



South Africa Siyasebenza

**10<sup>th</sup> ANNIVERSARY**

**A DECADE OF INNOVATION AND PARTNERSHIP**



**Ushintsho Olughakazile**

## **Jobs Fund-GTAC Webinar**

***The Potential of Social Franchising to build the  
Primary Health Care Sector in South Africa:  
Lessons from Unjani Clinics***

11 November 2022

**The event will start at 14h00**



**national treasury**

Department:  
National Treasury  
**REPUBLIC OF SOUTH AFRICA**








National Treasury  
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# Welcome

**Nazeem Hendricks**  
Jobs Fund


- In the context of persistent unemployment, the Jobs Fund was established to inspire innovation in the face of several challenges government was experiencing, including:
  - Lack of innovative and flexible public instruments to leverage private sector resources and test solutions to social challenges.
  - Despite a number of interventions in government, the desired impact has not always been achieved.
- In 2011, it was capitalised with **R9 billion**.
- The Jobs Fund is a programme of the National Treasury and, for administrative purposes, is located in the Government Technical Advisory Centre (GTAC).
- The Jobs Fund is government's R&D Pilot on innovative job creation models:
  -  **Test innovative approaches to job creation** - supply and demand side of the labour market
  -  **Share risk** - catalyse social return
  -  **Encourage wider market adoption of challenge fund funding instrument** over the medium to long term
  -  **Encourage adoption of successful Job creation Models** by organisations
- The Fund works with intermediaries, leveraging their networks to access and provide support to the targeted beneficiaries, through four funding windows. The intent is to focus on addressing specific barriers to job creation.
 




support for  
work seekers



enterprise  
development



infrastructure  
investment



institutional  
capacity building
- The Jobs Fund was established with knowledge sharing as one of its foundational pillars and has a rigorous monitoring, evaluation, reporting, and learning framework.
- In this regard, the Jobs Fund regularly hosts and participates in knowledge exchange sessions, together with its partners.

## Social Franchising



- Franchising is a model associated with scale and replication and took off in the 1950s.
- In the 1990s, franchising began to be applied to social enterprise work.
- Social franchising takes principles of franchising, granting of a right or license to a business model, and applies this to organisations that are tackling social issues (education, health, child development, recycling, legal services, etc.).
- The social franchisor (the social enterprise) works with partners (local franchisees) to expand the services and reach of the social enterprise (scale and expansion; New market development; and New locations).
- For the Jobs Fund, the testing of new innovative job creation and social impact models is an important element of its strategy and thus the drive to include some social franchising projects in its portfolio was critical.
- Examples of Jobs Fund projects working in social franchising include:
  - SmartStart Early Learning Social Franchise (education)
  - Unjani Clinics (health)
  - The Clothing Bank (education)
- Today's session will focus on the Unjani Clinics model and how they have implemented social franchising within the primary health care sector.



# Social Franchising: Lessons from Unjani Clinics

*Facilitator: Hilton Sarukunda (Jobs Fund)*



# Unjani Clinic Network

“EMPOWERING HEALTHCARE”

**Lynda Toussaint**  
CEO – Unjani Clinics NPC



## Executive Summary

### High growth market

Access to primary care is gaining recognition and importance. South Africa's informally employed population is also growing with a greater proportion of disposable income to spend on affordable, primary health care. National Health Insurance will also be implemented in SA in the next few years.

### Strong Impact

Unjani Clinic provides primary care at community level through empowering nurse entrepreneurs to serve the communities from which they come, positioning the Network to play an important role in NHI (through health system strengthening)

### Execution Track Record

For the last 10 years, Unjani Clinic has demonstrated a successful model creating a sustainable business with new clinic expansion fueled by grant funding. Annual consultations = 1m / ~R200m revenue annually through the Network

### 2030 Expansion Plan

Unjani Clinic plans to open 500+ facilities by 2030 bringing the total clinics to 600+. Annual consultations estimated at 5m / ~R1b revenue annually





## Primary healthcare should provide comprehensive, affordable, community-based care throughout life

Yet many countries do not have adequate primary healthcare facilities

- More than 80% of South Africans are dependent on an overburdened public system; and a costly curative-care based model vs. disease prevention and promotion
- Costs to the patient include:
  - Long travel times and cost
  - Time spent waiting at facilities
  - Loss of daily wage
  - Medication shortages at the clinics
- Overall HR capacity challenges and doctor shortages result in the need for task shifting



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**We focus on the employed but uninsured (“missing middle”) population of South Africa, freeing up capacity at government facilities for unemployed and uninsured South Africans**

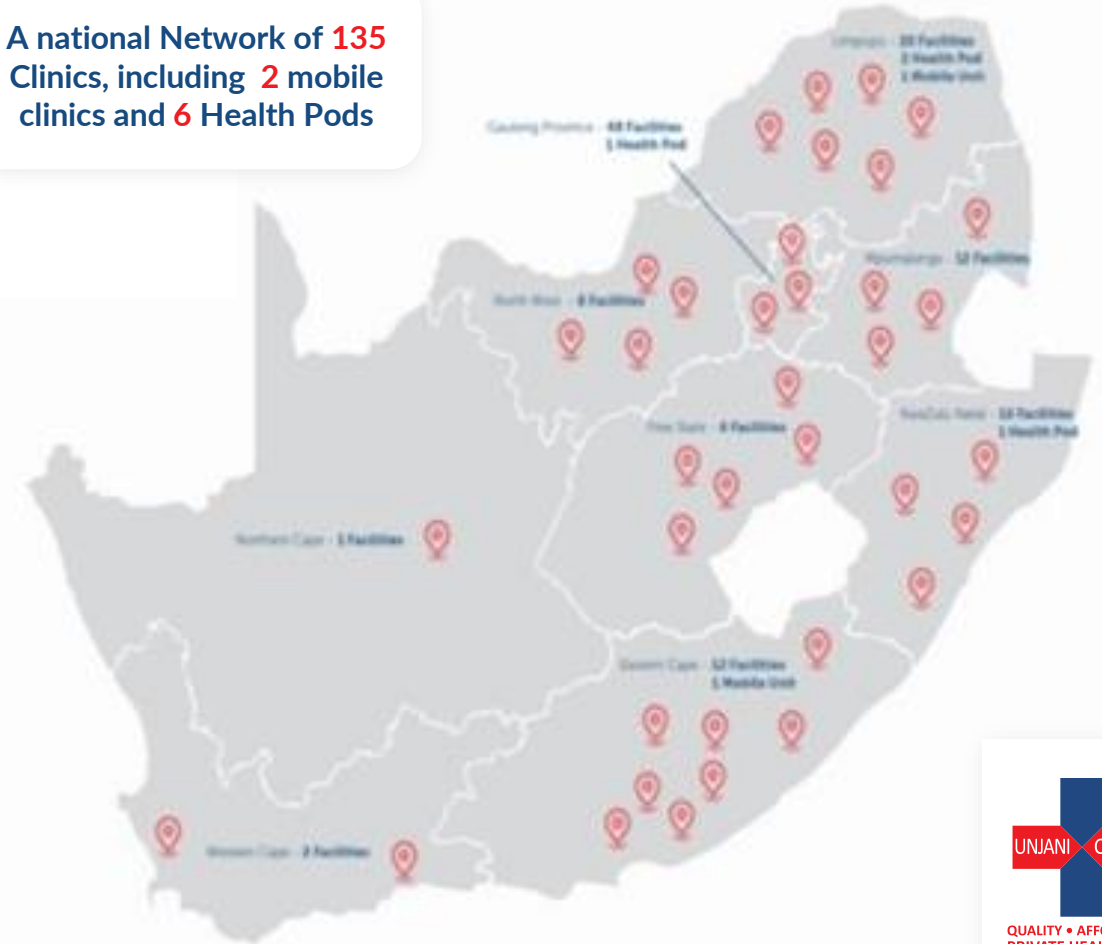
**Service is delivered conveniently at the point of need:**

- Within walking distance
- Wait times under 1 hour

**Overall focus on affordability and quality**

- R250 consultation fee including medication to treat the diagnosis

A national Network of **135** Clinics, including **2** mobile clinics and **6** Health Pods





## Unjani Clinic is an initiative aimed at:

- Perfecting a Sustainable Clinic Model for providing primary healthcare
- Bringing high-quality, affordable primary care to the communities it serves
- Empowering Black Female Professional Nurses
- Creating Permanent Jobs

## Founded on an owner-operator model and social franchising principals

- Unjani Clinic works with nurses who run their own businesses and become the ultimate owners of the clinics; nurses are empowered and upskilled and used more efficiently

## IMPACT TO DATE

Empowered more than **120 professional “nurse-preneurs”**

Permanent employment created for over **535 people**

Deployed over **150 Youth Employment Service (YES) Learners** into the Network

Provided more than **3 245 000 quality, affordable consultations** through the Unjani Clinic Network since 2013

Over **R200m+ in funding** raised to date



# Unjani Clinic Journey

Quality, Affordable, Private Healthcare

### Ideation / Concept Born

Dr Iain Barton conceptualized the idea of Unjani Clinics and the need for an alternative model of care



6 Clinics

### Unjani Clinics NPC Established

Formalized the business into a separate legal entity – Non-Profit Company



70 Clinics

**2017 - 2019:**  
Jobs Fund Project  
44 Clinics added to the Network in 3 years

### Proof of Concept

Concept proven, 1 million consults recorded, 70+ Clinics implemented



100 Clinics

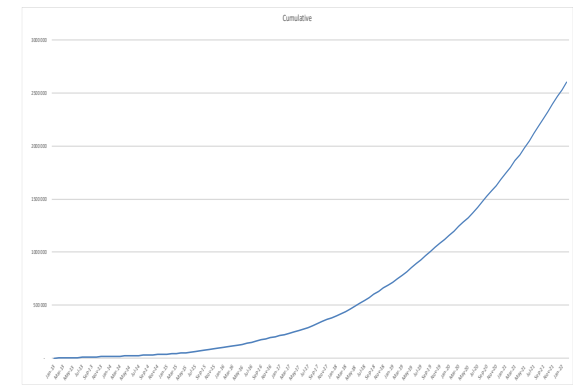
### Begin to Scale

Blended Finance Model determined and start to test and to Scale – **Goal: 600+ Clinics by 2030**



**2022:**  
Service Expansion  
Male circumcision  
Eye care (Vision Care)  
Dentistry  
Hearing (HearX)  
Virtual Consults (GP)

Consultation Growth Trajectory



Resilient, Agile, Sustainable impact!

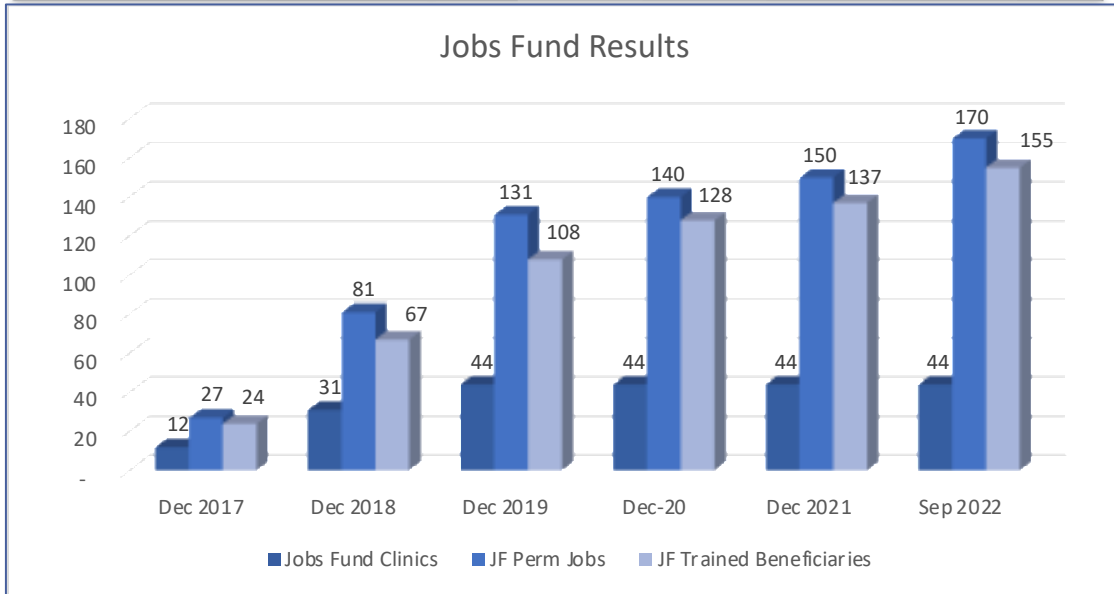




# Let's pause for any questions

*Facilitator: Hilton Sarukunda (Jobs Fund)*

## Empowering 44 Professional Nurses in Business and Enhancing Access to Primary Health Care for 44 Communities



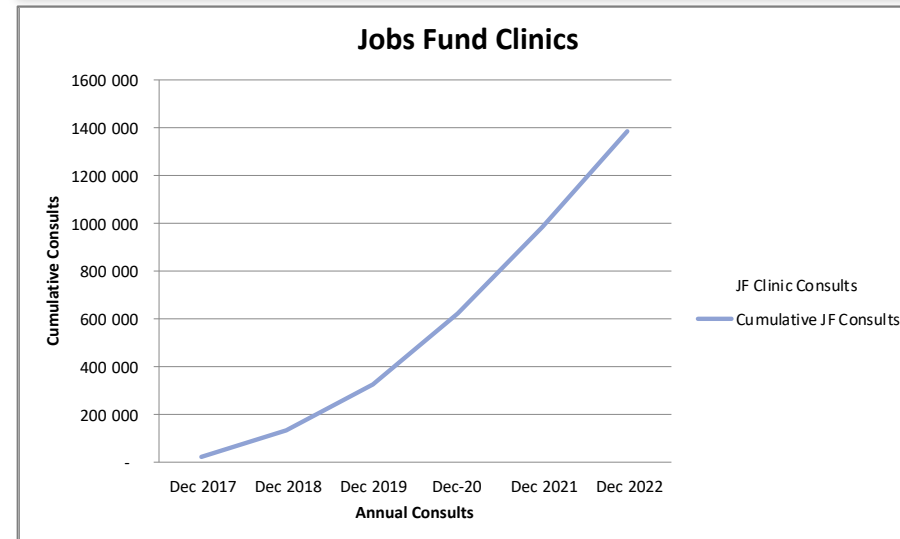
### Trained beneficiaries

- Project Target: 93 Trained Beneficiaries
- Project Achieved: 108 Trained Beneficiaries
- To Date: 155 Trained Beneficiaries

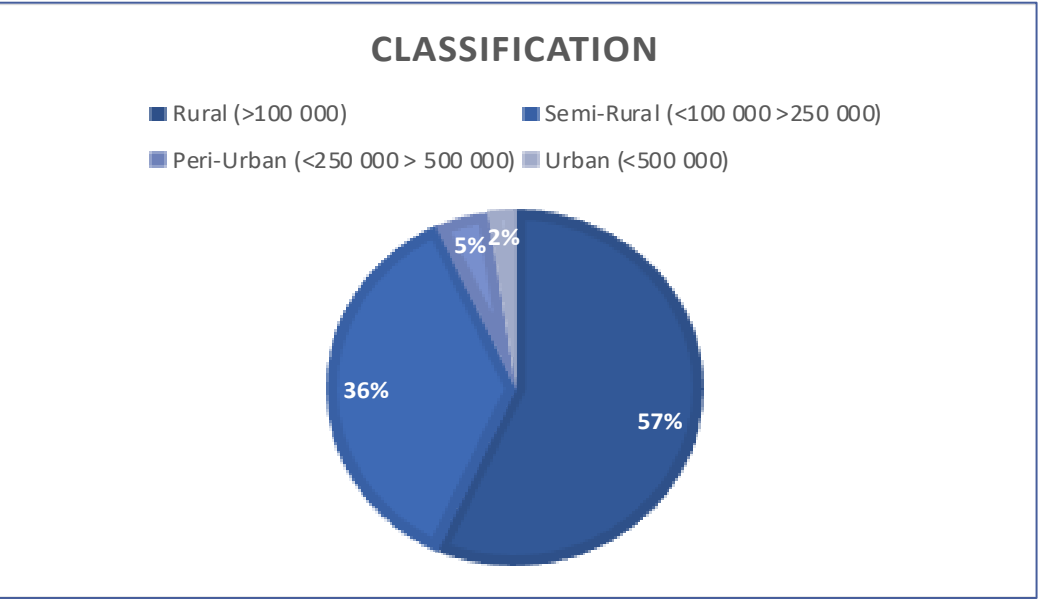
### Creation of Permanent Jobs

- Project Target: 137 Permanent Jobs Beneficiaries
- Project Achieved During Grant Funding period: 131 Permanent Jobs
- To Date: 170 Permanent Jobs
- Plus 53 YES Learners deployed in Clinics

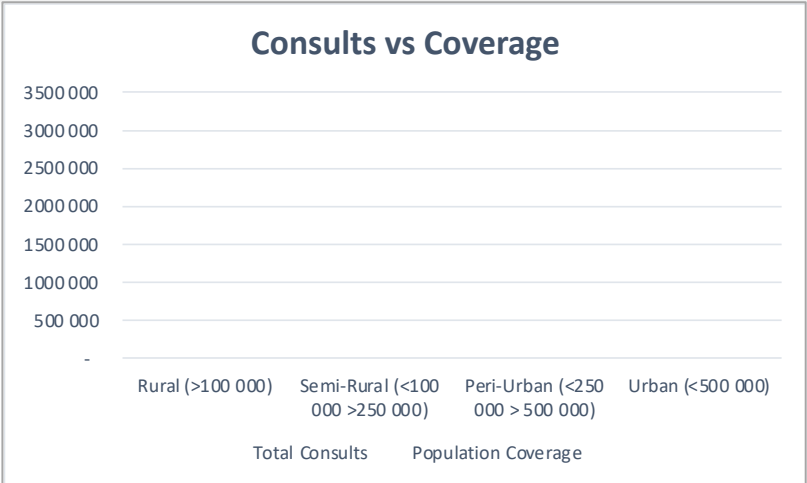
### Consultations (1,4m cumulative)



## Clinic Classification

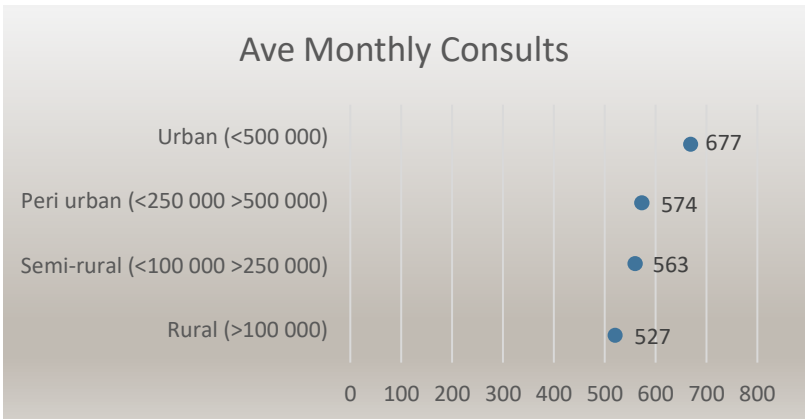


## Consults vs Population Coverage

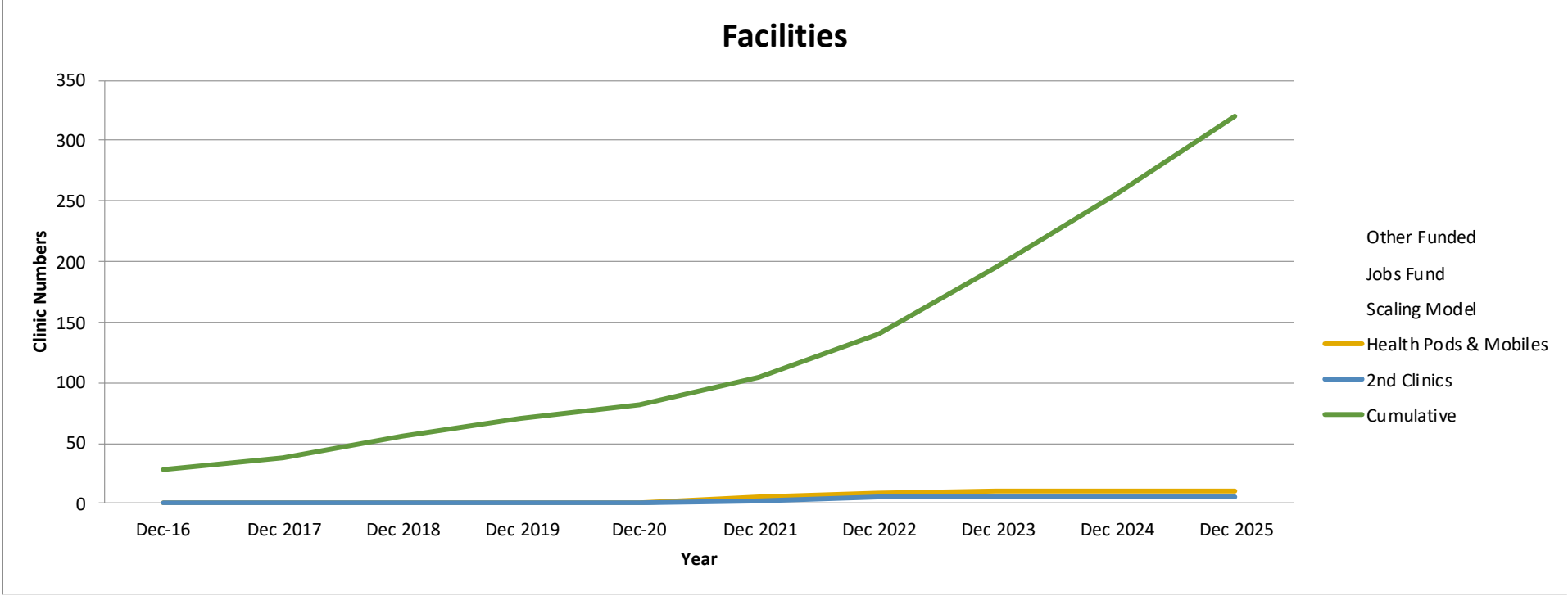


## Summary of Rural Impact

- 88% of the 44 Jobs Fund Clinics in rural communities
- 5km Radius Rural Population Coverage = 4 404 673 (1 155 171 consultations / Ave 541)
- 5km Radius Urban Population Coverage = 1 443 728 (100 077 consultations / Ave 608)



## Clinic Numbers: 2016 to 2025

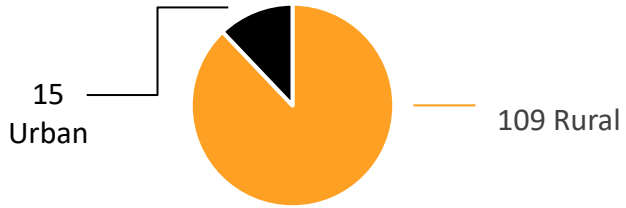


## R200m in Funding

- Imperial funded the first 25 foundational clinics (proven model)
- 44 Jobs Fund Project Clinics added
- Transition to Scale / Blended Finance Model Testing
- Scale



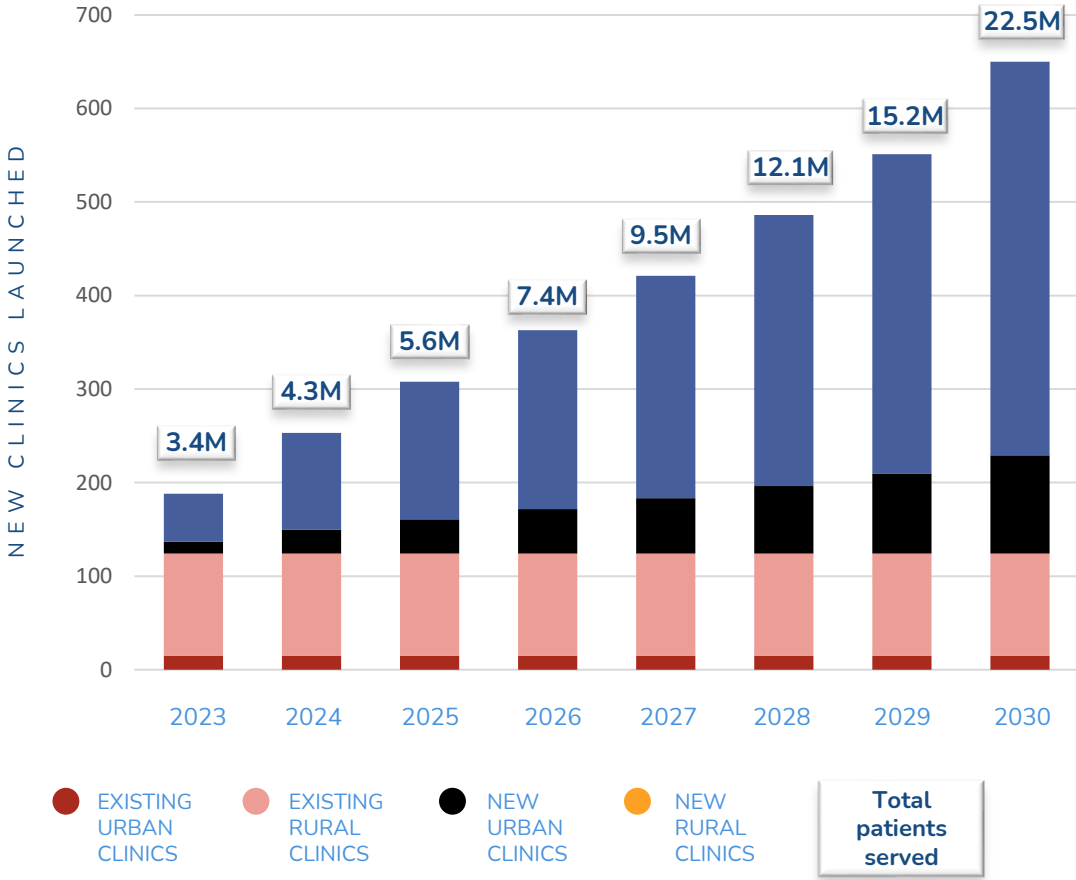
## Number of Legacy Sites



## Expansion Plan

- By 2030, Unjani Clinic aims to have over **600 clinics** throughout SA and to offer a wider array of high-quality PHC services. Unjani's success enhances capacity in government facilities to serve the unemployed and abject poor while providing an affordable choice to the missing middle
- The planned expansion will also facilitate profitable growth, driven by an increase in network fees and the number of urban clinics offering more competitive services
- Unjani served nearly **700K patients in 2022** (50% CAGR since its inception) and targets increasing this growth trajectory over the next decade

## Eight-Year Projections for New Clinic Launches

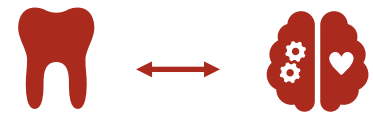




# Innovations

Ushintsho Oluqhakazile

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Service Expansion Pilots

**DENTAL**

Working with local partners, services are being expanded to include basic dentistry provided on an appointment basis.

**MENTAL HEALTH**

Implement basic mental health screening with referral to local Social Workers and Counsellors.

**VISION CARE**

Working with local partners, services are being expanded to include vision screening and product on an appointment basis.



Virtual Consultations

Launched in June 2022 in partnership with Intercare, we are expanding our referral pathway to include an affordable virtual Doctor consult for cases outside the scope of our Professional Nurses. Bringing the concept of virtual multi-disciplinary teams into Unjani Clinics.



Health Pods

As an expansion of our service reach in Rural communities, Health Pods are being added to existing Unjani Clinics that are surrounded by large volumes of low populated villages. Taking healthcare to these communities and reducing the cost burden on them.



All of these innovations are in early testing / pilot stage





# Environmental & Social Governance



## Job Creation

- **535 permanent jobs** have been created through Unjani Clinics
- Unjani Clinics is a previous The Jobs Fund (National Treasury) partner, which provides grants for businesses to **address unemployment**
- **Unjani Clinic aims to create 5 jobs per clinic** (3 full-time, sustainable)



## Women Empowerment

- **120+ women** have been empowered to deliver affordable primary healthcare services
- **100% Black women-owned** clinics, provided with tools, training and support to be entrepreneurs and decision-makers in the healthcare industry
- Working women contribute **greater economic stability to households** with children



## Enterprise Development

- Through Unjani SPV, nurses gain **access to critically needed loans** to launch and scale their clinics and demonstrate the role of private providers in achieving universal health coverage
- **Training, support, and mentorship** is provided to strengthen clinic owners' business skillsets
- Unjani Clinics implements **Black Economic Empowerment** across all clinics and has reported over 3,1 million consultations (85K patient engagements per month)



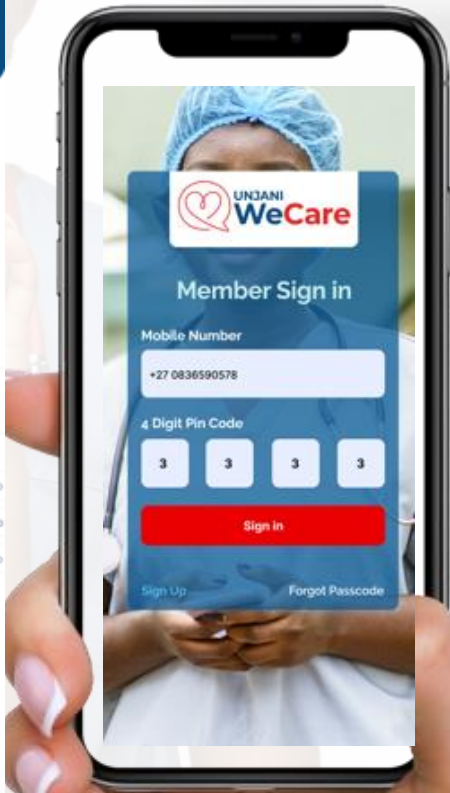
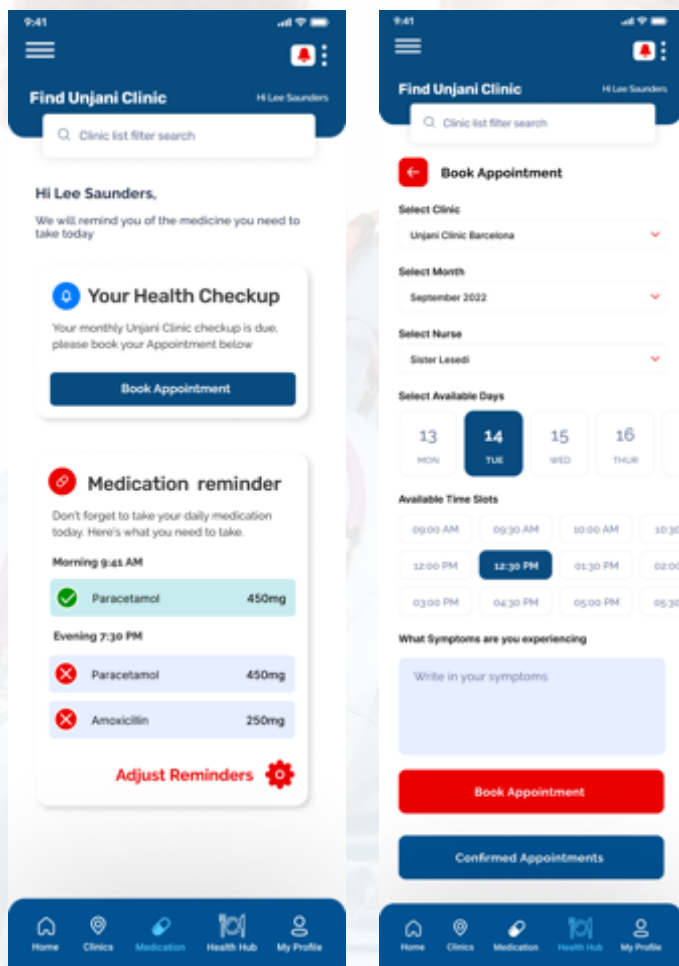
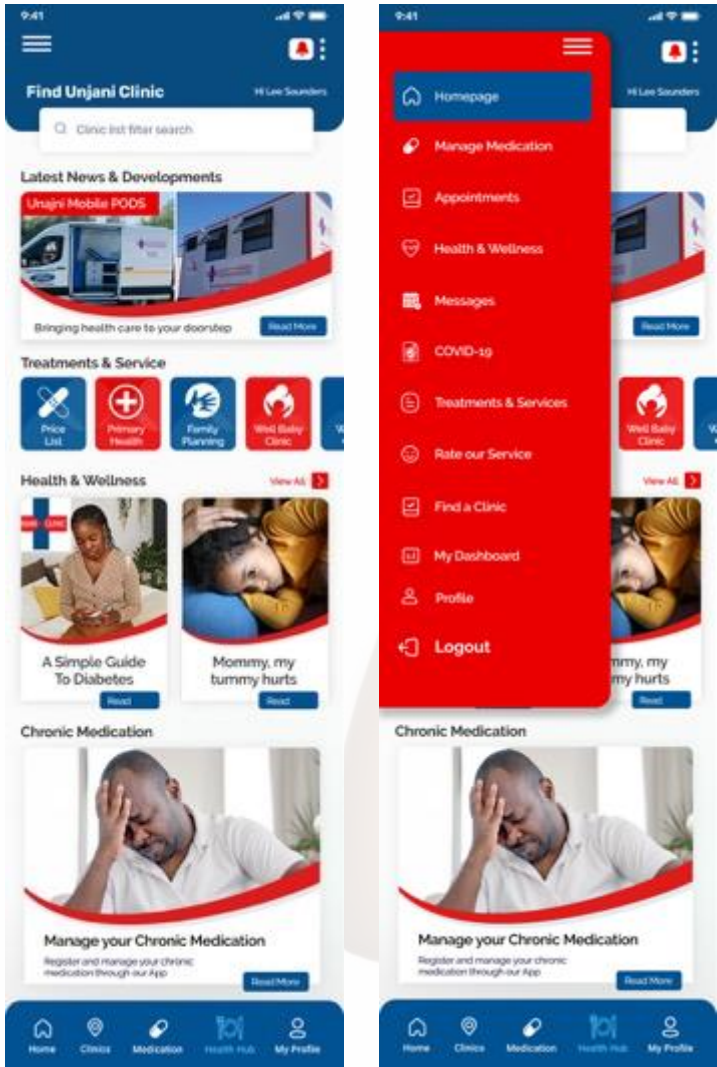
## Environmental Impact

- Clinics implement practices that reduce inefficient **energy consumption**
- Clinics take advantage of opportunities to **recycle and reuse** items: 2<sup>nd</sup> Hand Containers
- Preventative measures such as **waste reduction and safe medical waste initiatives** are also in place



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## Unjani WeCare Patient App



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# Partners!



DE BEERS GROUP



# Thank You!

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**Unjani Clinics NPC**  
**Lynda Toussaint, CEO**  
**Tel: 012 534 4341**

**E-mail:** [ltoussaint@unjani.org](mailto:ltoussaint@unjani.org)

**Website:** [www.unjaniclinic.co.za](http://www.unjaniclinic.co.za)





# Sister Raesetja Frans

An Unjani Nursepreneur



## Sister Raesetja Frans' Journey with Unjani Clinics



- Opened Unjani Clinic Tshamahansi (Mokopane, Limpopo) in October 2017
- Successful Clinic Owner
- Over 25 000 consultations to date
- Sustainable business
- Has built partnerships with local community and mining companies
- Employed 5 Permanent Staff





# Q&A

*Facilitator: Hilton Sarukunda (Jobs Fund)*





# Closing



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# Thank you



Jobs Fund contact details:



[jobsfund@treasury.gov.za](mailto:jobsfund@treasury.gov.za)



<http://www.jobsfund.org.za>

Unjani Clinics contact details:



[info@unjani.org](mailto:info@unjani.org)



<https://www.unjaniclinic.co.za>



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