



Living Goods empowers women to deliver  
life-saving products to the doorsteps of the poor.

[www.livinggoods.org](http://www.livinggoods.org)



# 'In the middle of difficulty lies opportunity.'

ALBERT EINSTEIN

In many poor countries one in three families will lose a child before their 5<sup>th</sup> birthday.

**Public health facilities are routinely underfunded, understaffed, and understocked.**

At private drug shops, **prices run over 300% of manufacturing cost**, and counterfeits are rampant.

More than **4,000,000 health workers are needed.**







- ✓ Living Goods **empowers Community Health Promoters** to deliver life-saving products and services to the doorsteps of the poor.
- ✓ Our community health program **reduces child mortality by 25%** for an annual cost of under \$2 per person.



# We focus on what causes the majority of child deaths where the solutions are simple and affordable.

Our integrated platform avoids the inefficiency of single-issue health strategies.

## Healthy Pregnancy

- Prenatal checks
- SMS reminders
- Nutrition
- Delivery in facility
- Family Planning



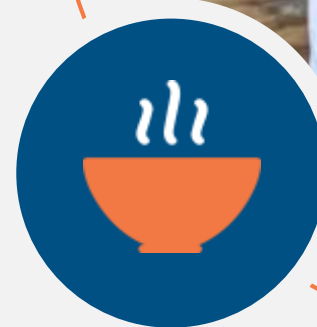
## Newborn Survival

- Postnatal Checks
- Kangaroo Care
- Preventing Infection



## Nutrition

- Pregnancy vitamins
- Breastfeeding
- 6-24 month nutrients



## Childhood Diseases

- Malaria
- Diarrhea
- Pneumonia
- Worms







# Our Broad Product Mix Drives Impact Sustainability



## Reproductive Health

- Oral contraceptive, condoms
- Clean delivery kit
- Prenatal vitamins
- Baby caps



## Childhood Diseases

- ACTs
- ORS/Zinc
- Amoxicillin
- RDTs for Malaria
- Deworming



## Nutrition

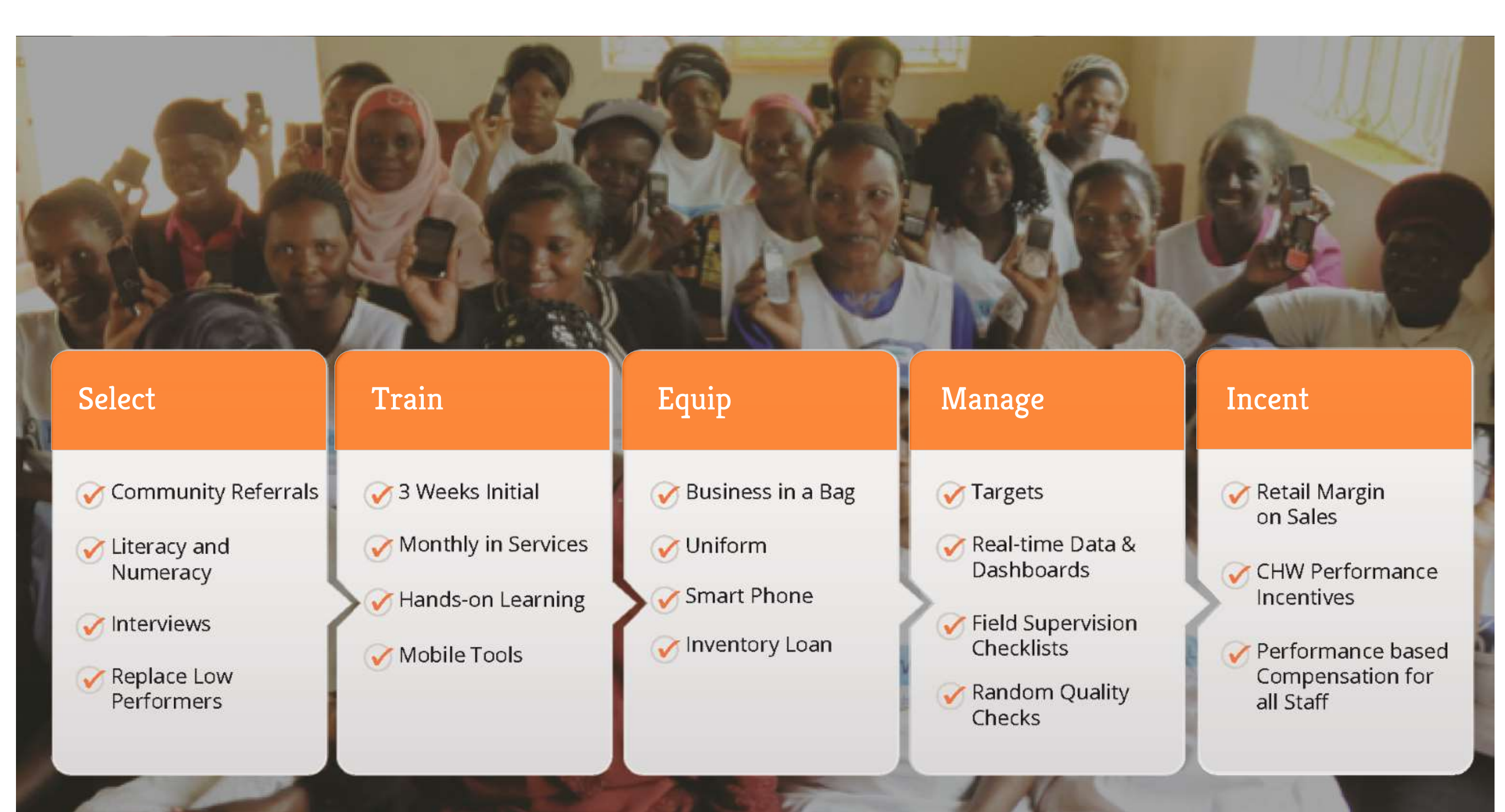
- Fortified porridges
- Iodized salt
- Sprinkles
- Nutributter



## Health Tools

- Solar lights
- Clean burning cook stoves
- Water filters
- Water treatment abs

The more agents have to sell, the more income they earn, the more time they invest... and the greater impact they deliver.



## Select

- ✓ Community Referrals
- ✓ Literacy and Numeracy
- ✓ Interviews
- ✓ Replace Low Performers

## Train

- ✓ 3 Weeks Initial
- ✓ Monthly in Services
- ✓ Hands-on Learning
- ✓ Mobile Tools

## Equip

- ✓ Business in a Bag
- ✓ Uniform
- ✓ Smart Phone
- ✓ Inventory Loan

## Manage

- ✓ Targets
- ✓ Real-time Data & Dashboards
- ✓ Field Supervision Checklists
- ✓ Random Quality Checks

## Incent

- ✓ Retail Margin on Sales
- ✓ CHW Performance Incentives
- ✓ Performance based Compensation for all Staff

# LG- Agent Performance Management Process

LG selects and actively manages the performance of its CHWs  
CHWs earn a performance-based income while serving the needs of their community.





# The Living Goods Health Toolkit-in-a-Bag

All the tools health workers need to serve and succeed

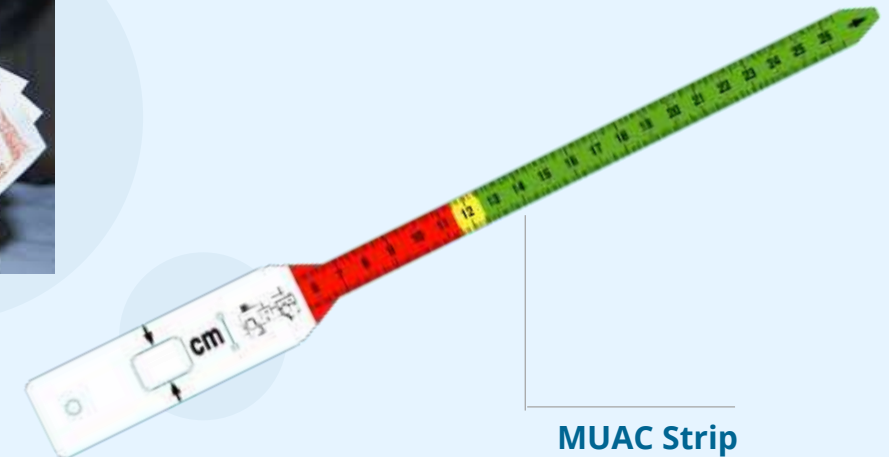


Smart Phone  
with Living Goods  
Diagnosis and  
Pregnancy Apps

Branded T Shirt  
and Cap

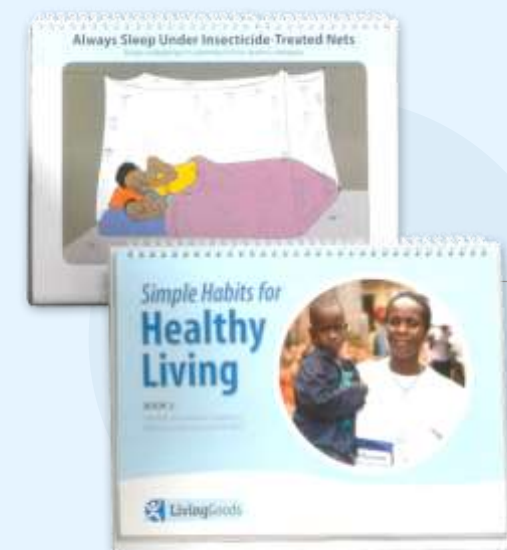


Inventory Loan



MUAC Strip

Branded Bag



Visual Health  
Teaching Tools

Referral forms



Storage Locker



Thermometer



# The First Step toward Child Health: Family Planning and Healthy Pregnancies

## Living Goods CHPs:

- ✓ **Register and track** pregnancies by mobile app
- ✓ Focus on **prompt PNC visits** to ensure the baby is kept warm, breastfeeding is immediate, infections are spotted early, and cords receive proper care
- ✓ **Educate and provide counseling** on family planning
- ✓ **Sell low cost** pregnancy tests, condoms, and oral contraceptives
- ✓ **Provide screening** and referral for high risk conditions
- ✓ **Sell prenatal vitamins** and, malaria prophylaxis
- ✓ Offer **free SMS reminders** for ANC visits, supplements, and delivery plan
- ✓ Encourage **delivery in facility**
- ✓ **Award a free baby cap** when mom contacts CHP in first 24 to 48 hours of delivery



Skilled,  
well-trained  
agents are the  
backbone of our  
operations.



# How Living Goods Drives Sustainability

Revenue pays for products and agent compensation

- ✓ Agents are neither volunteers nor salaried workers, they're paid for results
- ✓ Agents earn a modest margin on what they sell, solving the great challenge of how to fund community health workers
- ✓ LG recovers 100% of product costs
- ✓ LG earns a modest wholesale margin that covers most field costs
- ✓ LG sets clear monthly health impact targets, and replaces underperforming agents



**“Living Goods solves two of our biggest challenges in the health care sector: How to keep vital medicines in stock, and how to compensate and retain community health workers.”**



**DR. RUHAKANA RUGUNDA**  
*Prime Minister Uganda*





# Cheaper Than Free

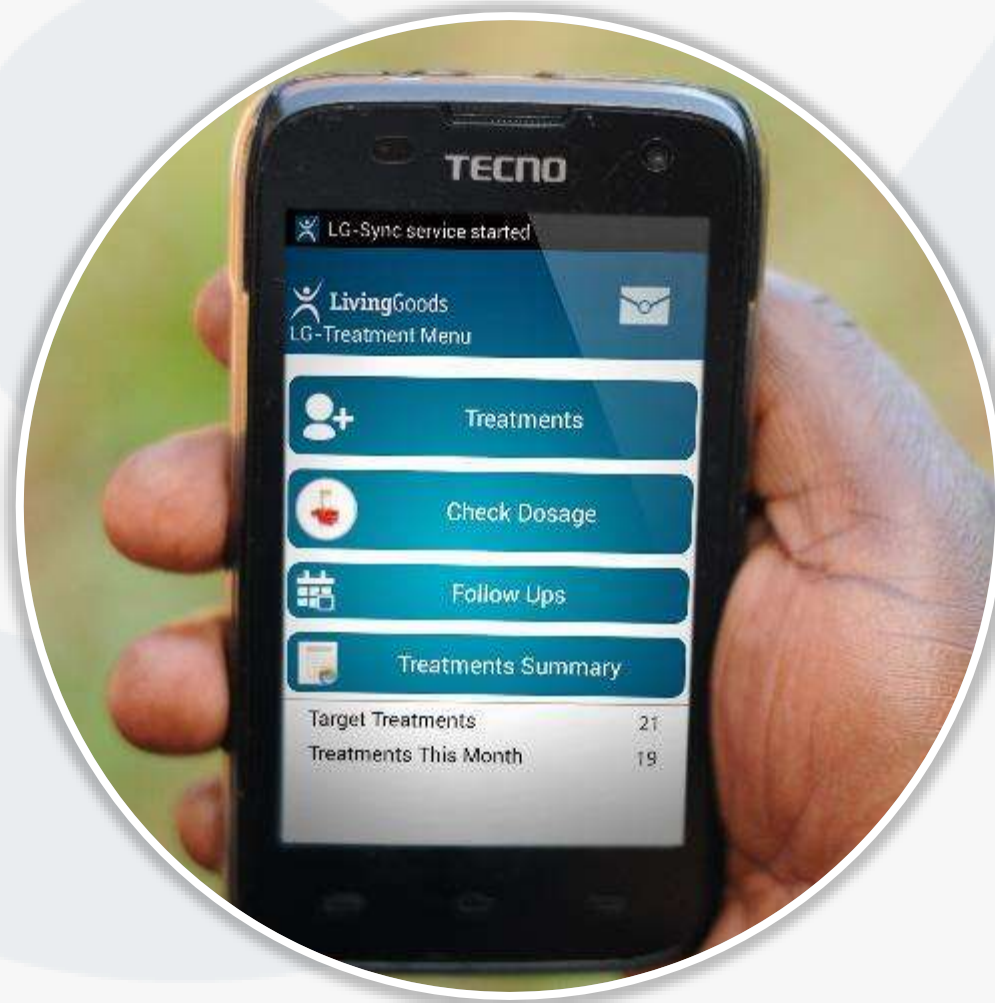
- ✓ Even when health systems offer medicines for free, clients must pay for transport which can cost up to \$1... each way.
- ✓ Time spent traveling and waiting in lines translates into lost income.
- ✓ Worse, surveys indicate health centers are out of needed medicines up to 50% of the time.
- ✓ At an average of price of 50 cents per treatment, LG clients obtain medicine cheaper than the “free” drugs they can get at a health center.
- ✓ Delivering medicine directly to the client doorstep saves precious time and money. It’s also a lot easier and more convenient... which they really like.





# Living Goods Smart Mobile Tools

Real time data delivers rapid results



## **Smart Apps Increase Treatment Accuracy & Improve Quality**

New LG Android application does ICCM assessment, flags acute cases, and spots high- risk pregnancies.

## **Delivers Health Education by SMS**

Weekly text messages educate clients on vital health behaviors and provide timely reminders for pregnant moms.

## **'Agents on Call' Drive Prompt Treatment**

Living Goods agents encourage their clients to call or text their CHP at the first sign of disease illness symptoms. This 'on-call' health worker system speeds treatment and improves outcomes.

## **Mobile Dashboards Improve Performance and Monitoring**

Automated dashboards show field staff how agents are performing in real time. Staff call or text customer to check service quality.

## **SMS Campaigns Boost Sales**

SMS product promotions drive up demand and improve agent sales.





# Always-in-Stock Distribution System



Branches are always in stock,  
tracking inventory electronically  
and restocking monthly



Agents restock weekly



Branches can deliver to  
agents via motor bike





**A five-year randomized control trial revealed Living Goods is achieving a**

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**25%<sub>FIVE</sub> REDUCTION IN UNDER-MORTALITY**

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The study was independently sponsored by the Children's Investment Fund Foundation IPA, surveying over 8,000 households over 5 years across 214 villages. Mortality rates improved across income groups at similar rates.

**J-PAL**



**Yale**







# Living Goods Drives Lower Prices and Better Quality in the Market

The randomized study also shows a significant improvement in drug price and quality at clinics and drug shops market-wide near where Living Goods operates; suggesting competitive pressure had a positive influence market-wide.

PRIVATE PROVIDERS IN TREATMENT  
AREAS NEAR LIVING GOODS WERE

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**50%** LESS  
LIKELY

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TO SELL COUNTERFEIT DRUGS  
THAN IN CONTROL SITES

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**DRUG 17%**  
**PRICES LOWER**

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AMONG OTHER PRIVATE  
PROVIDERS NEAR LG





## An Unbeatable Value in Public Health

For less than \$2 a year per person Living Goods  
reduces child deaths by more than 25%





## **Living Goods is aiming for change at systematic scale.**

To achieve this, we help exceptional NGOs, funders, and governments replicate the Living Goods model around the world.

- ✓ Build networks of high-impact, low-cost health workers
- ✓ Help lower child mortality
- ✓ Extend the reach of health centers and franchises
- ✓ Implement best of class mobile tools
- ✓ Integrate siloed or duplicative programs
- ✓ Build sustainable distribution platforms for life-changing products





# Helping Visionary Partners Improve Sustainability, Impact and Scale



Living Goods launched a partnership with BRAC Uganda in 2007. We support them on health strategy, business planning, new product testing, procurement, mobile technology, impact measurement, and fund raising.

We are now helping BRAC Uganda quadruple its reach and impact over the next four years.



PSI Myanmar is adapting the LG model to improve the sustainability and impact of its Sun Primary health network of over 2,000 subsidized community agents. We've also partnered with PSI in Mozambique.

PSI hopes to adapt the learnings from these experiments across its global platform.





# How can we help you?

Living Goods is looking for forward thinking partners and funders to replicate this winning formula in new countries. We aim to reach 50 million people in the next 10 years.

**Call our business development team to learn more**

T +1 415 632 1909 [partnerships@livinggoods.org](mailto:partnerships@livinggoods.org)





“A lot of programs give lip service to ‘sustainability’ – this is the real deal. **Living Goods is one of few models with the potential for game-changing scale.**”



**HOLLY WISE**  
*Former Secretariat Director,  
USAID Global Development Alliance*







# Made Possible by Extraordinary Partners

“Living Goods is a pioneering initiative—effectively reducing childhood mortality while structured from the outset to endure fiscally. Their approach of training community members to be ‘Avon-like’ entrepreneurs creates a level of sustainability that is hard to match.”

JAMIE COOPER-HOHN, Co-founder of The Children's Investment Fund Foundation





# Living Goods Boards

## BOARD OF DIRECTORS

### **Ana Schrank**

*SVP Internal Audit at McKesson,  
the largest  
drug distributor in the US*

### **Holly Wise**

*Former Mission Officer  
USAID Uganda & Head of USAID's  
Global Development Alliance*

### **Amy Klement**

*Vice President at  
Omidyar Network*

### **Andy Peterson**

*Former Procter & Gamble,  
Director of East & South Africa*

### **Charles Slaughter**

*Founder - TravelSmith, Former  
President - Healthstore Kenya*

### **Stephen Jarrett**

*Former Deputy Director of  
Procurement, UNICEF*

### **Bradford Richardson**

*President at Shaklee International*

## BOARD OF ADVISORS

### **Sir Richard Feachem MD**

*Founding Executive Director of the  
Global Fund*

### **Anne Veneman**

*Former Chief of UNICEF*

### **Bruce McNamer**

*Former President & CEO  
of TechnoServe*

### **Christopher Elias**

*Bill & Melinda Gates Foundation*

### **Dr. Sam Okware**

*Uganda Minister for Community  
Health*

### **Kathryn Johnson**

*Former CEO of Health Forum*

### **Dr. Allen Hammond**

*Former VP at World Resources  
Institute, Ashoka / E Healthpoint*

### **Dr. Paul Polak**

*Founder of IDE & D-Rev*

### **Kevin Starr**

*Director of Mulago Foundation &  
The Rainer Arnhold Fellows*

### **Dr. Rebecca Weintraub**

*Harvard Global Health Delivery*





# Awards & Recognition

## AWARDS



**Schwab Foundation Social  
Entrepreneur of the Year Award**  
**2013**



**BNP PARIBAS**

**BNP Paribas Prize Special Jury  
Prize for Individual Philanthropy**  
**2013**



**Draper Richards Kaplan Entrepreneur**  
**2007**



**Yale School of Management  
Donaldson Fellow**  
**2015**



**GiveWell Standout Charity**  
**2014**



**Glaxo Smith Kline - Save the  
Children Healthcare Innovation**  
**2015**



**Duke University Center for the  
Advancement of Social  
Entrepreneurship Enterprising Social  
Innovation**  
**2014**



**Social Innovation in Health Initiative**  
**2015**