocation of risk across partners. Procurers can create an enabling environment to successfully implement these tools through multiple actions, including signaling that the product needs to be scaled up, coordinating with partners, identifying regulatory pathways that can be used, and having clear visibility into the volumes needed.

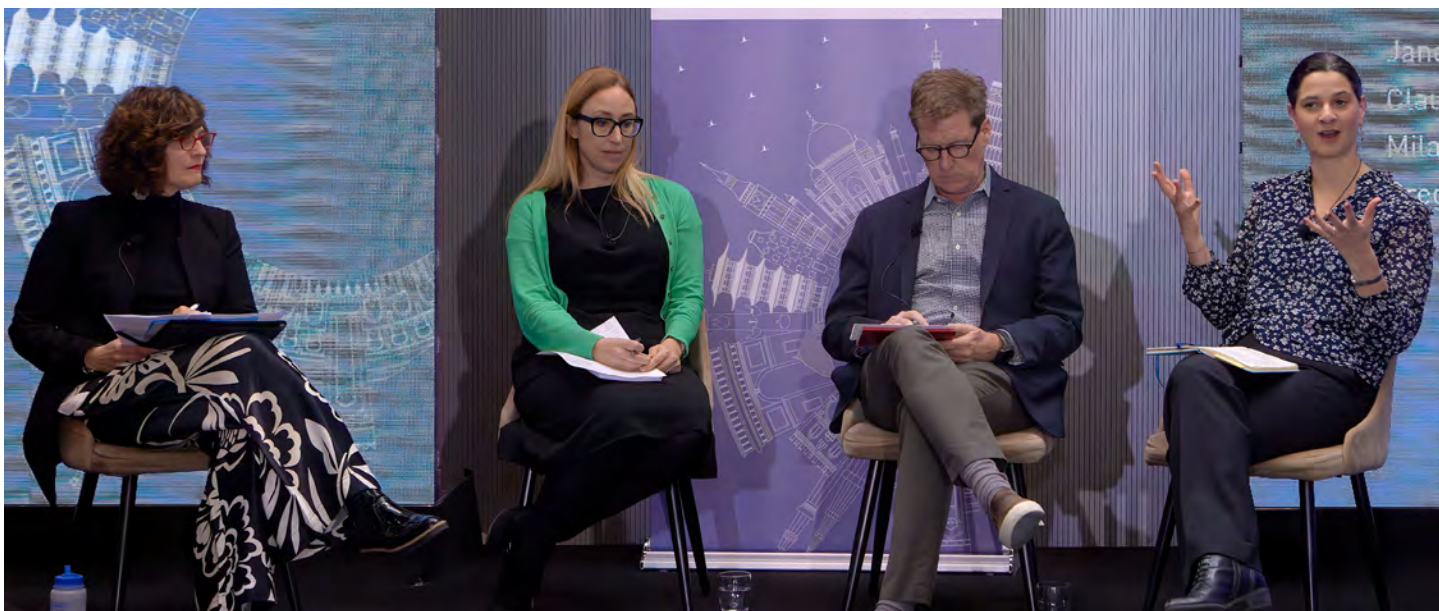


Hema Srinivasan (MedAccess); Ademola Osigbesan (Unitaid); Ellie Marsh (The Global Fund); Alan Staple (CHAI)



We need to be willing to set aside institutional egos and be honest about what hasn't worked.

Janet Ginnard
(Unitaid)



Claudia Harner-Jay (PATH); Janet Ginnard (Unitaid); Greg Widmyer (Bill & Melinda Gates Foundation); Mila Nepomnyashchii (USAID)

Impact investing

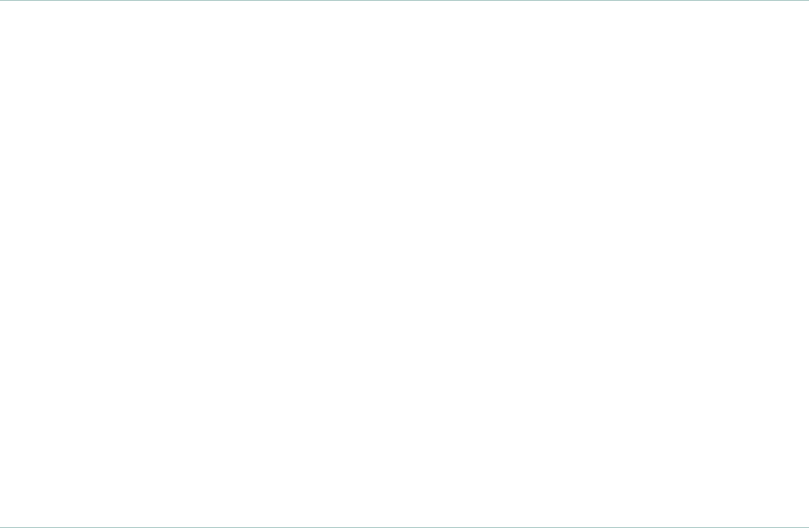
This session focused on the objectives and incentives of impact investors and development banks operating in global health. While impact investing and market shaping organizations frequently operate in the same markets or focus areas, their fundamental goals and approaches differ in important ways. As just one subset of a whole range of capital types, impact investing can help provide peace of mind for companies facing uncertain markets while maintaining a high development impact (e.g., increasing accessibility, affordability, and quantity of health products). A shared vision is key, because a critical aspect of the return on investment is how well it meets the development goals and impacts. The panelists discussed how capital is generally not an issue—there are enough funds to go around—instead, it can be challenging for organizations to find deals that meet the right eligibility requirements. This makes it necessary to create a forum for collaboration on this type of financing, particularly at the regional level.



Raffaele Cordiner (EIB Global); Michael Anderson (MedAccess); Nafisa Jiwani (U.S. International Development Finance Corporation)

Charting the course: insights into donor strategies for market shaping

This session featured funding priorities and strategies for donor organizations such as the Bill & Melinda Gates Foundation, Unitaid, and USAID. Partnering with others and aligning our efforts is a priority, and there are numerous bright spots in this space, including a continued willingness to engage with thorny problems, a growing consensus on product priorities, and an increasing focus on distributors (which represent an untapped opportunity). But significant challenges remain, particularly around matters of scale (i.e., making sure we avoid gravitating only toward problems that feel solvable), resource limitations, and our ability to collectively prioritize amidst competing issues.



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It's not an issue of capital, the challenge is finding the deals that meet eligibility requirements.

Nafisa Jiwani
(U.S. International Development Finance Corporation)





Gaurvika Nayyar (Bill & Melinda Gates Foundation)

Closing remarks

The closing remarks wrapped up GHMS 2024 by summarizing lessons learned, key takeaways, and priorities for next steps identified throughout the conference. The markets represented at GHMS are at different stages, and this convening provided a unique opportunity for sharing ideas across markets and sectors that have historically been relatively siloed. While attendees came from a wide variety of organizations, sectors, and countries, it is vital that we continue working to bring additional voices to the table (such as national governments).



Reports and publications

To access the reports and publications below, please visit the [META Workspace](https://meta.linksbridge.com) (meta.linksbridge.com), a repository for META outputs and data.



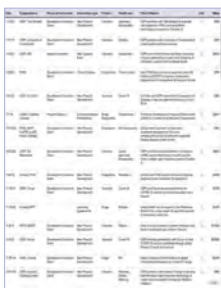
Foundations of Market Shaping

To continue progressing, it is imperative that market shaping practitioners work from a shared foundational understanding of core concepts and strategies. With this objective in mind, [Foundations of Market Shaping](#) (FMS) offers a synthesis of the best practices, approaches, and fundamental principles for effective market shaping from across the field.



Global Health Market Shaping Lookback

The [Global Health Market Shaping Lookback](#) (with analysis led by Duke University's [Global Health Innovation Center](#)) is a 10-year retrospective of the major trends, lessons, and challenges in market shaping.



Market Shaping Interventions Dataset

The [Market Shaping Interventions Dataset](#) (MSID) is a purposive sample of major market shaping interventions between 2012 and 2023. To collate a first version, Linksbridge curated the dataset with a combination of manual and machine-learning techniques to identify market shaping announcements using publicly available media and data records from prominent market shaping organizations. Records were then further categorized based on the market shaping intervention types and definitions included in the [CHAI Market Shaping Framework](#).

Contact us



For questions, comments, or to get involved with potential next phases of the META initiative, please reach out to the GHMS conference team at ghms@linksbridge.com.

BILL & MELINDA
GATES foundation

