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G HAR G HAR MAA SWASTHYA

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COR: Mr. Pangday Yonzone

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ACRONYMS AND ABBREVIATIONS

CRS	Nepal CRS Company
EDC	Effective demand creation
ERP	Enterprise resource planning
FHI 360	Family Health International
FP	Family planning
GIS	Geographic information system
GON	Government of Nepal
HCWM	Health care waste management
HECAF-Nepal	Health Care Foundation – Nepal
HRM	Human resource management
KAP	Knowledge, attitudes, and practices
MCH	Maternal and child health
NTO	Non-traditional outlet
ORS	Oral rehydration salts
PMP	Performance Measurement Plan
SBCC	Social and behavior change communication
STI	Sexually transmitted infection
TO	Traditional outlet

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EXECUTIVE SUMMARY

INTRODUCTION

USAID's *Ghar Ghar Maa Swasthya* (GGMS), or Healthy Homes project, seeks to graduate Nepal CRS Company (CRS) to become a viable private sector company and to increase the availability and accessibility of health products in select hard-to-reach rural areas. GGMS consists of two components. Under the first component, USAID funds CRS for social marketing activities, focusing on sustainability through commercial marketing in urban areas and promoting subsidized products in rural, hard-to-reach areas. Under the second component, USAID funds Family Health International (FHI 360) to assist CRS in developing and implementing business plans and behavior change communication activities, such as generic campaigns promoting family planning (FP) best practices.

COMPLIANCE WITH US POPULATION POLICIES

FHI 360 gave significant importance to guaranteeing compliance with US population policies. FHI 360 worked with CRS to ensure that its programs are being implemented in compliance with these policies. FHI 360 took a lead role in developing a monitoring tool to be used by Kathmandu-based personnel of organizations implementing FP programs to ensure compliance with US population policies.

OPERATIONAL ENVIRONMENT

FHI 360 experienced minimal disruption in activities due to the operational environment in the country. Protests and market disruptions were minimal. Loadshedding remained a constant during the winter months, but FHI 360 maintained adequate back up and generator systems to ensure a smooth working office.

PROJECT ACHIEVEMENTS

Overall, the GGMS project progressed smoothly during the course of the project year making significant progress in institutional capacity building with CRS, monitoring evaluation and in healthcare waste management (HCWM).

INTERMEDIATE RESULT 1: INCREASED SUPPLY OF SELECTED HIGH-QUALITY FP, REPRODUCTIVE HEALTH (RH), AND MATERNAL AND CHILD HEALTH (MCH) COMMODITIES AND SERVICES IN HARD TO REACH RURAL AREAS THROUGH PRIVATE SECTOR HEALTH PROVIDERS

FHI 360 provided routine technical input into the development of marketing tactics across CRS's product portfolio. FHI 360 staff participated on a broad range of technical working groups and committees in HIV/AIDS, FP, RH, and MCH technical areas. FHI 360 completed the disposition of expired or damaged commodities collected by CRS using an environmentally friendly approach. The process used will serve as a new model for commodity disposition that combines recycling of non-hazardous waste with the safe disposal of hazardous waste. FHI 360 completed the assessment of CRS's distribution system; results from the assessment will be used to refine CRS's distribution strategy in hard to reach areas.

INTERMEDIATE RESULT 2: INCREASED AVAILABILITY OF HIV/AIDS/STI PREVENTION COMMODITIES AND SERVICES AMONG MOST-AT-RISK GROUPS IN DESIGNATED HOT ZONES

The GIS mapping study from 2012 revealed that the quality of coverage, or the degree to which promotional materials are visible in outlets, in hot zones was poor. To improve this indicator and to potentially expand condom availability in hot zones, FHI 360 collaborated with CRS to design and

produce a collection of point-of-purchase marketing materials for Panther Premium and Dhaal Deluxe condoms for placement in hot zones. GGMS collaborated with the Saath Saath project in the areas of global information system (GIS) mapping, STI treatment kits for male urethritis and social marketing training.

INTERMEDIATE RESULT 3: CRS ACHIEVES FULL COST RECOVERY WITH AT LEAST TWO PRODUCTS AND PRODUCT COST RECOVERY WITH AT LEAST ANOTHER TWO PRODUCTS BY THE END OF THE PROJECT

FHI 360 completed the second and third sessions of the Leadership and Management Development course with CRS. Thirteen CRS staff, three FHI 360 staff and USAID staff joined the sessions. CRS staff members reported that participation in the course was having a positive impact on their professional and personal lives. FHI 360 worked closely with CRS in its successful international procurements of oral contraceptive pills, plain condoms and dotted condoms, an indication of CRS's transition away from reliance on USAID-donated commodities. FHI 360 is continuing to work with CRS and Brainworks to install the Microsoft Dynamics NAV ERP in CRS in order to integrate existing vertical systems (e.g. finance, logistics, human resources, monitoring and evaluation) into a single platform. FHI 360 contracted Deloitte India to conduct an assessment of CRS's human resource management (HRM) system and to make recommendations as to how it can be improved to position CRS to become more sustainable.

INTERMEDIATE RESULT 4: ENHANCED STRATEGIC BEHAVIOR CHANGE COMMUNICATION MATERIALS AND RESOURCES PRODUCED

FHI 360 designed and conducted a five-day effective demand creation (EDC) training of trainers course for CRS regional and headquarters field and marketing personnel. This interactive and experiential training course had the primary objective of preparing CRS staff members to design and implement an effective training course for field staff that will enable these staff members to conduct community-based social and behavior change communication (SBCC) activities. As part of its efforts to build CRS's overall marketing capacity, FHI 360 sponsored two marketing staff to attend the Social Media Marketing – Integrating Traditional, Web and Mobile Mediums conference along with the GGMS Marketing and Communication Advisor.

PROJECT MANAGEMENT

FHI 360 used a competitive procurement process for three major procurements during this reporting period. As part of its social inclusion efforts, GGMS held its first six-month internship program. Three interns, selected through an open competition process from remote areas of the country, joined GGMS, each in one of the following through project areas: training and facilitation, marketing and communication and monitoring and evaluation.

MONITORING AND EVALUATION

FHI 360 conducted a number of monitoring and evaluation activities during the course of the reporting period. For those studies involving human subjects, FHI 360 used its internal institutional review board prior to embarking on the research. A component of the GGMS project focuses on improving the systems for waste management related to FP and MCH products and services delivered through Sangini providers. Thus, FHI 360 conducted a healthcare waste management (HCWM) assessment among Sangini providers in Mugu, Syangja and Sunsari districts in order to assess provider attitudes and practices related to HCWM.

CHALLENGES AND NEXT STEPS

FHI 360 has faced difficulties in convincing CRS that capacity development is not something that an external agency will do for them, but rather a responsibility that they must take on to bolster their own confidence to act independently. FHI 360 is exploring alternative approaches to instill the sense of responsibility that will enhance the impact of GGMS-support capacity development activities. For the

remainder of this project year, FHI 360 will focus on conducting research, enhancing the institutional capacity of CRS, and initiating SBCC activities.

INTRODUCTION

USAID's *Ghar Ghar Maa Swasthya* (GGMS), or Healthy Homes project, seeks to graduate Nepal CRS Company (CRS) to become a viable private sector company and to increase the availability and accessibility of health products in 49 priority hill and mountain districts. The program assists the Government of Nepal (GON) to expand the depth, reach, and impact of the private sector in social marketing, and provide low-cost maternal and child health (MCH), FP and HIV prevention products and services.

GGMS consists of two components. Under the first component, USAID funds CRS for social marketing activities, focusing on sustainability through commercial marketing in urban areas and promoting subsidized products in the rural, hard-to-reach areas. Under the second component, USAID funds Family Health International (FHI 360) to assist CRS in developing and implementing business plans and behavior change communication activities, such as generic campaigns promoting FP best practices.

The GGMS project has four primary result areas:

INTERMEDIATE RESULT 1: Increased supply of selected high-quality FP, reproductive health (RH), and MCH commodities and services in hard to reach rural areas through private sector health providers

INTERMEDIATE RESULT 2: Increased availability of HIV/AIDS/STI prevention commodities and services among most-at-risk groups in designated hot zones

INTERMEDIATE RESULT 3: CRS achieves full cost recovery with at least two products and product cost recovery with at least another two products by the end of the project

INTERMEDIATE RESULT 4: Enhanced strategic behavior change communication materials and resources produced

This report comprises a description of results and activities for the period of August 1, 2012 to January 31, 2013.

COMPLIANCE WITH US POPULATION POLICIES

FHI 360 gave significant importance to guaranteeing compliance with US population policies. FHI 360 worked with CRS to ensure that its programs are being implemented in compliance with these policies. FHI 360 took a lead role in developing a monitoring tool to be used by Kathmandu-based personnel of organizations implementing FP programs to ensure compliance with US population policies. This monitoring tool was developed in consultation with other FP implementing partners and USAID, and was approved by USAID for partner use during this period. FHI 360 employees visiting the field have started using this in order to assess provider compliance with US population policies.

OPERATIONAL ENVIRONMENT

FHI 360 experienced minimal disruption in activities due to the operational environment in the country. Protests and market disruptions were minimal. Loadshedding remained a constant during the winter months, but FHI 360 maintained adequate back up and generator systems to ensure a smooth working office.

PROJECT ACHIEVEMENTS

Overall, the GGMS project has progressed as planned during the first six months of the project. Table 1 summarizes FHI 360's progress on specific performance measurement plan (PMP) indicators related to technical assistance to CRS.

Table 1: Summary of FHI 360 progress on specific technical assistance PMP indicators

INTERMEDIATE RESULTS	INDICATOR	TARGET	PROGRESS
IR 1: Increased supply of selected high-quality FP, RH, and MCH commodities and services in hard-to-reach rural areas through private sector health providers			
Sub IR 1.1: Increased availability of selected quality FP and MCH commodities in rural, hard to reach areas	Number of dialogue meetings held	36	✓
	Number of baseline contextual assessments completed	7	✓
	Number of collaborative plans submitted on time	2	✓
IR 2: Increased availability of HIV/AIDS/STI prevention commodities and services among most-at-risk groups in designated hot zones			
Sub IR 2.1: Increased availability of commercial condoms in traditional and non-traditional outlets of hot zones	Number of dialogue meetings held with commercial partners	0	N/A
IR 3: CRS achieves full cost recovery with at least two products and product cost recovery with at least another two products by the end of the project			
Sub IR 3.2: CRS financial management system disaggregates accounting by products and donor support	Number of financial reports produced by CRS without the assistance with FHI 360	12	✓
	Number of CRS staff trained in cost accounting	10	✓
Sub IR 3.3: Increased collaboration between private sector, donors, USAID partners, and GON public sector health services in FP, MCH, HIV/AIDS and STI prevention products and services	Number of meetings and interaction sessions conducted	12	✓
IR 4: Enhanced strategic behavior change communication materials and resources produced			
Sub IR 4.3: Increased number of marketing and strategic BCC activities implemented by CRS with minimal TA assistance	Number of CRS staff trained in BCC, marketing and sales	10	✓

✓ Indicates progress on track to achieve annual target based on previous achievements

✗ Indicates progress is not yet on track to achieve the annual target based on previous achievements

As Table I indicates, FHI 360 is on track to achieve its technical assistance related indicators with either progress made directly against these indicators or specific activities planned for the second half of the project year.

Details of achievements for this period by each Intermediate Result are presented below.

INTERMEDIATE RESULT I: INCREASED SUPPLY OF SELECTED HIGH-QUALITY FP, RH, AND MCH COMMODITIES AND SERVICES IN HARD TO REACH RURAL AREAS THROUGH PRIVATE SECTOR HEALTH PROVIDERS

TECHNICAL INPUTS INTO MARKETING ACTIVITIES

FHI 360 provided necessary technical input into the development of marketing tactics for CRS's product portfolios. Most efforts focused on testing the packaging for CRS's new condom brand D'Zire. FHI 360 assisted CRS in refining its marketing plan to include a revised launch strategy plan and in developing a pricing study approach in order to test anticipated pricing for D'Zire. This included specific analysis of AC Nielsen data to understand the overall market pricing dynamics (see Monitoring and Evaluation section below for a more detailed description).

ENVIRONMENTALLY-FRIENDLY DISPOSAL OF EXPIRED COMMODITIES

Under Intermediate Result I, FHI 360 is mandated to provide technical assistance to CRS to improve its healthcare waste management practices. FHI 360 completed its contract Health Care Foundation – Nepal (HECAF-Nepal) to dispose of expired or damaged USAID-donated commodities collected from CRS's distribution channels. HECAF-Nepal followed World Health Organization guidelines for the disposal of condoms, oral contraceptive pills and injectable contraceptives using a 'no-burn' approach in order to reduce the impact of disposal on the environment. Eighty-six percent of all disposed materials were recycled. Hazardous waste from the oral contraceptive pills and injectable contraceptives was sealed in a container, following WHO protocols, and disposed of in a landfill.

The entire process was documented with video and edited into a 14-minute video called *Doing the Right Thing*. Copies of the video will be made available for distribution to serve both training and advocacy purposes. Many organizations inside and outside of Nepal have expressed interest in learning more about the approach used and are considering replication of it. FHI 360 also initiated background work to assist CRS in developing a more comprehensive expiry management standard operating procedure that will include expiry management procedures for distributors.

This activity was extended from project year two for a second phase, as additional quantities of expired or damaged commodities were collected by CRS from its supply chain. FHI 360 wanted to ensure that all of these commodities were disposed of in an environmentally friendly manner.

UNDERSTANDING CRS'S DISTRIBUTION SYSTEM

A major objective for CRS GGMS is to expand its services to hard-to-reach areas (places with high penetration cost mainly because of difficult terrain). FHI 360 contracted MART India to conduct an assessment of the CRS's distribution system and project cost implications to expand its services to the areas identified as hard-to-reach. As part of the assessment, MART developed an Excel-based Dashboard that CRS can use to better understand how distribution costs are allocated by geographic region.

The MART assessment found that CRS has done an excellent job at creating and maintaining an expansive distribution system; however, more work is to be done to look at ways in which CRS lower distribution costs when reaching remote areas. CRS's strength lies in its engagement with the traditional outlet (TO), or pharmacy, channel where it has more than 90 percent of outlets covered as compared to approximately five percent of non-traditional outlets (NTOs) such as general stores, paan pasals or

bangle shops. CRS's product basket is more amenable to the TO channel; it has 10 products relevant to TOs, whereas it has only two products relevant to the NTO channel.

Key recommendations from the assessment included the following:

- Rationalize channel inventory in order to bring channel pipeline (finished product) within manageable limits
- Revisit targets using a systematic demand projection approach rather than annual percentage increments based on past sales
- Expand into the NTO market only after thorough analysis given the existing product basket does not fit efficiently with how the channel functions
- Strengthen channel partners, especially distributors, to ensure alignment of territories and reduce duplication of effort
- Explore opportunities for engaging alternative channels and community systems to expand coverage.

FHI 360 will now work with CRS to plan the incorporation of these recommendations into its business operations. This activity was continued from year two of the project, and was completed during the reporting period.

HEALTHCARE WASTE MANAGEMENT ASSESSMENT FOR SANGINI OUTLETS

FHI 360 conducted a healthcare waste management (HCWM) assessment among Sangini providers in Mugu, Syangja and Sunsari districts in order to assess attitudes and practices related to HCWM. This activity was slightly delayed due to newly introduced FHI 360 internal review board policies. All data collection and analysis were completed during the reporting period, with the final report near completion. Details on this study can be found in the Monitoring and Evaluation section of this report.

REVIEW AND REFINE EXISTING QUALITY OF CARE (QOC) BCC MATERIALS

FHI 360 worked with CRS to review and refine existing QOC BCC materials (e.g, informed choice poster, client's rights poster) for Sangini outlets. This review coincided with a review being done by the FP team of implementing partners and USAID/Nepal. Slight changes were made to the materials. The review was completed during the stipulated timeframe of the workplan.

FHI 360 contracted Thompson Nepal to produce these materials to support CRS's quality assurance activities in support of Intermediate Result 1. These materials are currently under production and will be ready by April 2013.

INTERMEDIATE RESULT 2: INCREASED AVAILABILITY OF HIV/AIDS/STI PREVENTION COMMODITIES AND SERVICES AMONG MOST-AT-RISK GROUPS IN DESIGNATED HOT ZONES

PRODUCTION OF HOT ZONE SPECIFIC POINT OF PURCHASE MATERIALS

The GIS mapping study from 2012 revealed that the quality of coverage, or the degree to which promotional materials are visible in outlets, in hot zones was poor. Quality of coverage allows program managers to determine the degree to which brand messages are able to reach the target audience. In order to increase the visibility of CRS's condom brands in hot zones, FHI 360 collaborated with CRS to design and produce a collection of point-of-purchase marketing materials for Panther Premium and

Dhaal Deluxe condoms for placement in hot zones. FHI 360 contracted Thompson-Nepal to assist with this activity. Priority was given to promotional materials that were highly visible at night and that were durable. Examples of the materials being produced include:

- Reflective on-shop boards with high visibility at night
- Branded flanges for shops that do not have space for on-shop boards
- Coasters that are durable as a reminder for retailers as well as consumers
- A variety of other small gift items to serve as reminders for retailers

In addition to increasing brand visibility, the placement of these materials likely will result in increased retailer stocking in hot zones as they will be motivated by the accompanying promotional items. This activity was slightly delayed because of an extended contracting process and issues with availability of promotion items from the side of the vendor. Materials will be produced and installed by April 2013. FHI 360 will conduct a follow-up GIS mapping study in the upcoming period in order to assess the outcome of this activity on key indicators.

COORDINATION WITH SAATH SAATH PROJECT

FHI 360 facilitated meetings between GGMS and the Saath Saath Project to identify opportunities for collaboration, particularly in overlapping districts. Global Information System (GIS) mapping data collected under GGMS was shared with Saath Saath project staff. GGMS and Saath Saath have had discussions regarding coordination approaches for CRS's CURE STI treatment kit for male urethritis. GGMS helped to coordinate with CRS to provide social marketing training to some of Saath Saath project partners.

INTERMEDIATE RESULT 3: CRS ACHIEVES FULL COST RECOVERY WITH AT LEAST TWO PRODUCTS AND PRODUCT COST RECOVERY WITH AT LEAST ANOTHER TWO PRODUCTS BY THE END OF THE PROJECT

LEADERSHIP AND MANAGEMENT DEVELOPMENT WORKSHOPS

A GGMS mandate is to assist CRS to become a more independent and sustainable organization by 2015. In June 2012, FHI 360/GGMS designed a multi-phase Leadership and Management Development course for CRS consisting of four interactive workshops. The second and third workshops were held during the project period, which included 13 CRS staff, three FHI 360 staff and USAID/Nepal staff joining as observers. The course provided experiential learning opportunities on how improved leadership and management practices help to achieve better results. The end evaluations of the workshops have indicated its practical usefulness to CRS participants, who have reported that they are using what they have learned in both their personal and professional lives. One senior staff member later commented that he applied course learning to strengthen his team that was responsible for transitioning USAID-donated oral contraceptive pills over to being CRS self-procured and self-financed. Two of the three planned workshops were held due to scheduling issues. The fourth session of the course is planned for April 2013.

TRANSITIONING CRS FROM USAID-DONATED TO CRS-PROCURED AND FINANCED COMMODITIES

FHI 360 worked closely with CRS in its successful international procurements of oral contraceptive pills (Nilocon White), plain condoms (Panther Premium) and dotted condoms (D'Zire), an indication of CRS's transition away from reliance on USAID-donated commodities. CRS managed the entire processes of preparing product specifications and tender documents, publishing the tender, evaluating bids, contract processing and placing order. FHI 360 provided administrative and technical inputs throughout the process. In January 2013, CRS received the first shipment of oral contraceptive pills and signed a contract with a Malaysian company to supply plain and dotted condoms. FHI 360 will continue

to provide technical assistance to CRS during the quality testing of the condoms through the FHI 360 Asia-Pacific Regional Office in Bangkok. These successful procurements are a concrete indication that CRS is following through on the strategies defined in its five-year operational plan and of CRS's commitment towards being a more sustainable organization.

The oral contraceptive pill and dotted condom procurement occurred as planned; however, the procurement of plain condoms was delayed. The timeline for the plain condom tender was fixed prior to the full technical review of the original tender documents (referenced above). Once it was determined that the bidders were non-responsive, CRS decided to incorporate the plain condom tender into the re-tender for dotted condoms.

CONTINUATION OF ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM INSTALLATION IN CRS

FHI 360 is continuing to work with CRS and Brainworks to install the Microsoft Dynamics NAV ERP in CRS in order to integrate existing vertical systems (e.g. finance, logistics, human resources, monitoring and evaluation) into a single platform. The system is in place and CRS is using on a routine basis for inputting financial and program data. FHI 360 and CRS are still working to ensure that accurate reports can be produced on a routine basis.

CONDUCT HRM NEEDS ASSESSMENT AND DEVELOP HR ACTION PLAN

FHI 360 contracted Deloitte Touche and Tomatsu Pvt. Ltd. to assess the existing HRM system at CRS and provide recommendations to improve as needed. A team of five consultants visited Nepal October 3-13, 2012 and conducted in-depth interviews of all of CRS's employees in addition to studying existing documents to understand the current HRM system and practices. Some important areas of inquiry were: leadership, managerial and operational capacity; HRM projection and budgeting; recruitment, gender and social inclusion; remuneration; career path; personnel data management; performance evaluation; monitoring and supervision; and reward and punishment. Given the evolving business environment of CRS and the focus on sustainability, upgrading CRS's HRM systems needs to be a strategic priority. Some key recommendations from the assessment included:

- **Strategy:** Continue to carry out strategic planning exercises looking beyond 2015, and align HRM budgeting processes with this strategy
- **Organizational structure and capacity:** Develop or hire human resources with particular skill expertise (e.g., supply chain management, external communication, and monitoring and evaluation). Following the next strategic planning exercise, reassess the organizational structure to ensure it aligns with a post-2015 outlook.
- **Institutional policies:** Update existing policy manual to capture diversity management and other strategic goals. Assign a specific individual to handle and manage specific employee grievances.
- **Talent acquisition:** Align human resource planning with business planning. Formalize and standardize sourcing and recruitment policies. Develop on-boarding plan for new recruits. Develop forms and tools for HRM data management.
- **While at work:** Formalize and standardize overtime and compensatory leave policies. Establish guidelines for formal internal communication. Provide identity cards and visiting cards for all employees.
- **Performance management system:** Revise performance management system with individual goals for each employee and both annual and mid-year review interactions.

A compensation and benefits survey was conducted to benchmark CRS against other organizations involved in similar work. The findings of this survey are being reviewed by CRS.

This activity was slightly delayed. A portion of the assessment was related to compensation benchmarking with other organizations in Nepal. Deloitte experienced delays in securing the required information from the organizations. Over the next two months, FHI 360 will work with CRS to

formalize these recommendations into an action plan to be implemented over the course of the coming year.

INTERMEDIATE RESULT 4: ENHANCED STRATEGIC BEHAVIOR CHANGE COMMUNICATION MATERIALS AND RESOURCES PRODUCED

FACILITATION AND IPC WORKSHOP FOR CRS FIELD STAFF

FHI 360 designed and conducted a five-day EDC training of trainers course for CRS regional and headquarters field and marketing personnel. This interactive and experiential training course had the primary objective of preparing CRS Area Managers and appropriate headquarters staff to design and implement an effective training course for field staff that will enable them to conduct community-based SBCC activities that will result in increases in the following:

- Knowledge and concern about HIV/AIDS, FP/RH and MCH issues
- Actions taken to address problems and concerns related to these areas
- Sales of CRS products as solutions to these issues

Improved inter-personal communication at the field level is expected to increase the demand of products marketed by CRS. End evaluation and feedback from the participants showed that the training was highly valued by CRS staff. This activity was completed in accordance with the workplan.

Following the training, FHI 360 and CRS jointly planned for the new trainers to conduct field-level courses with support from the FHI 360 Marketing and Communication Advisor. These field-level trainings were planned for March and April 2013.

BUILDING CRS STAFF CAPACITY IN USING SOCIAL MEDIA

With Internet and mobile communication connectivity increasing in Nepal, particularly among youth, social media has become critical to the implementation of any sound marketing strategy. Under the GGMS project, CRS plans to launch two new products before 2015 – a third condom brand targeting urban youth and sanitary pads targeting young women. The marketing of these products will require the use of social media in order to ensure the target audiences are reached through this increasingly important channel. However, CRS has minimal experience in the use of social media for product marketing activities. As part of its efforts to build CRS's overall marketing capacity, FHI 360 sponsored two marketing staff to attend the Social Media Marketing – Integrating Traditional, Web and Mobile Mediums conference along with the GGMS Marketing and Communication Advisor. This conference provided the opportunity for CRS to gain insights into:

- Measuring ROI from social media strategy based on the objective
- Identifying and utilizing tools and metrics that would help to strengthen the reach of CRS brands online
- Implementing strategies that would help in managing brand reputation online
- Engaging mobile web and applications to increase the reach and also to stay connected with the customers
- Evaluating the level of governance in our social media strategy to ensure data privacy
- Reworking on our social media investment for maximum returns from it
- Integrating social media with the traditional media to expand our reach into the market.

The insights and experiences gained during the workshop are being used as CRS prepares for the launch of D'Zire condoms. Having an online presence and reaching the target audience through social media will be an important element to the overall D'Zire marketing strategy.

AUDIT EXISTING INTER-PERSONAL COMMUNICATION (IPC) MATERIALS

FHI 360 worked with CRS to review its existing IPC in order to identify potentially new materials for production moving forward. This review included participation with CRS marketing staff and Area Managers. The activity was completed during the reporting period, although slightly delayed as it was decided to incorporate this into the EDC training described above.

PROJECT MANAGEMENT

PROCUREMENT OF SERVICES

FHI 360 conducted four procurements during this reporting period using competitive procurement processes. These included HRM assessment, healthcare waste management assessment, procurement of point-of-purchase materials for hot zones, and a knowledge, attitudes and practices survey.

PREPARING FUTURE LEADERS TO WORK IN DEVELOPMENT SECTORS

As part of its social inclusion efforts, GGMS held its first six-month internship program. Three interns, selected through an open competition process, from remote areas of the country joined GGMS, each in one of the following through project areas: training and facilitation, marketing and communication and monitoring and evaluation. FHI 360 prioritized selection of candidates who had completed their School Leaving Certificate in regions of the country defined by the Government as being remote – primarily hill and mountain districts – to be consistent with the GGMS focus on the 49 hill and mountain districts. The three interns came from Mugu, Jajarkot and Bajhang. FHI 360 will move forward with inducting the second batch of interns in April 2013.

MONITORING AND EVALUATION

FHI 360 conducted a number of monitoring and evaluation activities during the course of the reporting period. For those studies involving human subjects, FHI 360 used its internal institutional review board prior to embarking on the research.

UNDERSTANDING HCWM PRACTICES IN SANGINI OUTLETS

Healthcare waste management is becoming an increasingly important issue in Nepal, particularly given the lack of policies in place and incentive for private health institutions to follow national or international guidelines. A component of the GGMS project focuses on improving the systems for waste management related to FP and MCH products and services delivered through Sangini providers. Thus, FHI 360 conducted a HCWM assessment among Sangini providers in Mugu, Syangja and Sunsari districts in order to assess provider attitudes and practices related to HCWM. The assessment objectives focused on assessing the following dimensions in HCWM in Sangini outlets:

- Explore the current sanitation situation and practice at Sangini outlets
- Explore the current waste handling practices by health workers/providers and other waste handlers
- Delineate the types of waste and its amount generated
- Identify the availability of guideline for waste handling at the outlet and its compliance by the providers and waste handlers
- Find the level of awareness and attitudes of staff in proper waste management practices
- Determine the types of equipment and resources available for handling and disposal of waste
- Determine the incidence of sharp injuries among providers and other waste handlers including the extent of safety measure adopted by them

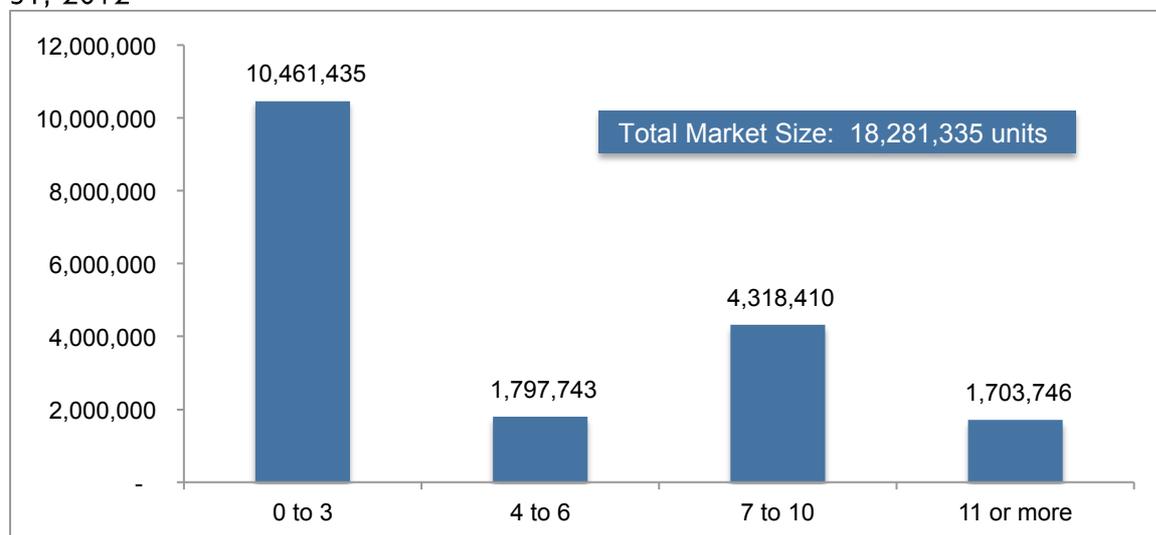
- Identify the types of problems faced by Sangini outlets regarding proper waste disposal practices, and
- To recommend ways to improve waste management practices at Sangini outlets.

A total of 110 outlets out of 134 in the three districts were included in the assessment. The final assessment report is under review and will be shared with USAID in March 2013. Results will be used to design a HCWM intervention among all Sangini outlets in these three districts to improve HCWM practices.

CONDOM MARKET PRICING DYNAMICS

In preparation for CRS's launch of D'Zire, FHI 360 analyzed AC Nielsen data to provide a clearer understanding of condom market pricing using the period January 1, 2012-December 31, 2012. The total market size during this period was 18,281,335, with Dhaal Deluxe and Panther Premium being the two highest selling brands. Currently, CRS holds approximately 64 percent of the urban condom market followed by Jodi (nine percent), Black Cobra (five percent) and Titan dotted (five percent). Figure 1 shows the segmentation of the condom market by per unit price points.

Figure 1: Condom market size, in units, by price segment, January 1, 2012-December 31, 2012



The largest segment of the market is in the NPR 0.00 to NPR 3.00 segment, which is composed of Panther Premium and Dhaal Deluxe. The next largest segment is for those condoms priced between NPR 7.00 and NPR 10.00, which primarily contains mid-priced commercial brands sourced from India, Malaysia, Korea and China. The NPR 4.00 to NPR 6.00 segment is composed primarily of Jodi and Jodi Gold. The last segment of condoms priced at above NPR 11.00 per unit is composed primarily of international brands and select Indian brands. CRS is using this analysis as one data point in order to set an evidence-based price for D'Zire. While this provides a clear segmentation of CRS and its competition, it will be important to also understand how consumers will respond to the price. FHI 360 is providing technical assistance to CRS to design a study to evaluate consumer perceptions of potential price points for D'Zire.

PREPARATION FOR UPCOMING RESEARCH STUDIES

During this period, preparations were undertaken for the upcoming knowledge, attitudes and practices survey in the 49 GGMS districts and the mystery client study. These studies will be fielded from March to July 2013. This progress is in line with the workplan.

COORDINATION WITH CRS

Over the course of this reporting period, coordination with CRS was generally good and improved from previous periods. We have succeeded in prioritizing areas of capacity development support, all of which require additional time commitments from CRS staff above and beyond their normal day-to-day work. Many CRS staff members have expressed great commitment to the support being provided. FHI 360 is working with CRS to ensure planning of capacity development activities matches with CRS's staffs' availability

CHALLENGES AND NEXT STEPS

CHALLENGES

FHI 360 faced a primary during this project period, but is taking action to mitigate the effects of these challenges on delivering project results.

BUILDING CRS RESPONSIBILITY FOR CAPACITY DEVELOPMENT

FHI 360 has faced difficulties in convincing CRS that capacity development is not something that an external agency will do for them, but rather a responsibility that they must take on to bolster their own confidence to act independently. This may be the result of competing priorities between capacity development and completion of routine work related to the GGMS cooperative agreement. FHI 360 initiated the leadership and management development course in June 2012 as part of its efforts to build a sense of personal and organizational responsibility for capacity development. In addition, FHI 360 is exploring alternative approaches to instill the sense of responsibility that will enhance the impact of GGMS-supported capacity development activities.

NEXT STEPS

For the remainder of this project year, FHI 360 will focus on conducting research, enhancing the institutional capacity of CRS, and initiating SBCC activities.

DEMAND FORECASTING TRAINING

FHI 360 is in the process of developing a program for CRS to build their capacity in forecasting sales based upon demand. This activity is being carried over from the January/February 2013 to March/April 2013.

CONDUCT PLANNED RESEARCH STUDIES

FHI 360 will conduct three studies during the remainder of the year: knowledge, attitudes and practices survey in the 49 GGMS districts, mystery client study and the GIS mapping study.

ENGAGE CRS BOARD OF DIRECTORS

The CRS Board of Directors will play a crucial role in preparing and shaping CRS as an organization after 2015. As part of FHI 360's capacity building efforts, a two-day Board retreat will be held in March in order to engage Board members in envisioning CRS beyond 2015 and to identify their own capacity development needs.

ASSIST IN DEVELOPMENT AND IMPLEMENTATION CRS HRM PLAN

Following the completion of the HRM assessment, FHI 360 will work with CRS senior management to finalize and implement a HRM plan over the coming year. As CRS's employees are the driving force behind it as an organization, having a clearly defined HRM roadmap is critical to it becoming a more sustainable organization.

REINVIGORATE CRS CORPORATE IDENTITY

Recognizing that CRS is evolving as an organization, FHI 360 will assist it in understanding its corporate brand value through an ad hoc assessment among stakeholders, business partners and select consumers. The outcome of this assessment will be used to redesign CRS's corporate identity (e.g., corporate positioning, tagline and logo) and to develop a corporate communication strategy. FHI 360 will bring expertise from Design Lab 360, a FHI 360 design group that specializes in this area, to assist with this activity.

SBCC CAMPAIGN

In alignment with the GGMS contract, FHI 360 will embark on a social and behavior change communication (SBCC) campaign during the second half of this project year. USAID and FHI 360 will determine the campaign area jointly.