



## Spotlight — Uganda

### The St. Mary's Lacor Hospital in Northern Uganda

A LEGACY OF COURAGE LIVES ON

The Gulu province of Northern Uganda; an area which has been suffering from political insurgency for many years is the site of one of CMS's newest initiatives. The St Mary's Lacor Hospital in Gulu will be receiving technical assistance from CMS. This hospital was established in the 1950s with little more than 10 beds and a few nuns administering first aid and acting as midwives. But in the early 1960s Canadian born, Dr Lucille Teasdale (affectionately known as "Dr Lucille" to the Acholi people in the region) and her husband Dr Pietro Corti came

*Continued on page 4*





# NEW DIRECTIONS

IN REPRODUCTIVE HEALTH

v: I n: I

September, 2000



## Spotlight - Uganda

### 1 The St. Mary's Lacor Hospital in Northern Uganda

A LEGACY OF COURAGE LIVES ON.

### 2 From the Director

### 3 India

PUBLIC EDUCATION EFFORT IS NAMED "HEALTHCARE CAMPAIGN OF THE YEAR"

### 5 A New Office in Arua

### 5 Clear Seven Kit Results Prove Successful

### 6 Franchised Clinics Network on a Fast-Track

### 6 NGO Sustainability

### 7 A Hotline Service Increases Awareness and Contraceptive Sales

### 8 Youssou N'Dour

### 8 In Upcoming Editions of New Directions



IN PARTNERSHIP WITH:

Abt Associates Inc.  
Population Services International  
Meridian Group International, Inc.

FUNDED BY:

US Agency for International Development

USAID Contract No.  
HRN-C-00-98-00039-00

USAID CTO: Katharine Kreis  
Telephone: (202) 712-0943  
E-mail: [kkreis@usaid.gov](mailto:kkreis@usaid.gov)

#### Commercial Market Strategies Office

1001 G Street, NW Suite 400  
Washington, DC 20001-4545  
Telephone: (202) 220-2150  
Fax: (202) 220-2189  
Web: [www.cmsproject.com](http://www.cmsproject.com)

New Directions is produced by  
CMS Communications Director, Sue Wood  
E-mail: [swood@cmsproject.com](mailto:swood@cmsproject.com)  
Design: NEWSWANGER DESIGN

CMS would like to thank La Fondation Lucille Teasdale & Piero Corti, Montreal, Canada, for providing background information on the late Dr Teasdale.

printed on recycled paper • soy based inks

## From the Director

Welcome to the first edition of *New Directions* the Commercial Market Strategies (CMS) project newsletter. Our hope is that through *New Directions* we can provide you with ideas, contacts and useful information. CMS is a consortium of leading edge organizations (Deloitte Touche Tohmatsu, Abt Associates Inc., Meridian Group International and Population Services International), all dedicated to helping people in developing countries have more choices in reproductive healthcare.

CMS is a USAID funded project which strives to expand the role of the private and commercial sector in reproductive healthcare. At CMS we focus on the consumer and their demands for healthcare. Our portfolio of services include social marketing, commercial partnership development, NGO sustainability, endowments, health financing through the Summa Foundation, and policy change to increase the use of family planning and other health products and services. We are also looking very seriously at the issue of contraceptive security in developing countries. In the pages that follow, you'll see we take a creative approach to expanding access to reproductive health. Our dynamic efforts in Nicaragua with the PROFAMILIA franchise and the technical assistance to St. Mary's Lacor clinic in Gulu, Uganda, are only two examples of our work to bring the private sector directly into the development of sustainable healthcare.

CMS is making a difference in the lives of millions of people all over the world. If you'd like to learn more about CMS please visit our web site at [www.cmsproject.com](http://www.cmsproject.com). I invite your comments and suggestions for upcoming issues of *New Directions*.

Lizann Prosser

Project Director, Commercial Market Strategies Project  
Deloitte Touche Tohmatsu

[lprosser@cmsproject.com](mailto:lprosser@cmsproject.com)



## India

PUBLIC EDUCATION EFFORT IS NAMED  
"HEALTHCARE CAMPAIGN OF THE YEAR"

*Goli ke Hamjoli*, (*Friends of the Pill*) the first private sector media campaign in India to promote low-dose contraceptives, was named the Healthcare Campaign of the Year at the Asian Public Relations Awards in December 1999. The campaign was developed by CMS partner Ogilvy & Mather PR and designed to create a network of doctors, pharmacists, civic groups and the media; all focused on informing couples about the choice of oral contraceptives.

Extensive surveys conducted before the campaign found the target audience had little understanding about the pill and many myths and misconceptions among users, potential users and even doctors. The negative side effects of high dose pills used in the past might have contributed to these misunderstandings about newer low dose pills. Commercial manufacturers do not promote their brands of oral contraceptives because sales volumes are so low — only 1.2 percent of married women of reproductive age in India use the pill regularly, which is one of the lowest rates in the world. But with rising awareness and encouraging market trends, commercial firms are showing interest in joining *Goli ke Hamjoli*, which already includes doctors, chemists, numerous hospitals, the Lions and Rotary Clubs, the All India Women's Conference, and other prominent professional groups.

The *Goli ke Hamjoli* campaign targets young urban couples and is funded by USAID/New Delhi through the Program for Appropriate Commercial Technology Project. CMS is providing technical assistance for the program and has trained over 10,000 chemists and about 2,000 neighborhood doctors.

All sources indicate a 15-20 percent market growth for oral contraceptives in North India within one year. A CMS impact study of the mass media campaign showed high awareness and recall of the messages, an increase in product use from 4-11 percent among target women. For more information about the *Goli ke Hamjoli* project in India please contact Craig Carlson at [c Carlson@cmsproject.com](mailto:c Carlson@cmsproject.com) and Rita Leavell at [rleavell@compuserve.com](mailto:rleavell@compuserve.com).



कहीं गोली खाने से मेरी माँ बनने की क्षमता पर असर तो नहीं पड़ेगा ?

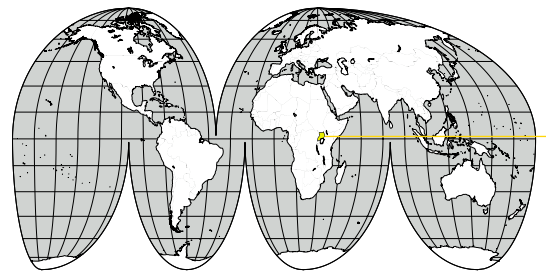
बहीं, बाँध-शोष से ये प्रमाणित हुआ है कि खाने वाली गर्भनिरोधक गोली से बच्चे पैदा करने की क्षमता पर असर नहीं पड़ता है. जब आप बच्चा चाहें तो गोली खाना बंद कर दें. माँहिले को माँहिले में आपका शरीर फिर गर्भधारण के लिए तैयार हो जाएगा.

क्या ये याद रखना मुश्किल है कि गोली कब और कैसे ली जाती है ?

बहीं, दिन में कोई भी ऐसा समय नियमित कर लें जब आप गोली खाना आसानी से याद रख सकें. अगर एक गोली लेना भूल जाएं, तो घबराएं नहीं. एक गोली तो नियमित समय पर लें और भूली हुई गोली जेन्ने ही याद आए उसी वक़्त खा लें. यानी उस दिन दो गोलियाँ खा ली हैं.

Award-winning Goli ke Hamjoli ads promoting the use of oral contraceptives.





## Spotlight — Uganda

### The St. Mary's Lacor Hospital in Northern Uganda

A LEGACY OF COURAGE LIVES ON

*Continued from page 1*

to St. Mary's Lacor Hospital and worked tirelessly for the next 35 years to build a first rate hospital with visiting doctors, surgeons, modern equipment and almost 500 hospital beds. The Cortis never left the hospital — even during the reign of Idi Amin and the bloody regional battles of the 1990s. Dr Lucille remained the head surgeon and is said to have performed over 40,000 operations in her lifetime — many times while the sound of gunfire was just outside the surgical theater. But somehow Dr Teasdale commanded enough authority from everyone in the community to keep her hospital open. In 1996, Dr Lucille finally died of patient contracted AIDS; a result of pricking herself with a needle while performing surgery. However, her husband, Dr Pietro Corti is still at Lacor working courageously to provide quality healthcare to this region and to the country of Uganda.



Three years ago, US Secretary of State Madeline Albright visited the St. Mary's Lacor Hospital and awarded them a \$2 million dollar endowment. In tandem with this endowment CMS is assisting the Lacor Hospital with an operations improvement plan. Currently 20 percent of the revenue from the hospital comes from user fees. The remaining 80 percent comes from donations and grants. CMS is working with Healthpartners, a Minnesota-based managed care organization to implement the *Mothers Uplifting Child Health* (MUCH) project. The goal of MUCH will be to create a care delivery and financing approach that will improve infant, child and maternal health at Lacor. The two specific objectives of MUCH are:

- 1 To improve the Lacor Hospital operational structure regarding accounting procedures and other operational efficiencies in order to meet the standards required by the US Government to receive a grant or endowment.
- 2 To implement a community based health insurance program that will encourage access to the Lacor Hospital Network and contribute to Lacor's annual revenue.



By packaging maternal and child services, implementing community financing options and improving the overall operations of Lacor, it is hoped that this very important hospital will be more financially sustainable for years to come. For more information about the CMS work with the Lacor hospital please contact Rudolph Chandler at [rhandler@cmsproject.com](mailto:rhandler@cmsproject.com) or contact Peter Cowley in Kampala, Uganda at [pcowley@infocom.co.ug](mailto:pcowley@infocom.co.ug).



"...In being here one can see the victims of the "beast" nature of people and yet one can see the reaching of stars in all of you ... I am grateful for everything that you have done because you are doing the Lord's work and I would like to dedicate this visit to the doctor's wife who died in pursuit of what she believed in."

Madeleine K. Albright  
Remarks at Lacor Hospital,  
Gulu, Uganda, December 10, 1997.

1 Dr Teasedale performing surgery at St. Mary's Lacor Hospital. It is said she performed over 40,000 surgeries there in her lifetime.

2 St. Mary's Lacor Hospital serves hundreds of people daily.

3 Dr Teasedale and Dr Corti escort Idi Amin through the hospital: a difficult part of the St. Mary's Lacor history.

4 In the early 1960s Dr Teasedale and Dr Corti raised their daughter Dominique in Uganda with the help of the local Acholi people.





**Country Name:** Republic of Uganda  
**Population:** 23,317,560\*\*  
**Capital:** Kampala  
**Area Comparative:** Slightly smaller than Oregon  
**Infant Mortality Rate:** 81 per 1,000 (direct estimation)\*  
**Maternal Mortality Ratio:** 506 per 100,000\*  
**Percentage of Households with 15 Minutes of Clean Water Supply:** 11.00\*  
**Contraceptive Prevalence Rate:** (any method, married women) 14.8\*  
**Percent of Births at High Risk:** 65.9\*

Source:  
\* Uganda 1995: Demographic and Health Survey, Macro International  
\*\* CIA World Factbook 2000, www.odci.gov/cia/publications/factbook/

## A New Office in Arua

CMS opened a new office in Arua, Uganda in the early spring of 2000. U.S. Ambassador Brennan was on hand at the opening ceremony, which also heralded the launch of CMS's new condom brand *Protector*. In his opening remarks at the launch, Ambassador Brennan cited a newspaper article reporting that "...there were no condoms in Arua..." and that CMS was opening the Northern branch to make sure that did not happen again. The opening ceremony included a parade of motorcycles with riders clad in *Protector* T-shirts, police escorts, live music and an audience of over 100,000 people. The main focus of the day's event was an educational presentation on condom use and the distribution of free samples.

CMS's representative in Arua works to make condoms available in the area and to coordinate STD/HIV/AIDS prevention activities in the North. With *Protector* now more widely available, CMS continues to expand the social marketing initiatives to increase access and demand for family planning. CMS is now training providers in the North about the range of CMS products including *Protector*, *Pilplan* oral contraceptives and *Injectaplan* injectables.



CMS representative Peter Cowley, at the opening launch of the Arua office, gives an educational presentation of *Protector* condoms and distributes free samples.

## Clear Seven Kit Results Prove Successful

CMS/Uganda piloted a pre-packaged kit for treating sexually transmitted diseases. The name of the kit, *Clear Seven*, tells the user that the infection will clear after seven days of treatment. *Clear Seven* allows urethritis sufferers to seek treatment in outlets like pharmacies and drug shops that they find easily accessible and free of the stigma associated with STD clinics. The *Clear Seven* kit includes antibiotics, condoms to prevent re-infection, and referral cards to encourage the users partner to seek treatment. Results from the six-month pilot are encouraging:

- 84 percent of *Clear Seven* users were cured versus 47 percent in the control group.
- 93 percent of *Clear Seven* users complied with treatment versus 87 percent of the control group (who probably had incorrect treatment).
- 22 percent of *Clear Seven* users used a condom for the first time versus six percent of the control group.

These rates are particularly important given the high STD/HIV prevalence rates and low condom use rates in Uganda. Plans are underway to expand the *Clear Seven* project in 2000.

For more information about CMS projects in Uganda please contact Marie-Laure Curie at [mlcurie@cmsproject.com](mailto:mlcurie@cmsproject.com), Rudolph Chandler at [rchandler@cmsproject.com](mailto:rchandler@cmsproject.com), or Peter Cowley in Kampala, Uganda at [pcowley@infocom.co.ug](mailto:pcowley@infocom.co.ug).

A poster promoting the *Clear Seven* urethritis kits.



**Available Here**





Floorplan (top) and architectural renderings of the outside facade of the clinics.

## Franchised Clinics Network on a Fast-Track

IMPROVING HEALTH CARE IN NICARAGUA THROUGH THE FRANCHISING OF PRIVATE SECTOR CLINICS IN HURRICANE MITCH AFFECTED AREAS

Using the well-respected and highly successful PROSALUD franchise clinic model from Bolivia, CMS is currently working with a Nicaraguan NGO (PROFAMILIA) on the design and construction of six primary care clinics in Hurricane Mitch affected areas.

The clinics will provide high quality, low cost preventative and curative care to approximately 240,000 lower to middle income Nicaraguans. The network of clinics will be promoted to the general public under a unique brand name and logo. This type of branding or "franchising" is a successful way to let consumers know they can rely on high quality, low cost healthcare at these particular clinics.

CMS has been on a critical path with the development of these clinics since Hurricane Mitch funds were obtained in October 1999. With strict guidelines for working only in Mitch effected areas, CMS has found a strategic way to locate these clinics into areas where the population not only needs vital health care services, but can also afford to pay for them.

The six clinics are beautifully designed to accommodate OB/GYN services, pediatric services, 24-hour walk-in availability, on-site pharmacy, on-site lab, dental services, minor ambulatory surgery, cancer screening, immunizations and STD services. CMS is working very closely with PROSALUD on all aspects of management, training and human resources. Ms Pilar Sebastian, the CMS representative in Nicaragua gave a briefing on this project to the USAID Population, Health & Nutrition office in Washington, DC, on August 2, 2000. Construction for the first clinics is scheduled to begin in mid to late September, 2000. For more information about the CMS Profamilia project in Nicaragua please contact Pilar Sebastian at [cmsnic@ibw.com.ni](mailto:cmsnic@ibw.com.ni) or Kelly Wolfe at [kwolfe@cmsproject.com](mailto:kwolfe@cmsproject.com). For specific information about the successful PROSALUD model of healthcare franchising in Bolivia please contact Dr Carlos Cuellar at [ccuellar@cmsproject.com](mailto:ccuellar@cmsproject.com).

## NGO Sustainability

GHANA SOCIAL MARKETING FOUNDATION AND SENEGAL DELEGATION TRAVEL TO US AND LATIN AMERICA IN A SOUTH-TO-SOUTH STUDY TOUR

In early July, 2000 CMS partners from Senegal and members of the Ghana Social Marketing Foundation traveled to the United States and Latin America on a successful South-to-South study tour. CMS coordinated visits with BEMFAM, in Brazil, FEMAP in Mexico and PROSALUD in Bolivia. The objective of the trip was to give the group first-hand exposure to dynamic social marketing techniques.

The study group was on a rigorous schedule to look at these three vibrant programs. The first stop in the tour was FEMAP, a network of providers in Mexico. The second stop was at BEMFAM, a Brazilian NGO which specializes in social marketing of contraceptives and family planning. BEMFAM has been particularly successful at working with local governments. And finally, the group went to PROSALUD, a flourishing chain of franchised health clinics in Bolivia. At a de-briefing in Washington, DC, all the members of the study tour shared their thoughts and impressions of what they saw on the tour. Everyone said they



## NGO Sustainability (cont.)

learned new and exciting social marketing techniques and tips from each of the sites. Also, all the members of the tour said their hosts were forthcoming about mistakes and lessons learned. CMS wishes to thank BEMFAM, FEMAP and PROSALUD for sharing their valuable insights with this delegation. For more information about CMS activities to support NGO sustainability please contact Alvaro Monroy at [amonroy@cmsproject.com](mailto:amonroy@cmsproject.com).

## A Hotline Service Increases Awareness and Contraceptive Sales

PHARMACIES IN KAZAKHSTAN COME ON BOARD TO "RED APPLE" PROGRAM

The former Soviet health system is well known for having provided education and access to contraception for millions of women. What was not known is that the choice of contraceptive method was often very limited. For example, in Kazakhstan most women using contraceptives were either having IUDs inserted or were having abortions as a method of family planning.

In the wake of this evidence, the former SOMARC III project created the *Red Apple* family of contraceptive products, supplied and marketed through the commercial, private sector. The *Red Apple* line was designed to give women in Kazakhstan more contraceptive choices, which would hopefully lower the abortion rate in that country. In March 1998 this innovative approach was developed to encourage consumer use and provider supply of the *Red Apple* products. In tandem with the *Red Apple* product line a Consumer Information Hotline, staffed by trained personnel was set up to provide accurate reproductive/maternal/child health information and referrals for callers from 10 cities in Kazakhstan. This product line and hotline service program was taken over by CMS and is showing great results.

Today the hotline operators also conduct *Red Apple* detailing visits. "Detailing" is a one-on-one interview method of obtaining first-hand updates and sales figures from retailers and pharmacists. Detailers also provide promotional materials to the providers and answer any questions about the products and hotline services. To date there are 1,304 total pharmacies participating in the *Red Apple* program.

CMS launched a dynamic communications/advertising campaign in June 2000. TV, radio, newspaper ads and detailing efforts were increased in June. New Hotline services were introduced in an area of Kazakhstan where the STDs including HIV/AIDS rate is particularly high. The results of this campaign were tremendously successful. The CMS hotline responded to 3,693 calls in July, answered 4,554 questions, and made 1,349 referrals to medical facilities and pharmacies. The total number of first time callers was 745 and 41 new pharmacies came on board.

Today most pharmacies in Kazakhstan are interested in supplying a wider range of health products and services. The *Red Apple* program is proving that the private sector can use its strength to create consumer demand and then be the crucial link in providing information and quality reproductive services healthcare to the community.

For more information about the hotline/detailing programs in Kazakhstan please contact Anjala Kanesathasan at [nknesathasan@cmsproject.com](mailto:nknesathasan@cmsproject.com) or Tanya Tsybulskaya at [tanya\\_cms@nursat.kz](mailto:tanya_cms@nursat.kz).



*This Red Apple logo is displayed at over 1,300 pharmacies in Kazakhstan. The Red Apple program continues to be a model private sector tool to increase not only demand but also supply.*





## Youssou N'Dour

### SINGING THE IMPORTANCE OF CONTRACEPTIVE USE IN SENEGAL

Tens of thousands of people fill the audience whenever world famous musician Youssou N'Dour comes on stage. His CDs have been best sellers around the world for many years. Born in Senegal, Mr N'Dour has been supporting CMS social marketing efforts in Senegal and the results have been astounding.

In a series of recent concerts throughout Senegal Youssou N'Dour talked to the audience about AIDS, safe sex and condom use. Youssou N'Dour has also been featured in a series of television and radio ads throughout Senegal — promoting *Protec* condoms.



CMS's major partner, ADEMAs, is focused on the social marketing of *Protec* condoms in Senegal as part of USAID's reproductive health/family planning goals towards increasing acceptance of modern contraceptives through commercial channels CMS/ADEMAs have re-instituted a sales strategy for *Protec*. A team of eight sales people and two supervisors are in place. Over 1400 points of sale have been developed and 469 point of sale managers were trained. The recent mass media campaign, using Youssou N'Dour supported these activities.

As a result, CMS has strengthened *Protec's* position as the market leader — with over 34 percent of the overall condom market (95 percent of the private sector market). More importantly, *Protec* is no longer considered a pharmaceutical product. Twenty-seven percent of *Protec* condoms are sold in non-pharmaceutical settings, which greatly increases access.



Senegal is still a somewhat conservative environment for marketing contraceptives. But thanks to the talent of people like Youssou N'Dour and the continuing efforts of CMS there is finally some encouraging news. For more information about the CMS Senegal project please contact Marie-Laure Curie at [mlcurie@cmsproject.com](mailto:mlcurie@cmsproject.com) or Ms Seynabou Mbengue at [ademas@telecomplus.sn](mailto:ademas@telecomplus.sn).

1-2 World famous Youssou N'Dour in concert in Senegal- to support the use of *Protec* condoms.

3 Supporters of Youssou N'Dour (the crew) wear bright white *Protec* t-shirts before, during and after the concerts.

## In Upcoming Editions of *New Directions*

■ CMS will be hosting the first **TAG (Technical Advisory Group)** meeting on September 13th, 2000. The subject will be Health Insurance and its role in expanding access to reproductive and primary health care services through the private sector.

■ USAID has asked CMS to develop a **Contraceptive Security** strategy as part of the project portfolio. In response to this request CMS is participating in upcoming **UNFPA (United Nations Population Fund) and FPLM (Family Planning Logistics Management) meetings** in September 2000. CMS is actively poised to bring the private sector into this very important issue. We will be reporting on this in up-coming issues.

■ CMS will be attending an **October IPPF (International Planned Parenthood Federation) workshop** in Tunisia to discuss regional objectives for IPPF offices in 14 Arab countries. Sustainability of these offices and other regional reproductive health NGOs is the key subject.

■ **The Summa Foundation** investments in Ghana, Nicaragua and Uganda are supporting CMS technical assistance and programs. We will be reporting on Summa loans in the next issue of *New Directions*. For immediate information about Summa please contact Summa Director, Carlos Carrrazana at [ccarrazana@cmsproject.com](mailto:ccarrazana@cmsproject.com) or Summa Investments Manager, Meaghan Smith at [msmith@cmsproject.com](mailto:msmith@cmsproject.com).

