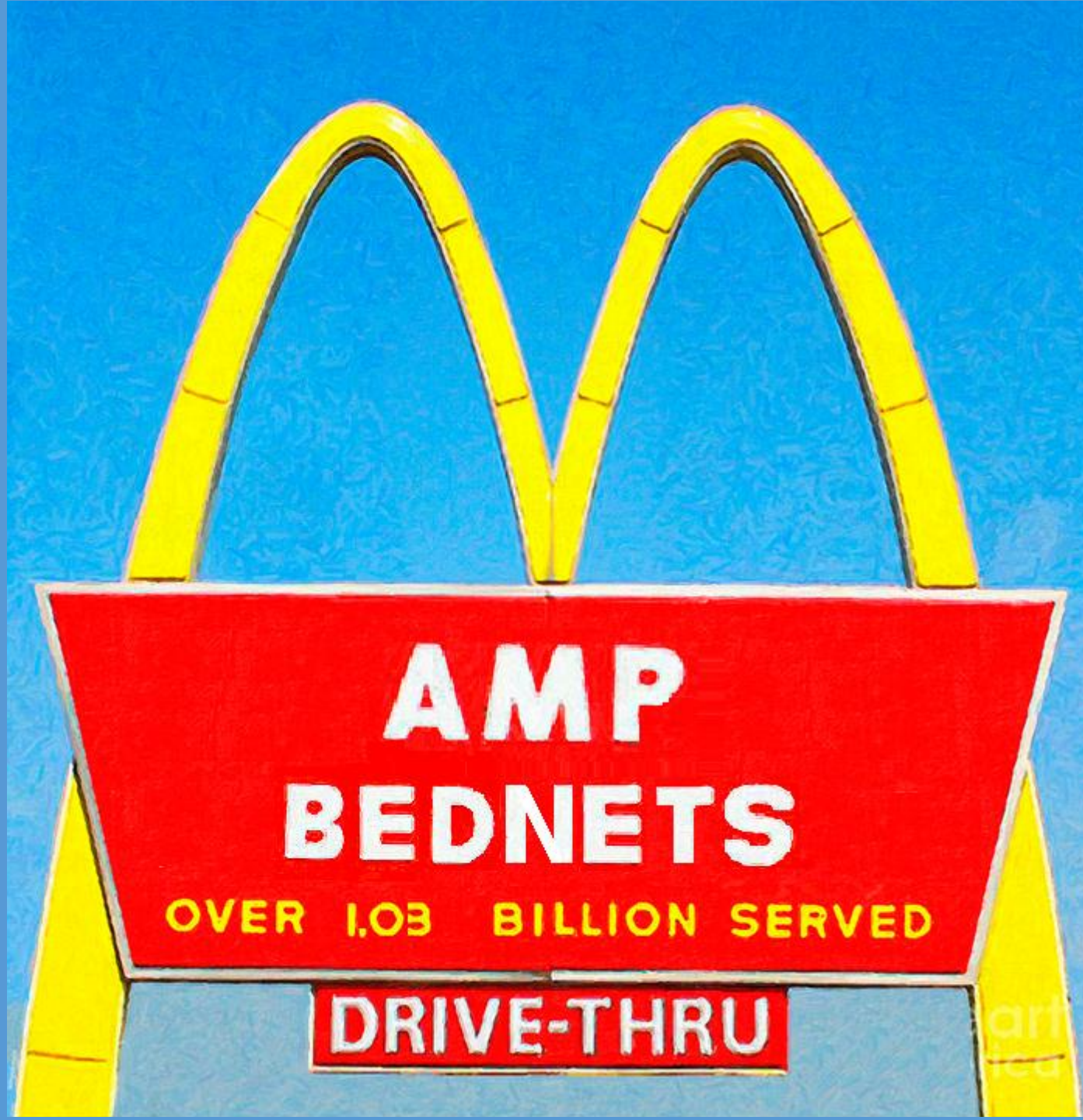
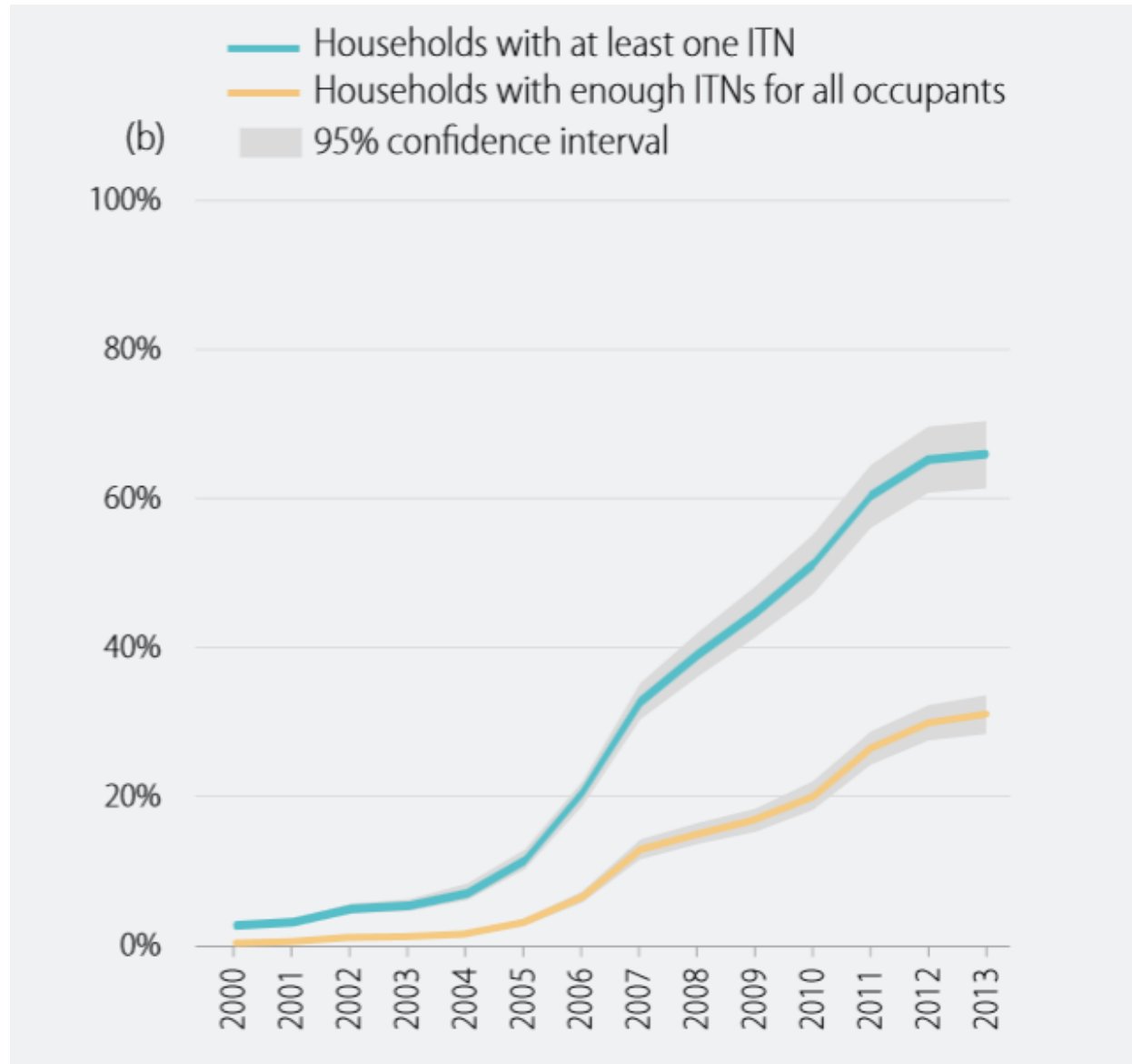


AMP 2.0

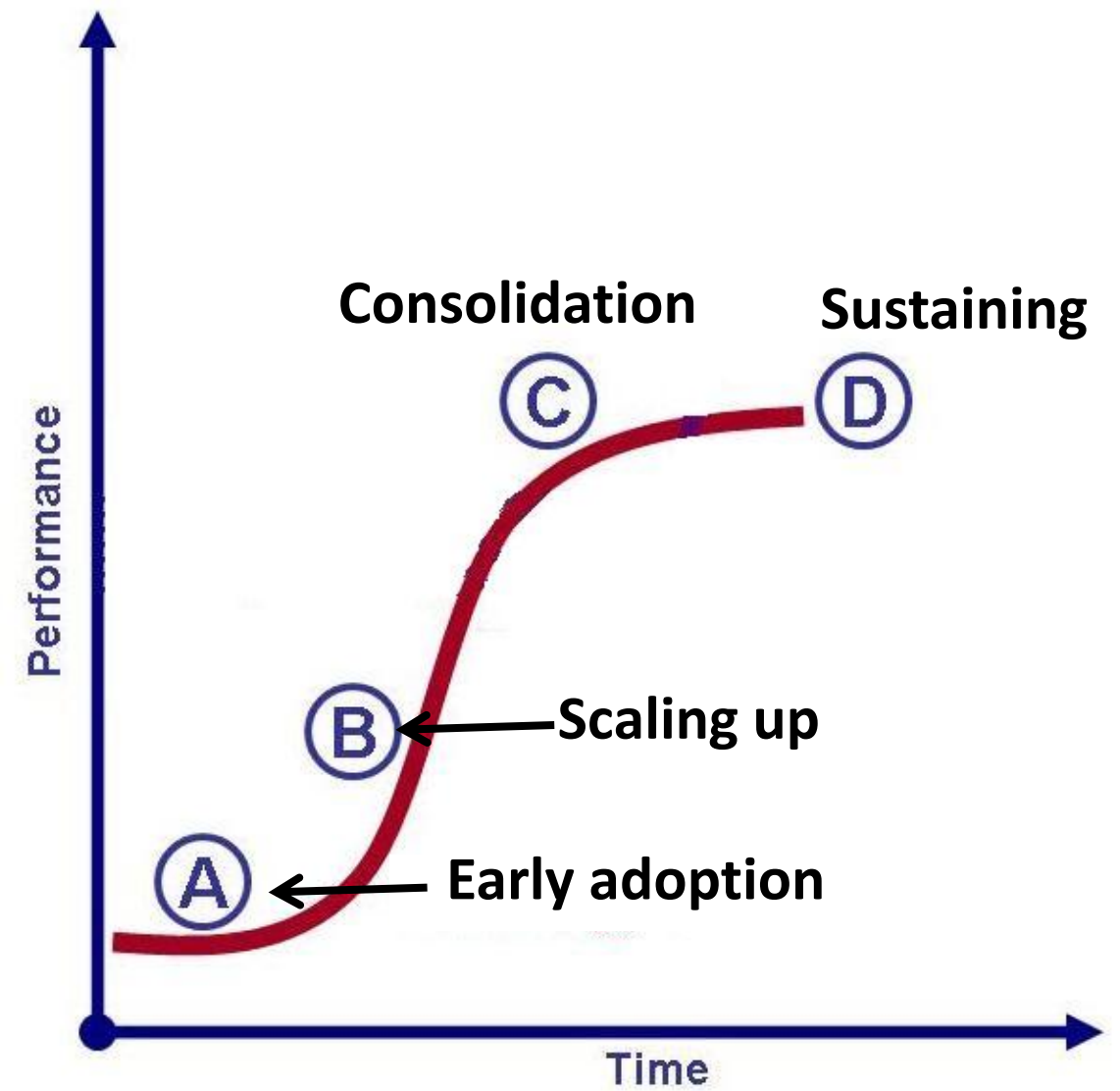
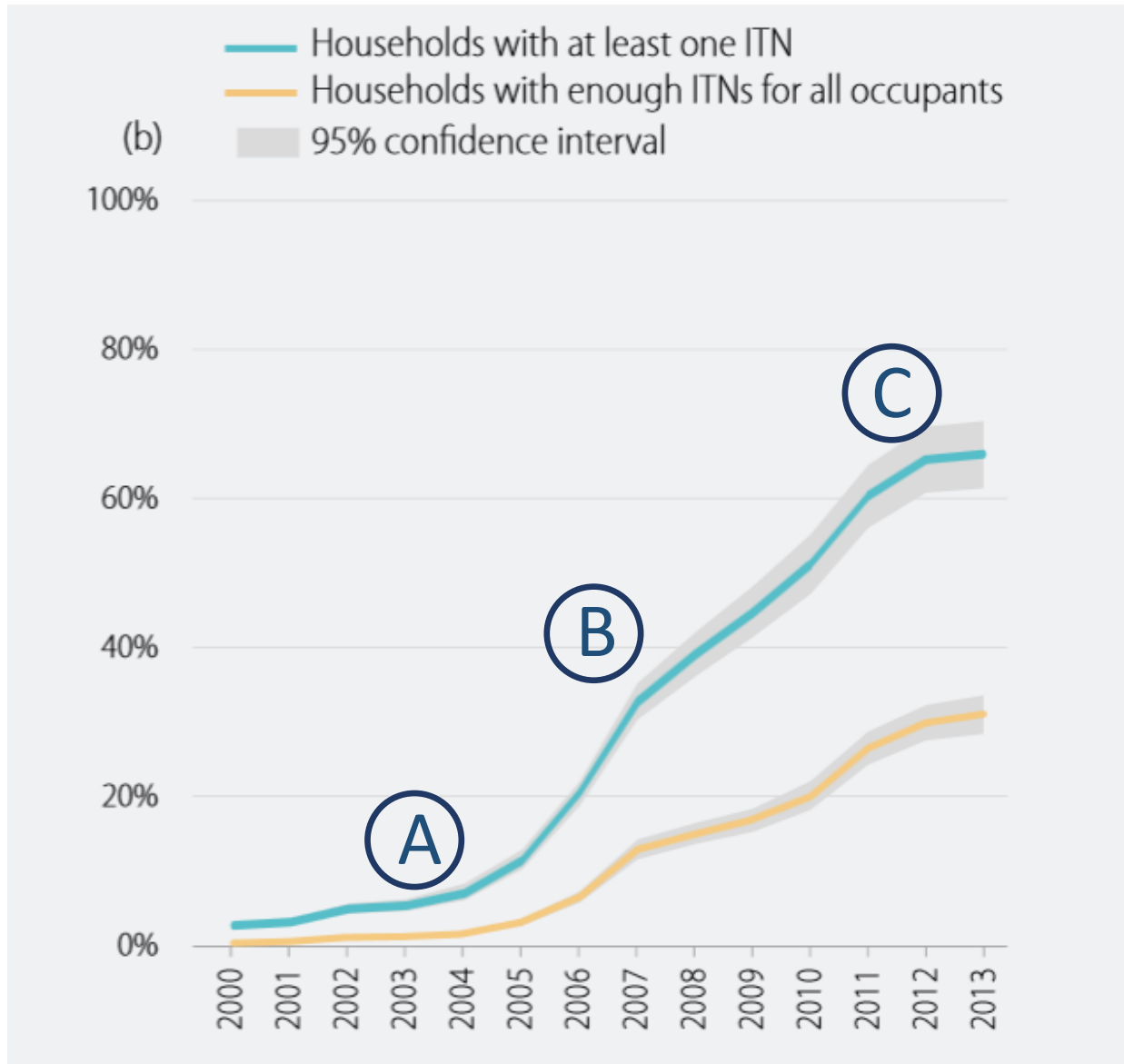
Mark Grabowsky, MD, MPH
Office of the UN Special Envoy
For Financing the Health MDGs and Malaria
January 26, 2015



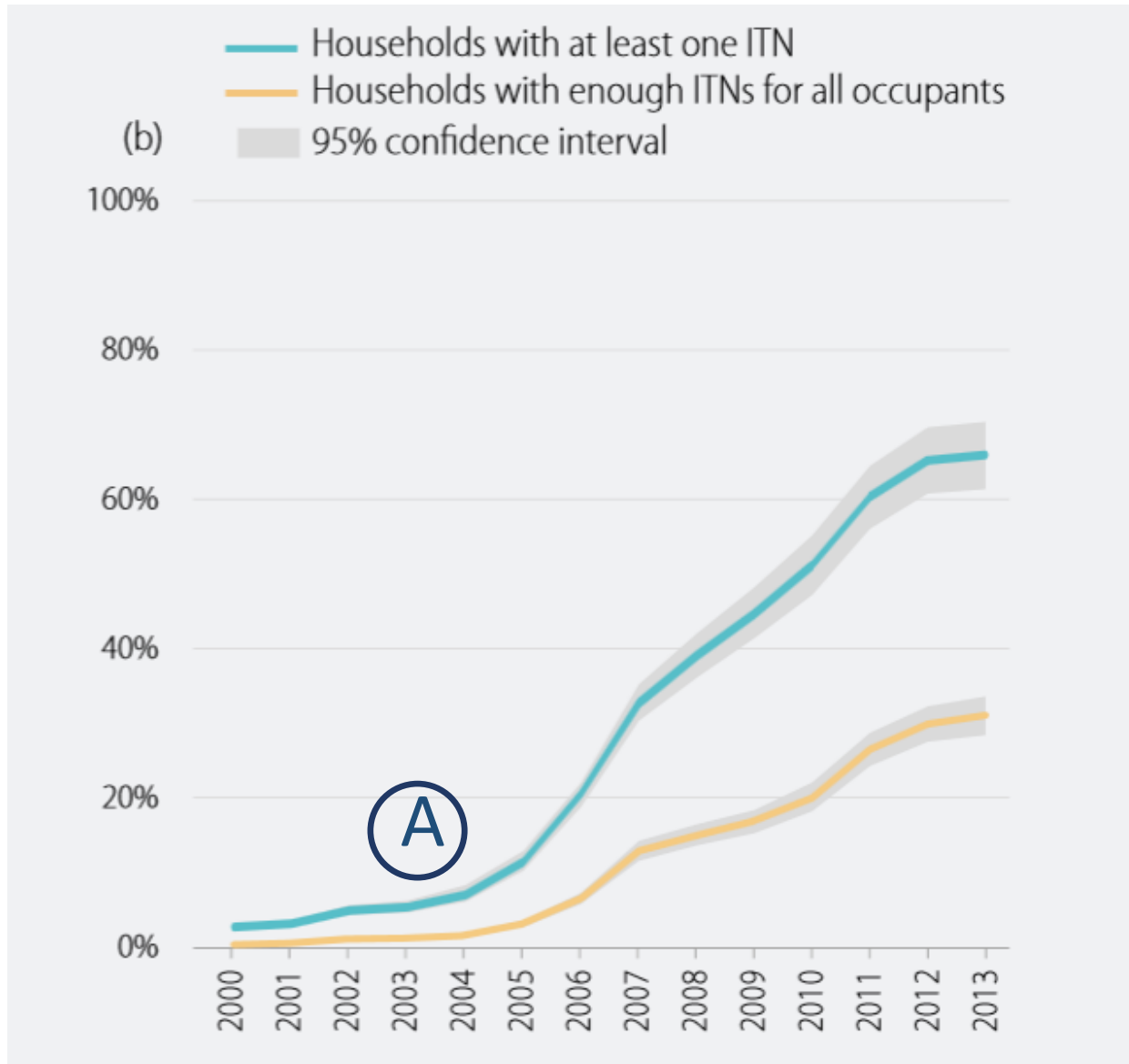
AMP and the Innovation Cycle



AMP and the Innovation Cycle



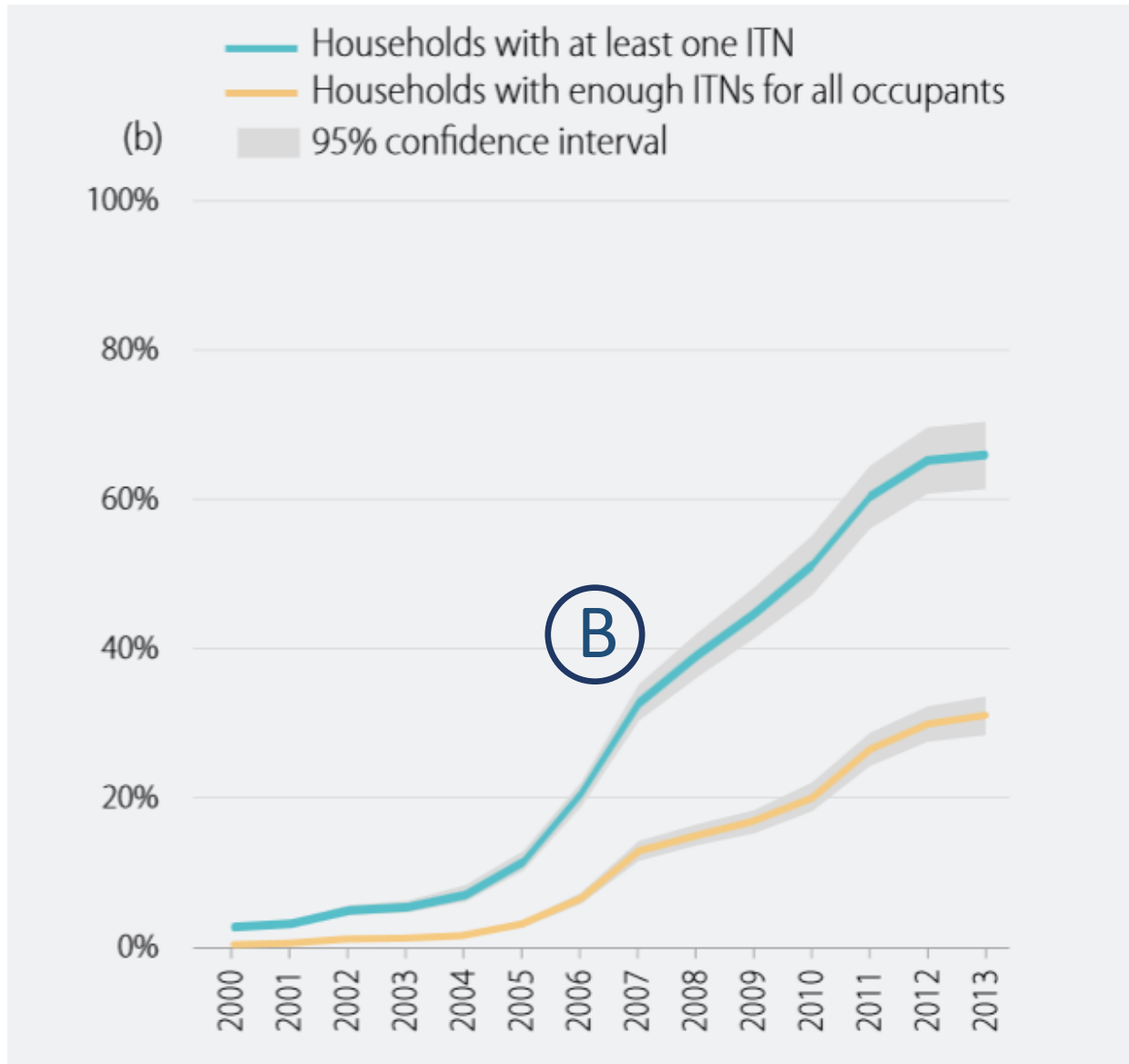
Looking Back: AMP Successes



Ⓐ Early Adoption

- **Established science basis for mass, free distribution**
 - Focus on data and impact
- **Identified early adopters**
 - Created a 'big tent' partnership
 - Open door policy - welcomes any country or organization working on LLIN issues
 - Continuous planning process through weekly calls
- **Developed initial policy support**
 - Created an alternative authorizing mechanism
- **However, no clear strategy for financing scale-up**

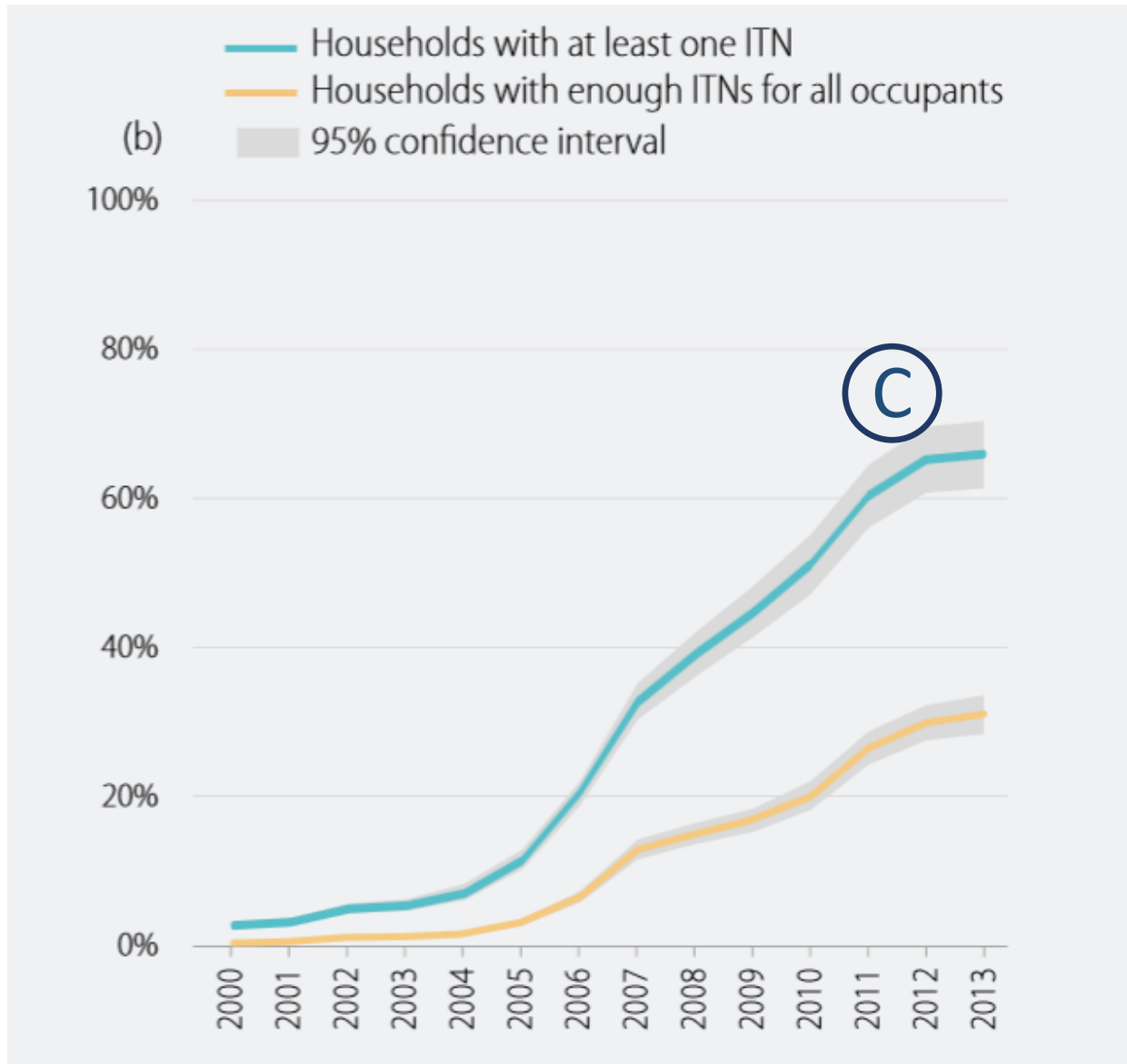
Looking Back: AMP Successes



Ⓑ Scaling Up

- **Systematic use of data to make programmatic decisions**
- **Expanded delivery -**
 - Numerous national scale-up campaigns
 - Seamless shift from targeted to universal coverage
 - Mechanism to anticipate and address bottlenecksIn-depth evaluations of hang up
- **Standardization**
 - Toolkit— now in 3rd ed.
 - Revision of UC from 1:2 to 1:1.8
 - Set standards on coverage and use surveys
- **Clear financing strategy**
 - Supported countries and GF in to include universal coverage
 - Adapted to decentralized funding of GF
 - Tracking manufacturer data

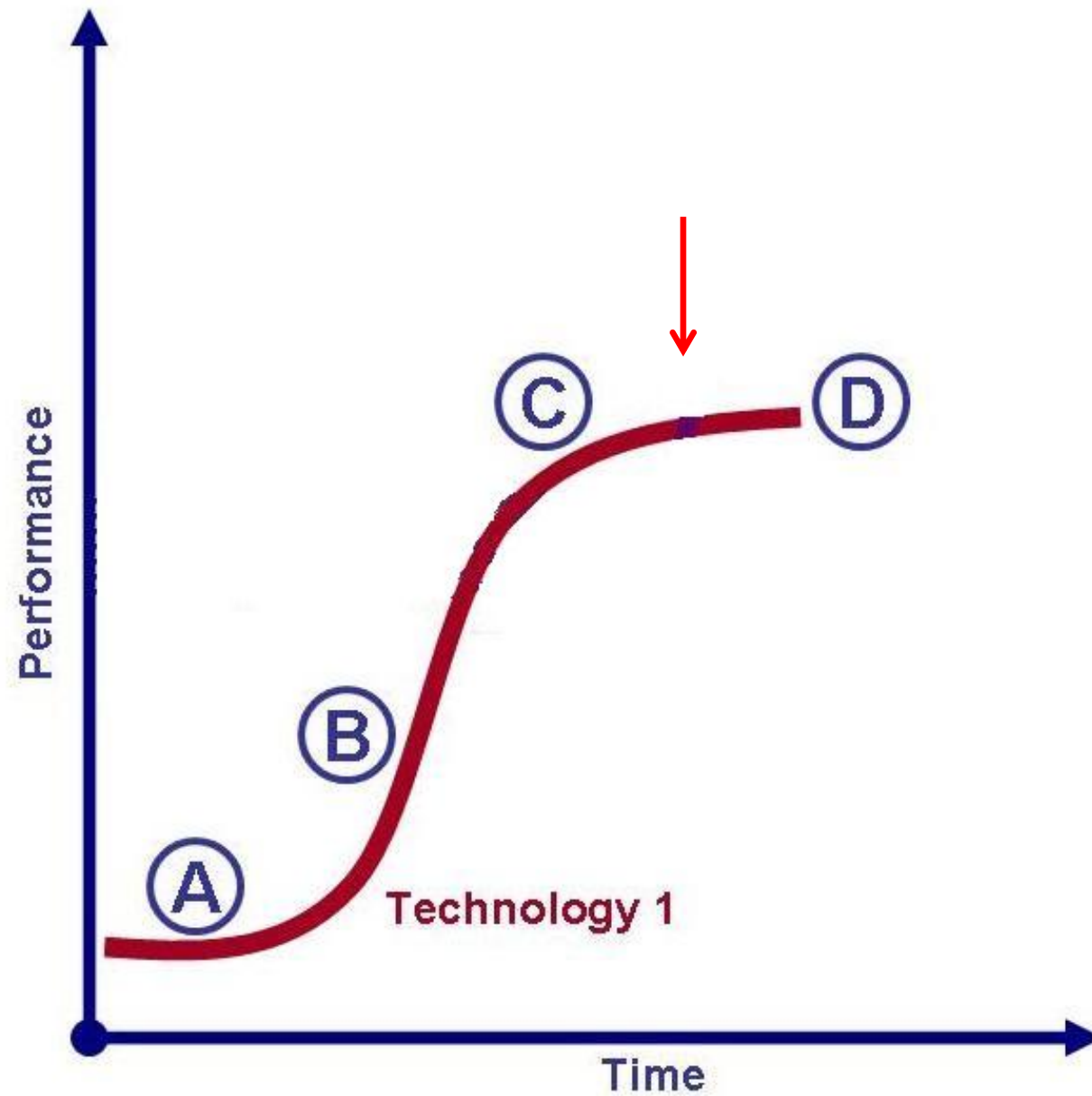
Looking Back: AMP Successes



© Consolidation

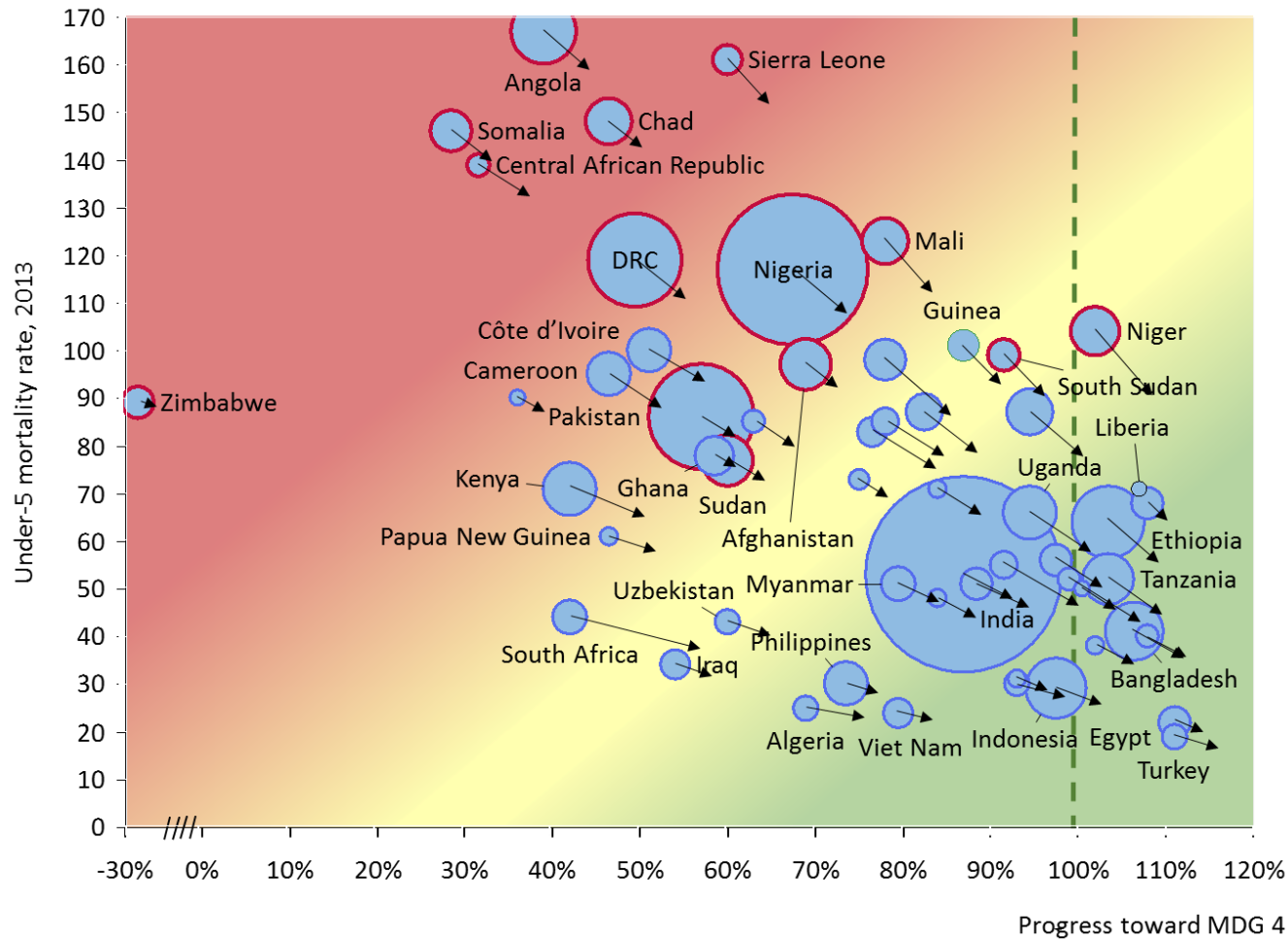
- **Universal adoption**
 - Documenting best practices and moving them to global policy
 - Mass campaigns a common pathway for donors
 - Standardized rapid data collection
 - Massive training scale-up to increase technical capacity at country level
- **Efficiency gains**
 - Packaging
 - Net repair
 - Proper use
 - Pooled procurement
- **Expansion of partnership and increased transparency**

The Innovation Cycle and Sustaining Innovations



What are the “sustaining innovations” for AMP?

Countries in Crisis Have Slower Progress Towards MDG4



Many Countries with High Prevalence of *P. falciparum* are in Crisis

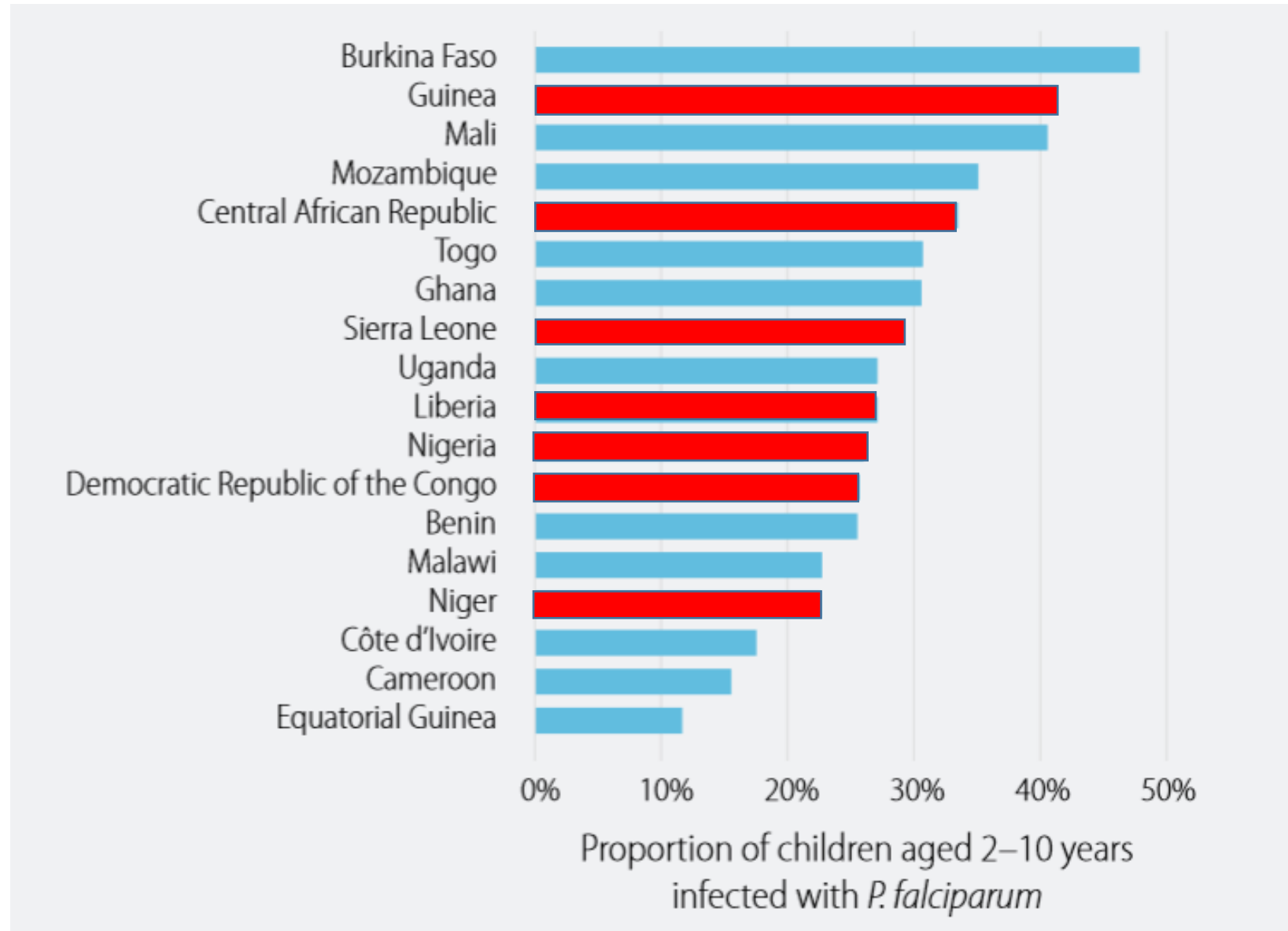
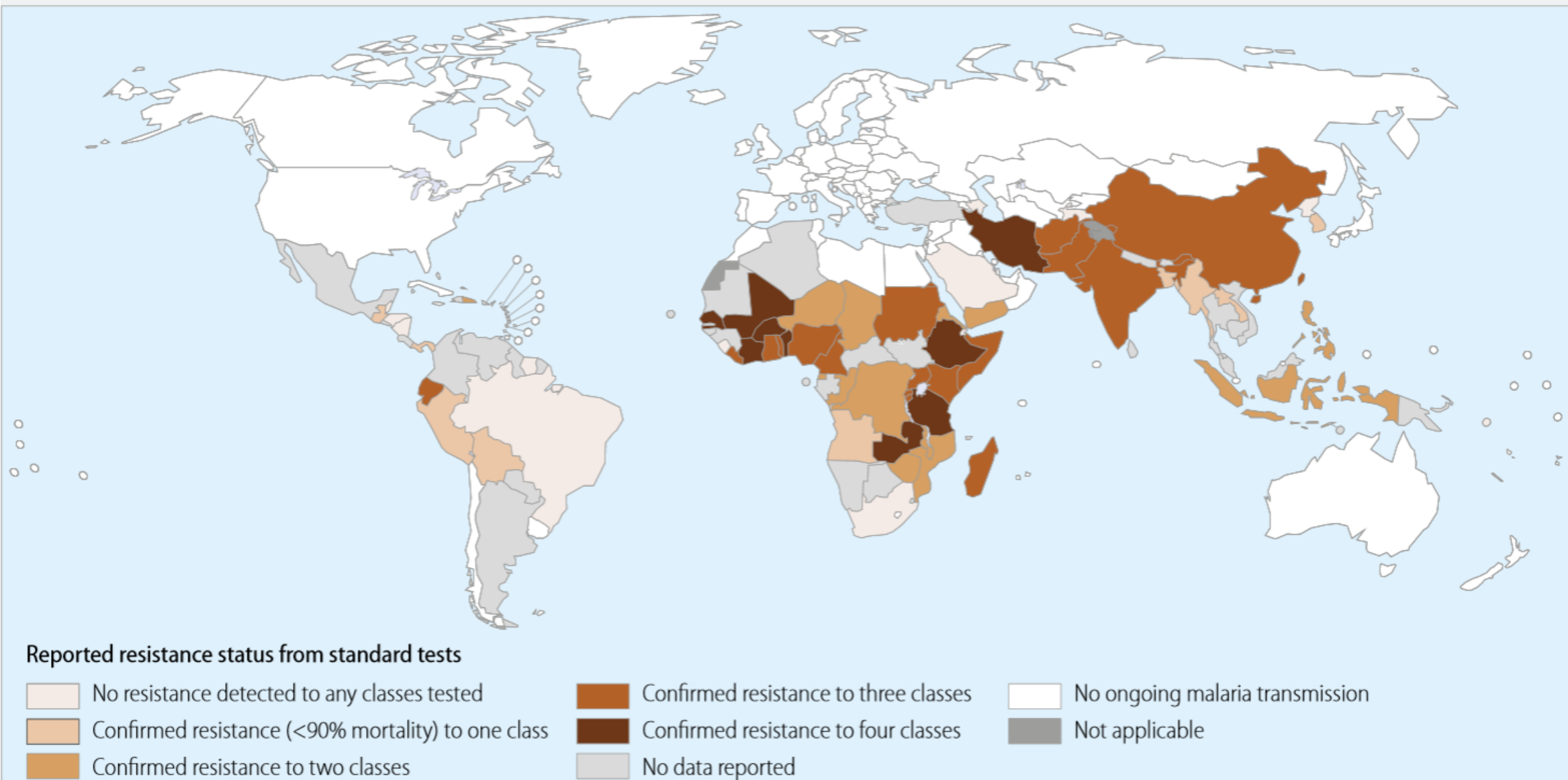


Figure 3.10 Countries reporting resistance since 2010, by number of insecticide classes



Source: National malaria control programme reports, African Network for Vector Resistance, Malaria Atlas Project, President's Malaria Initiative, published literature

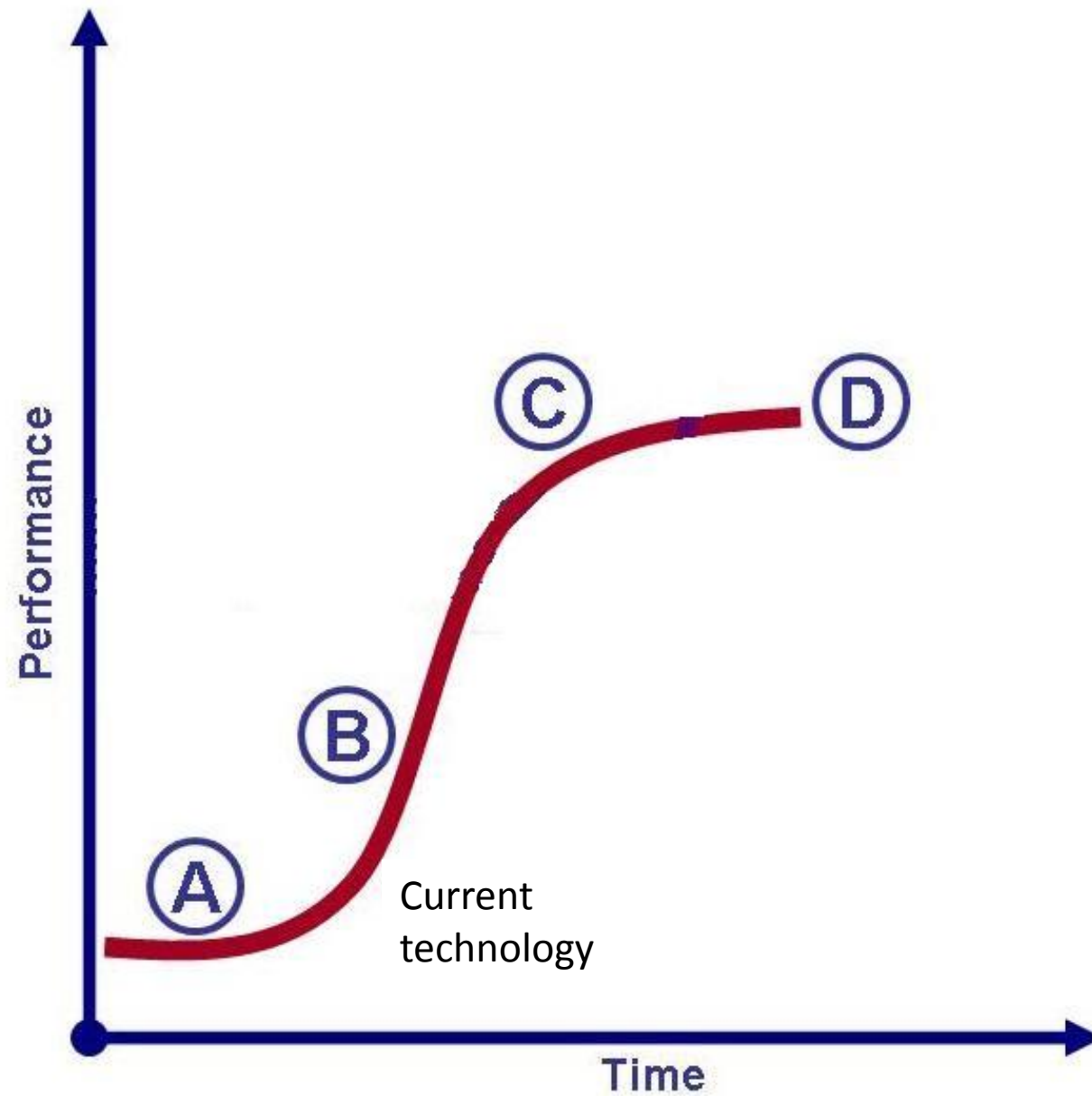
Plus, innovations around . . .

- Packaging
- Net repair
- Proper use
- Measurement
- Information systems
- Logistics
- Procurement
- Etc.

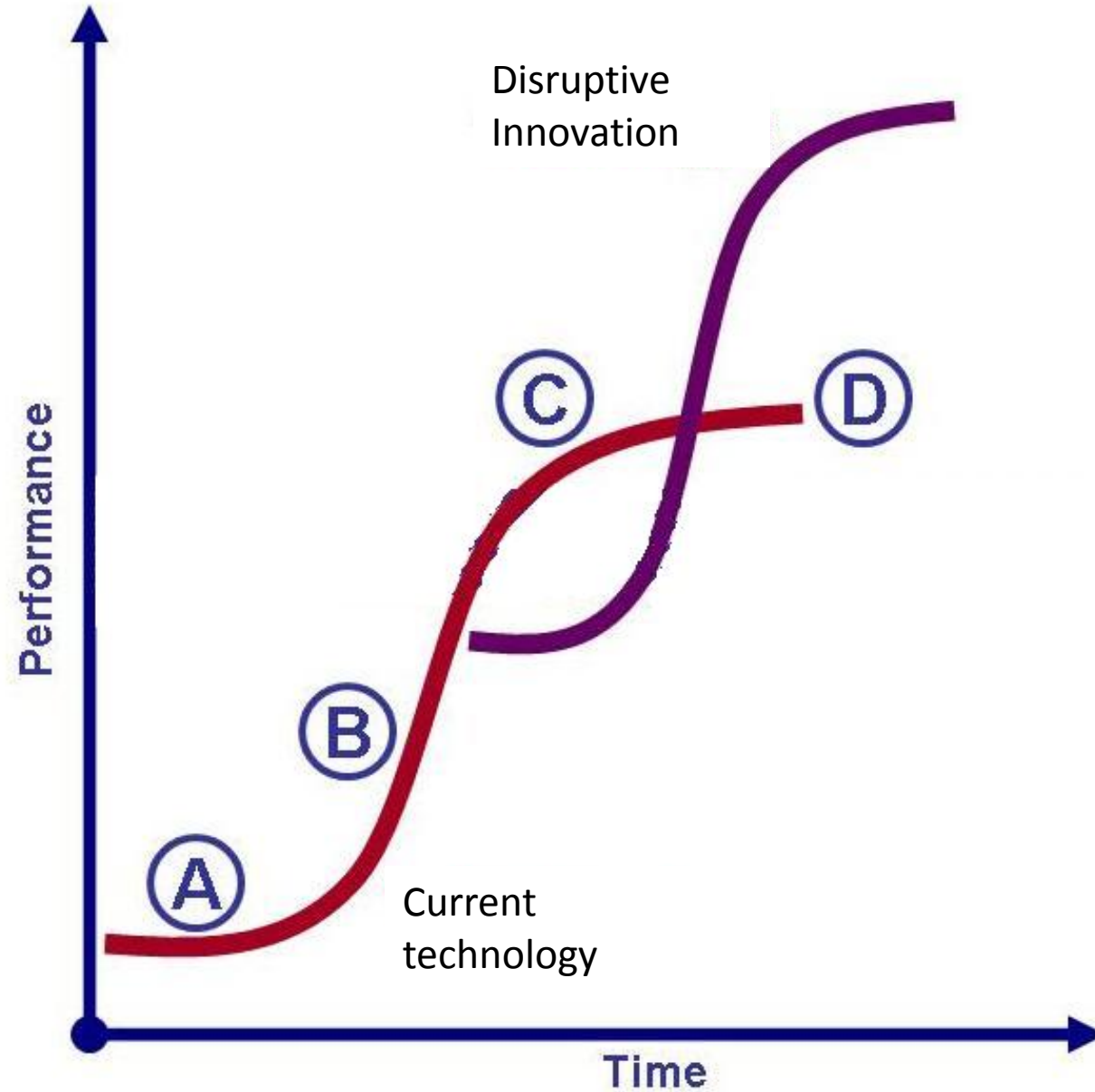
However, investing only in sustaining innovations can sometimes lead to having a larger and larger share of a smaller and smaller market.

Sustaining Innovations *vs Disruptive* Innovations

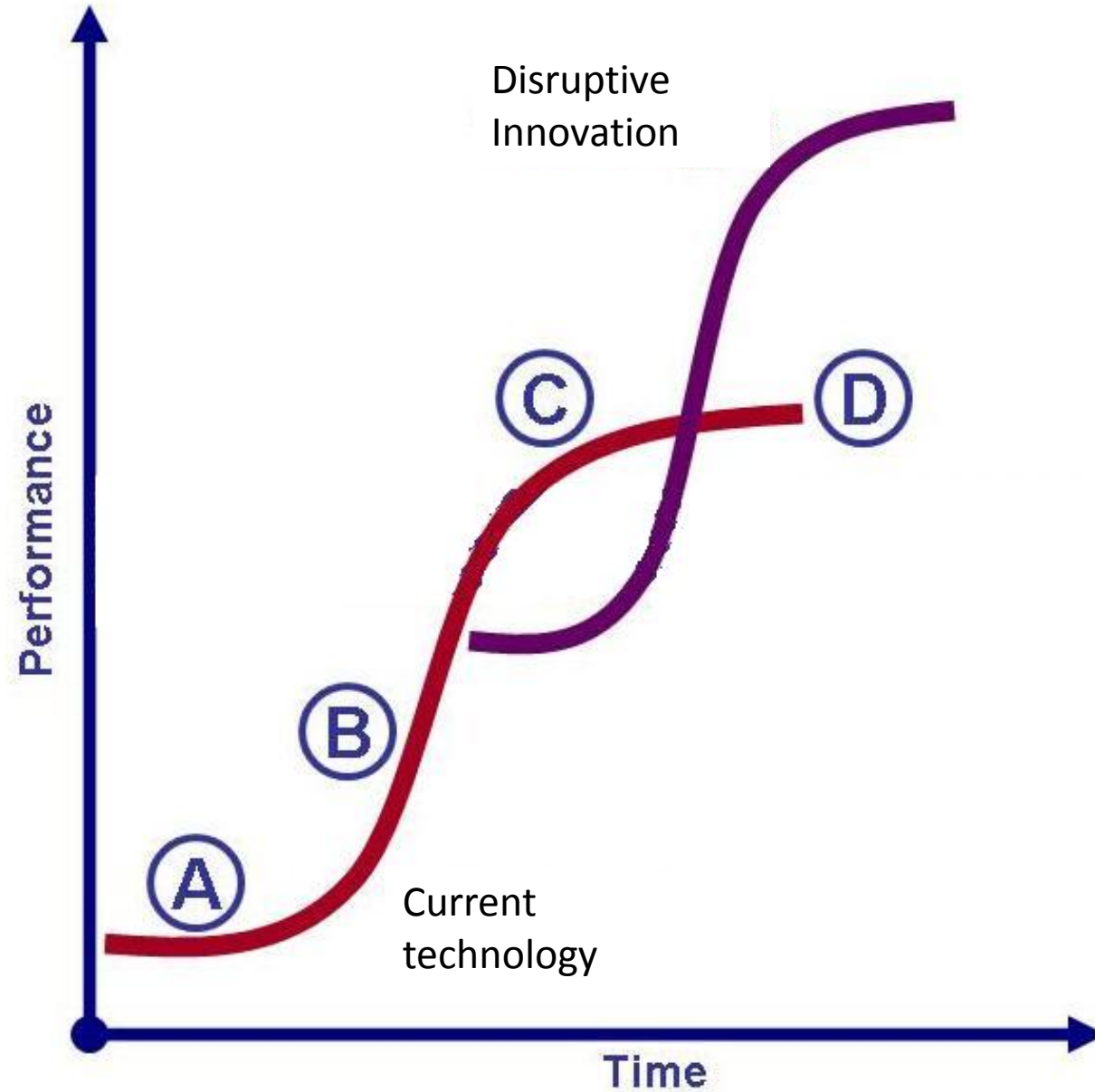
The Innovation Cycle and Disruptive Technologies

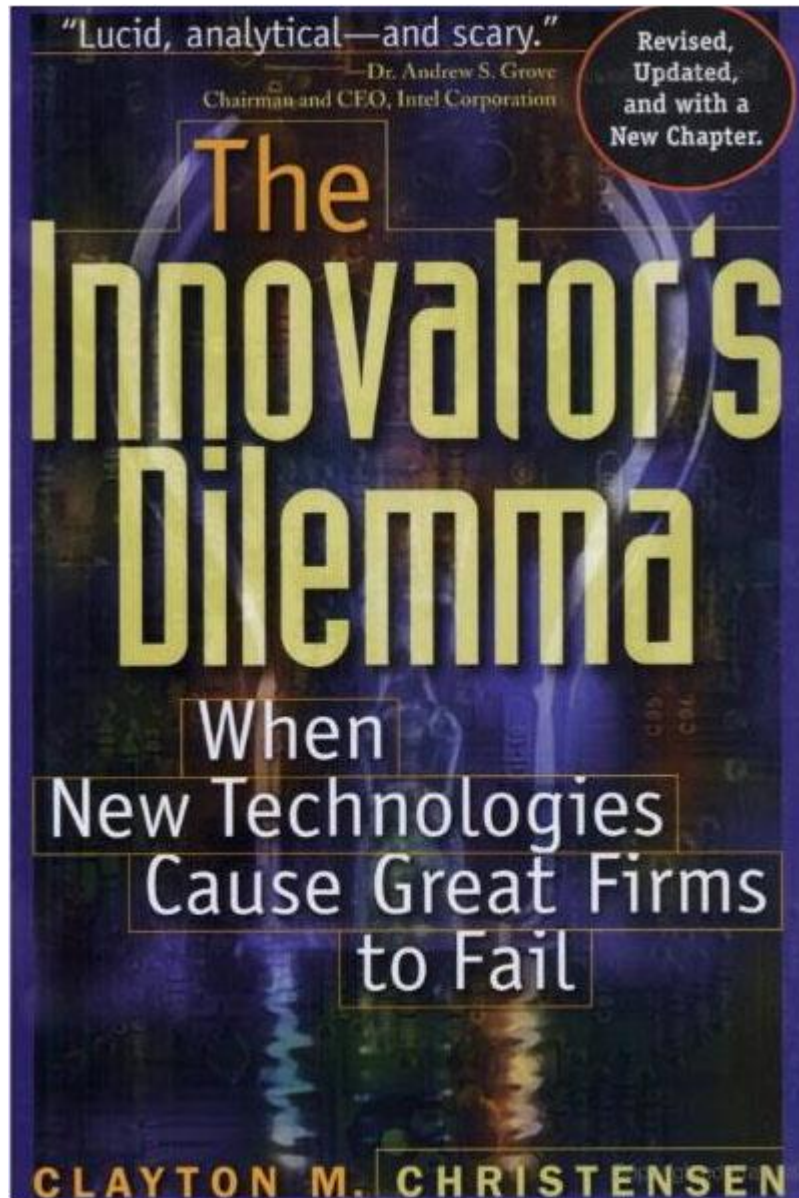


The Innovation Cycle and Disruptive INNOVATION



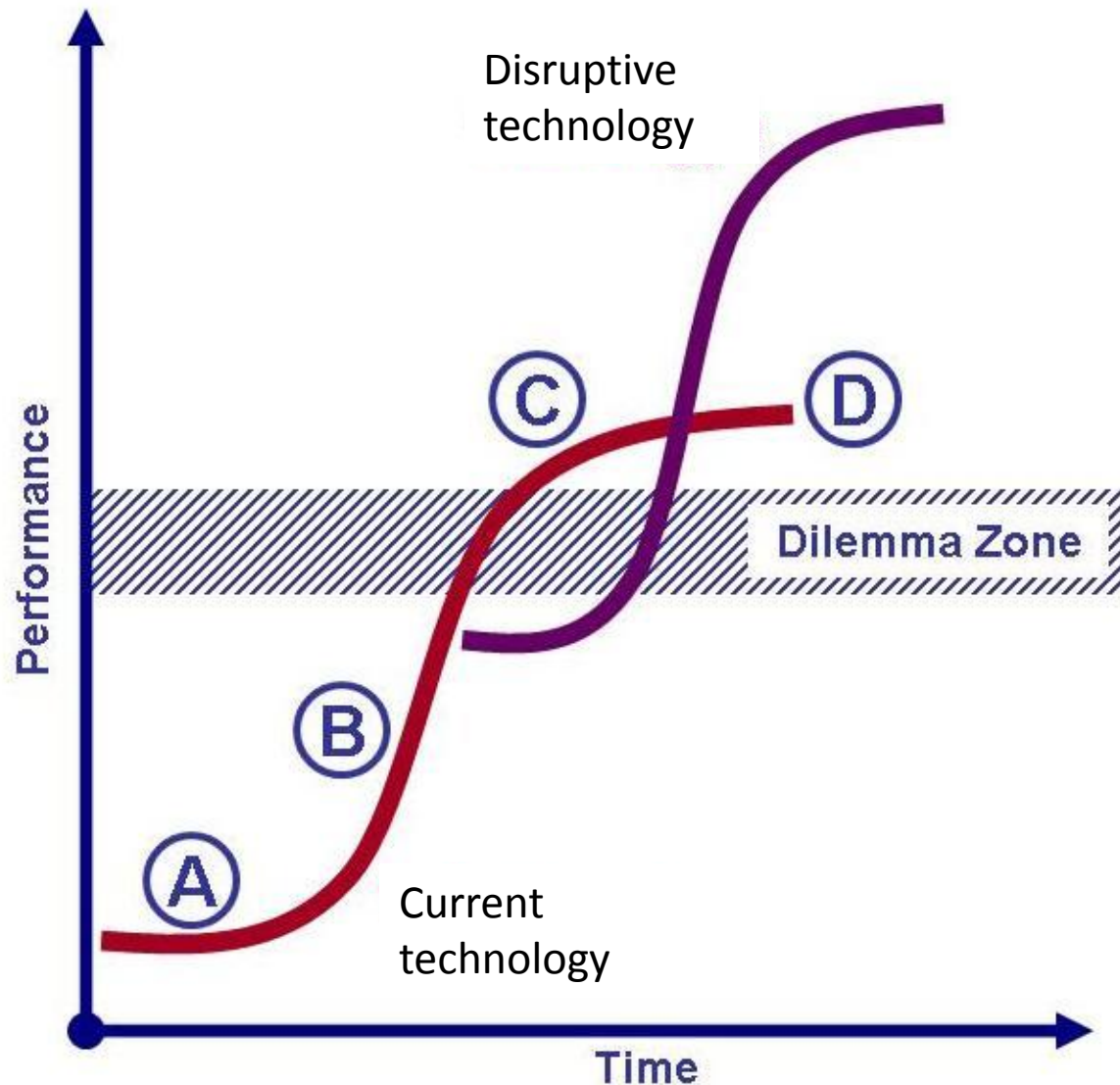
The Innovation Cycle and Disruptive INNOVATION





Industry-leading organizations find it difficult to adapt because they are, in effect, captives to their customers who want incremental change in current technology and price rather than looking for potential future customers with radically different values.

Innovator's Dilemma

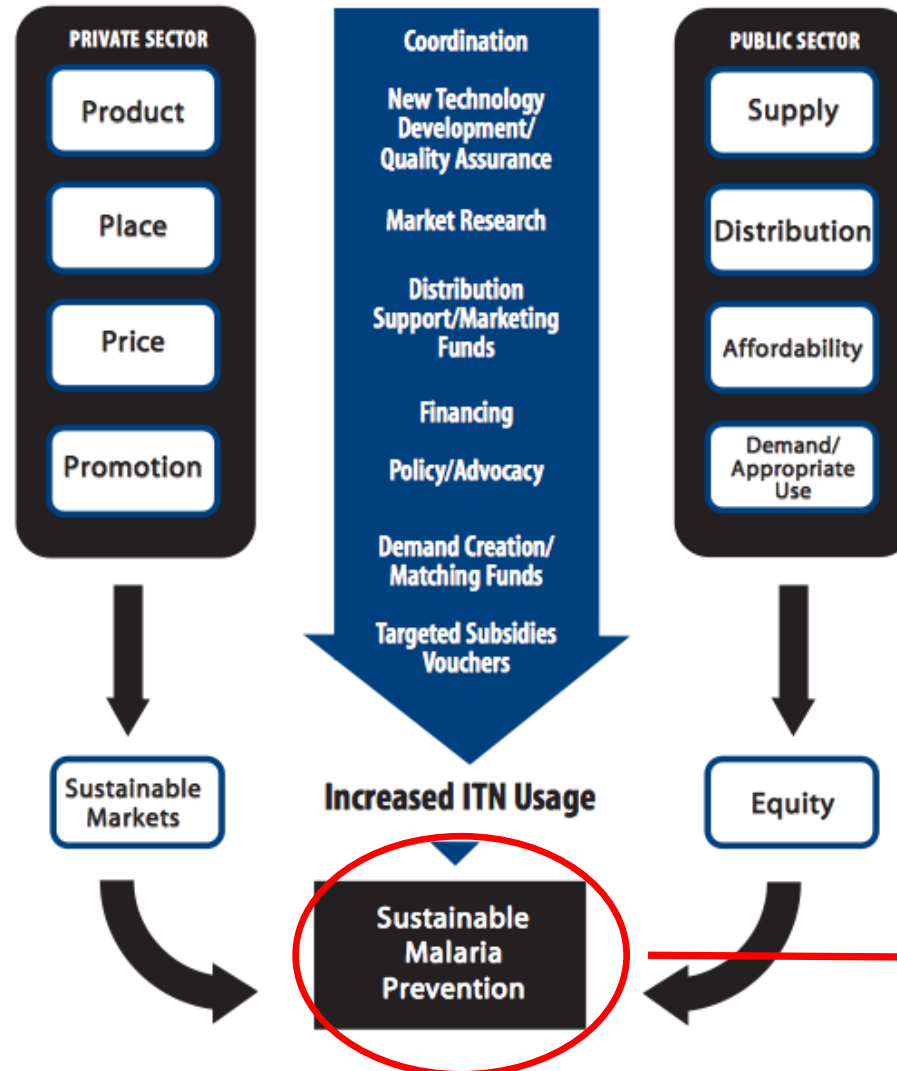


The dilemma exists when sustaining and disruptive technologies exist side by side and organizations choose to pursue only sustainable innovation.

**What are the potential
disruptive challenges to
AMP?**

Disruption will emerge from a change in *values* rather than a change in products.

NetMark Full Market Impact



NetMark failed because of a change in *values*, not a change in the product.

vs AMP's rapid, high coverage

Figure 1: AED/NetMark Full Market Impact

Before there was AMP, there was NetMark.

What changes in values would be disruptive?

- High levels of disease control (not just high levels of service delivery)

Control → Elimination → Eradication



- Focus on disease outcomes – not coverage
- Critical role of surveillance
- Localized solutions
- Very high quality services

What changes in values would be disruptive?

- High levels of disease control (not just high levels of service delivery)
- Balancing protecting the environment with protecting lives

Meant to Keep Mosquitos Out, Nets Are Used to Haul Fish In

By JEFFREY GETTLEMAN JAN. 24, 2015



Millions of mosquito nets are given out fight to malaria in Africa, yet many faced with hunger use them as fish nets, creating potential environmental problems. Video by Ben C. Solomon on January 24, 2015. Photo by Uriel Sinai for The New York Times.

What changes in values would be disruptive?

- High levels of disease control (not just high levels of service delivery)
- Balancing protecting the environment with protecting lives
- A radical shift to country ownership of financing

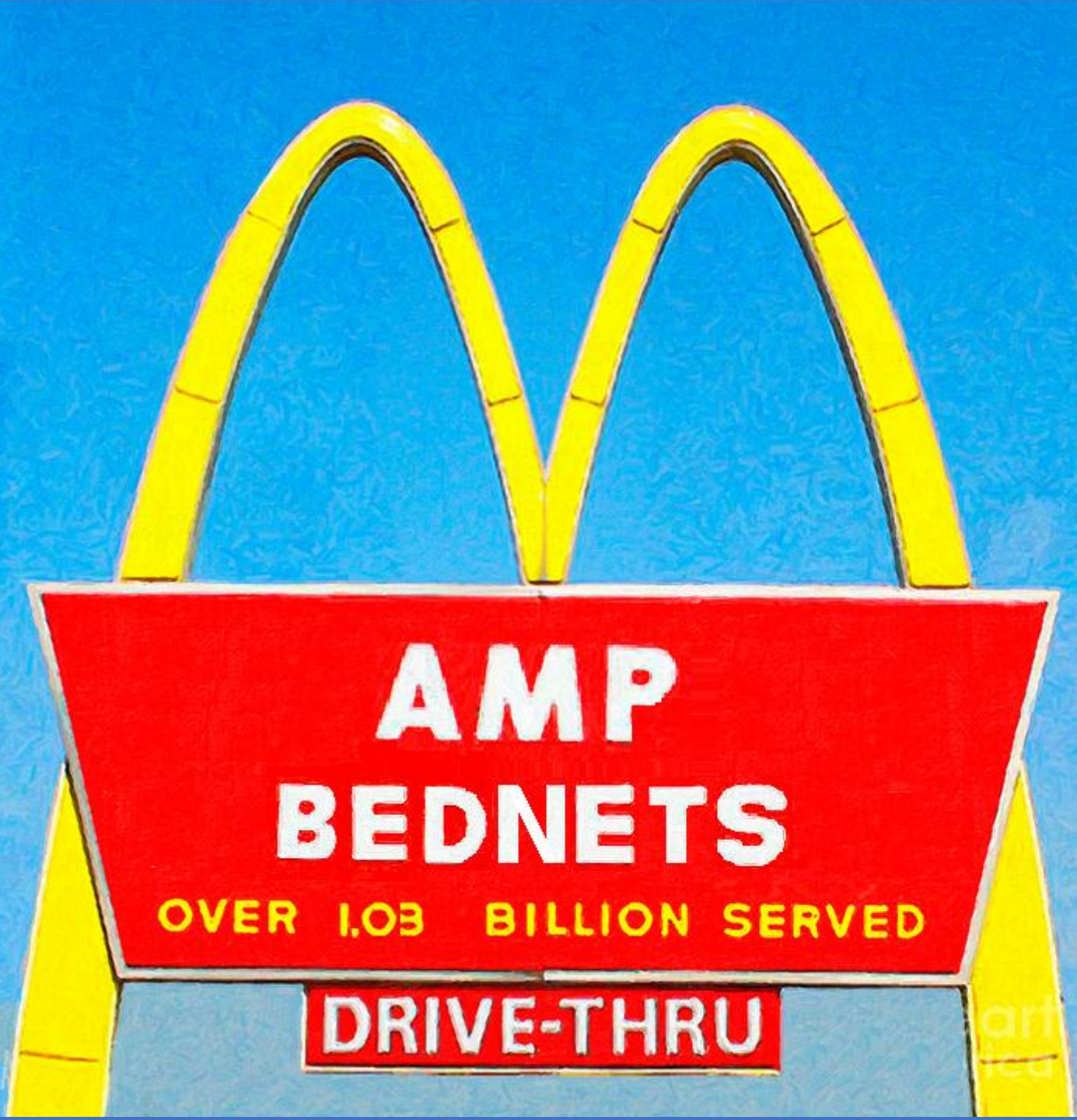
Changing Financing Landscape

- Countries are 'graduating' – GAVI, GFATM and WB
- Global Financing Facility – more country-driven process
 - Loan-based vs grant based
 - Innovative financing using private sector mechanisms
- Fewer options for funding supporting partners

What changes in values would be disruptive?

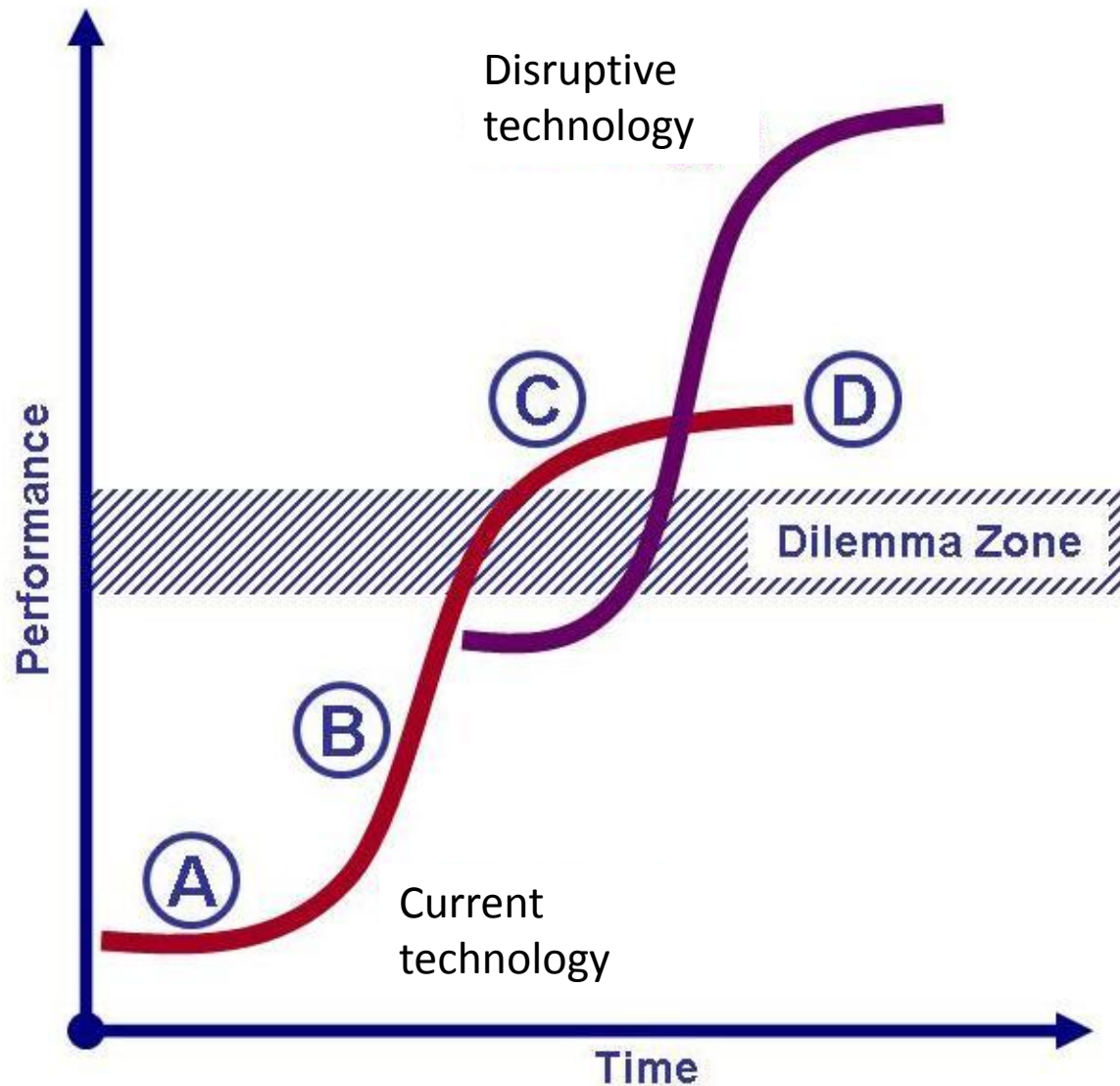
- High levels of disease control (not just high levels of service delivery)
- Balancing protecting the environment with protecting lives
- A radical shift to country owned financing
- A shift to community-specific strategies (rather than standardized national strategies)
 - Integrated services, iCCM
 - Community health workers

**AMP started as a
disruptive strategy and is
well placed to become one
again.**



Thank you
and
Congratulations!

Innovator's Dilemma



The dilemma exists when older and newer technologies exist side by side and organizations choose to pursue sustainable innovation and not also disruptive innovations.



Declining Advantages of Bednets

- No major advances in ITNs in 10 years
- Cost-effectiveness is being driven by lower cost rather than higher effectiveness
- Emerging challenges are being met by other technologies



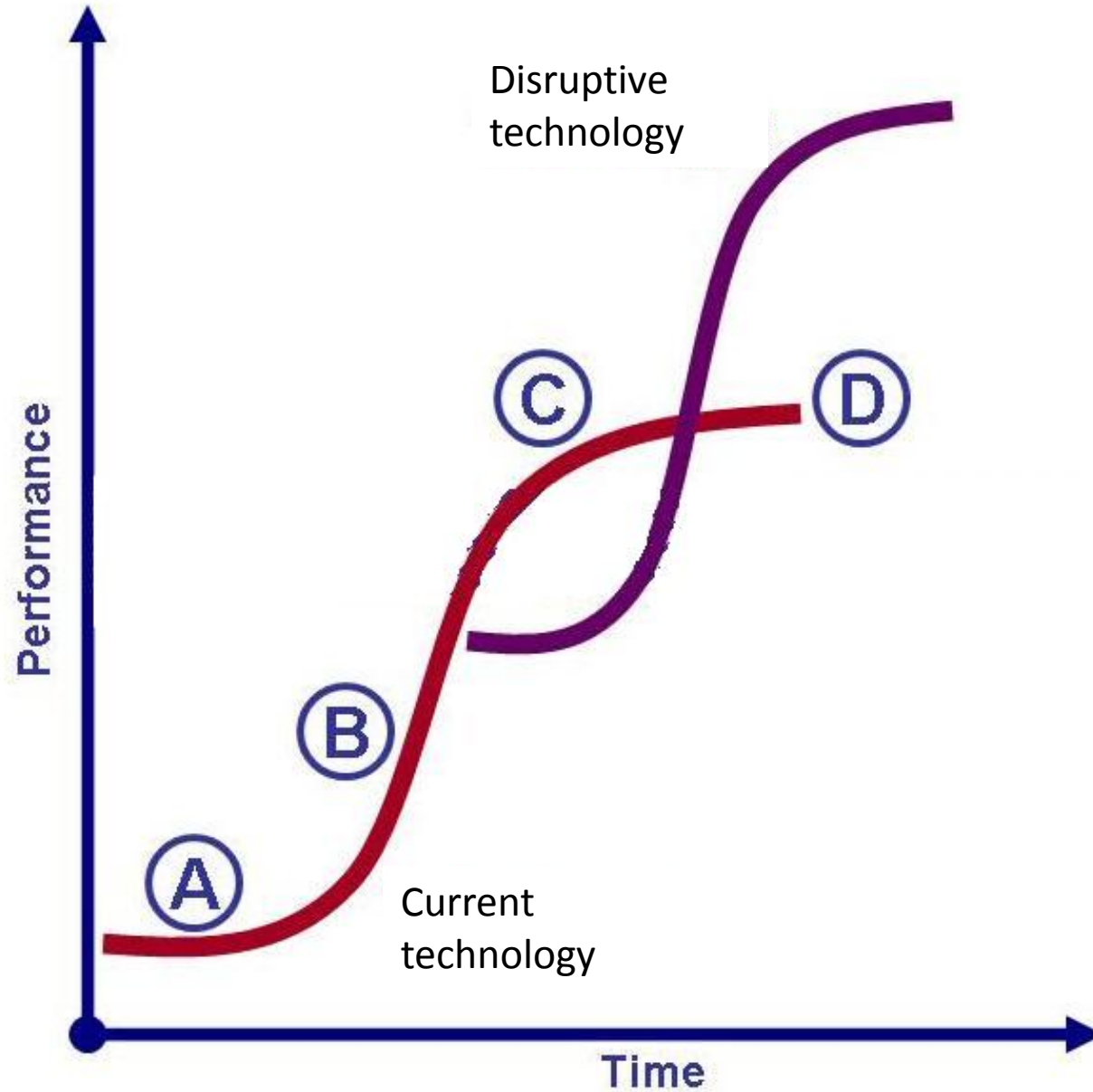
Disruptive challenge #1:

What is the role of a partially effective technology in an era of ambitious disease control targets?

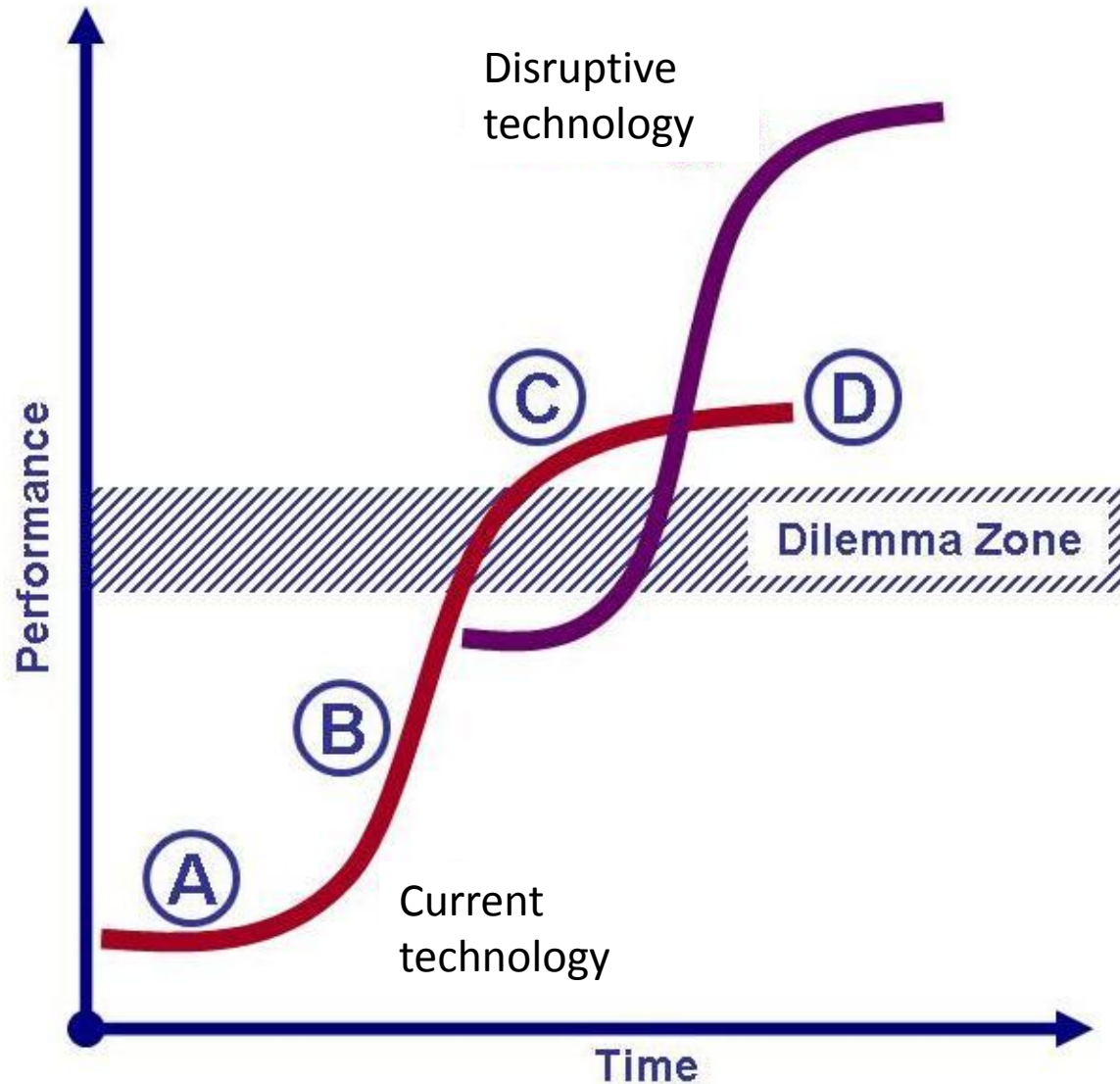
Disruptive challenge #2:

What is the role of global partnerships in an era of country-owned financing?

The Innovation Cycle and Disruptive Technologies



Innovator's Dilemma



Disruptive technologies disrupt existing systems of suppliers and customers. Organizations that don't have those systems – or aren't constrained by them – can adopt innovations faster.

Disruptive challenge #3:

How will concerns over environmental impact affect choice of control measures?

Disruptive challenge #4:

Will new tools displace bednets?


Disruptive challenge #4:

When will new tools displace
bednets?

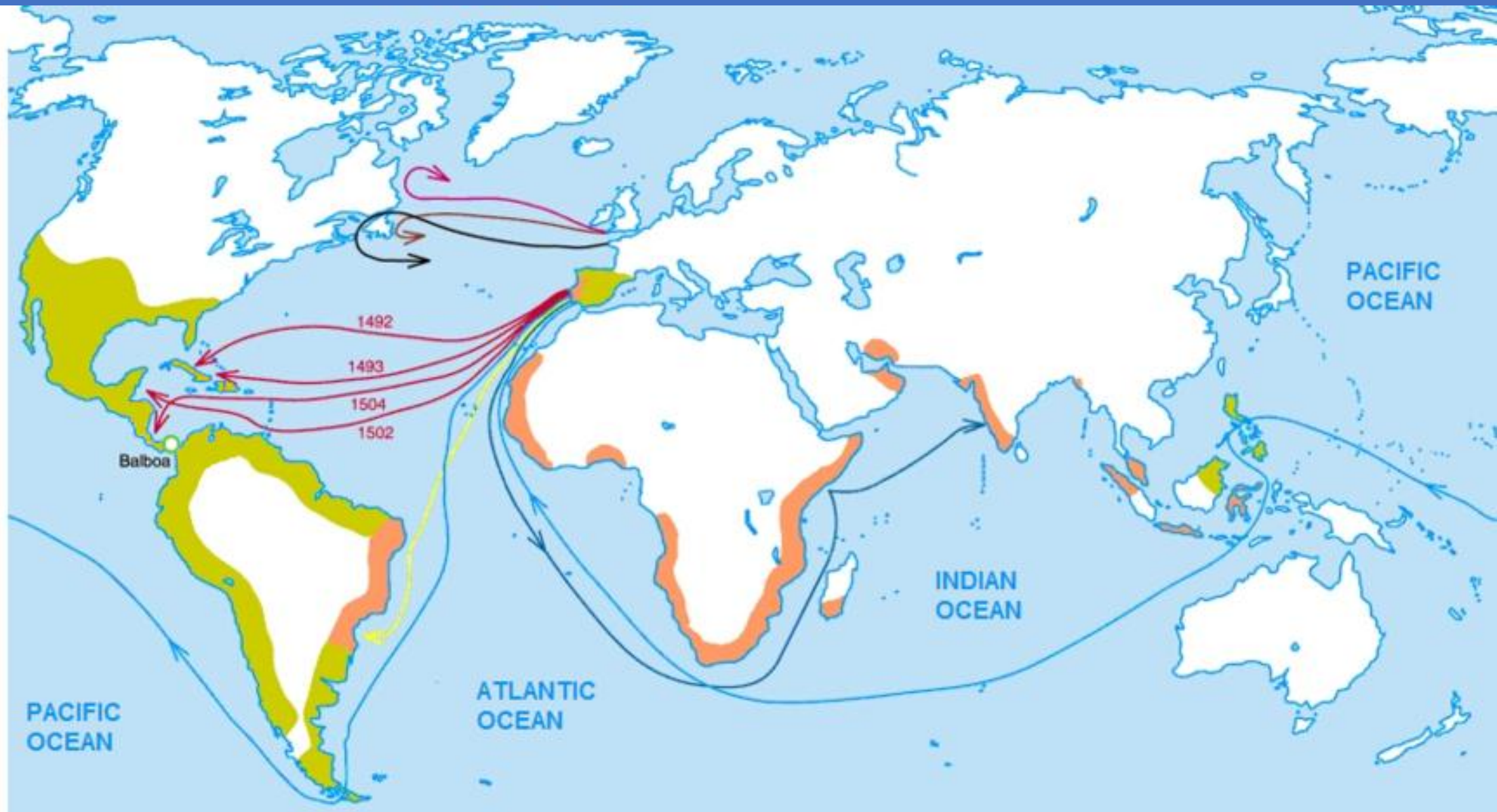
Portuguese Explorations Around Africa, A.D. 1418–1498





 Portuguese explorers moved gradually down the coast of Africa and ultimately reached western India in their search for gold, spices, and slaves.

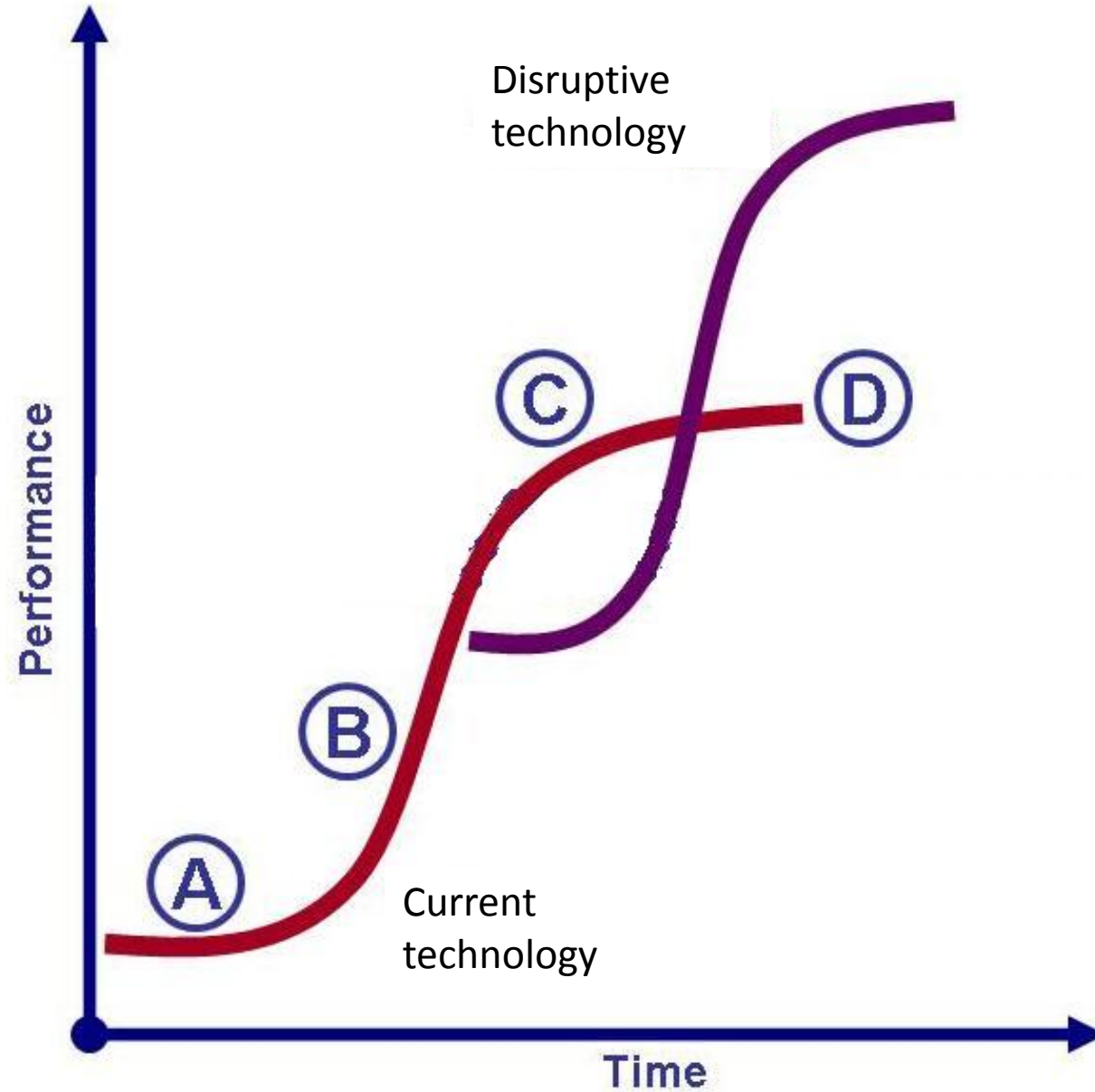
- Spain and possessions
- Portugal and possessions
- Columbus
- G. Caboto
- S. Caboto
- Cartier
- Cabral
- de Gama
- Magellan
- Balboa



What might the disruptive challenge to ITNs look like?

- It will emerge from a change in values rather than a change in products.
- It will initially be more expensive than ITNs
- It will initially be more difficult to deliver than ITNs

The Innovation Cycle and Disruptive Technologies



What might the disruptive challenge to ITNs look like?

- It will emerge from a change in values rather than a change in products.
- It will initially be more expensive than ITNs
- It will initially be more difficult to deliver than ITNs
- It will be more localized and customizable
- It will require a different expertise than is needed to deliver ITNs