The background is a solid blue color. In the upper left, there are faint, light blue silhouettes of people's heads and shoulders. A prominent, thick red ribbon loops across the middle of the page, starting from the left, looping up and over, then extending across the right side. On the right side, there are several thin, red, wavy lines that create a sense of motion or a digital signal.

# SOCIAL BUSINESS GUIDE

Screening &  
Counseling for HIV  
and Other Sexually  
Transmitted Infections



## **Social Business Guide: Screening and Counseling for HIV and Other Sexually Transmitted Infections.**

2023

The development of this guide was completed by the Yunus Foundation in Thailand (Yunus Thailand) in collaboration with the AMS-PHPT Research Collaboration, Faculty of Associated Medical Sciences, Chiang Mai University. The research leading to this guide was conducted in consultation with stakeholder organizations and innovators in Thailand. It was made possible thanks to the support of Expertise France–L’Initiative, which works to fight HIV/AIDS, tuberculosis and malaria. The contents of this guide reflect the views of its authors and not necessarily those of Expertise France, L’initiative, AMS-PHPT, or Yunus network organizations at large.

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**YUNUS  
THAILAND**



**L'INITIATIVE**  
sida, tuberculose, paludisme



**EXPERTISE  
FRANCE**  
GROUPE AFD

# Acknowledgements

We extend our heartfelt gratitude to the dedicated individuals and teams who contributed their insights, feedback, and other support for the development of this guide. In particular, we thank Pra-Ornsuda Sukrakanchana, Suwalai Chalermpanmetagul, Sawitree Chairahaeng, Sirintip Piyarad, Sawat Teeyalom, Theeravit Ponsuntikul, Saksin Simsin, Rujira Limpaisarn, Sarocha Panboun, Nattawat Yuwaree, and the rest of the AMS-PHPT Research Collaboration team for their inputs and guidance. We also thank Sakorn Pornprasert of the Faculty of Associated Medical Studies at Chiang Mai University. We would also like to thank the teams from the different stakeholder organizations engaged in the development of this guide. Your work and passion for community health and tireless efforts in the field of screening and counseling for HIV and other sexually transmitted infections (STIs) have been instrumental in shaping this guide. We also acknowledge the broader community of healthcare professionals, researchers, and stakeholders whose collaboration and support have contributed to the success of efforts to this date in combating HIV and other STIs in Thailand and beyond, and in engaging at-risk and marginalized individuals and groups. Together, we strive to make a positive impact on the well-being of individuals and communities, fostering a healthier society.

# Foreword

In the early 1980s, when the first whispers of the HIV/AIDS epidemic began to echo across the globe, Thailand entered a crisis that demanded more than just medical intervention. It required support at the very highest national level and profound societal shift: a collective awakening to the power of unity rather than panic and fear. In those trying times, the combined spirits of many organizations and their tireless work in promoting prevention and compassion eventually became a beacon of success. Through public awareness campaigns, grassroots education and in some cases humor. We also embarked on a mission to prevent the spread of the disease as well as to find an alternative to the stigma that clung to its victims through the positive partnership program between people who are HIV positive and those who are HIV negative.\* This program used economic empowerment as a means to reduce stigma and discrimination where the partners are provided a micro-credit loan fund to do business together.

More recently, as we emerge from the COVID-19 epidemic, the lessons learned during the first wave of the HIV/AIDS crisis resonate profoundly. The combined spirit of many organizations' resilience, innovation, and continued community support that defined the nation's work then were in bloom again, reminding us that in the face of adversity, our greatest strength lies in our determination and ability to come together.

Social entrepreneurs, armed with empathy and determination, play a pivotal role in reshaping our communities and fostering social progress. This guide is an invitation to harness the potential of collaboration and compassion by empowering entrepreneurs to cultivate a culture of sharing with those who need it.

I invite you to join those who have walked before you on this journey and to explore the possibilities that social business holds to support those that still face challenges to access healthcare and friendship. There are many social enterprises we need to get to know, learn from, and work with. Together, we can see a future where anyone and everyone can take part in combating HIV/AIDS and other STIs. As the world continues to evolve, together we can build a future where youth must lead the way forward.

With determination and heartfelt optimism,

**Mechai Viravaidya**  
Founder and Chairman  
Population and Community Development Association



\* UNAIDS. (2007). The Positive Partnerships Program in Thailand: Empowering People Living with HIV. UNAIDS Best Practice Collection (UNAIDS/07.22E / JC1260E). Geneva, Switzerland: WHO Library Cataloguing-in-Publication Data.

# Preface

On behalf of the Yunus Thailand team, it is a pleasure to introduce this social business guide. Drawing deeply upon insights from community stakeholders, which add significantly to the specialised knowledge contributed by its authors, it outlines how to visualise and implement empathetic, client-centred screening and counselling services as entrepreneurial ventures.

Particularly satisfying about this effort is that it addresses a segment of healthcare clients who remain vulnerable, but not often visible. This guide represents an open call for self-sustaining, inclusive and friendly healthcare for a particularly vulnerable population group. The enterprise-led approach proposed for HIV/STI management in this guide aligns with the community-leadership theme of the 2023 UNAIDS World AIDS Awareness Day.

In my years as a community health physician, grassroots development worker, and educator, I have been able to see up-close the profound impact community-grounded service models can have in boosting healthcare access and quality. Engaging with under-served populations has underscored for me the importance of financially self-sustaining healthcare delivery approaches that can guarantee the continued well-being of communities, and in turn, measurably reduce the overall burden of disease.

The fight against HIV and STIs continues. Experts point to a greater need to scale up HIV/STI screening and counselling in Thailand. Self-testing and digital technologies have been identified to this end. We all agree, but are also aware that effective outreach requires a multifaceted approach that seamlessly blends clinical expertise with a grasp of social and economic realities.

In the case of persons with HIV/STIs, healthcare delivery services must integrate risk-awareness, health education, early detection, affordable treatment, and prolonged, compassionate care. Very often, conventional mass healthcare systems, designed to deliver emergent services within specialised clinical areas, are not equipped or resourced to deal with persons with HIV/STI requiring long-term care. Setting up parallel delivery for outlier groups is not always cost-effective within the constraints of government budgets. This gap in conventional healthcare for persons with HIV/STIs demands a greater focus on self-sustaining, community-centred delivery models. Such innovative models can be effective multipliers, rather than a substitute for conventional delivery systems. And, they are as much a sustainability strategy as they are a client-friendly outreach service.

The social business approach pioneered by Nobel Laureate Muhammad Yunus, and successfully demonstrated in 52 countries over the last three decades, is one such innovation. Social business enterprises are purpose-designed to solve a social problem leveraging a market-based solution that offers a competitive, cost-effective value proposition for at-risk, low-income, and marginalised populations that C.K. Prahalad refers to as “the bottom of the pyramid”.

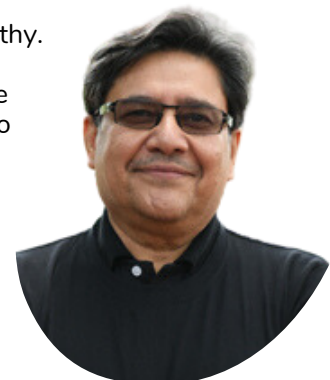
Users of this guide are already conscious of the critical significance of building trust within communities they serve, helping dismantle stigmas associated with HIV and STIs, and fostering a care environment where individuals feel welcome regardless of background or circumstance. Trust is the social collateral that is also the foundation on which community businesses are built. And business is by definition focused only on meeting client demand, and therefore, unaffected by stigma or any form of social discrimination.

This guide proposes to its users a way to engage individuals actively in their own journey to health and well-being, because the nature of the conditions associated with HIV/STIs requires a greater focus on assisted self-management approaches. By using this guide, service providers for clients opting for the value proposition offered, would enable them to benefit from screening and counselling programs that prioritise their needs, with discreteness and empathy.

The Yunus Thailand team and I are confident this guide will serve to reinforce the steadfast commitment healthcare advocates and practitioners continue to demonstrate, weaving compassion, inclusivity, and empowerment into efficient and cost-effective outreach services for a particularly vulnerable section of society.

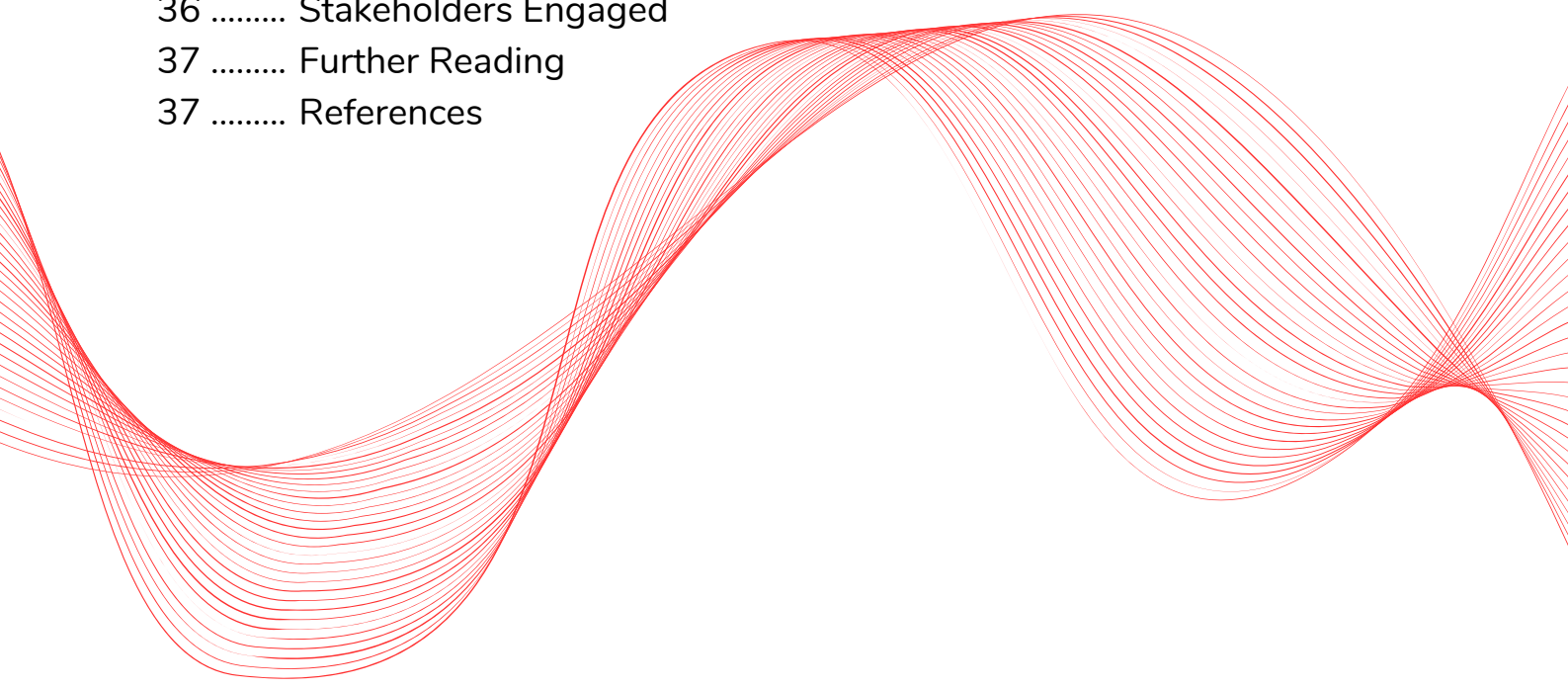
All power,

**Faiz H. Shah**  
Founding President, Yunus Thailand



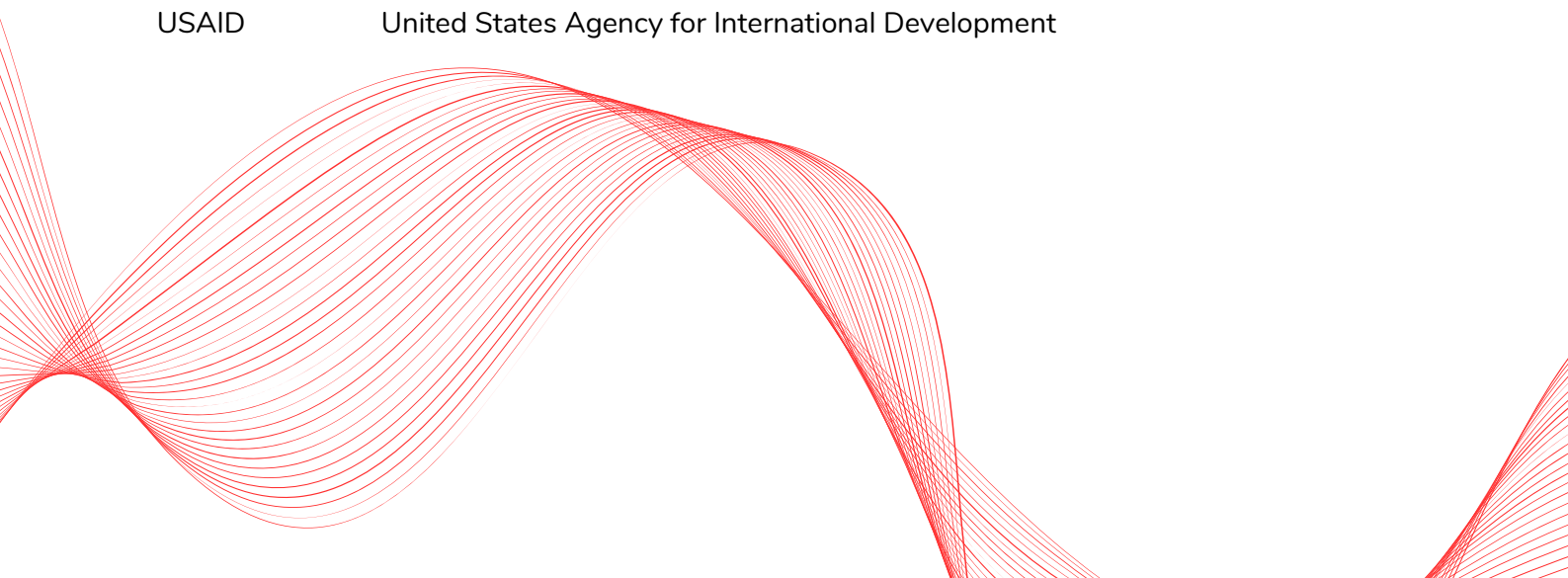
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# Abbreviations

AFD	Agence Française de Développement
AIDS	Acquired Immunodeficiency Syndrome
AMS	Faculty of Associated Medical Sciences, Chiang Mai University
ART	Anti-retroviral Treatment
CBO	Community-Based Organizations
CD4	Clusters of Differentiation 4
CDC	Center for Disease Control
CT	<i>Chlamydia trachomatis</i>
EpiC	Meeting Targets and Maintaining HIV Epidemic Control Project
FDA	Food and Drug Administration
HBV	Hepatitis B Virus
HCV	Hepatitis C Virus
HIV	Human Immunodeficiency Virus
HIVST	HIV Self Test
HPV	Human Papillomavirus
KPL	Key Population-Led
NG	<i>Neisseria gonorrhoeae</i>
NHSO	National Health Security Office, Thailand
MoPH	Ministry of Public Health of Thailand
MoPH-TUC	Thai MoPH - US CDC Collaboration
MSM	Men Who Have Sex With Men
PDA	Population and Community Development Association
PLHIV	People Living With HIV
PrEP	Pre-Exposure Prophylaxis
PWID	People Who Inject Drugs
RRTR	Reach-Recruit-Test-Treat-Retain Program
STI	Sexually Transmitted Infection
SW	Sex Worker
SWING	Servise Workers In Group Foundation
SY	Syphilis
TB	Tuberculosis
TG	Trans Gender
U=U	Undetectable = Untransmittable
UNAIDS	Joint United Nations Programme on HIV/AIDS
USAID	United States Agency for International Development



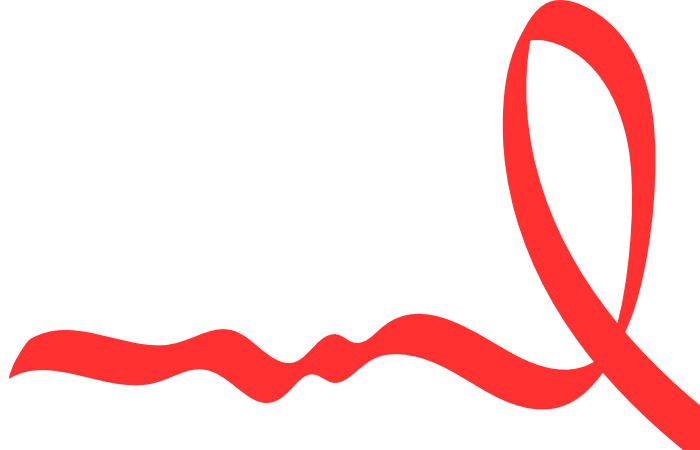


# How to read this Guide

This guide intends to provide an overview of key considerations, insights, opportunities, and recommendations for innovation in developing and following social business approaches that can deliver access to adequate screening and counseling for HIV and other Sexually Transmitted Infections (STIs) in Thailand. The guide focuses on delivering relevant health services to at-risk and bottom of the pyramid populations in a Thai context, while noting that insights and recommendations may be adaptable to contexts beyond Thai borders.

The guide is based on the premise that alternative approaches to sustain interventions to end the AIDS epidemic are possible beyond non-revenue-generating charitable initiatives and traditional for-profit business models. While reading this guide, we encourage a shift of mindset that support exploration of social business approaches that enable revenue generation to avoid financial losses, and can further address existing gaps in access to HIV and other STI-related health services through reinvestment of surplus revenue. In doing so, the guide does not intend to question nor discredit existing models for providing HIV and other STI testing and counseling services. Understanding the need to adapt to ever-changing social and funding conditions, we recognize that a transition towards diversification and plurality of approaches can complement and sustain efforts to overcome the threats of STIs to the wellbeing of people and society are needed.

Whereas this guide introduces opportunities for social and financial innovation, it should be viewed as a non-exhaustive starting reference for existing stakeholders and innovators to consider adopting social business principles in operations for the purpose of achieving financial sustainability and maintaining public health interests as its primary objective.



We encourage critical and continuous consideration of the specific conditions and requirements of existing initiatives to adapt and apply the opportunities presented in this guide.

## The Seven principles of Social Business by Muhammad Yunus<sup>1</sup>

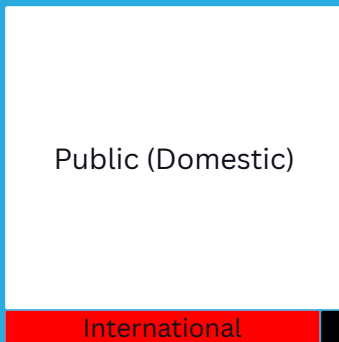
- 1 Business objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society; not profit maximization.
- 2 Financial and economic sustainability.
- 3 Investors get back their investment amount only. No dividend is given beyond investment money.
- 4 When investment amount is paid back, company profit stays with the company for expansion and improvement.
- 5 Gender sensitive and environmentally conscious.
- 6 Workforce gets market wages with better working conditions.
- 7 ...do it with Joy!

<sup>1</sup> Professor Muhammad Yunus, a Nobel Laureate, is renowned as the pioneer of Social Business and Microcredit. He is the esteemed founder of Grameen Bank and has established over 50 other companies in Bangladesh. Professor Yunus has been recognized by Fortune Magazine as "one of the greatest entrepreneurs of our time" due to his unwavering innovation and entrepreneurial spirit. He has been awarded multiple honorary degrees from universities around the globe, and awards and recognitions including the United States Presidential Medal of Freedom, US Congressional Gold Medal, and featured in covers of renowned publications such as Time, Newsweek, and Forbes Magazines.

# Background & Introduction

Nearly a quarter of new HIV infections in the world occur in Asia and the Pacific (UNAIDS Global AIDS Update 2023), a region with the second-highest number of people living with HIV. Other infections including some sexually transmitted (STIs), such as syphilis, hepatitis B virus (HBV), hepatitis C virus (HCV), *Chlamydia trachomatis* (CT), *Neisseria gonorrhoeae* (NG), Mpox, Human Papillomavirus (HPV), and tuberculosis (TB) are of concern from a public health perspective. At-risk populations and groups at the bottom of the socioeconomic pyramid face a range of challenges to access HIV and other health services including stigma and discrimination. The prevalence of HIV among at-risk populations globally ranges from four to fourteen times higher than other sexually active groups in 2022. With the aim of ending the AIDS epidemic by 2030, a global effort has focused on screening and testing for HIV as a core component in diagnosing people living with HIV, providing timely treatment and prevention, and suppressing HIV viral loads to undetectable levels.

## Financing HIV/AIDS initiatives in Thailand



Data: UNAIDS (2022) Global AIDS Monitoring GARPR Reports.

**USD 286M  
(2021)**

**Private (domestic) finance** for HIV/AIDS in Thailand represents less than 1% of total available finance. At a global scale, total available financing for HIV based on current spending falls approximately 29% short of resource needs for 2025, according to UNAIDS. Social business approaches to deliver HIV and other STI screening and counseling can help bridge the finance gap by leveraging private resources.

Whereas Thailand has made significant advancements to reduce HIV infections and reach the 95-95-95 targets,<sup>2</sup> there were an estimated 6500 new HIV infections in 2021. Critically, half of all new infections occur among young people between ages 15 and 24, most of them among people in key population communities (UNAIDS report on 1 December 2022). A combination of public health initiatives from government, community and key-population led organizations, and private sector clinics providing screening and testing for HIV and other STIs has been at the forefront of Thailand's success in diagnosing approximately 90% of people living with HIV (PLHIV). These initiatives have relied significantly on international finance such as from the Global Fund to fight AIDS, Tuberculosis, and Malaria, and Thailand's National Health Security Office (NHSO), among others, while also many for-profit private sector clinics have exclusionary pricing structures for many key populations.

The incidence of HIV is significantly higher among groups that also face stigma and discrimination by society. Bottom of the pyramid and risk populations such as undocumented migrants, LGBTQ+, sex workers, and people who use drugs often face particular difficulties in accessing health services that meet their needs in a safe environment. A series of community-based and key-population led interventions have been developed both in Thailand and elsewhere, as a successful model to reach and recruit at-risk groups for HIV and STIs testing while confronting stigma and discrimination. These initiatives include informing and counseling in testing service delivery approaches. Analysis by the Institute for HIV Research and Innovation (IHRI) reports that over a third of HIV preventative treatment in Thailand in 2022 was provided via key population-led initiatives.

In the race to end AIDS by 2030, identifying and implementing innovative approaches to finance and scale the provision of HIV and STIs testing, treatment and prevention, and counseling services in Thailand is needed. This guide aims to contextualize and present practical innovations and opportunities to do so from a social business perspective, which strive to follow the principles of non-loss to ensure financial independence and sustainability, and non-dividend to enable financing the expansion to scale long-term impact. Whereas this guide hones into the Thai context, it may also inform others.

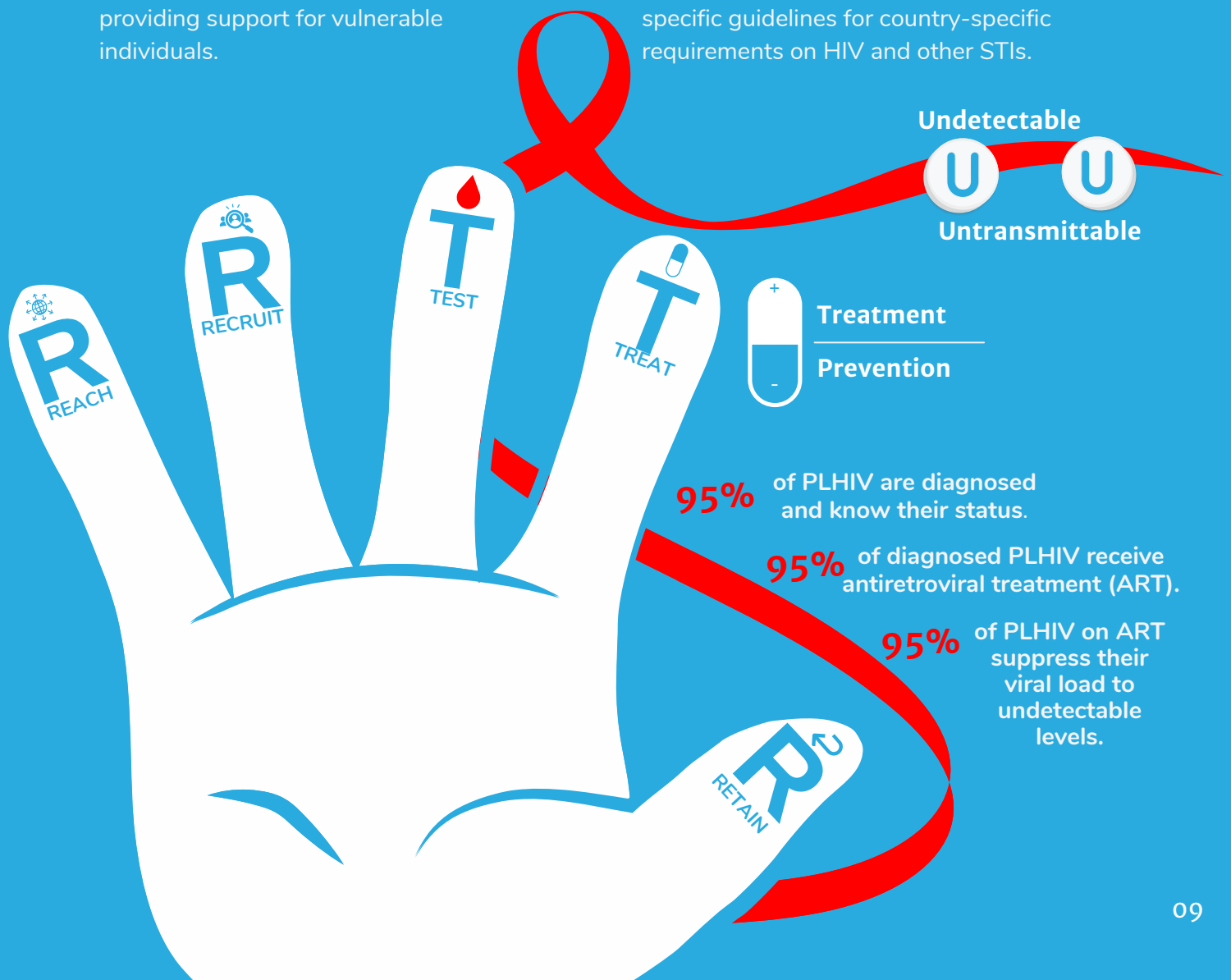
<sup>2</sup> The 95-95-95 targets represent a global initiative to combat the HIV epidemic and improve the health and wellbeing of PLHIV (see next page).

# The Role of Screening and Counseling to Combat HIV and Other STIs

Screening and counseling are at the core of the reach, recruit, test, treat, and retain strategy (RRTTTR) to end the AIDS epidemic and applies to other STIs as well. Targeted outreach and marketing interventions to reach and recruit at-risk populations involve an element of educational counseling. Screening and testing to identify positive cases of HIV and other STIs requires technical counseling for collection and diagnosis. Navigating the process for adequate treatment, preventive medication, and patient wellbeing requires guidance and emotional counseling, ensuring continuity for retention in care through ongoing support, including follow up with at-risk individuals to retest regularly, while also providing support for vulnerable individuals.

RRTTTR helps ensure early detection and prompt treatment or prevention, with continuous engagement. Throughout an individual's journey, counseling support ensures access to comprehensive information and guidance to take ownership of their health by adopting preventive measures, adhering to treatment and prevention regimes, overcoming stigma, and fostering emotional wellbeing, among other benefits.

Screening and counseling services are provided by the public health system, private health service providers, and civil society and community-based initiatives. In the case of Thailand, the Ministry of Public Health sets out specific guidelines for country-specific requirements on HIV and other STIs.



# Counseling & Communications

Counseling services are essential to ensure the provision of health services in a people-oriented and effective manner. Different types of counseling require various levels of knowledge and skills.

## Education and Awareness on

- Existing risks and safety measures
- Existing products, services, and procedures

## Technical Guidance on

- Adequate methods for sample collection and testing
- Details, risks, and safeguards for available treatment and prevention measures
- Details on medical procedures

## Mental Health Support on

- Emotional orientation, guidance, and support
- Confronting stigma and discrimination
- Identifying symptoms of concern for mental health
- Identifying and referring cases for psychologic attention
- Identifying and referring cases for psychiatric attention
- Identifying and referring cases for other professional attention

Individuals often seek guidance and support from peers and on digital platforms before approaching on-site counseling service centers. Digital counseling can help deliver certain information in a cost-effective way that can also bridge language and other barriers of access.

## Leveraging Digital Technology for Marketing and Communications

In Thailand, community-based organizations report a tendency of individuals, including youth, to seek counseling, guidance and support from peers and online sources via social media and other channels.

Marketing and communication strategies for HIV and STI screening and counseling may leverage multiple channels to maximize reach to a broader audience. With an aim of guiding the audience toward ordering or booking an appointment, these advertisements may include videos, multimedia, or physical advertisement including referrals for peers or volunteers to distribute a link to existing products and services. Videos on risks, testimonials from previous users, and explanation videos, and promotions can help build an effective marketing strategy. These strategies often include a strong component of advocacy to combat stigma and discrimination.

Social business models may seek to explore online marketing and e-commerce channels to advertise and reach a wider market. These may complement referrals (word-of-mouth) and physical or event-based advertisements. Based on available resources and tools, information technologies can help achieve higher conversion rates.

## The Marketing Funnel

Awareness Raising

Educate

Offer & Benefit

Transaction



# The Napneung Model

## A Simple Approach to Deliver Self-Screening With Integrated Counseling at Scale

The initiatives spearheaded under the Napneung project provides an innovative service delivery approach that helps service providers reduce operating expenses and open opportunities to scale the delivery of screening and counseling for HIV and other STIs. Napneung screening and counseling sites across Northern Thailand have focused on delivering services to at-risk, marginalized, and low-income populations with a focus on HIV and three additional STIs: Syphilis, HBV, and HCV.

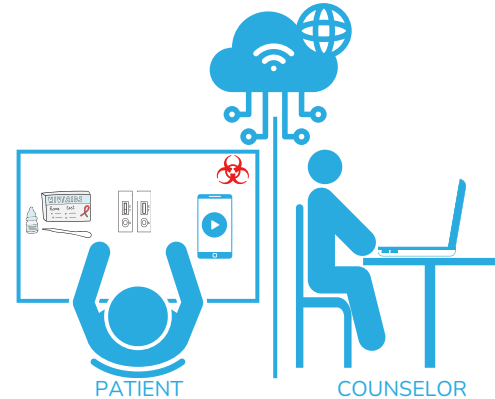
### Innovating to Simplify Service Delivery and Reducing Operating Expenses

The Napneung model provides a lean yet comprehensive approach that simplifies the delivery of fast and user-friendly services by leveraging digital tools throughout the process and self testing and sampling technologies. Appointments are booked online based on the availability of counselors, with visits lasting no-more than 60 minutes. In doing so, the time of on-site health service providers is optimized. One counselor can comfortably assist three visitors within one hour slot.

In this way, the operating expenses of location-based screening and counseling can be reduced given that the time of health workers is optimized. With a simple digital interface, the privacy of users is safeguarded and users can opt to access information in regional languages, review instructions and educational information at their own pace, and request support as needed. In the event of a positive result, counselors receive results directly and are able to inform and follow up with users for any necessary additional procedures including confirmatory testing, counseling, and referral for treatment. Information about preventive options such as PrEP is also made available to at-risk, HIV-negative, individuals. An important element of the service delivery model is that treatment and prevention products and services are delivered on a referral basis that leverages existing initiatives that have identified financing mechanisms to cover costs.



The Napneung simple model for service delivery at a location-based screening and counseling site is modular and adaptable. Setup of operations require a small private and clean space with internet connection linked to a separate small and simple counseling room for a health service provider to assist and counsel visitors as needed.



*Napneung* (นับหนึ่ง) translates literally to “count from one” and signifies starting over from the beginning, thereby alluding to the importance of recurring testing, treatment and prevention for PLHIV and those at-risk of infection of HIV and other STIs. To date, the Napneung project has location-based screening and counseling sites in Northern Thailand in collaboration with partners including educational, community-based, and civil society organizations. The initiative was led by a team of medical scientists at Chiang Mai University’s Faculty of Associated Medical Sciences, with financial support from the L’initiative-Expertise France (14SANIN204 and 18SANIN210, December 2015 - January 2024).

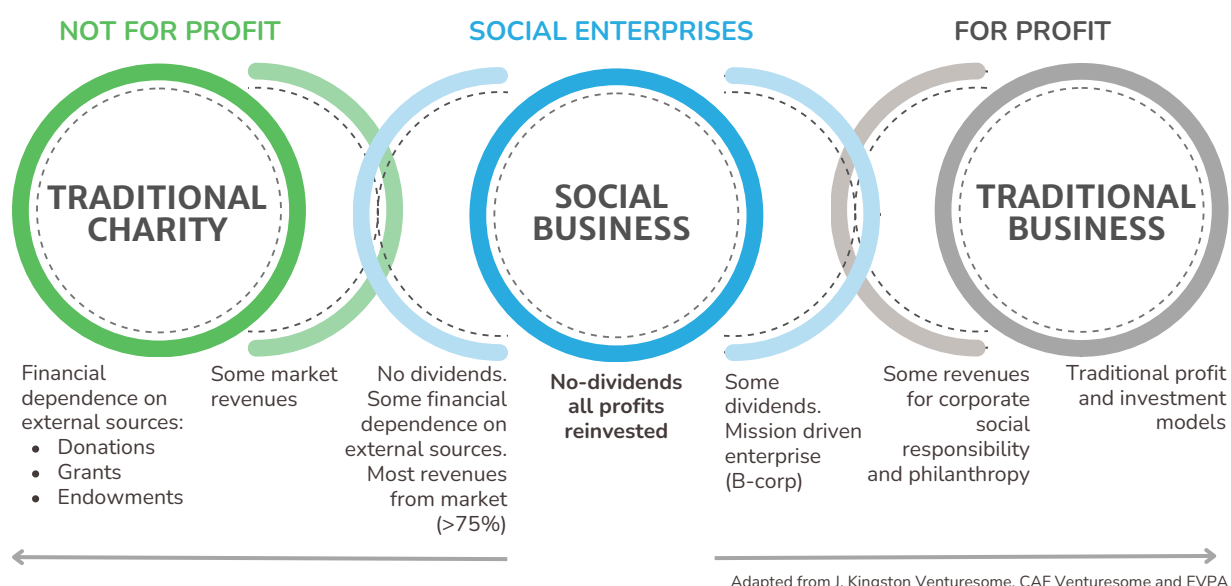
### Leveraging Digital Tools

- Reach and recruit at-risk individuals via digital marketing.
- Book appointments based on counselor availability and operating hours.
- Collect user behavior and result data for screening.
- Provide instructions for self-sampling and testing.
- Deliver educational information
- Link users to counseling support as needed.
- Remind users to retest or request treatment.

# Social Business

## Beyond the Binary of Financing and Operating Interventions for HIV and other STIs

Social business, as conceptualized by Nobel Peace Laureate Muhammad Yunus, refers to a business model driven by social objectives rather than profit maximization. Breaking away from traditional profit-seeking business models and financially dependent non-profit interventions, social business seeks to address societal issues by offering products or services and generating income streams. Driven by a social mission to create positive impact, financial and business innovation can help eliminate financial losses while reinvesting revenues to further scale interventions and foster lasting change.



**“Social business is a bet in favor of life instead of profit”**

*Prof. Muhammad Yunus*

### 0% DIVIDENDS

to invest in expanding activities and scaling impact

### 100% SOCIAL MISSION DRIVEN

as the primary objective of operating

### 0% LOSSES

to achieve financial independence and sustainability

Strategies to increase revenues in social business models may include:

- Expanding into new markets and customers;
- Expanding the products and service offerings; and
- Diversifying prices and payment to different markets while enabling the ability to pay.

**REVENUES**



**EXPENSES**

Strategies to reduce expenses in social business models may include:

- Streamlining and optimizing processes;
- Eliminating unnecessary expenses while preserving access and quality of provision;
- Negotiating with suppliers and partners; and
- Leveraging incentives, subsidies, and in-kind support.

# Toward People-Centered Approaches

## Understanding Market Segments

From a public health standpoint, providing equitable access to health services to at-risk populations, including those at the bottom of the pyramid, is key to reaching the 95-95-95 targets. At the core of this effort is ensuring that health services follow a customer-oriented approach to tailor the service delivery mechanisms to meet the needs and preferences of at-risk populations as key beneficiaries of a social business approach. Identifying and understanding at-risk groups is necessary in the design and delivery of suitable and appropriate mechanisms to deliver screening and testing.

This guide was drafted following a consultative process with representatives from community based organizations with direct experience in delivering HIV and other STI screening, counseling, treatment, and prevention among other health services in Thailand. Community-based initiatives, often led by key, at-risk populations, help deliver screening and counseling services that respond to the specific needs of sub-groups.

Whereas the operating and service-delivery models may vary, there is extensive evidence on the benefits of CBOs to reach and recruit at-risk individuals. Some of these point to higher rates of early diagnosis of new infections by measuring CD4 viral loads.

## Engaging and Educating Adolescents & Youth

Thailand's Ministry of Public Health's Division of AIDS and STIs reports that among newly diagnosed HIV infections in 2022, nearly half are adolescents and youth (15-24 years). Whereas younger individuals have longer term risks for acquiring new infections, awareness and knowledge levels are a function of varied access to sexual health education. Many youth turn to peers and digital sources for information and counseling. Youth are generally perceived to have limited purchasing power and an overall preference to low-cost sexual health services; however, willingness and ability to pay increases with age, particularly among employed early-career youth.

 **47%** of new HIV infections in Thailand in 2022 were in people under 24 years old.



# Eliminating Stigma and Discrimination Against Sex Workers for Public Health

Stigma, legal barriers, and marginalization of the sex industry often hinder sex worker access to adequate healthcare. In Thailand, a significant number of sex workers are also economic migrants from neighboring countries, who face multiple access barriers and layers of discrimination, particularly in cases where they are undocumented. Given the demands of clients, risk factors, and other factors, many sex workers report a willingness to pay for sexual health services including testing. In order to reach, recruit, and safeguard the needs of sex workers, health services should ensure confidentiality, non-judgmental care, flexible schedules, regular screenings, certification of diagnosis, and access to technical and emotional counseling services.



## Enabling Access to Health Services for Migrants

Whereas HIV infection rates may be relatively low overall, Hepatitis B, Hepatitis C and Tuberculosis have high prevalence among economic migrants in Thailand, particularly from Myanmar, Cambodia, and Lao PDR. Many of these migrants are undocumented, do not speak the local language, and are not aware of existing support mechanisms for health. In response to discrimination, lack of access to public health services, and limited purchasing power, a range of social enterprises and civil society organizations in Thailand have ongoing programmes and initiatives to bridge access gaps to health services, including insurance schemes such as the M-Fund by Dreamlopmnts, and campaigns by the World Vision Foundation of Thailand to provide remote access to testing, treatment, and prevention for HIV and extending to Hepatitis and Tuberculosis.





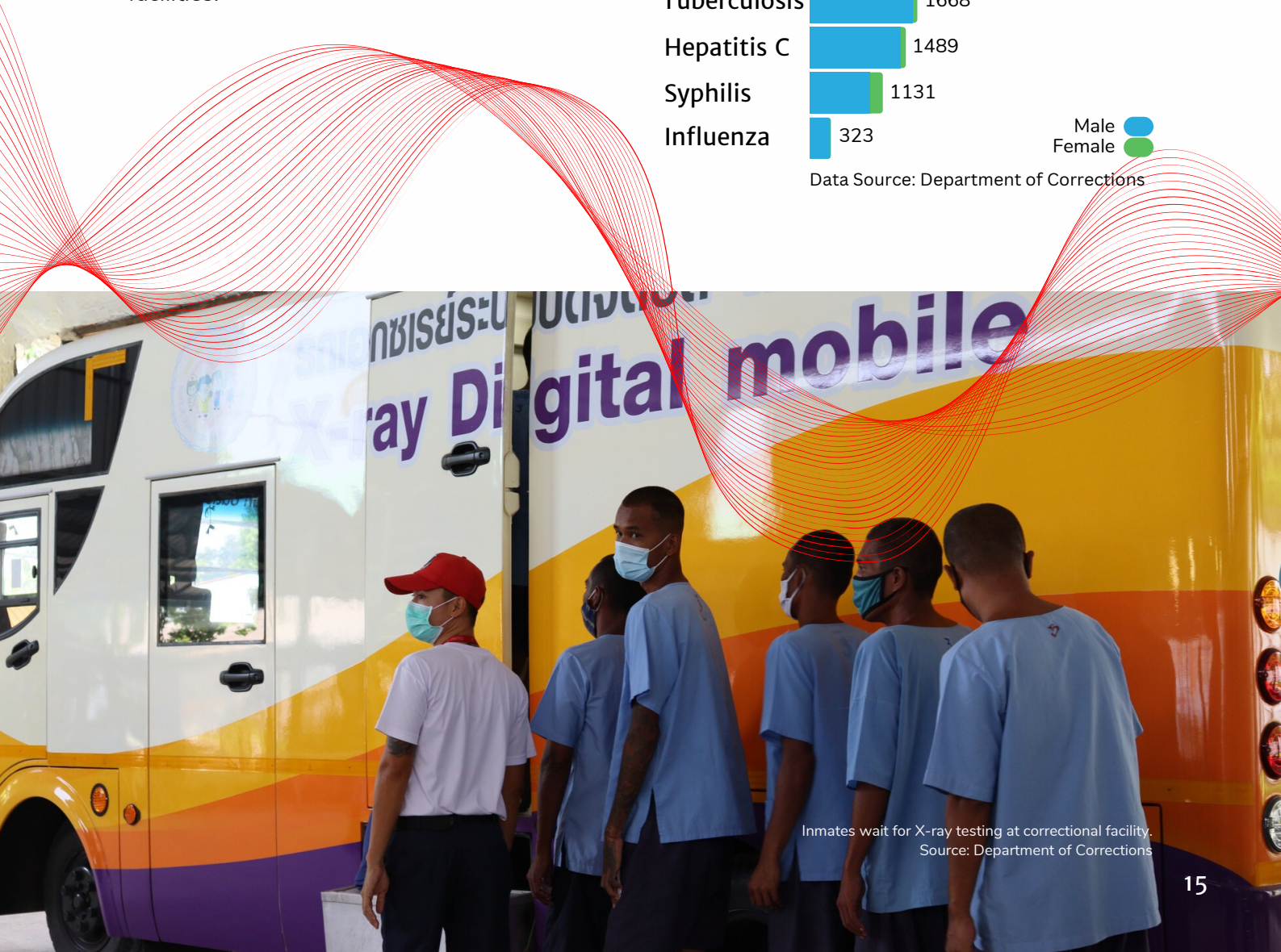
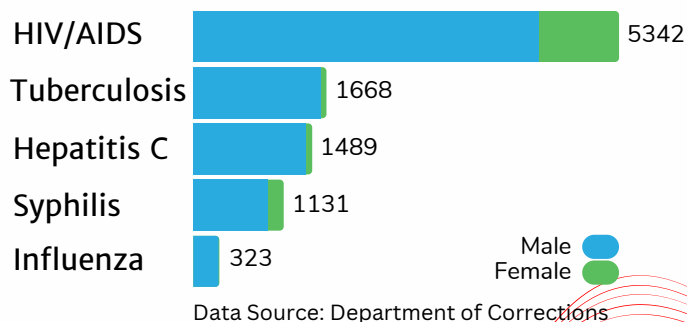
# Unlocking Regular Screening and Counseling for Prisoners

The incidence of HIV and other STIs among inmates in Thai correctional facilities is higher than in the general population. Thailand has a total of 142 correctional facilities nationwide that conduct HIV and STIs screening upon admission, along with other screening processes for substance abuse and physical examinations including blood tests, chest X-rays for Tuberculosis, COVID-19 screening, while assessing the risk of communicable diseases including Tuberculosis, HIV/AIDS, and HCV. Positive cases are followed by treatment plans.

Informing inmates for health promotion includes Tuberculosis counseling during prison entry, weekly dissemination of video clips before TV programming, placement of informative materials in reading corners, and training of volunteer health workers within facilities.

As of May 2023, Thailand reports 15,875 inmate volunteer health workers, with an average health volunteer to inmate ratio of 1:50. Volunteers support health-related activities, disseminate knowledge, and provide advice to fellow inmates including sexual health information following guidelines of the Global Fund to fight HIV, Tuberculosis, and Malaria. Existing avenues for engagement of external organizations with correctional facilities include donations and the delivery of training sessions with opportunities for further social business interventions.

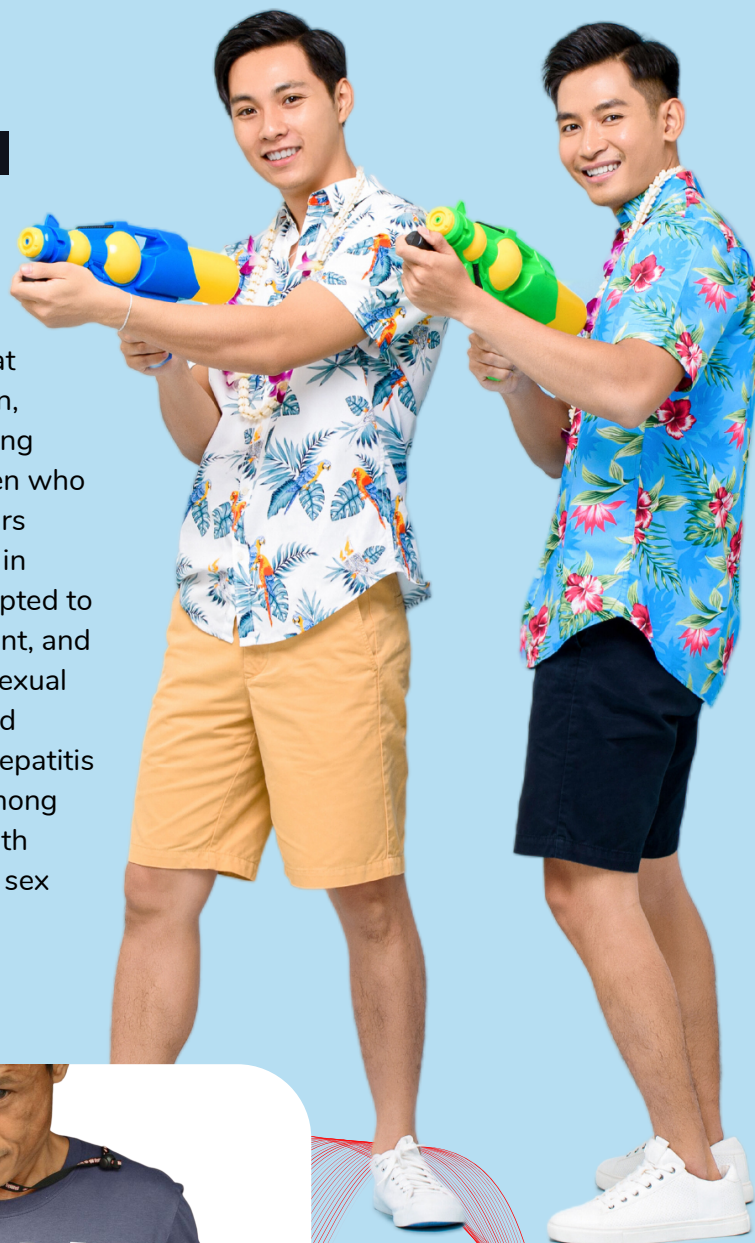
## May 2023 Snapshot of Number of Diagnosed Infections Among Inmates in Thai Correctional Facilities (n=268,621)



Inmates wait for X-ray testing at correctional facility. Source: Department of Corrections

# Mainstreaming Sexual Health Among Male Populations

Thailand's Ministry of Public Health reports that whereas nearly 60% of PLHIV in 2020 are men, approximately 80% of new HIV cases are among men. Risk groups include Gay men or other men who have sex with men (MSM) and male sex workers (MSW). A wide range of community initiatives in Thailand, as in other parts of the world, have opted to focus on bridging access to screening, treatment, and prevention to male populations regardless of sexual orientation, gender identity and expression, and occupation. More recently, the prevalence of Hepatitis C has been observed to increase, especially among MSM groups and particularly those infected with syphilis, engaging in chemsex, having multiple sex partners, and inmates in prisons.



# Ensuring Friendly and Judgment Free Services for People Who Use Drugs



Activist t-shirt calls to decriminalise people who use drug harm reduction (World Bank/Trinn Suwannapha)

People who inject drugs (PWID) are at high risk of STI infections such as HIV and Hepatitis C. UNAIDS reports estimate that in 2018-22 there are approximately 57 600 adults in Thailand who inject drugs. Other forms of risk sexual behavior while under the influence of drug and substance abuse, also referred to as chemsex, are also of concern for new transmissions. According to health volunteers from the Thailand Drug User Network, location-based test services are often preferred by people who inject drugs given the direct availability of counseling and care services, particularly for

immediate response in the event of a need for treatment.

Willingness and ability to pay is perceived to be low among PWID, and issues linked to stigma and discrimination are reported as a key barrier, including health workers denying access to health care facilities and services. Thailand has various community-based initiatives providing judgment-free, friendly, and fast health services and often integrating harm-reduction support.

# Transforming Health Services for Transgender Inclusion

Transgender women and men in Thailand, as in other countries, report a range of issues linked to social stigma and discrimination, which extends to experiences in accessing and navigating health care systems. Transgender inclusive health services, including sexual health support, gender affirming care, and counseling are often out of reach in parts of Thailand and neighboring countries.

Thailand's Tangerine Clinic— a one-stop health center in Bangkok operated by trained trans personnel for trans men and women— reports a 15% rate of unemployment among visitors, 16% rate of visitors opting for sex work, 11% opting to use drugs, and a third showing symptoms of depression. Beyond external barriers to access transgender inclusive health services, internalized stigma, low levels of awareness, knowledge and data, and misconceptions about gender-affirming treatment and its interactions with ART or PrEP drugs have been known contributing factors to poor health among trans populations.

Gender-affirming health services require specific screening and counseling support including lipid profiling and hormone monitoring tests. For those that opt for gender affirming hormonal treatment or surgery, additional services are needed. Integrating HIV and other STI screening and counseling can help with early detection and optimize operations.



## Sexual and Reproductive Health Services for Women and Girls

Thailand has reached the triple elimination criteria for HIV mother-to-child transmission (MTCT), but some cases of transmission still occur. There is still an incidence of congenital transmission of syphilis and Hepatitis B. Through accessible antenatal care, HIV testing aims to follow WHO recommendations to conduct testing for HIV, Syphilis, and HBV. Effective interventions on HIV diagnosis have reduced rates of transmission to less than 2%. Streamlined testing methods and swift diagnosis and initiation of treatment are also part of Thailand's success in providing comprehensive care to ensure the health of both mothers and their children. Whereas this guide focuses less on MTCT, it is also important to note the ongoing efforts to enhance access to sexual and reproductive health services and education to reduce teen pregnancies in Thailand and ensure safe and accessible support for family planning among women and girls, while comprehensively engaging men and boys.

# Five Aspects of People-Centered Service Delivery of Screening and Counseling

Social business approaches can deliver universal access to HIV and STI health services for groups unable or unwilling to seek access through existing service delivery mechanisms. Following a people-centered approach that takes into consideration the different challenges of at-risk, marginalized, and low-income populations, social business innovations can focus on improving the products, services, and delivery mechanism for screening, testing, counseling, treatment, and prevention of positive cases.

## ACCESSIBLE

Enabling the availability of products and services at all times and including remote or difficult to reach locations or populations. Delivery measures ensure that screening and counseling are available to anyone regardless of risk behaviors, sexual orientation, gender identity and expression, language or legal barriers, operating schedules, disabilities, religious affiliation, etc.

## AGILE

Ensuring fast services and establishing mechanisms to respond to sensitive or unexpected circumstances.

## AFFORDABLE

Meeting the purchasing power of users and customers for products and services, including via access to support with existing insurance mechanisms, finance from alternative sources, and other cross-subsidization methods.

## ADAPTABLE

Screening and counseling can adapt product and service delivery based on the needs and preferences of beneficiaries or partners, available resources, and existing conditions on the ground.

## ANONYMOUS

Respecting and ensuring the privacy of individuals by providing solutions for discrete and friendly screening and counseling regardless of identity, risk behaviors, and other factors that may prevent unwilling individuals from disclosing personal information.



## Crafting and Communicating Your Value Proposition

Human-centered design principles aim to deliver solutions that respond to user pain-points and customer demands. Most often, the uptake of these solutions go hand in hand with a marketing and communication strategy that clearly communicates the value proposition of the products and services of your social business. To help this process, it is useful to develop customer profiles, or personas, that clearly detail the pain-points, desired gains, and personal priorities of different users or customers. In order to tailor your value proposition message to fit your customer, focus on answering the question: "why should I opt for this product or service?"

What are the products and services your proposition is built around?

### Gain Creators

How do your products and services create gains for your customer?

### Pain Relievers

How do your products and services alleviate the pains of your customer?

# Innovation opportunities

People-centered social business innovation for inclusion and accessibility in delivering HIV and other STIs screening, counseling, and related solutions may also benefit from considering areas to improve existing service delivery and operation models following the twelve principles for bottom of the pyramid (BoP) innovation by C. K. Prahalad, which aim to reach low-income markets.



## Price and Value

How can quality solutions be delivered while minimizing the price of products and services?



## Technology Innovation

How can solutions be improved by integrating features from existing and emerging technologies?



## Scalable Solutions

How can solutions and offerings be designed to facilitate scaling up?



## Resource Efficiency

How can products, services, and operations avoid wasting resources and be produced sustainably?



## Redesign for Functionality

How can the functions of existing solutions be redesigned to work better for users?



## Streamline Operations

How can processes, logistics, manufacturing, sourcing, and other aspects of product and service delivery be streamlined?



## Task Shifting

How can staff roles be designed for optimization and reducing skill requirements to deliver health services?



## Educate Consumers

How can awareness be raised, knowledge increased, and demand stimulated among key populations?



## Difficulty Proofing

How can products and services be delivered in places with difficult conditions and limited infrastructure?



## Simple Interface

How can the customer experience be intuitive and easy to use? This may be online and offline.



## Distribution and Reach

What are innovative methods to distribute products and services, including for both rural and urban markets?



## Challenge Assumptions

Old roads lead to old destinations. How can you invert existing beliefs in your organization and the sector to innovate value?

# Lean Operations

## Establishing a Monthly Operating Cost Profile for Location-Based Screening and Counseling

A monthly cost profile for screening and testing locations can help decision making by providing a reference cost that can be compared with cash flow forecasts to determine minimal income streams to break even and avoid financial losses. It can also help indicate cost reduction opportunities. The table below provides a non-exhaustive list of costs that can help establish a baseline profile for operational expenses.

### Defining Key Assumptions

The following questions can help define a list of key assumptions that can be used to develop a cost profile for a screening and counseling site.

- How many hours does the site operate (monthly)?
- How many staff are on site?
- How many visitors can one staff attend simultaneously?
- What is the average number of visits per hour? Month?
- What percentage of visits test positive for infections?

<b>VARIABLE COSTS</b> Operating costs that depend on the number of visits and positive cases	
<b>Health Staff (i.e., counselor, nurse, doctor, etc.)</b> Determine whether counselor and medical staff costs are linked to visitors or considered part of central, fixed, costs. Establish average fees if linked to visits and estimate an average monthly cost based on historical or existing data. Note that costs may be reduced or eliminated by leveraging in-kind support, reimbursements, or other methods.	
<b>Screening Test Products</b> What are the total costs of screening test products? Note that these may be reduced in collaboration with suppliers, and possible reimbursement from the public health sector may be attainable for some in the case of nationals.	
<b>Products and Services for Positive Cases</b> What are the additional procedures followed on site by your operations when a visitor is diagnosed positive for an STI? (i.e., One step anti-hiv (1&2), viral load, and CD4). Note that some sites may reduce costs by referring positive cases to public healthcare providers. Estimate the total cost for screening packages offered to visitors, and calculate estimates based on available data on the rate of positive cases.	
<b>Other</b> Depending on the setting, clinics may incur other variable costs including different medical, nursing, and other fees.	
<b>Total Variable Costs</b>	

<b>FIXED COSTS</b> Operating costs that need to be paid regularly and regardless of visits*	
<p><b>Facilities</b> Does the clinic location incur monthly rental, lease, or purchase fees? Note that location specific expenses may be reduced or eliminated by leveraging in-kind support from partners.</p>	
<p><b>Utilities</b> What are the average monthly costs for electricity, internet, water, and other utilities? Note that costs may vary by location and can be reduced or eliminated by leveraging partnerships and in-kind support.</p>	
<p><b>Cleaning and Maintenance</b> What are the average monthly maintenance costs? Note that costs may vary by location and can be reduced or eliminated with in-kind support,</p>	
<p><b>Operation staff</b> Determine which staff are central to operations and calculate a monthly cost. Consider whether finance outside of social business revenue streams can be expected to cover any of these costs. Note that costs can be optimized by scaling and centralizing operations, leveraging partnerships, and outsourcing certain elements of operations (i.e., accounting, audits)</p>	
<p><b>Training and certifications</b> Determine the number of counseling and other staff that require onboarding, training and certifications to support your operations and calculate a monthly depreciation cost. Determine whether these costs are borne by the social business, shared with staff or partners, or expected as entry requirements.</p>	
<p><b>Information technologies and maintenance</b> Determine any fixed IT cost for minimum reliable services, and estimate a monthly cost. Note that these can be reduced by scaling and centralizing operations, and leveraging in-kind contributions by IT product and service suppliers.</p>	
<p><b>Outreach, Marketing, and Communications</b> Estimate any costs and consider linking these to the recruitment of new customers or beneficiaries. Establish a baseline monthly spending that also considers content development costs. Note that these costs can be reduced or eliminated by leveraging partnerships, in-kind contributions, and centralizing operations.</p>	
<p><b>Operation Outsourcing</b> Determine what activities are to be outsourced from operations and calculate a monthly cost based on fees. Note that these may be optimized by leveraging in-kind support and centralizing operations, among others.</p>	
<p><b>Total fixed costs</b></p>	

## Factoring in “Sunk” Costs

The capital expenses or upfront investments to start new operations are also referred to as “sunk” costs. Depending on the type of finance used to cover these costs, monthly cost profiles may need to factor in a monthly sunk cost value. In the case of location-based screening and counseling sites, these may include:

- Medical technology and equipment
- Furniture and appliances
- Administrative and registration fees
- Certifications

\* It is worth noting that, for simplicity, this template does not consider nor reflect the depreciation of assets into operating cost estimations.

# Balancing cash inflows & outflows

When designing social business models and considering different options for financial sustainability, it is imperative to estimate required expenses and consider these in relation to the time when revenues will be received. Below are five questions to consider.

## 1 Capital Expenses (CAPEX) How much money is needed at first to establish what I want to do?

This may be to buy equipment or infrastructure, cover license fees, etc.

## 2 Operational Expenses (OPEX) How much money is needed to cover the costs of doing what I want to do?

Remember that there are fixed costs which are constant each month (e.g., rental fees, salaries, internet bills); variable costs which change depending on sales (e.g., buying testing kits, packaging, delivery costs of products); and the depreciation of assets (e.g., if you need to buy a computer, how will it lose value over time and when will you need to buy a new one?)

## 3 Cash Inflows How many units of my products and services do I project to sell on a daily, weekly, monthly, and annual basis?

The most important factor is what you base your assumptions on. Try to define assumptions as evidence-based as possible using comparable examples and market studies. This is also based upon the pricing of your products and services. Prices should be based upon the market realities and what is affordable for at-risk populations, determined through market research, the cost structure of delivering the product and service, and a surplus for contingencies and scaling.

## 4 Break Even Point When do I expect to make enough money to cover my operational expenses and, if needed, recover the capital expenses?

There is no definitive answer to this question as we cannot predict the future, but predicting different scenarios such as a high uptake, moderate uptake, and low uptake can help with preparation and planning.

## 5 Investment Amount How much money do I need until I can be self-sufficient?

Consider where you will get the investment from and if there are costs to getting this money (e.g., interest payments on a loan). If so, add these to your cost projections.

### Cash Flow Forecasting

Forecasts are usually produced on a monthly basis and estimate net cash flow between cash inflows and outflows. The opening balance is the net cash amount a business starts with each month.

	JAN	FEB	TOTAL
<b>INFLOWS</b>			
Investments			
Sales			
<b>Total</b>			
<b>OUTFLOWS</b>			
Set up			
Wages			
Materials			
Marketing			
Maintenance			
<b>Total</b>			
<b>Net cash</b>			

These five considerations are not linear and depend on iteration, as changes in one step impacts others. Getting the data to answer the questions highlighted is dependent on rigorous market research, which should include analysis of existing research and market data as well as interviews and interactions with potential customers.

It is also important to understand the impact of cash flows when considering income generated through streams such as reimbursements from Thailand's National Health Security Office, where expenses are upfront and reimbursements may be delayed. Delays present a need for working capital to bridge time gaps. Innovative financing approaches may be accessed to smooth cash flows and to enable social businesses to break even.



# Leveraging Private Finance

Investment is often needed to develop social business revenue streams as well as to establish HIV and STI testing facilities in themselves as sustainable entities. In addition to grants, donations, and endowments, the two main options for investment are debt and equity, while there are also opportunities to combine philanthropic capital with investment capital, known as blended finance. Crowdfunding is also an additional opportunity to mobilize investment.



A

## Angel Investor Finance

Angel investors are usually individuals with large sums of capital who use personally to support emerging businesses in the early stages of business development. These investors tend to demonstrate a strong personal interest in the businesses they chose to provide finance to, and often get involved in business development activities. However, social entrepreneurs may also opt to seek investment finance from individual in their personal networks, which may include family and friends, and extend to a wider pool of individuals willing to provide seed funding to support business development capital expenses.



B

## Blended Finance

Blended finance is a suite of financial tools which combines philanthropic capital with private capital, enabling risk - return profiles to be managed while also providing access to significant pools of private capital in circulation. Some blended finance approaches also enable donors to pay for the social outcomes they desire, e.g., bringing people living with HIV into care, rather than the inputs and activities of a project, such as increased HIV screening.

One example is a social success note, which brings together a donor which is interested in seeing a social outcome be achieved but doesn't want to take a risk, a social business which can potentially deliver that outcome with an injection of capital, and an investor who is willing to take a risk but wants to profit if it is achieved. An agreement is reached where the investor will provide a loan to the social business to enable it to implement its solution, for example scaling HIV screening, and if the social outcome is achieved then the donor agrees to pay the investor, for example the interest on the loan. There are different variations of social success notes based on specific projects and needs as well as the level of concessionality available from the donor, while two other key parties essential to the financing innovation are the intermediary, who structure and manage the mechanism, and the evaluation partner who verify the desired outcome has been achieved. Social success notes are closely related to social or development impact bonds as outcome-based blended finance tools, such as the Zero HIV Social Impact Bond.



C

## Crowd-Sourced Finance

Crowdfunding involves raising capital from a large number of individual "backers", usually in online platforms. Many crowdfunding campaigns seek to support a specific project or product's development by pre-selling a particular product or reward, to be fulfilled when the product or project's development has been completed. This approach to fundraising offer entrepreneurs an early opportunity to engage potential customers to validate interest and get feedback about a product or project or product, while accessing a wide range of investors outside of traditional sources of finance. Crowdfunding campaigns benefit from a strong communication strategy and leveraging existing networks.

## Debt Finance

Debt finance consists primarily of loans and is widely available from commercial banks, government banks, impact investors, and some institutional or individual donors. However, for many social purpose organizations, taking out a loan may either be a daunting or unattainable prospect. Commercial banks providing a business loan will require collateral and strong existing financial records that may not be possible for many organizations. Government-owned banks may be more attainable and offer concessional, or more favorable, rates due to their development mandates, which may link to willingness to absorb risks to exclude collateral requirements and extend repayment periods when compared to commercial banks. If social businesses or projects have philanthropic partners or donors, another possibility is to explore guarantor agreements which may enable debt financing.

**Invoice Finance** is a form of debt finance that consists of allowing organizations to provide an invoice, or future payment secured, as collateral for a loan, so that capital can be provided immediately for the smooth functioning of an organization. Invoice finance may also be an opportunity for further exploration, considering potential delays in receiving government reimbursements. Often used in other contexts, for example the Pracharath Rak Samakkee Social Enterprise provided invoice financing to smallholder organic farming groups to enable them to supply organic vegetables to Ministry of Public Health Hospitals, despite a 60-day delay in hospital payment processing. This mechanism may enable smaller, key-population led HIV testing social enterprises, to make the most of NHSO reimbursement schemes.



## Equity Finance

Equity finance is where a percentage of ownership in a company is sold to an investor in order to inject capital into the business for startup, growth, or sustainability of operations. Equity finance is the cornerstone of conventional investing in early stage for-profit companies, although there are necessary adaptations for its suitability to social business investing. Firstly, considering the purpose of a social business is to solve a social problem rather than maximize profit, the motivations of an equity investor and their alignment with the social mission is integral. If part ownership of a social business is sold to an equity investor wanting to maximize profit, then governance challenges will arise. Secondly, a social business should be non-dividend, so that any profit generated is reinvested in scaling the solution it is delivering, therefore the motivation of an equity investor should be to get back their investment amount only, rather than returns on investment. This may deem mainstream equity investing non-applicable, however many social business equity investors exist who have philanthropic motivations but are seeking sustainable ways to use their capital to support social organizations. An example of this is the Nobin Equity Program, a micro-equity investment approach pioneered by Grameen Trust which integrates equity investing in unproven, early stage businesses with non-financial support.



# Zero HIV Social Impact Bonds in the United Kingdom

## A Private-Public Partnership to Finance HIV Outcomes

HIV Social Impact Bonds (SIBs) were pioneered in the U.K. in 2018 as an innovative financial approach leveraging private finance to reduce public spending on HIV/AIDS while focusing on public health outcomes. The initiative aims to accelerate early detection of HIV, and support retention of treatment and prevention. The pilot project started by providing HIV health services to at-risk individuals in marginalized areas of London commissioning the bonds.

### Outcome-Based Contracting

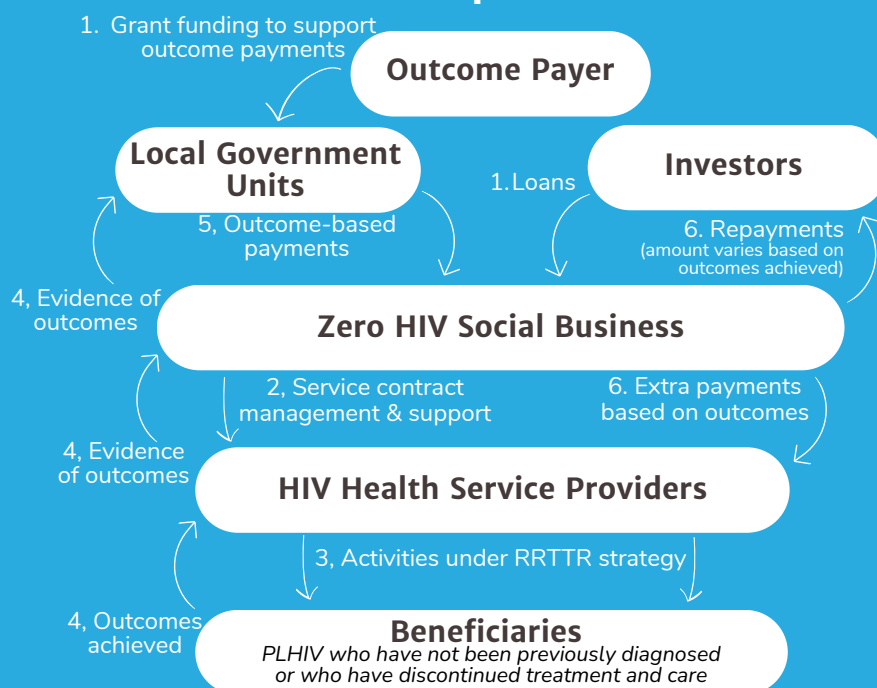
A fundamental component of the Social Impact Bonds is the rigorous measurement of outcomes, which are directly linked to the repayment of investments. The bonds underscore the critical need for innovative funding models to achieve measurable social outcomes in the battle against HIV. Health service providers are given approximately 65% upfront payment of a pre-defined number of outcomes and then paid on a per-outcome basis. The bonds offer significantly higher payments for outcomes in comparison to relatively low payment rates per test. As such payments are based on two outcomes.

1. A new case of HIV that is **diagnosed** and linked to treatment and care.
2. A lost case of HIV that is **reengaged** in treatment and care. This includes previously-diagnosed PLHIV that have not been issued ART for at least 12 months or that have been recently released from an institution (i.e., prison) without regular HIV treatment and care.

### The Benefits of Zero HIV Social Impact Bonds

- **For Public Sector:** Reduced public spending. Getting people into treatment early is much more effective. £200,000 of costs are avoided each time a person living with HIV is engaged into care.
- **For Private Investors:** the capital invested includes social impact and financial returns.
- **For Health Service Providers:** Flexible project financing to deliver health services without concerns on cash flows.

## The U.K. Zero HIV SIB Model Simplified



Adapted from Stanworth, N. (2020) Zero HIV Social Impact Bond Insight Report.

## Financing the Social Impact Bonds

The establishment of the SIBs in the U.K. was supported by the Commissioning Better Outcomes (CBO) fund, a SIB programme funded by The National Lottery Community Fund of England and also leverage finance from the Elton John AIDS Foundation to support the outcome-based payment scheme. Private investors to SIBs include a range of private initiatives which contribute up to GBP 1 million as debt finance with variable rates of return if outcomes are met or if they exceed a reference baseline. The funds from SIBs are managed by a Zero HIV Community Interest Company / Social Business, which mediates contracts and is governed by a board of directors that includes representatives from commissioning entities, funders, and investors. The CBO Fund commissions evaluations of the initiative. It is important to note that SIBs take a long time to develop given the scale of funds needed and complex stakeholder engagement procedures. The U.K. Zero HIV SIB took 3.5 years from awarding seed funding to starting the first outcome-based contract.

# Non-Financial Support

## The Role of In-Kind Contributions for Scaling Public Health Outcomes

Optimizing operations and procedures can benefit from leveraging non-financial support from external parties that offer benefits to social entrepreneurs beyond traditional monetary contributions. These may include training, mentorship, market linkages, and technical assistance. Moreover, these services foster connections with industry experts and networks, facilitating access to new markets and clientele. Securing these opportunities requires entrepreneurs to proactively identify and pursue opportunities, which may be leveraged by strengthening networks and establishing relationships with service providers. Ultimately, non-financial services can empower entrepreneurs to make informed decisions, capitalize on existing programs and opportunities, and optimize operations toward achieving financial sustainability.

A few examples of in-kind support for social entrepreneurs include:

### **Business Support**

Incubators, accelerators, advocacy and promotion, and other forms of business development guidance.

### **Pro-Bono or Discounted Services**

Marketing, accounting, and legal support (i.e., TrustLaw by Thompson Reuters Foundation).

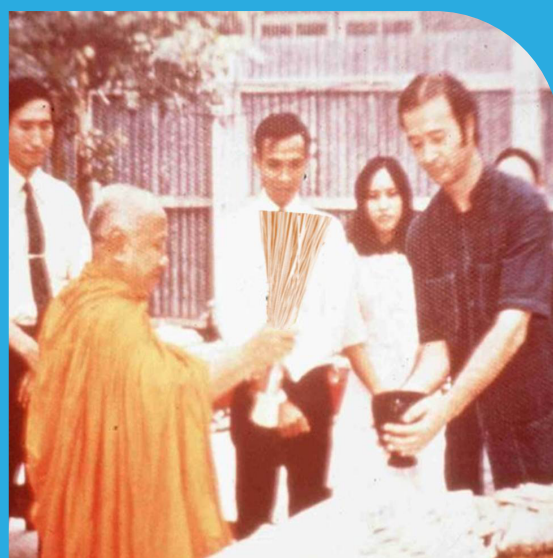
### **Technology resources and tools**

Examples include TechSoup for nonprofits, Monday.com project management, Free Google Suite and Google Ads.

## Building Compassion and Expanding Outreach

### Faith-Based Contributions to a World of Zero AIDS

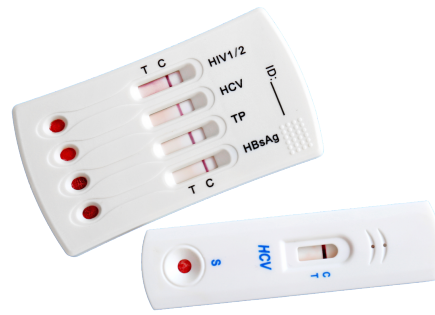
In the face of stigma and discrimination faced by at-risk, marginalized, and low-income groups, leveraging faith-based support for advocacy and community support can cultivate community support mechanisms to end the HIV epidemic. Faith-based organizations and networks can also provide extensive platforms for outreach, which can enable services to reach different key populations and for social businesses to expand their customer base. In the Mekong region, previous examples include testing campaigns, HIV-related health services in faith-based or affiliated healthcare facilities, and education and training initiatives for monks as counselors to provide guidance and spiritual support to those affected by HIV. The origins of Hope for Cambodian Children, a community based care organization supporting children affected by HIV/AIDS, prevention of mother to child transmission, among other initiatives trace back to Wat Norea, which established the Norea Peaceful Children project providing shelter and care to children orphaned by HIV/AIDS related complications along with other support to PLHIV. Other examples include Archbishop Desmond Tutu's lifelong advocacy for HIV awareness and prevention and the United Synagogue Resolution on AIDS.



Buddhist Monk blessing contraception and STI prevention products for distribution in Thailand (1974).

Photo courtesy of the People and Community Development Association (PDA).

# Self-Testing and Self-Sampling Technologies



Thailand has made substantial progress in building access to testing products and services for HIV and other STIs through a combination of government initiatives, the development of healthcare infrastructure, and establishing partnerships with international organizations. Thailand's Ministerial Regulation No. 1/2015 on HIV self tests (HIVST) was approved by the National Council for Peace and Order to promote people knowing their HIV status by increasing access to HIVST. The first HIVST kit was listed in Thailand's Food and Drug Administration's notification announced on 17 September 2019 regarding the Criteria for the Approval of Test Kits Related to HIV Screening for individuals.

As of FY 2023, there are four HIVST products approved by Thailand's FDA along with self-sampling products for STIs including HPV, NG, and CT which are widely accepted and deemed as safe and with high relative accuracy. As demonstrated with COVID-19 Antigen self-tests, self-testing and sampling for HIV and other STIs provides an opportunity to increase the coverage and frequency of testing for early detection and reduce transmissions, especially for individuals that have difficulty accessing standard testing services. These individuals may include people who live far away from testing services, sexually active young people and other key, at-risk, groups that have difficulty accessing friendly services.



Coin-operated HIV self test vending machine. Source: Taiwan AIDS Foundation

## Anonymous Self-Screening: Taiwan's Approach to Deliver HIV Self-Test Kits to All

By combining the delivery streams for anonymous testing, Taiwan has reached the target of testing and diagnosing at least 95% of people living with HIV. Taiwan's Center for Disease Control (CDC) recommends every sexually active person to test at least once as part of a routine health check, and more frequently for others with risky behaviors such as needle-sharing, drug use, unprotected sex, and having multiple sexual partners. To support this goal, Taiwan first introduced HIV self-testing in 2016, in addition to community and facility-based testing across all municipalities, cities, and counties on the island. Self-screening kits are available at a price of 200 Taiwanese Dollars (Approximately 220 THB) at multiple points of sale including vending machines, online ordering and store purchase stations, including a webpage mapping all locations. CDC provides either mechanical or electronic vending machines which can be found in university campuses, pharmacies, religious-affiliated health centers, community centers, among others. Of all self-test kits sold in 2022, vending machines accounted for 21% and 63% were ordered online. All test kits include a unique QR code and details to report results. Those who submit results can request an additional HIVST to be collected free after one month. Approximately 30% of users report their results, with a rate of under 0.5% of positive results.

# Leveraging Public Partnerships

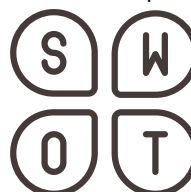
Leveraging public finance in social business models involves requesting government-backed funding and resources to support kick starting or running operations. Leveraging public finance may come in the form of grants, subsidies, tax incentives, equipment or other in-kind resources or activities. In some cases, public-private partnership (PPP) models can facilitate collaboration, private investment, and risk-sharing. In others, integrating approaches with public programs can provide social businesses with competitive advantages to manage interventions efficiently.

Sources of public finance for HIV and other STI related activities may include:

- The Global Fund to fight AIDS, tuberculosis, and malaria
- Bilateral HIV/AIDS or broader health-related programs or projects
- National and international public finance for medical research, research and development, and innovation
- Provincial-level finance for public health promotion, education, social inclusion, and related areas

Relatively low-effort to obtain and high levels of grant-based secure.

Fund disbursements may be inconsistent with spending schedules. May require reporting and create dependencies.



Can subsidize the sourcing of equipment, materials, or staff time, etc.

Risk of inconsistency over time due to fluctuations in finance.

## Collaboration and Centralization to Reach a Scale of Economy

In order to catalyze the scaling of impact-driven operations to reach economies of scale, collaborative approaches can be a pivotal factor to enable social business success. Similarly, task-shifting and centralizing certain roles and functions can amplify the benefits of collaboration by eliminating cost-inefficiencies and leveraging existing resources. In the case of screening and counseling initiatives, centralizing marketing and communication roles, digital systems and services, and product sourcing and handling can all optimize operating expenditures as well as increase bargaining power with suppliers. Collaborative approaches such as establishing federations also can enhance resilience to external shocks. Effective collaboration, both within institutions and across sectoral organizations, can help unlock opportunities for social impact and financial sustainability via a sharing economy approach.



# Thailand's National Health Security Office (NHSO) Medical Reimbursements

Thailand's National Health Security Office (NHSO) oversees the country's universal health coverage scheme, known as the "Gold Card" program. This program provides access to medical services for Thai citizens, including medical reimbursements for eligible healthcare expenses including consultations, testing, treatment, and prescription medications. Medical reimbursements are typically handled directly by registered health service providers and require submission of eligible patients' ID.

## NHSO Medical Reimbursement Rates (FY 2023)

Test	THB per Unit	Remarks
Voluntary Counseling and Testing	7	
HIV Professional Test	140	To be executed by a licensed healthcare professional
HIV Self Test	100	
Basic Laboratory Check-Up Tests	25	Reimbursement rate per test and includes (CBC, FBS, Cr, Chol, TG, SGPT/ALT)*
CD4 Lymphocyte count	400	For HIV positive cases
Viral Load	1350	For HIV positive cases
HIV Drug Resistance (In-house method)	5,500	Only applicable to University Hospitals conducting testing for research purposes
HIV drug resistance (Commercial method)	6,000	Should include testing for protease (PR) and reverse transcriptase (RT) determine HIV genetic variability. Testing for integrase (IN) can be considered optional.
HPV DNA	280	Regardless of Professional or Self-Test
HBV Antigen	50	Rapid or Automated Test
HCV Antigen	50	Rapid or Automated Test
HCV Core Antigen	400	
HCV RNA	1690	Qualitative or quantitative

\* Complete Blood Count (CBC); Fasting Blood Sugar (FBS); Creatinine (Cr); Cholesterol (Chol); Triglycerides (TG); Serum Glutamic Pyruvic Transaminase (SGPT); Alanine Transaminase (ALT)

## NHSO Registration

**1** Apply for Medical Technology Laboratory status from the Provincial Health Office, MOPH.

**2** Obtain Medical Laboratory Accreditation for quality, competence, and requirements for safety

LA: Thai Laboratory Accreditation (LA) by Medical Technology Council

ISO: 15189:2012 and 15190:2020 by Bureau of Laboratory Quality Standards, Department of Medical Sciences, MOPH

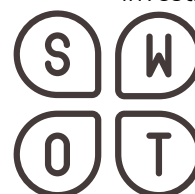
**3** Submit the application to the Regional NHSO and schedule an evaluation appointment.

# Leveraging Private Partnerships

Leveraging partnerships and private sector support for HIV and STI screening can help reduce costs of operation while enabling new revenue streams. Collaboration with insurance companies and employers to include HIV and STI screening and counseling support yield revenue while contributing to workforce wellbeing. In other cases, leveraging corporate social responsibility finance to bridge investment needs, purchase of equipment, and optimize operations can deliver mutual benefits to social enterprises while amplifying brand reputation for corporates and demonstrating commitment to community wellbeing among at-risk and low-income groups. In-kind contributions of equipment, access to facilities, marketing and communication support, digital support and other resources and services can offer opportunities to amplify the reach of screening initiatives. Preferential rates for the procurement of products and services can also contribute to ensuring lean operating costs.

Flexible finance with low reporting requirements.

May be challenging to present the business case, particularly for publicly owned companies focused on shareholder returns on investment.



Can build long-term partnerships particularly when connected with core business interests. Opportunities more likely with large family owned companies.

Risk of unfavorable conditions for lean operations in social business models.

## Trial Services for In Vitro Diagnostic Medical Devices for Approval by Thailand's Food and Drug Administration

Thailand's Food and Drug Administration (FDA), which operates under the Ministry of Public Health, is responsible for regulating and ensuring the safety, efficacy, and quality of drugs, medical devices, and related products in Thailand. The FDA also regulates labeling and packaging of products to ensure that they provide accurate and clear information to consumers about ingredients, proper usage instructions, warnings, and other relevant information. FDA also regulates, monitors, and enforces import and export controls, and continuous compliance with safety and quality requirements.

As part of the approval process for in vitro diagnostic (IVD) medical devices – which includes HIV self-testing – the approval process is required to evaluate their clinical and usability performance.

### Tips to Consider

- There is a range of prices for the provision of evaluation services to manufacturers and distributors of products undergoing the FDA approval process. However, a fee to volunteers to test a given product is expected.
- Leverage other networks and partnerships during your negotiation process to offer competitive time frames to meet the required number of trials.
- Consider how a product's approval may be integrated into your business operations and leverage your social-oriented business model and brand position.

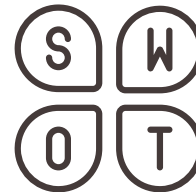


# Educational Partnerships

Building partnerships with academic institutions can be pivotal to ensure access to adolescents and youth. They can ensure comprehensive sexual and reproductive health education campaigns, leverage student apprenticeships, and integrate sexual health programs to student life on campus. Though specific avenues may vary depending on institutional needs and contexts, these initiatives can help encourage safe practices, promote open dialogue about sensitive topics, and increase rates of HIV and STIs screening, treatment, and prevention uptake. Student apprenticeships enable budding healthcare professionals while opening opportunities to reduce operation costs in the delivery of screening and counseling services. On-campus health programs ensure accessible testing and prevention services, creating a supportive environment that empowers students to make informed decisions and prioritize their sexual well-being.

High impact in reaching young populations and raising awareness and education among key populations.

May require high efforts to negotiate and secure contracts or support.



May offer mutually benefitting arrangements for research and innovation. Bridges access for market expansion of product and services to institutional customers that may be willing to pay for screening products and counseling services.

Unfavorable response by groups against integrating sexual health education or services into educational experiences and institutions.



## Tips on Liaising With Educational Institutions

Emphasize your initiative's contribution to student wellbeing and institutional public position in proactively pursuing inclusive and innovative approaches for public health. Leverage your networks with faculty and administrative staff that can advocate for your program and explore opportunities to support the delivery of mutually benefiting outcomes to the institution, such as research-related opportunities. Additionally, in the event of discussing apprenticeship opportunities for students, make sure to critically consider mechanisms to offer supervision to students while safeguarding the quality of services provided. Consider exploring collaborative approaches to extend certification and credit to student interns or volunteers. Refer to any key academic ranking benefits that may be leveraged by your collaboration, for example the Times Higher Education SDG Rankings for universities with international students. Also assess whether universities provide students with group health insurance and whether enhanced HIV and STI screening on campus can be used to reduce the insurance costs for the university, justifying an investment.

# Expanding Product and Service Offerings

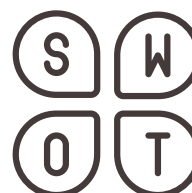
By offering comprehensive testing, digital counseling services, and educational resources, social businesses can tap into a growing demand for discrete and convenient solutions. The financial gains align with the ethical imperative of safeguarding individual well-being, reinforcing the potent synergy between profitability and public health progress. The commercial distribution of self-testing and related products presents a promising avenue for social enterprises to generate revenues to cross-subsidize services for low-income and at-risk groups while significantly bolstering HIV and STI screening rates. Offering self-testing kits and innovative solutions through commercial online and location-based channels expands reach to individuals that may otherwise opt out of screening for HIV and other STIs. This approach also ensures individuals' privacy, reduces stigma, and contributes to early detection for treatment and prevention.

Whereas screening, counseling services, and prevention products can be a starting point, enterprises can explore expanding to also include:

- Sexual and Reproductive health and related products;
- Merchandise for awareness, entertainment, etc.;
- Gender-affirming cosmetic products and services;
- Harm reduction and recreational products; and
- Education and training products and services.

High revenue generation potential.

May require high efforts and upfront investments for setup, marketing, and operations.



May offer mutually benefitting opportunities to leverage additional partnerships for social business innovation, market expansion, and service delivery.

Legal or logistical processes may distract core social business operations during initial stages.



Cabbages & Condoms store in Bangkok  
Image source: FHI 360

## Cabbages & Condoms: Sexual and Reproductive Health Awareness and Prevention in Thailand

The innovative story behind the food and beverage social business "Cabbages and Condoms" and its sister venture "Coffee and Condoms" has received national and international recognition for its contribution to drastically reducing the number of children per family and new HIV infections in Thailand since 1974. With daily revenues that reach an average of THB 500 000, "Cabbages and Condoms" chain of restaurants in the U.K. and Thailand channels funds to the Population and Community Development Association (PDA), founded by Mr. Mechai Viravaidya, which has worked since 1974 to raise awareness about sexual and reproductive health. Reports by the World Bank estimate that prevention efforts linked to PDA activities have saved millions of lives and over USD 18 billion in treatment costs in Thailand.

The stores are creatively decorated with condom-themed artwork, messages about safe sex, images of HIV infections globally, quiz games about sexual health, and also display a range of condom-themed and artisanal products for sale. Visitors are seen taking photos of the space and are given free condoms with bills instead of mints. Linked to its success, PDA activities have since expanded to a variety of rural development activities with a social business lens. The social business called "BREAD" or Business for Rural Education and Development, sells a variety of community-produced agricultural and artisanal products, and conducts knowledge exchange and training activities including on social enterprise development. To date, "Cabbages and Condoms" and "Coffee and Condoms" have 16 restaurant locations in Thailand and 2 in the U.K.

# Conducting Market Research for Social Business

## WHY

Defining and understanding the market of social business product and service offerings is fundamental to achieving both public health outcomes as well as operational and financial sustainability. At various stages of social business model development and implementation, market research can help decision makers discover, describe, or determine important information about customers, competitors, or the sexual health sector at large. Research outcomes can help inform business development strategies for product and service offerings and pricing, marketing and communications, and other aspects of business operations.

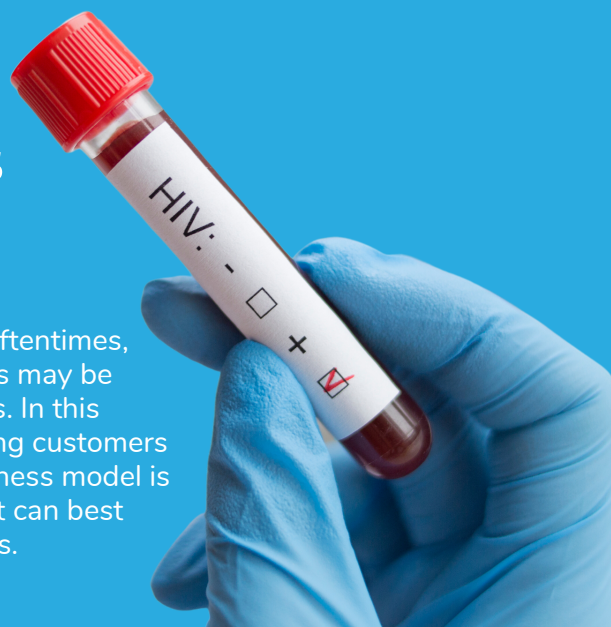
Market research can help social business decision makers to

	Discover	Define	Determine
WHAT	Insights and ideas	Trends, preferences, and other characteristics or functions	Cause and effect relationships between variables in social business activities
WHO	about customers, competitors, or the sector and usually at the		
WHEN	Early stages of social business modeling and decision making	Midterm and later stages of decision making	Later stages of decision making
HOW	Case studies  Qualitative research and data analysis from secondary (external) sources  Surveys and interviews	Surveys and Interviews  Quantitative research and data analysis from secondary sources  Focus groups and panels  Observational data	Experiments and trials  Analysis of primary qualitative and/or quantitative data
i.e.	What kind of new sexual and reproductive health products or services are youth between 18-24 willing to buy?	What are the most important features from our product or service to our institutional customers?	Which advertising campaign will be most effective to recruit people who use drugs in central Thailand?



# Identifying Beneficiaries and Customers

An important distinction in social business is that oftentimes, individuals benefiting from social business activities may be different from those paying for products or services. In this case, defining and characterizing who are the paying customers of specific products or services within a social business model is key to developing distinct marketing strategies that can best meet the needs of both beneficiaries and customers.



## The Five Forces Affecting a Market

- B** **Buyers**  
How much purchasing and bargaining power and influence do your customers have?
- E** **Entrants**  
How difficult is it for new players to enter the market?
- C** **Competitors**  
How much competition do you have and how is the market shared with other product or service providers?
- S** **Suppliers**  
Who are your suppliers and how much bargaining power do they have on your operations?
- S** **Substitutes**  
What is the likelihood of your customers opting for alternative products or services?

## Drafting Market Survey or Interview Questions

### Clear

Are questions easy to understand?

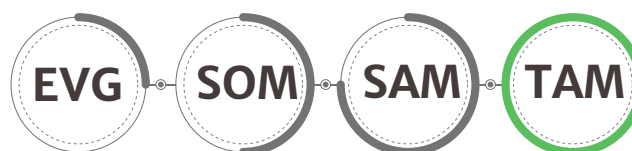
### Concise

Are there too many questions?

### Communicative

Do questions help inform your decisions?

## Defining the Market



- 1. Earlyvangelists**  
Who are the most likely customers for your products and services?
- 2. Serviceable Obtainable Market**  
How many customers can you reach and serve with your current resources?
- 3. Serviceable Available Market**  
How big is the customer base that you could reach now?
- 4. Total Available Market**  
How big is the customer base at large?

## Interview Approaches

### Structured

Open and close ended questions to be read near verbatim with little to no background knowledge and training by the interviewer.

### Semi-structured

Open and close ended questions or prompts for the interviewer to facilitate the discussion based on some previous knowledge and training on the subject.

### Unstructured

Open ended questions to facilitate conversation with the interviewer, who should have knowledge and training on the subject at hand.

# Recommendations

Harnessing the power of social business to end the HIV/AIDS epidemic and control other infections.

<b>Research and Knowledge exchange</b>	<b>Business Development &amp; Investment</b>	<b>Policy and Governance</b>
<p>Conduct analysis of the economic case and financial savings on public spending derived from social business initiatives.</p>	<p>Seek technical assistance to develop and refine new social business models.</p>	<p>Develop an enabling environment to support and integrate social business approaches into policies and action plans.</p>
<p>Conduct market research on new products and services.</p>	<p>Mobilize private finance to deliver activities under social business models.</p>	<p>Streamline procedures for self testing technology review and approval.</p>
<p>Conduct multi stakeholder dialogues to build collaborative action plans among stakeholder organizations and including community and key population actors,</p>	<p>Explore and pilot avenues to leverage public funds for additional outcome-driven finance for social entrepreneurs.</p>	<p>Conduct training and capacity development activities among health service providers on social business approaches.</p>

## Conclusion

Social business approaches can offer an alternative to support the financial sustainability of impact oriented interventions focusing on reaching at-risk, marginalized, and low-income populations to diagnose, treat, and prevent HIV and other sexually transmitted infections. Given the complex nature of facing this challenge, social business approaches should be seen as part of a broader, collective effort to reach the goal of Zero HIV, with special attention on existing gaps and careful consideration to policy developments to determine whether and how social business models can best add value. With an impact and people-oriented social mission that values social inclusion and combats discrimination, focusing on models that deliver public health outcomes is paramount. Given the experimental nature of entrepreneurship, fostering continuous improvement, knowledge exchange, and a collaborative mindset is key to ascertain and accelerate the adoption of impactful and scalable models.

# Stakeholders engaged in the development of this guide

Center for Disease Control (CDC), Taiwan

Dreamlopmments

Empower Foundation

Equal Asia Foundation

Expertise France, L'initiative

Faculty of Associated Medical Sciences, Chiang Mai University

FHI 360, Meeting Targets and Maintaining Epidemic Control (EPiC) Project

Institute for HIV Research and Innovation (IHRI)

Love Foundation

M Plus Foundation

Medical Service Division, Department of Corrections, Thailand

Population and Community Development Association (PDA)

Public Health Promotion, Research and Training Foundation

Rainbow Sky Association of Thailand

Raks Thai Foundation

Social Business Academia Network, Kyushu University, Japan

Service Workers In Group (SWING) Foundation

Taiwan AIDS Foundation

Thai Drug Users' Network

Thailand Ministry of Public Health and U.S. Center for Disease Control Coordinating Unit

World Vision Foundation, Thailand

Yunus Center, Asian Institute of Technology



# Further Reading

**Social Enterprise Readiness Assessment Tool:** A self-guided decision-making tool for non-profit leaders exploring if social enterprise is right for their organizations.

**Social Enterprise Business Planning Workbook:** A simple business planning tool, adapted from the lean canvas methodology, for nonprofit leaders launching social enterprises to impact the HIV response.

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