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MOZAMBIQUE: Final Report of Social Marketing Award to PSI: March 2010 through June 2011

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ACRONYMS

BCC	Behavior Change Communications
CA	Community agents
CBO	Community-based organization
CDC	Centers for Disease Control
CNCS	Mozambican National AIDS Council (see NAC)
CSM	Condom Social Marketing
CSW	Commercial Sex Worker
CT	Counseling and testing for HIV
DDS	District Health Directorate
DFID	Department for International Development (UK)
DPS	Provincial Health Directorate
GIS	Geographical information systems
HIV	Human Immunodeficiency Virus
IEC	Information, education, and communication
IPC	Interpersonal communications
MARP	Most at risk populations
MC	Male circumcision
MCHIP	Maternal and Child Health Integrated Program
MCP	Multiple Concurrent Partnerships
MCWG	Multisectoral Condom Working Group (CNCS)
M&E	Monitoring and evaluation
MIS	Management information systems
MIS/GIS	MIS combined with GIS
MMR	Maternal Mortality Ratio
MNCH	Maternal, Neonatal, and Child Health
MOH	Ministry of Health
MSM	Men who have sex with men
NAC	National AIDS Council (see CNCS)
NGO	Non-governmental organization
PEPFAR	U.S. President's Emergency Plan for AIDS Relief
POS	Point of sale
POU	Point of use
PSI	Population Services International
RNE	Royal Netherlands Embassy
SCM	Supply Chain Management
SEDE	Mozambican NGO focusing on HIV work place interventions
TMA	Total market approach
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	U.S. Agency for International Development
USG	U.S. Government
WL	Warehousing & Logistics

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MCHIP is the USAID Bureau for Global Health's flagship maternal, neonatal and child health (MNCH) program. MCHIP supports programming in MNCH, immunization, family planning, malaria and HIV/AIDS, and strongly encourages opportunities for integration. Cross-cutting technical areas include water, sanitation, hygiene, urban health and health systems strengthening.

MCHIP Program

1. Goals and strategies of MCHIP Program Approach – Condom Social Marketing Program

MCHIP's vision and focus is to accelerate the reduction of maternal, newborn, and child mortality in 20 priority countries by increasing the use of a focused set of high impact maternal, newborn, and child health (MNCH) interventions that address the major causes of death among mothers, newborns, and children under five. Delivery strategies will address barriers to access and use of these interventions along an MNCH continuum of care that links communities, first-level facilities, and hospitals. One of the main goals of the MCHIP Program is to contribute to the reduction of the under 5 mortality rate and maternal mortality ratio (MMR) by 25 percent in high mortality-burden countries.

As part of its comprehensive approach to HIV prevention and family planning programming, USAID has been supporting the social marketing and free distribution of condoms in Mozambique to improve condom availability and use among most at risk behavior groups and adult Mozambicans. Since 1994, Population Services International (PSI) has been an implementing partner of condom social marketing (CSM) activities including sales, distribution, marketing, and promotion. With support of USAID and the Government of Mozambique's National AIDS Council (CNCS), PSI promotes and distributes subsidized male and female condoms through the private sector nationwide. PSI's socially marketed *Jeito* brand has become synonymous with the word condom throughout Mozambique. CSM activities have increased self-reported condom use with non-regular partners as well as increased knowledge of where condoms are available. While consistent exposure to CSM has influenced positive behavior change, condom demand and use in Mozambique continues to be lower than in some other countries in the Southern Africa region. This reality highlights the need to maintain CSM activities that build on USAID's previous investments in social marketing and continue to increase correct and consistent condom use to reduce HIV prevalence.

2. Background

Mozambique faces a generalized HIV epidemic with nationwide HIV prevalence estimated at 11.5% of the adult population.¹ Adults over the age of 25 comprise the majority (68%) of heterosexual HIV transmission.² Multiple concurrent partnerships (MCP), relatively low condom use, and low male circumcision (MC) prevalence in some areas are key drivers of the epidemic in Mozambique. HIV prevalence varies widely between the southern, central and northern regions (South 21%, Central 15%, and North 6%). In some areas HIV prevalence exceeds 25%.³ Higher prevalence in these areas is associated with the presence of transportation corridors, higher incidence of MCP and a relatively low rate of MC. In contrast, the Northern provinces (Nampula, Niassa, and Cabo Delgado) have lower HIV prevalence than the national average which may be due to higher rates of MC and fewer transportation corridors.

¹Instituto Nacional de Saúde (INS), Instituto Nacional de Estatística (INE), e ICF Macro. 2010. Inquérito Nacional de Prevalência, Riscos Comportamentais e Informação sobre o HIV e SIDA em Moçambique 2009. Calverton, Maryland, EUA: INS, INE e ICF Macro.

² Analysis of HIV Prevention Response and Modes of HIV Transmission, UNAIDS Mozambique, 2009.

³Instituto Nacional de Saúde (INS), Instituto Nacional de Estatística (INE), e ICF Macro. 2010. Inquérito Nacional de Prevalência, Riscos Comportamentais e Informação sobre o HIV e SIDA em Moçambique 2009. Calverton, Maryland, EUA: INS, INE e ICF Macro.

There are approximately 21.7 million people living in Mozambique, of which 52% are women (11.3 million). Women of reproductive age represent 23% (5 million) of the general population. There are approximately 1.4 million people living with HIV and approximately 400 new cases of HIV per day in Mozambique.

Condom supply in Mozambique

Public Sector – USAID and UNFPA provide free, generic (branded and non-branded) condoms for distribution through the public sector. In 2009, USAID provided 59 million condoms for free distribution, representing an increase of 11 million over 2008. Despite this increase in the number of condoms procured, weaknesses in supply chain management (SCM) capacity and inadequately understood requisition procedures on the demand side⁴ meant that significantly fewer condoms reached end users than were procured. In response, UNFPA, UNICEF, USAID, and others are currently working to improve the public sector’s capacity for condom and contraceptive distribution. PSI supports these efforts by responding to frequent requests from DPSs, DDSs, NGOs, and companies that wish to order generic condoms for free distribution. PSI distributed 6.35 million generic condoms during the period when MCHIP supported the CSM project from March 2010 to June 2011.

Subsidized Private Sector – PSI is Mozambique’s only nationwide provider of subsidized condoms through the private sector. Originally launched in 1994, JeitO built a significant brand awareness and recognition and has been dominating the condom market since its introduction. According to the 2009 INSIDA, among those who used a condom at last sexual encounter, 35.8% of women and 57.9% of men used JeitO. However, the structure of the market has changed and as of 2010 some consumer segments (i.e., urban, young) have more choice and exposure to condom-related communication while other segments have been less targeted. As a result, PSI conducted a series of in depth interviews through MCHIP to better understand condom use, with the purpose of creating in depth profiles of segments of the target audience that will not ‘compete’ with the private sector (e.g. Prudence) or the public sector free condom distribution but will increase total condom use nationally.



Through MCHIP, PSI also distributed female condoms, especially to commercial sex workers (CSW) as an alternative means of protection and/or in situations where clients or partners refuse to use a male condom. Female condoms are also distributed to NGOs and government agencies. In 2009, PSI sold or distributed 200,000 female condoms, a doubling from 2008, and the product is available in private sector outlets in all provinces. During MCHIP, PSI distributed over 518,000 female condoms.

⁴CNCS Circular 01/CNCS/2006.

Condom Distribution Data – March 2010 to June 2011

Province	Male condoms sold	Free Male condoms	Female condoms	Total
Maputo	7.280.576	2.317.522	366.792	7.647.368
Gaza	1.157.640	17.340	2.001	1.159.641
Inhambane	876.216	90	0	876.216
Sofala	3.709.368	756.500	13.081	3.722.449
Manica	2.076.408	675.715	8.509	2.084.917
Tete	1.967.760	0	0	1.967.760
Zambezia	3.299.832	459.695	38.421	3.338.253
Nampula	4.675.032	398.500	89.002	4.764.034
Niassa	1.550.784	96.000	0	1.550.784
Cabo Delgado	1.604.808	1.637.000	1.005	1.605.813
TOTAL	28.198.424	6.358.362	518.811	28.717.235

3. Program Results and Major Accomplishments

Major accomplishments

The goal of the program is to reduce HIV prevalence and the number of unwanted pregnancies through increased sales and distribution of socially marketed condoms. The condom social marketing program was a continuation of condom social marketing and targeted BCC interventions. and integrated three broad complementary objectives to achieve this goal:

- increase and target condom sales and distribution
- encourage interpersonal communication, through materials production and placement
- conduct research and improve systems for monitoring and evaluation (M&E).

Key Results (March 2010 – June 2011)

- 5,309 new condom outlets opened (65% of outlets in high risk areas)
- 2,000 condoms dispensers installed in different outlets such as Ministry buildings in Maputo, Zambezia and Nampula
- 250 vending machines installed in restaurants, night clubs and bars
- 28,198,424 male condoms sold
- 6,358,146 male and 518,811 female condoms distributed through free mechanisms
- HIV prevention-related theatre presentations reached 62,329 participants to create debates around HIV risk and encourage community based discussions around how best to reduce personal risk of HIV (via consistent condom use, staying out of sexual networks or cross generational sexual relationships and the importance of knowing one's HIV status)
- 420,631 individuals reached with individual and/or small group level interventions seeking to increase risk perception and self efficacy around using condoms, partner reduction and the importance of HIV counseling and testing

- An agreement for condom distribution at night clubs and pubs signed with Too Sexy – a Mozambican company working on event promotion and online advertisement. Too Sexy is distributing Sedutor condoms, targeting young urban middle class people at locations where they are more exposed to high risk behaviors.

Results by Objective

Objective 1: Increase sales of subsidized branded condoms and increase distribution of free non-branded condoms to targeted groups and in targeted areas.

JeitO is the dominant socially marketed male condom brand in Mozambique. Sales in 2008 and 2009 exceeded 30 million. **From March 2010 to June 2011, PSI sold 28.2 million condoms through the MCHIP project. During MCHIP, PSI also distributed an additional 6.35 million free condoms for a total of 28.7 million condoms.** PSI continued to foster the development of a Total Market Approach (TMA) for condoms in Mozambique through support for public sector distribution and promotion of generic condoms as well as subsidized condom distribution through the private sector. PSI also implemented innovative behavior change communications (BCC) projects with high-risk groups, including CSW, MSM, mobile workers, military personnel, police, and border populations.

The Total Market Approach is a way to make markets work for the poor. It aims for all segments of society to be reached with high quality products and services according to their ability to pay. In a balanced market, the poorest access products and services through free distribution, those who are somewhat better off have access through subsidized products and services, and those with greater ability to pay use the commercial sector. In a total market approach, social marketing organizations like PSI are essential to growing the overall market by attracting new users through mid-priced brands and opening up new markets, particularly in rural areas. In this way, social marketing grows the overall market so there is greater scale and consumer willingness to pay, which results in a more conducive environment for the commercial sector.

MCHIP supported the distribution, sale, and promotion of subsidized branded male condoms through traditional commercial outlets, such as formal and informal stores, street vendors in “hot zones”, bars, restaurants, nightclubs, and work places, as well as non-traditional outlets, including rural distribution networks, other NGOs, CBOs, and network organizations. Distribution was nationwide, but promotion was targeted and focused on districts associated with key transport corridors, such as the Beira corridor and the Nampula-Nacala corridor, as well as on urban and peri-urban districts in Maputo City, Maputo, and Gaza provinces (see Annex D for more information).

Improve sales force management and distribution efforts

To streamline sales and distribution efforts, PSI merged existing warehouse and logistics (WL) functions into one single unit. Both sales and distribution activities were integrated with this new WL unit. This revised structure ensured that all PSI staff engaged in condom sales and distribution operate under the direction of one Supply Chain Management (SCM) Director. The restructuring streamlined the supply chain from manufacturer to end customer, removed administrative layers, and created a single line of authority within the organization. All SCM activities were managed out of a single central warehouse in Machava (Maputo Province). As part of this streamlined structure, PSI sales representatives reported to PSI provincial representatives, and the provincial representatives were held accountable to the SCM Director for reaching established sales and distribution targets. The new SCM structure allowed PSI to speed up the distribution process and increase distribution to the end user more quickly and efficiently.

Improve MIS, data analysis, and feedback

Targeting, sales and distribution were enhanced through the application of more rigorous analysis of MIS data. To achieve this, the SCM team included a dedicated MIS Specialist who provided daily updates and feedback to the SCM Director and the provincial representatives. Please see Objective 3 below for more information about the other specific monitoring and evaluation tools PSI utilized to capture and analyze sales data. PSI also introduced a customer hot line (green line) to respond to customer inquiries and ensure rapid re-stocking of retail outlets.

Increase the number of sales outlets and improve coverage in “hot zones”

To continue to increase sales and distribution coverage in “hot zones”, that is, areas where alcohol is sold or other risk factors are present, such as commercial sex work or transport corridors, MCHIP/PSI increased the number of sales outlets to over 5,300 outlets to improve coverage in these targeted locations.

Improve targeting of sales in high risk areas

Border crossings serve as a focal point for CSM, IPC, and mobile CT activities. A separate PSI MARP team coordinates and monitors all program efforts at the borders, such as outreach activities and condom promotion for truckers and CSW, that are implemented by PSI and other partners. The sales representatives coordinated closely with the border program to increase overall availability of condoms. A number of Community Agents (CA) living in and covering border areas, corridor areas, and other “hot zones” will be retained on fixed term contracts to work on condom promotion in these areas.

Increase geographic focus

To ensure that condoms are available in high risk areas throughout the country, the project focused its distribution efforts in defined geographical zones. One zone was the urban and peri-urban districts in Maputo City, Maputo, and Gaza provinces. Within these provinces, sales representatives maximized the number of outlets, and separate blitz campaigns were organized to increase the number of sales outlets. Other focus areas were the Maputo-Quelimane, Beira, Chimoio-Tete, Quelimane-Pemba, and Quelimane-Lichinga transportation corridors, with a special focus on significant intersections where truckers stop and traders mingle, such as Inchope (Manica), Muxungue and Caia (Sofala), Mocuba (Zambezia), and Namialo (Nampula). While some of these locations have small populations of a few thousand people only, they are key nodes in the commercial transport system, which is believed to fuel the spread of HIV.

Expand variety of choice and condom dispensing options

During this project, PSI continued to expand its network of condom vending machines, particularly in Maputo City, as well as different types of condom dispensers that have proven effective in increasing the uptake of condoms in bars and “barakas” (informal shops). Through these methods, it was easier for purchasers to obtain condoms discretely and easily in more locations and closer to where they need them. To further segment the market and provide users with more choice, PSI introduced the specialty condom brand Sedutor. This specialty condom brand was used to target high-risk consumer segments and to complement the more broadly positioned JeitO umbrella brand.

Too Sexy, a local entertainment promotion company, is a young and dynamic enterprise, well established and well known among the middle class, young, urban market. They have successfully leveraged social media and innovative marketing strategies to become a trusted brand among this group. Too Sexy were ideally positioned to market and distribute a premium condom such as Sedutor. PSI formed a partnership with them, aimed at transferring the marketing and distribution of Sedutor to Too Sexy, who will use their own resources to market the brand. Too Sexy will use their local knowledge and their ability to adapt and innovate to ensure that this brand will thrive among a specific target group that may not be reached by free or subsidized condom brands. Such a partnership is a social marketing

milestone –a brand that has developed strong equity in a sufficiently mature market (or market segment) to create realistic opportunities for a local enterprise to take over the brand with a view to growing the market along with their business and reach more consumers with products and messages in cost-effective and innovative ways.

Expand collaboration with NGOs, CBOs, and network organizations

PSI increased and accelerated efforts to systematize and integrate CSM sales and marketing activities in both rural and urban areas. The MCHIP program expanded collaboration with NGOs, CBOs, and network organizations (such as Monaso, OMM, and Forum Mulher) to widen and deepen the reach of condom distribution. Working with and through other organizations, PSI has been able to reach deep into rural areas and extend coverage in other poor and/or difficult to reach areas.

PSI provided technical support and materials, distribution support, commodities, and market data to these NGO partners. For example in Inhambane province, where PSI has a long-standing collaboration with the local NGO Mahlahle across several areas of high HIV prevention, all condom sales and distribution went through that organization. To facilitate this, PSI transferred one sales vehicle to Mahlahle and provided a small monthly subsidy, and offers ongoing technical support. Mahlahle and PSI have a consignment stock agreement, which allows Mahlahle to manage its own activities with limited financial support from PSI. On a national level, PSI already works with several network organizations and through these partnerships, PSI is able to reach a multitude of local NGOs and CBOs, leveraging this existing network to reach rural areas and new constituencies.

Coordinate with SEDE to expand availability of condoms in the work place

In 2009, PSI spun off its HIV work place activities into an independent unit called SEDE. SEDE is now an autonomous organization, but still receives technical and financial support from PSI. SEDE is staffed by Mozambicans and is on course to become a self-funded and self-sustaining organization. During MCHIP, PSI provided technical support to SEDE, but scaled down its involvement as SEDE matured as an organization. Current SEDE clients include Millennium BIM, EDM, TDM, Cimentos de Mocambique among other large Mozambican organizations. MCHIP helped SEDE to distribute over 250,000 condoms to these and other workplaces.

Objective 2: Implement effective information, education, and communication (IEC) campaigns promoting HIV prevention, changed behaviors, and increased condom use.

Implement theater group presentations on HIV prevention topics

Working through an existing network of theater groups focused on behavior change communications, PSI reached out to a broad spectrum of individuals living and working in high-prevalence or high-risk areas. MCHIP helped sustain theater groups in Maputo, Gaza, Sofala, and Manica. The theater groups received direct support from PSI national HQ, as well as management and logistical support from the respective provincial offices. In early 2011, PSI support was phased out for these theater groups which are now fully independent community based organizations.

Coordinate and support Community Agents in conducting IPC activities at the local level

During MCHIP, PSI's Community Agent (CA) network continued to be of vital importance for social mobilization and understanding the local situation. CAs communicate in local languages and cover limited catchment areas, enabling them to reach rural and high-risk geographical areas and/or populations. Resident CAs use bicycles to increase their mobility and flexibility. Their work is focused on IPC activities that include messages about correct and consistent condom use, as well as other HIV prevention messages, including self-efficacy, risk perception, and risk-reducing behaviors. During MCHIP the number of CAs was cut back significantly from a peak in 2008, when all districts were covered with at least one CA. In early 2010, CAs were focused only in districts associated with key transport corridors

or other high-risk locations. The CA program was improved through better targeting in smaller catchment areas; improved supervision and structural support; continued training; and increased mobility.

In early 2011, PSI decided to test a performance based financing model for the CAs. PSI transitioned the CA contracts to consultant contracts and allowed them to work with other organizations. The contracts with these Activistas stipulate that they offer between 10 and 50 activities per month. They are paid per activity and given bonuses for accurate and timely reporting, with a confirmatory signature from a local administrator. They receive another bonus if they received a score of >70% on their monthly evaluation. So far, PSI has rolled out this new performance based contracting scheme in Maputo City, Maputo Province, Gaza and Sofala provinces and will evaluate its results in late 2011 to assess how best to scale it up with other organizations.

Producing IEC materials and ensure placement in targeted settings

In coordination with UNICOM (CNCS) and other USG implementing partners, and especially in targeted geographic areas, PSI supported the re-printing of materials to support community mobilization, such as pamphlets and flip charts and community educational events to promote correct and consistent condom use and reduction in concurrent sexual partnerships. Point-of-sale (POS) and point-of-use (POU) materials were also produced for JeitO and Sedutor brand promotion.

Objective 3: Qualitative and quantitative research to track sales and assess changes in attitudes towards condoms.

Systematize and enhance M&E and sales analysis efforts

As discussed under Objective 1, PSI systematically enhanced M&E and sales analysis efforts. A specific output is the enhanced monthly report that incorporates GIS data and detailed countywide graphs and maps. This enhanced report provides useful information for the program as well as USAID, NAC (CNCS), and other partners by improving targeting and identifying trends and gaps. Data were shared down to the sub-district level and correlated with demographic data, primarily population numbers, to help assess program effectiveness and identify gaps in coverage.

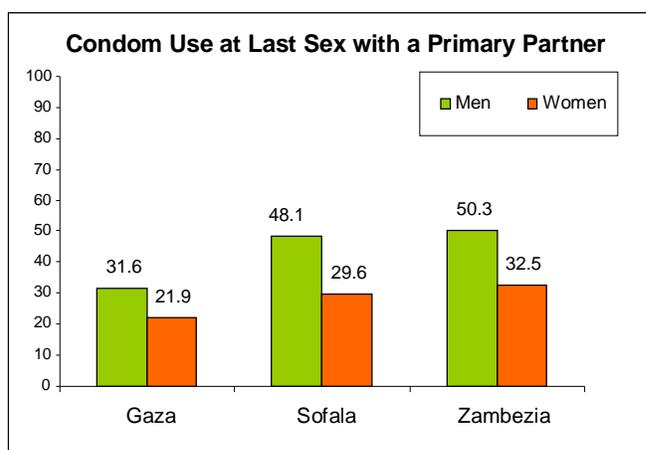
Enhance MIS/GIS capabilities through a partnership with Google, Inc.

PSI/Mozambique was selected as one of a small number of pilot countries for a broader collaboration between PSI and Google, Inc. This GIS platform uses Google Earth to map health infrastructure, including the coverage of condom outlets. Financed through a separate grant from Google, this resulted in improved mapping and visualization efforts.

Conduct formative research on barriers to condom use and other research addressing condom use

PSI used existing behavioral research data to identify key determinants of condom use, sexual behavior, and social norms, as well as the significant drivers of behavior change. PSI conducted a baseline HIV study in 2008* for the Southern, Central, and Northern regions. The study showed that less than one half of men and one-third of women reported using a condom at last sex with a primary partner (the partner with whom they had the most sex acts within the last year). Condom use with non-marital and non cohabitating partners was higher, ranging from 51-68% among men and 31-54% among women. Reported condom use was significantly higher among men than women for all provinces.

* The HIV behavioral study was carried out in 3 provinces representative of each major region in the country and involved more than 4,000 interviews on a wide range of topics, including exposure to IPC activities, concurrency, condom use, and other factors.



These results were used to continue to refine and better target both BCC messages and IPC activities, as well as inform the development of a regionalized approach to HIV prevention.

4. Lessons learned and way forward

1. **To better realize a Total Market Approach, JeitO needs to be repositioned in such a way as to target market segments that are underserved by the current condom brands, while also striving to grow the total condom market without providing direct competition to any other product.** As a consequence, a qualitative research was completed which informed a “market mapping” exercise aimed at identifying such market segments, defined by five different variables that define behavior (Who, Where, When, With Whom, Why). A target profile was defined (“O Vizinho”) and two possible positioning statements that are currently underserved on the market. PSI is currently in the process of finalizing pre-tests that will better define the final positioning statement, before the new JeitO will be re-launched towards the end of 2011.
2. **PSI improved targeting by working with existing large scale retailers and wholesalers rather than targeting each and every small outlet.** Currently PSI sales reps identify and link up with existing distributors which enabled PSI to reduce distribution costs. In addition, new sales systems were introduced in the first quarter of 2011. In June, 2011 a new sales manager with strong distribution skills (from 2M) joined the sales department to improve PSI’s ability to scale up and improve distribution models to increase cost-efficiency and improve overall coverage nationally. As a result in 2011 sales stabilized following a price increase in 2010. Despite the reduction in the number of sales agents, PSI continues to increase sales and expand geographic reach but working with wholesalers.
3. **Private partners can manage condom brands and promote condom use in a sustainable way and are willing to invest their own resources in growing the condom market.** PSI Mozambique transferred one of its brands (Sedutor) to “Too Sexy”, a young Mozambican company specialized in events management, online advertising and marketing, and animated by a strong entrepreneurial spirit. Leveraging social media and other innovative, low cost strategies, Too Sexy started promoting this premium brand among middle class and affluent young adults in April 2011. Since then Sedutor has become available in 42 premium, high visibility, high risk outlets in Maputo and Matola (entertainment clubs, discos and pubs) and approximately 10,000 condoms have already been distributed or sold through these outlets.

4. **Local organizations can and should be trained to take over condom social marketing locally.** As part of the strategy to increase sustainability of interventions, PSI closed its Niassa office and transferred CSM activities to ESTAMOS (a local organization). To ensure proper transition and knowledge transfer, PSI seconded to ESTAMOS a sales vehicle and a Sales Technical Advisor who will help them link up with existing distribution networks as well as explore expansion and growth opportunities. ESTAMOS has been a PSI partner in Niassa for more than three years and is a well known and recognized local organization with genuine links in the communities and hence is ideally placed to implement effective CSM activities. PSI has a similar collaboration with a local organization in Inhambane, Mahlalhe. Mahlalhe also received technical support from PSI to help them sell condoms throughout the province.
5. **Community mobilization should be motivated through performance based financing.** PSI transitioned over working directly with community agents or CAs to contracting them as Activistas and paying them based on their performance and quality of their work. Supervision is a very important component of this program and PSI supervisors have started to do unannounced visits in the community to check on the work of the Activistas and give them feedback during their visits.
6. **Local communities should be involved in the development of messages and mobilization efforts from the start.** PSI started to involve the Activistas in creating the communications modules in their communities, in their own language. It is essential to get communities involved from the grassroots level in developing communications with their communities instead of only having a top down approach.

Way Forward:

PSI's support of a national level condom social marketing program will continue, despite the project closure. PSI has managed to get bridge funding from other donors to cover the remaining months of 2011. Through this funding PSI has managed to keep half of the sales force as well as start gradually transitioning Community Agents to become Activistas who will be paid through performance based incentives in four provinces (Maputo City, Maputo Province, Gaza and Sofala). It is very important that PSI gets secure funding (mid-long term) to continue the work that was done so far in improving condom use and access, as well as expand to improve the total market approach and ensure condom availability. PSI is currently working on repositioning JeitO and will re-launch the brand to better meet consumer needs and satisfaction.

In January 2011 a new Country Representative joined PSI Mozambique after 3 months without one. Lulian Circo came from PSI in Swaziland bringing a new dynamic as well as a new sales and distribution vision. While trying to adapt to the new sales vision sales staff have managed to continue selling and making ensuring condoms are available in the most needed places.

Annex A: MCHIP Results

Objectives	Activity	Status
Objective 1: Increase sales of subsidized branded condoms and increase distribution of free non-branded condoms to targeted groups and in targeted areas.	Activity 1: Enhance SCM planning and implementation	Completed
	Activity 2: Improve sales force management and distribution efforts	Completed
	Activity 3: Improve MIS, data analysis, and feedback	Completed
	Activity 4: Increase the number of sales outlets and improve coverage in “hot zones”	Completed
	Activity 5: Improve targeting of sales in high-risk areas	Completed
	Activity 6: Increase geographic focus	Completed
	Activity 7: Expand variety of choice and condom dispensing options	New brands introduced in Q3 2010
	Activity 8: Expand collaboration with NGOs, CBOs	MOU with Mahlahle signed 04/2010 and another MOU with Estamos signed beginning of June, 2011
	Activity 9: Coordinate closely with EcoSida and SEDE (workplace programs)	Completed
	Activity 10: Initiate pilot projects for collaboration with public sector in Zambézia and Nampula	Completed
Objective 2: Implement effective IEC campaigns promoting HIV prevention, changed behaviors, and increased condom use	Activity 1: Implement theater group presentations on HIV prevention topics	Completed
	Activity 2: Coordinate and support community agents	Completed
	Activity 3: Provide facilitation and technical support to the MOH and the CNCS on public sector efforts	Completed
	Activity 4: Maintain HIV prevention activities on high-risk employment groups	Completed
	Activity 5: Harmonize and coordinate messages to reinforce BCC efforts by other USG partners	Not Completed as will be part of new award to JHUCCP for PACTO
	Activity 6: Produce IEC materials and ensure placement in targeted settings	Completed
Objective 3: Qualitative and quantitative research to track sales and assess changes in attitudes towards condoms	Activity 1: Systematize and enhance M&E and sales analysis efforts	Completed
	Activity 2: Enhance MIS/GIS capabilities through a partnership with Google, Inc.	Completed
	Activity 3: Provide technical support to broader, ongoing research efforts	Ongoing
	Activity 4: Conduct formative research on barriers to condom use and other research addressing condom use	Completed

ANNEX B: SUCCESS STORY 1: Brand successfully transferred to local company

One of PSI's objectives is to support the growth of a genuine marketplace for condoms and facilitate the entry of private entities onto this market, with a long-term interesting keeping the market growing independent of the future availability of donor resources. To achieve this objective PSI/Mozambique experimented by transferring one of its condom brands, Sedutor, to "Too Sexy", a young Mozambican company specialized in events management, online advertising and marketing, and animated by a strong entrepreneurial spirit. Leveraging social media and other innovative, low cost strategies, Too Sexy developed into a brand in its own right associated with entertainment among trendy middle class and affluent urban young adults.

Sedutor is a premium condom brand aimed at the urban, affluent market and placed in PSI's brand portfolio as a cost-recovery product. In its initial year on the market, this brand built strong equity and PSI started looking for a suitable partner in the private sector who could continue to market and distribute this product to ensure that that segment of the market is reached well, without the need for donor support.

In April 2011, PSI formulated an agreement with Too Sexy and handed the condom brand Sedutor over to them. Sedutor is now available in 42 premium, high visibility outlets in Maputo and Matola (entertainment clubs, discos and pubs) and approximately 10,000 condoms have already been distributed or sold through these outlets. With their own resources, Too Sexy has been promoting the brand through various channels (including advertisements at distribution locations, social media, written press and radio), along with organizing promotions at outlets in partnership with other companies such as Barclays Bank, Mcel, Vodacom, UBA, BNI, Barloworld, BCI and Sal & Caldeira. Too Sexy is also promoting Sedutor on Tindzava (STV program) and they have developed an agreement with the two lifestyle magazines in Mozambique, Mozceleb and Kampuni, to generate content and provide samples placed in the magazines.

So far this partnership has been very successful for PSI and continues to offer invaluable learning opportunities that will inform the transfer of other, more complex brands to the private sector in order to ensure higher sustainability of health commodities in Mozambique.

Social Moçambique



Taibo Bacar, Silvia & Fina Mahomed



Farah Vali & Gina Albasini



Osman Barros & Tony Fly



Taibo Bacar & Silvia

Too Sexy lança Sedutor

Sábado dia 23 de Abril, o Ice Lounge foi o local escolhido pelo empresário Too Sexy para divulgar mais uma novidade ao público moçambicano. Perfeito e à medida da classe exigente da nata nocturna da cidade capital, o novo Sedutor... uma amostra de preservativos distribuídos por Too Sexy, que até ao momento da revelação foi um mito para o público.👉



Eneas Comiche & Too Sexy



Octavio, Denise & Too Hot



Dina Nazare & Paulo Nazare

Too Sexy's launch of Sedutor condoms in Maputo

SUCCESS STORY 2: SMS Technology helps facilitate sales and increases subsidized condom sales by more than 12%

In September, 2010, PSI/Mozambique started implementing a bulk SMS system to improve the contact with condom vendors and facilitate condoms orders. This was a second phase of a program that started towards the end of 2009 when PSI introduced a free call in line where clients can call for free and place condom orders, request additional promotional materials or address any problems they have with stock. Since the introduction of this system, sales have improved significantly (3% in October, 7% in November, 10% December in 2010 and 12% in January 2011). Recently condoms ordered by cellphone has increased to 15% of the overall condoms sales. This system is also used to send out promotional messages to more than 2000 numbers that are in the database as well as to communicate with sales representatives to inform them about the orders. It also helps setting sales routes by sales reps as they have to prioritize received orders. Ms. Noor, owner of the Farmácia Noor, is a condom vendor in the area of Xipamanine in Maputo city neighbourhood, and she says "I'm glad that PSI introduced this system as I don't have to wait until the sales representative comes to my area to purchase condoms. I call or send an SMS to the green line without spending my credit and PSI staff make sure to deliver my order in less than 24 hours. This is a good way of servicing the clients," she says. Through the free telephone lines, PSI has also received different types of requests such as "I would like to know the types of JeitO and it's prices" from new vendors. The bulk SMS system and the green lines are seen by PSI clients as a very important way of communicating with PSI and a reliable way to make their orders, fast and with no cost. It is PSI's intention to improve this communication tool and expand it to other communication programs and interact with different target groups to promote behaviour change and adoption of more responsible sexual behaviours.

Photos of vendors and sales locations in Maputo City, Maputo Province, Zambezia and Nampula:







ANNEX C: COMMUNITY AGENT AND THEATER GROUP RESULTS

	Maputo		Gaza		Sofala		Manica		Zambezia*	Nampula*	National Total				
Period	CA	TG	CA	TG	CA	TG	CA	TG	CA	CA	CA		TG		TG
Month	Participants										Planned	Reached	Planned	Reached	% achieved
March	5,949	997	5,290	0	5,868	941	4,897	2,544	4,010	0	29,252	26,014	5,904	4,482	87%
April	5,552	1,230	2,866	2,000	5,859	938	2,001	1,230	4,066	1,534	29,252	21,878	5,904	5,398	78%
May	6,433	0	5,950	1,679	6,017	970	2,262	1,247	4,551	2,057	29,252	27,270	5,904	3,896	89%
June	5,340	2,478	5,393	1,483	5,929	949	2,831	1,167	5,327	1,205	29,252	26,025	5,904	6,077	91%
July	6,254	592	5,362	1,613	6,538	916	3,457	1,247	4,735	1,440	29,252	27,786	5,904	4,368	91%
August	7,288	0	5,273	1,477	7,396	2,127	3,976	1,213	5,146	1,739	29,252	30,818	5,904	4,817	101%
Sept	9,484	908	6,037	1,336	7,637	1,886	4,921	1,239	5,578	1,717	29,252	35,374	5,904	5,369	116%
Oct	9,197	1,360	6,273	1,172	7,766	1,867	2,834	1,303	4,782	1,858	29,252	32,710	5,904	5,702	109%
Nov	10,592	1,087	5,854	1,667	7,455	1,700	0	0	5,052	1,833	29,252	30,786	5,904	4,454	100%
Dec	6,686	478	5,480	1,305	6,226	1,509	0	0	5,055	1,271	29,252	24,718	5,904	3,292	80%
Jan	8,204	0	0	0	0	0	3,826	0	0	0	29,252	12,030	4,329	0	36%
Feb	6,587	0	10,059	0	13,933	0	3,576	0	4,524	1,736	29,252	40,415	4,329	0	120%
March	8,329	0	5,402	1,763	0	0	3,392	993	0	0	29,252	17,123	4,329	2,756	59%
April	5,594	0	4,186	1,726	10,594	3,372	0	0	0	0	29,252	20,374	4,329	5,098	76%
May	7,741	0	4,194	1,421	5,150	3,968	0	0	9,615	3,080	29,252	29,780	4,329	5,389	105%
June	5,867	0	3,043	1,231	4,856	0	0	0	3,764	0	29,252	17,530	4,329	1,231	56%
Total	115,097	9,130	80,662	19,873	101,224	21,143	37,973	12,183	66,205	19,470	468,032	420,631	85,014	62,329	87%

CA: COMMUNITY AGENT

TG: THEATER GROUP

* NO THEATER GROUPS

MCHIP MONITORING AND EVALUATION PLAN

INDICATOR	DEFINITION AND UNIT OF MEASURE	DATA SOURCE/COLLECTION METHOD	TARGETS ⁵	ACHIEVED
Objective 1:				
Increase sales of subsidized branded condoms and increase distribution of free non-branded condoms to targeted groups and in targeted areas.				
Number of commercial outlets providing condoms	Number of condom outlets, by type, that sell condoms	MIS	5,000	5,309 (106%)
Total sales through condom vending machines	Number of condoms purchased through a condom vending machine	MIS	50,000	23,040 (46%)
Total distribution through partner organizations	Number of condoms sold by partner organizations including NGOs, CBOs, and network organizations	MIS; Provider reports	1,000,000	822,912 (82%)
Number of commercial outlets providing condoms in targeted areas and high risk venues	Number of condom outlets, by type, that sell condoms within designated targeted areas and high risk venues, including but not limited to: border areas; transportation corridors; hot zones; etc.	MIS	3,750	4,141 (110%)
Total sales in targeted areas and high risk venues	Number of condoms sold through any type of outlet in designated targeted areas and high risk venues, including but not limited to: border areas; transportation corridors; hot zones; etc.	MIS	38,694,000	28,198,424 (73%)
Total distribution of condoms in workplaces	Number of condoms provided through workplace programs	MIS; Workplace reports	200,000	256,640 (130%)
Total distribution of free condoms by the public sector	Number of condoms provided by all public sector providers	MIS; Public sector reports	n/a	60,755,000 (from CMAM)
Percentage of condom distribution points experiencing stock-outs	Number of distribution points reporting stock-outs divided by the total number of distribution points (by type: commercial; public; NGO/partner provided)	Warehouse reports; condom outlet reports	0%	0%
Number of condom distribution agents trained	Number of PSI SCM and field providers of condoms trained in condom sales	Training report	24	24 (100%)

Objective 2:

⁵ TARGETS WERE ESTABLISHED USING INTERNAL PSI YEARLY TARGETS

Implement effective information, education, and communication campaigns promoting HIV prevention, changed behaviors, and increased condom use.

Number of youth and adults reached with condom promotion activities	Number of youth and adults (aged 15+) who attended at least one theater group or community agent outreach activity	Field reports	468,000 people reached through Community Agent activities 85,000 people reached through theater to promote condom use and risk perception	Reached 420,631 people through the community agent activities (90% of initial goal.) Reached 62,329 people through theater groups (or 73% of our goal).
Number of messages distributed through small media	Number of public service announcements aired on radio stations	Broadcasting reports	10	0 (funding was cut from this objective)

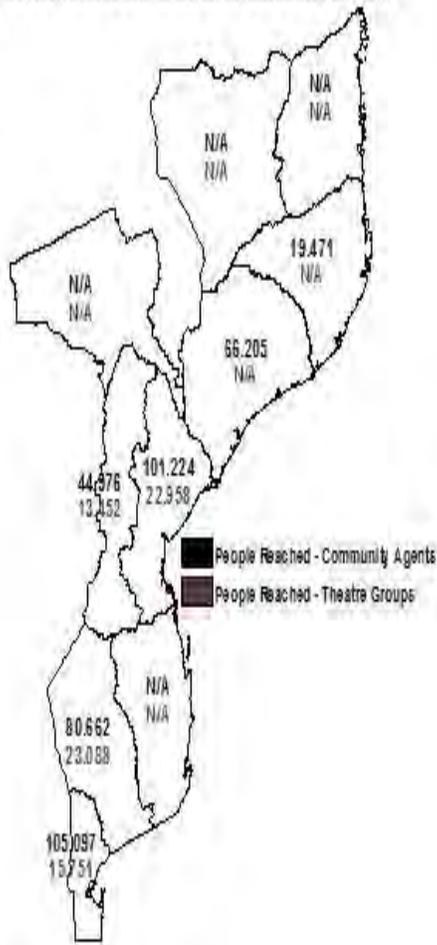
Objective 3:

Qualitative and quantitative research to track sales and assess changes in attitudes towards condoms.

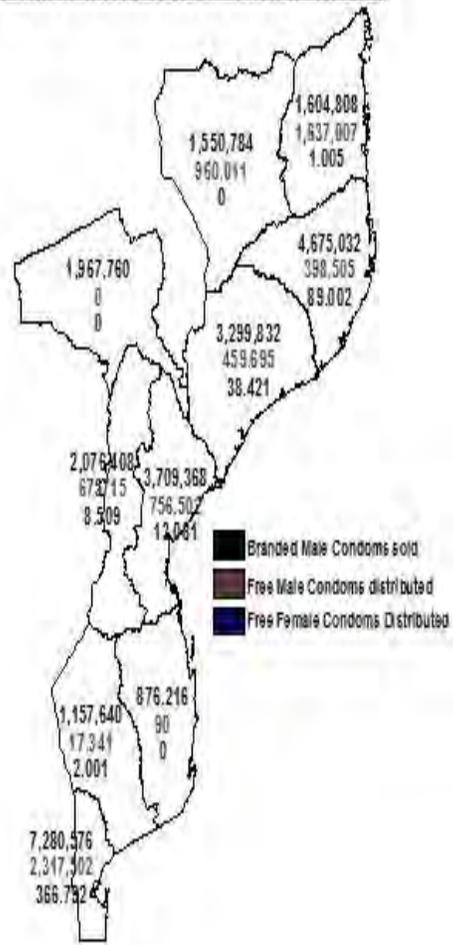
Number of outlets mapped	Number of condom provision outlets mapped through Googleproject	Google project database	2000	1509 (76%)
Number of focus groups conducted	Number of focus groups conducted on barriers to behavior change	Research reports	1	PSI conducted in depth interviews with men and women about condom use, preference and behaviors to better segment the condom market and position Jeito in the future

ANNEX D: MAP OF IPC & CONDOM DISTRIBUTION DURING MCHIP PROJECT

People Reached: Community Agents and Theatre Groups



Condoms Sales and Distribution: March 2010 - June 2011



JeitO sales points mapped in red to demonstrate coverage in Maputo City. June, 2011

