



Spotlight — Nicaragua

In the Aftermath of Hurricane Mitch

NEW PRIMARY CARE CLINICS
OFFER HOPE AND HEALING

In October of 1998, Hurricane Mitch ravaged most of Central America; killing thousands of people, destroying homes, office buildings, hospitals, schools, roads and almost all the bridges in the region. The world responded with immediate emergency assistance. Hundreds of relief agencies and donor groups sent medical supplies and personal goods to help with the immediate displacement of hundreds of thousands of people. In addition to this immediate emergency relief, USAID set aside funds designated to provide assistance to specific areas devastated by the storm.

Using these Hurricane Mitch funds, the Commercial Market Strategies (CMS) project recently opened a

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NEW DIRECTIONS

IN REPRODUCTIVE HEALTH

v: I n: 3

June, 2001



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Tohmatsu**

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From the Director

As we enter the second half of our third year, CMS is focusing on targeted ways of documenting and disseminating information about our work to improve access to and demand for quality reproductive healthcare in developing countries. And as part of our continuing effort to disseminate information, I'm proud to say we have given our old web site a facelift! The address of the new CMS web site is still www.cmsproject.com. I hope you'll log on and let us know what you think of it.

In this issue of *New Directions*, CMS is also proud to present the opening of the first of six new primary care clinics in Nicaragua. On March 8th, in the hot sun and amidst great fanfare (including a marching band), we opened the first clinic in Tipitapa. I was happy to be on hand to witness just how vital the new clinic is to the community. The Ministry of Health formally accredited the new clinic — this is the first time a private clinic in Nicaragua has received accreditation from the Ministry. But perhaps the most significant achievement is the health impact on the community. Within seven days the clinic saw over 200 patients.

Later in March I traveled to Tunisia to participate in a sustainability workshop hosted by CMS for IPPF Arab World Region Executive Directors and Financial Officers. Our team of NGO financial sustainability experts kept the sessions lively and all the attendees developed new financial feasibility plans before the end of the week.

CMS works in more than 15 countries, so the following pages are merely a summary of spring 2001 highlights. I hope you will enjoy this third issue of *New Directions*. For more detailed information about Commercial Market Strategies please visit our web site at www.cmsproject.com. I look forward to your comments.

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Commercial Market Strategies Launches a New Web Site

We are proud to announce the launch of a new CMS web site. Our new site is full of information about our work in the field. We have included our research documents, publications, media clippings and links to other useful sites. The new CMS site also features "Hot Topics" and articles written about our most vigorous field projects and research efforts in the area of reproductive health and family planning. Please visit us at www.cmsproject.com.



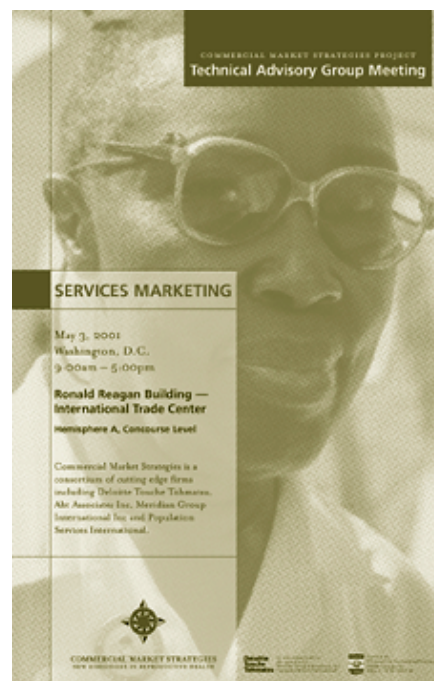
The home page of the new CMS web site highlights current initiatives.

Technical Advisory Group Session Covers "Services Marketing"

Over the past decade, family planning social marketing activities have moved from selling products (condoms, pills, etc.) to the marketing of services. This transition to services marketing requires the adoption of traditional marketing strategies and the development of new marketing tools. It also requires social marketers to view quality and patient-provider interactions in a new light.

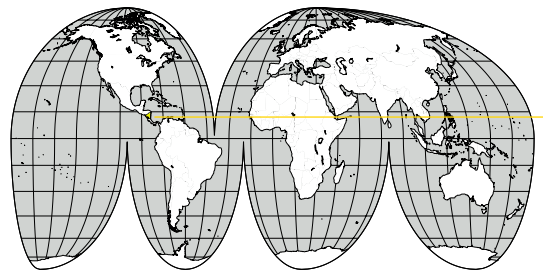
CMS held a Technical Advisory Group (TAG) session on May 3rd, 2001, in Washington DC. The purpose of the TAG was to share lessons learned from services marketing programs and to identify trends, challenges and opportunities in the area of services marketing. CMS Research Director Dr Ruth Berg opened the TAG with an overview of emerging perspectives. Pilar Sebastián, CMS Country Representative for Nicaragua, presented marketing techniques utilized by PROSALUD Bolivia. K Gopalakrishnan, Director of International programs at DKT International, gave a presentation on extending product marketing to deliver services in rural India. Dr Jim Foreit, a Senior Associate at Population Council, presented the *In-Reach* services marketing strategy. Sanjay Chaganti, Marketing Technical Advisor at PSI, presented how Zimbabwe markets voluntary counseling and testing services, and Dr David Shore, Associate Dean at the Harvard School of Public Health, made a dynamic presentation on the importance of branding.

Proceedings of the TAG will be available later in the summer. For more information about CMS work in services marketing please contact Dr Ruth Berg at (202) 220-2183 or send an e-mail to rberg@cmsproject.com.



A poster promoting the CMS Services Marketing Technical Advisory Group meeting features a Ugandan midwife.





Spotlight – Nicaragua

New Primary Care Clinics Offer Hope and Healing *(continued from front cover)*

A new primary health care clinic in the small town of Tipitapa, located on the outskirts of Managua. In total, CMS plans to open six new clinics in Hurricane Mitch affected communities. These new clinics will provide primary care, lab services, OB/GYN, minor surgery, dental, pediatric, family planning and pharmaceutical services. The clinics are being administered by PROFAMILIA, a Nicaraguan family planning NGO and IPPF affiliate, well-known for its 12 other clinics in the country. USAID has been supporting the PROFAMILIA clinics in Nicaragua for many years and the CMS initiative introduces a new management and marketing model for keeping the clinics profitable and financially self-sustainable while offering the highest quality of health care. The new clinics plan to recover their recurring costs from user fees. Revenues collected at the clinics are divided evenly between honorariums, administrative costs and fixed costs.

CMS Nicaragua Country Director, Pilar Sebastián, has been working on a fast track ever since she received the go-ahead from USAID to develop the new clinics. Ms Sebastián is a registered nurse and a native of Bolivia. She helped establish the PROSALUD model of franchised clinics in Bolivia and is using the lessons learned to help PROFAMILIA with a management and marketing strategy for upgrading the quality of health services. “We started from the ground up with the new clinics...” says Pilar Sebastián, “...making sure that we had consistent quality standards in all the clinics meant we had to develop a unified architectural plan, order equipment, furniture, supplies and even trash cans in large quantities while the clinics were under construction...once while I was showing the warehouse and construction sites to a US government representative I was asked if I would go into engineering when this project is complete!”

Franchising PROFAMILIA Services

The development of consistent quality standards is a basic marketing principle for the new clinics. Another basic tenet is to make the services recognizable. In other words, patients who walk into any PROFAMILIA clinic in Nicaragua should know immediately what types of services are offered. This standardization is often referred to as *franchising*.

Franchising techniques are commonly used in the commercial sector. For example, in the fast food industry savvy franchisers build restaurants with the same interior décor, promotional giveaways and products — so any customer who walks into one of those restaurants knows what they can expect. With these franchise techniques in mind, the six new PROFAMILIA clinics have identical floor plans, interior design, signage and services.



1



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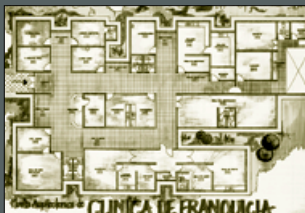
3

- 1 Opening ceremonies at the new PROFAMILIA clinic in Tipitapa included a marching band.
- 2 A billboard announces the opening of the new Tipitapa clinic to the community — “Now in Tipitapa! Affordable quality healthcare for the whole family.”
- 3 A PROFAMILIA nurse meets with a group of children to assess their growth and development.



Country Name: Republic of Nicaragua
 Population: 5.1 million (mid-2000 estimate)*
 Capital: Managua
 Area Comparative: slightly smaller than the state of New York
 GNP per Capita: \$370 (USD, 1998)*
 Infant Mortality Rate: 40 per 1,000*
 Contraceptive Prevalence Rate: (any method, married women) 59*
 Nicaraguan Deaths Due to Hurricane Mitch: 3800 dead and 7,000+ still missing**
 Hurricane Mitch Damage Estimates in Nicaragua: \$1 billion (USD)**

Source:
 * Population Reference Bureau: 2000 World Population Data Sheet
 ** <http://www.ncdc.noaa.gov/ol/reports/mitch/mitch.html> (Last updated 25 Jan 1999)



All new PROFAMILIA clinics in Nicaragua use the same architecture, signage and interior décor. All the services at the new PROFAMILIA clinics are the same. So whenever a person walks into a PROFAMILIA clinic they know exactly the type of high quality service they can expect. This is what consumer marketers call *franchising*.

Community Participation



Through the use of health promoters, the new PROFAMILIA clinics are identifying specific needs and concerns in the communities they serve. These health promoters conduct door-to-door interviews and disseminate information about the clinics — they are a vital link between the clinics and the community.

The new PROFAMILIA clinics will serve up to 240,000 people, so participation from the community is key to their success. Additionally, understanding the specific needs and concerns of the community allows the clinics to tailor their services to clients' specific needs. It also allows the clinics to market their services in a way that addresses the particular concerns of the community.

"One of the most encouraging signs that things are working..." says Ms Sebastián, "...is that several of the PROFAMILIA doctors from the older clinics are calling us for tours of the new clinics ... to review our management and promotion methods ... so we've got momentum ... and this is very good..."

For more information about the PROFAMILIA clinics in Nicaragua please contact Kelly Wolfe at kwolfe@cmsproject.com or Pilar Sebastián at CMS@cable.net.ni.



- 1 Newspaper clipping from La Prensa (March 12, 2001) — the opening of the new clinics has received widespread coverage in the Nicaraguan press.
- 2 Lizann Prosser, Director of the CMS project, speaks at the opening ceremonies of the Tipitapa clinic.





IPPF Arab World Region Workshop in Tunisia

PARTICIPANTS LEAVE THE WORKSHOP WITH A STRATEGIC FEASIBILITY PLAN FOR SUSTAINABILITY

At the request of the International Planned Parenthood Federation Arab World Region, Commercial Market Strategies (CMS) hosted a workshop in Hammamet, Tunisia from March 22–30. CMS Director Lizann Prosser introduced the workshop, titled *Private Sector Strategies for Social Sector Success*, which was tailored specifically for Executive and Financial Directors of family planning associations. CMS workshop trainers included Alvaro Monroy, CMS Director of NGO Sustainability, Carlos Carrazana, Director of the Summa Foundation, and Barbara Addy and Amy Javaid from Deloitte Touche Tohmatsu's Emerging Markets Healthcare Division. Additionally, Houda Bel Hadj of the CMS Morocco project made a presentation on the strategic marketing of health services and products.

The objective of the workshop was to help the participants from IPPF offices throughout the Arab region develop sustainability plans. Accordingly, the workshop focused on the development of an effective marketing plan, financial and managerial accounting, revenue diversification, and the roles and responsibilities of a board of directors. The participants also conducted a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) of their own organizations. All these exercises were then put to practical use as the participants developed and presented their own organizations' feasibility plans to the group.

The Tunisia CMS/IPPF workshop was a great success on many levels. The participants were able to meet each other and share experiences. Moreover, they developed practical skills which will re-focus their efforts to become more financially sustainable. For more information about NGO Sustainability projects at CMS please contact Alvaro Monroy at amonroy@cmsproject.com.

Representatives from the Sudan Family Planning Association at the NGO Sustainability workshop in Tunisia. Ahmed Youssef (left), Senior Program Advisor, and Rabai Abdelkader, Executive Director.

CMS Hosts Conference in Quito, Ecuador

SUSTAINABILITY AND SOCIAL MISSION: SHARING LESSONS FROM RESEARCH AND PRACTICE

From May 16–18 Commercial Market Strategies, FRONTIERS and CEMOPLAF (an Ecuadorian NGO) hosted a sustainability conference in Quito, Ecuador, for reproductive health non-governmental organizations (NGOs) in Latin America. In total, there were 80 participants representing 14 countries. The objective of the conference was to share lessons learned in the area of sustainability and to link commercial sector companies with NGOs. Participants learned what products and services have been successfully marketed as well as what has been unsuccessful. Marketing strategies, tools and techniques were discussed.

Representatives from 26 different Latin American, Central American and Caribbean-based NGOs attended the conference. Other attendants included USAID, UNFPA, FHI, The Futures Group, PSI, CMS, IPPF, Catalyst, CARE, FPIA, Frontiers, Vecinos Mundiales, JHU, The Clinica San Pablo in Peru, International Eye Foundation, Endowment Fund for Sustainability, The Summa Foundation and representatives from the BIG project at the University of California Berkley School of Public Health. Manufacturers in attendance included GE Medical Systems, Drogueria INTI, CPR and Schering.

For more information about this conference please contact Alvaro Monroy at (202) 220-2151 or via email at amonroy@cmsproject.com.



CMS Begins Pilot Testing a New Training Program for Midwives and Paramedics in Nepal

Commercial Market Strategies has been working with the *Pariwar Swasththay Sewa Network* (PSSN) for several years, focussing primarily on quality improvement and marketing the reproductive health services of the PSSN network doctors. Most doctors in the PSSN network have their practices in the Katmandu Valley region of Nepal.

The PSSN, however, does not reach into rural areas outside the Katmandu Valley area where the infant mortality rates are still quite high and the contraceptive prevalence rate is low. In response, CMS is pilot testing a new project — creating a network of midwives and paramedics in the Rupandehi district (near the southern border with India). We are researching the best methods for training and promoting healthcare services in these remote parts of Nepal.

First steps involved in the pilot testing include a qualitative and quantitative assessment to better understand care practices, establishing baselines and identifying practitioners for the network. Training of the providers will begin in June.

For more information about CMS initiatives in Nepal please contact Craig Carlson at ccarlson@cmsproject.com.



An Auxiliary Nurse-Midwife standing in her pharmacy in Katmandu — her clinic is on the top floor.

Pharmaceutical Partnerships Help Adolescents in Guatemala

CELSAM, a non-governmental organization that is funded entirely by the German pharmaceutical company Schering, works to educate the general public about reproductive health in Latin America. APROFAM, an IPPF affiliate, is the largest family planning organization in Guatemala.



CMS facilitated a partnership between CELSAM and APROFAM to develop an information campaign targeting Guatemalan adolescents. Together, APROFAM and CELSAM developed the “Sexo con Sesó” (Smart Sex) campaign, which encourages dialogue amongst peers about responsible sexual behavior. Information booths were set up in popular Guatemala City shopping malls during the spring of 2001 and teenagers with demonstrated leadership skills were trained to answer questions and discuss responsible sexual behavior with other teens. For more information about the “Sexo con Sesó” campaign please contact Kelly Wolfe at kwolfe@cmsproject.com.



- 1 Adolescent peer counselors set up their booth in a popular Guatemala City shopping mall.
- 2 A Guatemalan teen gets information and brochures from a peer counselor.
- 3 Teen leaders pose for their post-training photograph.



Summa Foundation Gives Loan to Clinica Sanangel in Nicaragua

In March 2001, the Summa Foundation disbursed the first tranche of a \$165,000, 3.5 year loan to the Clinica Materno Infantil Sanangel in Nicaragua. The Clinica Sanangel opened in 2000 and specializes in pediatric care.



SUMMA / CMS ASSESSMENT

When the Nicaraguan clinic first approached Summa, the owners were interested in obtaining financing and wanted advice on how to improve the clinic's operations. Summa, with assistance from the Commercial Market Strategies project, discussed the advantages of offering a more integrated package of services, including women's health services. By doing so, Clinica Sanangel would provide a one-stop-shop for mothers who are too busy to visit more than one clinic. Furthermore, the clinic is strategically located near two universities in Managua, which facilitate marketing reproductive health services to the adolescents and young adults in the university population.

EXPANDING CLINICA SANANGEL SERVICES

The clinic agreed with this assessment and is using the Summa loan to expand into reproductive and women's health services including family planning services and counseling, antenatal care and counseling, deliveries, postnatal care, and adolescent reproductive health education and services. Since the loan was disbursed, the clinic has hired four OB/GYNs; dedicated a consultation room to women's health services; and is in the process of expanding the clinic and preparing a marketing campaign for the new services.

NICAINFANTIL

The Clinica Sanangel plans to use some of the profits from this project to cross-subsidize Nicainfantil, a small non-governmental organization that is operated by the Clinica Sanangel. Nicainfantil shares the medical knowledge of the clinic doctors with colleagues throughout the country and coordinates health education campaigns using mass media, thus contributing to the overall health of the Nicaraguan population.

- 1 A newborn gets her first checkup; the Clinica Sanangel specializes in pediatric care.
- 2 Clinic managers discuss improving operations.



The Summa Foundation provides financing and technical assistance to the private and commercial health sector in developing countries. For more information about the Summa Foundation visit www.summainvestments.org or contact Meaghan Smith at msmith@cmsproject.com or Carlos Carrazana at ccarrazana@cmsproject.com.

In Upcoming Editions of *New Directions*

- CMS Jordan is working on a dynamic mass media campaign to promote family planning and to dispel myths about certain contraceptive methods. In the next edition of *New Directions* we will highlight how our Jordan program is **working with community and religious leaders** to improve the demand for quality reproductive health products and services.
- CMS hosted a Technical Advisory Group (TAG) session in Washington DC on May 2nd, 2001 on **Social Marketing of Services**. The one-day session included presentations of marketing programs for health services from around the world. A summary of the TAG will be presented in the next issue of *New Directions*.
- In the next issue of *New Directions* we will discuss the Summa Foundation loans to the **Ghana Social Marketing Foundation** and the **Reproductive Health Association of Cambodia**.
- A **CMS Jamaica Youth Survey** on the reproductive health issues of Jamaican teens will be ready for publication soon. In the next issue of *New Directions* we will summarize this survey.

