

Social Marketing and Communications for Health



THE PSI WORLD NETWORK



NORTH AMERICA

WASHINGTON, DC, USA
MONTREAL, CANADA
PORTLAND, OREGON, USA

LATIN AMERICA AND THE CARIBBEAN

BRAZIL
HAITI

AFRICA

BENIN
BOTSWANA
BURKINA FASO
BURUNDI
CAMEROON
CENTRAL
AFRICAN REPUBLIC
CÔTE d'IVOIRE
ETHIOPIA
GUINEA
KENYA
MOROCCO
NIGERIA
RWANDA
SOUTH AFRICA
ZAIRE
ZAMBIA

ASIA

BANGLADESH
INDIA
MALAYSIA
PAKISTAN
PHILIPPINES

TABLE OF CONTENTS

| | |
|---|----|
| Report from the President | 2 |
| <hr/> | |
| THE PROBLEM: | |
| Products that can prevent the scourge of AIDS, the population explosion, and death by childhood diseases do not reach those who need them | 4 |
| <hr/> | |
| THE PSI SOLUTION: | |
| Cost-efficient social marketing of essential health products through the private sector | 5 |
| <hr/> | |
| Cost Efficiency and Performance | 7 |
| <hr/> | |
| Communications | 9 |
| <hr/> | |
| Country Programs | 11 |
| <hr/> | |
| Donors | 31 |
| <hr/> | |
| Board of Directors and Staff | 32 |
| <hr/> | |

PSI is classified as a non-profit organization under section 501(c)(3) of the Internal Revenue Code. Contributions to PSI are deductible to the limits of the tax laws. PSI is a registered PVO with A.I.D. and a UNFPA recognized NGO.



.....

PSI is a non-profit organization which develops, operates and provides technical assistance to health and family planning programs in developing countries including:

- Marketing and promotion of family planning and health products.***
- Projects to combat the spread of AIDS, including information, education, and motivation (IE&M) campaigns, and promotion and distribution of condoms.***
- Communication campaigns to motivate better maternal and child health practices.***

REPORT FROM THE PRESIDENT

AS A RESULT OF 1991 EXPANSION, PSI IS A RECOGNIZED LEADER in serving the health needs of low income people throughout the developing world, and is now the largest social marketing organization in the world.

We are delivering, through the private sector, more essential health products to low-income people for AIDS prevention, family planning, and child survival than any other non-profit health marketing organization. Our speed of performance and cost-efficiency are unparalleled. We accomplished this goal through innovative programs that produce results.

Today, PSI stands alone among international NGOs in marketing condoms for AIDS prevention. In 1988, we launched our first program in Zaire, at a time when many countries were reluctant to acknowledge the existence of the disease.

Figures illustrate the dramatic effect of PSI's programs. Before the Zaire program was launched in 1988, 300,000 condoms were being used per year. In 1991, alone, PSI/Zaire sold 18.3 million PRUDENCE — at prices affordable to ordinary citizens.

In 1991, according to standard epidemiological measures, PSI averted 7,200 cases of HIV infection in Zaire. The success of the Zaire program has led to its replication in Africa in Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Côte d'Ivoire, Ethiopia, Guinea, Nigeria, South Africa and Zambia and elsewhere in India, Philippines, Brazil, and Haiti. In many countries, the brand name "Prudence" is now synonymous with "condom".

In the field of family planning, PSI now provides significantly more couple years of protection — 3.3 million in 1991 — than any other social marketing organization. Our programs in Bangladesh, India, Kenya, and Pakistan are making a major impact on birth spacing and on the reduction of maternal and infant mortality and morbidity.

Many developing countries facing critical needs in maternal and child health care lack the capacity to distribute health products through the private or public sectors. Death from dehydration caused by diarrheal diseases, for example, is one of the top three killers of children in the developing world. A simple remedy — oral rehydration salts (ORS) — can prevent these needless deaths. Neither governments nor the commercial sector have delivered this product in sufficient quantities. PSI has developed a solution to this problem. PSI currently operates complementary ORS social marketing projects that reach low income people through effective, low cost distribution in Bangladesh, Cameroon, and Morocco.

PSI is introducing new products and treatments to social marketing. The worldwide problem of sexually transmitted disease (STD) has now assumed greater significance given its link to HIV susceptibility. In 1991, PSI designed and launched a unique STD treatment program in Cameroon, combining the marketing of antibiotics with partner referrals, communications, and prevention methods.

PSI is also at the forefront in product diversification and cross-subsidization. In Cameroon, PSI will market ORS, antibiotics, condoms for AIDS prevention, and a variety of contraceptives including oral contraceptives (OCs) and injectables. Selected products are sold at higher prices to defray losses from lower priced items targeted to low income people.

A substantial portion of PSI's sales growth is due to its highly successful communications programs that create demand for products and motivate behavior change through the creative

use of electronic and print mass media. The Zaire communications project represents the most comprehensive motivational effort to prevent AIDS in the developing world.

Although PSI traditionally works through the private sector because of the reach and effectiveness of commercial systems, we have been invited to help public sector distribution of health products. At the request of the Government of Guinea, PSI is managing a multifaceted health program that includes both private sector marketing and public sector (Bamako Initiative) distribution, as well as private and public sector communications programs.

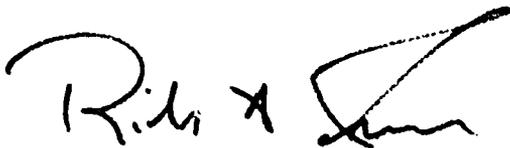
PSI has found that speed can improve, rather than jeopardize, quality. We are able to launch (conduct research and bring product to market) in approximately one-fourth the time of other organizations. We do so partly because of the expertise, determination, and dedication of our field staff but also due to the generosity of private donors whose funds are critical to start-up operations. Where private foundations have funded projects, PSI has leveraged that money into governmental or multilateral grants that allow the projects to expand and operate for longer periods of time. This contributes to the sustainability of the projects without sacrificing the needs of low income families.

PSI, although a non-profit, prides itself on its entrepreneurial and businesslike approach to providing health services. Our country representatives are held accountable through monthly benchmarks of progress, including number of sales, cost-efficiency, cash/credit, and other operational statistics.

Our objectives for the next year are:

- to stem the spread of AIDS by launching condom marketing programs in every country in need;
- to provide significant quantities of birth spacing and family planning products with unparalleled cost-efficiency; and
- to demonstrate that the lives of millions of children can be saved through social marketing of essential drugs such as ORS and vitamin A.

Throughout PSI, there is a determination to improve the health and well-being of lower income people in developing countries -- to do so in a measurable and focused way, and to do so today and tomorrow, rather than at some vague time in the future.



Richard A. Frank, President



THE PROBLEM:

Products that can prevent the scourge of AIDS, the population explosion, and death by childhood diseases do not reach those who need them

The catastrophic spread of AIDS, persistently high fertility rates, and childhood diseases that kill conspire to create a public health crisis of seemingly insurmountable proportions in the developing world today.

Yet this crisis can be averted. Stacked in warehouses across the globe are health products that prevent and cure the very diseases that are ravaging entire segments of populations.

For-profit companies charge prices only the rich can afford and rarely promote health products. Public sector agencies are often not in a position to distribute or promote health products.

In sum, the most critical health challenge facing the developing world in the 1990's is to deliver essential health products to the millions of families who need them to survive.

Unless a solution is found, the consequences will be dire:

- **Six million Africans — one of every 40 adults — carry the AIDS virus. Another 750,000 children have been HIV-infected at birth. By the end of the decade, AIDS could claim up to 20 million lives on the continent. The resultant increase in infant and child mortality will reverse the hard-won gains of child survival programs over the past two decades.**
- **Population growth rates in the developing world — particularly in Africa — are alarmingly high, primarily because contraception is both unaffordable and not widely available.**
- **Millions of children die annually from acute diarrhea, vitamin A deficiency, and bacterial, viral, and parasitic infections. The loss of children due to these causes contributes to even higher rates of fertility with consequent adverse effects on maternal health.**

PSI's record proves that, with adequate resources, it can have a significant impact on alleviating these life-threatening problems.

THE PSI SOLUTION:

Cost-efficient social marketing of essential health products through the private sector

PSI IS RESPONDING to the global public health crisis with dynamic social marketing programs conducted primarily through the private sector. By selling at affordable prices in convenient locations, PSI makes health products widely available to people who need them.

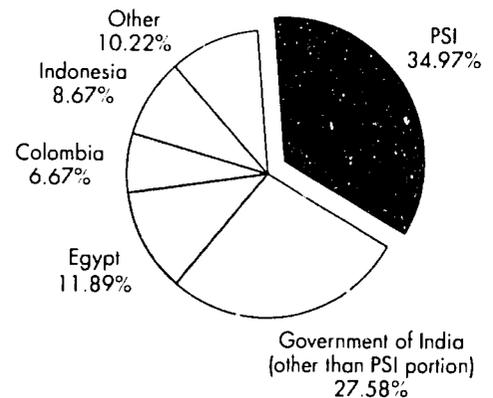
The Elements of PSI Social Marketing:

- PSI markets health products using local private sector resources, such as distributors, retailers, market researchers, and advertisers.
- PSI employs state-of-the-art commercial marketing techniques, including attractive promotional materials, to effect behavioral change.
- By selling its products also through non-traditional retail outlets, PSI significantly increases their availability.
- PSI sets product prices affordable to lower income persons, who might otherwise have no other source of supply.
- PSI's communications programs — including popular songs, theater, radio and television spots — inspire more prudent behavior which results in the use of needed health products.
- PSI trains local staff in marketing, advertising, and research techniques to ensure project sustainability.
- PSI tailors its organization and management systems to the specific needs and structure of the local country.

The Results:

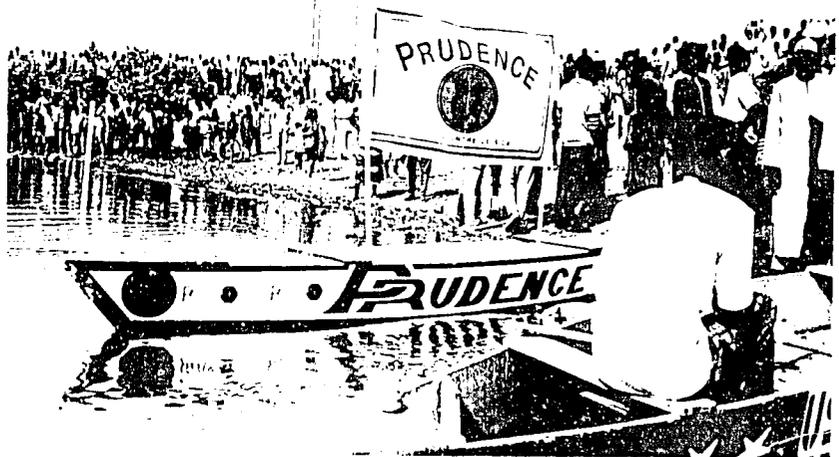
- PSI provides more health products through social marketing than any other international organization.
- PSI's marketing programs remain unmatched in that they prevent more cases of AIDS, contribute to more couple-years-of-protection for family planning, and avert more childhood deaths from diarrheal diseases than other similar interventions.
- PSI pioneers in social marketing, e.g. by selling STD preventions and cures.
- PSI manages comprehensive health programs that include private and public sector components, and family planning, AIDS prevention, and oral rehydration salts for diarrheal diseases.
- PSI's projects are the most cost efficient and combine sustainability with service to lower income groups.

GLOBAL CONTRACEPTIVE SOCIAL MARKETING (PERCENT SHARE: 1991)



PSI delivers 35% of the products distributed worldwide through Social Marketing

Source: Compiled from Independently Reported Projects



PSI distributes and promotes its products through boat races in Pushkina Furo and on milboats in Bangladesh (at left).

The health problem of the 1990s is the failure of existing systems to distribute health products. PSI solves that problem by using a country's retail outlets and distributing goods by whatever means are possible -- whether truck, boat, bicycle, moped or by foot.

COST EFFICIENCY AND PERFORMANCE

PSI'S INNOVATIVE entrepreneurial approach makes it stand out in the non-profit sector. Its standard of excellence results in more cost-efficient delivery of more products in more locations than any other organization.

— During 1991, PSI operations provided nearly 3.3 million couple-years of protection, a 22% increase over the 1990 total of 2.72 million.

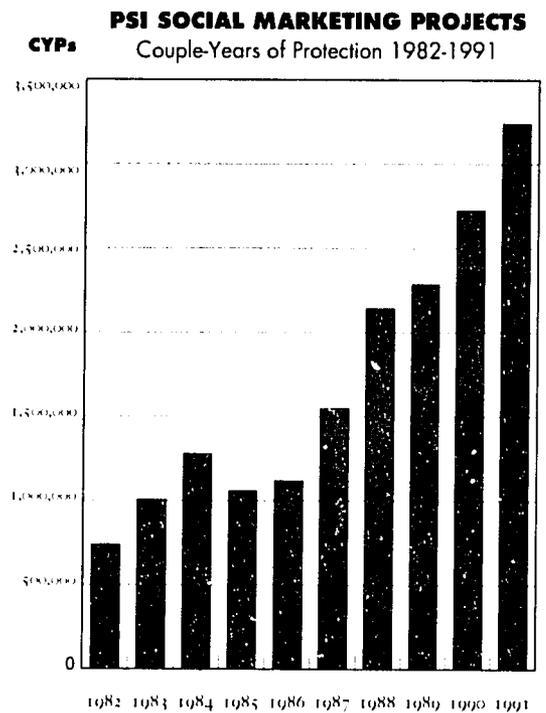
— PSI is the only private sector organization marketing significant quantities of condoms in sub-Saharan Africa, thereby averting thousands of cases of AIDS annually. It is also the leader in AIDS prevention through social marketing programs in countries such as India, the Philippines, and Haiti.

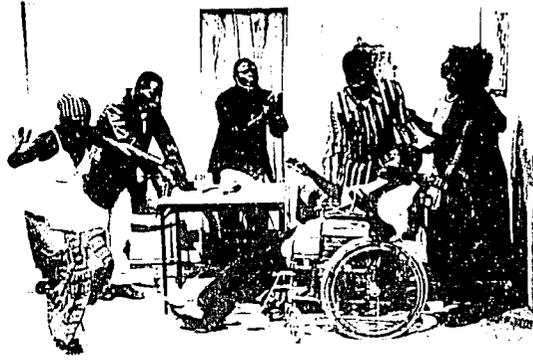
— PSI delivery systems are cost-efficient. The delivery of contraception to lower income groups through full-service family planning clinics and other distributors averages more than \$15 per couple-year of protection. PSI social marketing projects cut that cost in half, delivering one couple-year of protection for approximately \$7, two-thirds of which represents product cost.

Private foundation support continues to serve as a catalyst not only for policy change but to enable PSI to deliver large quantities of health products to low income families. In 1991, PSI's demonstration projects in Africa leveraged \$750,000 in private foundation assistance into more than \$12 million in multi-year governmental donor support.

PSI's priority is to serve families with low incomes that cannot afford commercial prices for health products. It sets prices that will maximize cost recovery within the limits of its primary objective.

PSI projects enhance cost-efficiency further through other means, such as increasing the number of products marketed so that fixed costs are spread over a larger volume base. Products are positioned against discrete market segments, allowing PSI to cross subsidize by selling higher-priced products to those able and willing to pay more. PSI products are designed to appeal to multiple country markets, thus decreasing the financial and time costs of developing new products for new markets.





In Zaire, the popular Troupe N'zoi educates about safe sex in a drama for radio and television broadcast.

AIDS PREVENTION IN ZAIRE -- A COMMUNICATIONS CASE STUDY

The PSI AIDS-prevention motivation and communications project in Zaire has been the most comprehensive in the developing world. PSI targeted messages to youth ages 12 to 19 and to young and/or prospective parents 20 to 30 years to motivate them to practice safer sex.

Innovative media materials — based on audience research — presented the AIDS message in television and radio spots, dramas, music videos, talk shows, interviews and contests, student notebooks, comic-strips, and calendars. Mass media messages were relayed through Zaire's extensive media network, reaching the urban and rural population in the country's 11 regions via satellite-relayed television and regional radio stations. The project's collaboration with regional broadcasters helped create partnerships with local AIDS bureaus, community groups, health workers, artists, and broadcasters, thus enriching each region's effort to reduce the spread of AIDS.

The Zaire project has had a significant impact in changing attitudes and behavior. Studies indicate large increases in awareness of the dangers posed by asymptomatic carriers, the practice of abstinence and mutual fidelity, and knowledge and reported use of condoms for AIDS prevention.

PSI managers trained local counterparts in technical aspects of communication design, behavioral research, media material development, program design, planning, budgeting, and project administration. Project staff worked closely with colleagues at the University of Kinshasa, the National Broadcasting Agency, the National Institute for Statistics, the National Theater, and many other organizations.

During the three-year period of the Zaire mass media project, annual sales by PSI's social marketing project increased by more than 1,000 percent. As a result of these increased sales, approximately 7,200 cases of AIDS were prevented in Zaire during 1991.

COMMUNICATIONS

A CORNERSTONE of successful social marketing is a motivational communications strategy that combines information and education.

PSI leads the field with its innovative multi-media communications approach. This strategy skillfully integrates print and electronic mass media with traditional local media to promote positive changes in behavior that lead to AIDS-prevention, family planning, and child survival. Themes and messages are developed based on audience research, and are crafted to reflect the realities, belief systems, and values of each culture addressed.

The combination of extensive product advertising and generic communication assures broad dissemination of information about a product's appropriate use to populations that do not otherwise have access to this information.

PSI's communication campaigns are as diverse as the cultures and experiences of local audiences.

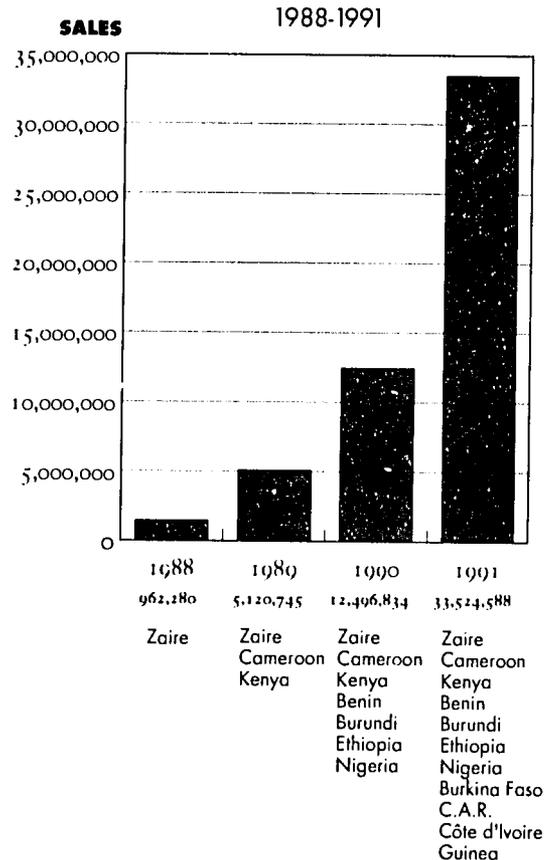
- In Cameroon, PSI trained and sponsored a theater group of prostitutes, who perform a boisterous and educational drama about the risks of sexual relations and the importance of using condoms. At the close of each performance, the women promote and sell PRUDENCE.

- In Burkina Faso, a team of young men and women travel to small towns and villages on motorcycles, wearing white cowboy hats and tee-shirts emblazoned with the PRUDENCE logo. Beating tambourines, they call a meeting of local adults, and hold impromptu educational discussions on HIV/AIDS, means of preventing the transmission of HIV and other sexually transmitted diseases, and the importance of birth-spacing.

- In Bangladesh, national television personalities appear in drama mini-series as characters promoting the practice of family planning.

- In India, an extraordinarily innovative communications package of the PSI HIV/AIDS project consists of live song-and dance troupes, a magician, audio-cassettes of film gossip, video-cassettes of film music, humorous explanations of crucial safe sex and condom usage, and special film shows and live dramatic skits.

PSI CONDOM SALES IN AFRICA





Burkina Faso's Regional Director and Country Representative promote PRUDENCE at a trade fair in Abidjan, Cote d'Ivoire.

***PSI trains local staff in marketing, advertising,
and health so they can manage projects.
In Burkina Faso, the senior staff are young,
aggressive business school graduates.***

BENIN

The Benin AIDS-prevention marketing project continues to be one of PSI's most successful, low-cost, privately funded marketing ventures. In 1991, project sales reached 600,000, a 65% increase over 1990, in spite of a limited budget.

The climate for marketing through the private sector in Benin has improved significantly following the government's historic transition from a closed, socialist political system to a pluralistic, constitutionally-based and free market oriented society. As a consequence, the project has substantially increased the number and variety of outlets at which products are sold. It has expanded distribution to itinerant vendors and gas stations — which sell to high-risk groups such as transport workers — and to the general population.

In addition to advertising in local newspapers and on television, the project developed and nationally distributed attractive point-of-sale materials, posters, stickers, and calendars which resulted in increased brand name awareness.

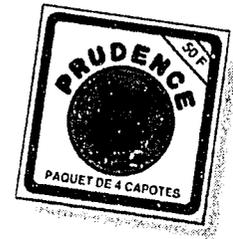
**BURKINA FASO**

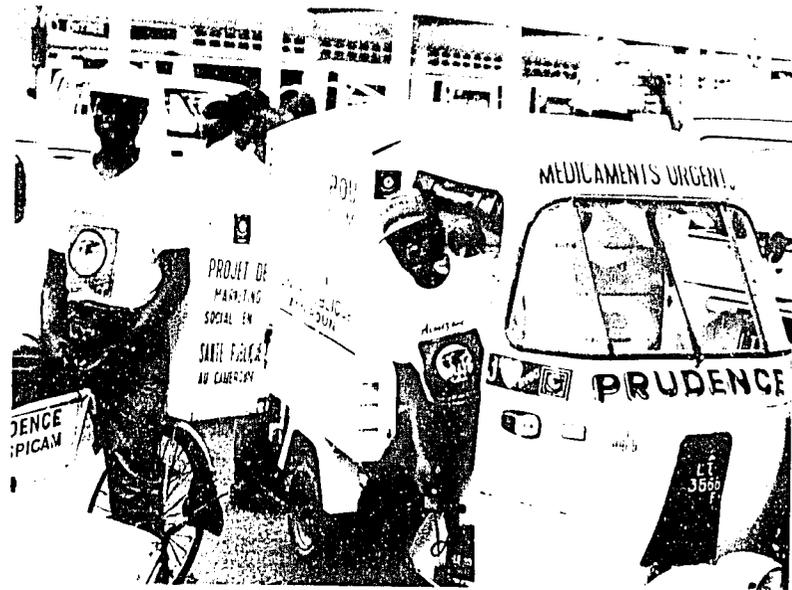
When they roll into a town with enthusiasm, fanfare, and a range of promotional techniques, project sales agents in Burkina Faso grab the attention of townspeople and retailers.

The result is a program that sold almost three million condoms from mid-September through the end of December 1991 — the fastest start-up of any social marketing project in the world in terms of per capita sales.

PRUDENCE has been marketed in over 20 of Burkina's 30 provinces, with an array of T-shirts, pot holders, patches, hats, bumper stickers, and other promotional items — all emblazoned with the PRUDENCE logo. In addition, folklore groups, musicians, comedians, PRUDENCE sponsored boat and bicycle races, dances, cultural events, parades, and other attention-getting techniques have been used to pique public interest.

An important component in the Burkina program is its special emphasis on young adults. PSI's young and dedicated sales and promotion agents have engaged the participation of 32 youth associations in their promotional campaign, including the Boy Scouts and UNESCO clubs. In March 1992, the project sponsored a national forum to help determine strategies for AIDS prevention, bringing together 200 high school representatives from 28 of the country's 30 provinces. A two-year effort is being launched to set up AIDS prevention committees in the majority of secondary schools throughout the country — focusing on AIDS education and providing distribution points.





PSI projects in Africa and Asia have achieved social marketing records in terms of speed and per capita and total sales.

Modest foundation grants allow PSI quickly to start creative and needed projects. These funds are leveraged when governmental donors support programs over the longer term. An example is Cameroon, perhaps the most complex social marketing project selling multiple health products and innovating with such items as antibiotics. According to USAID, PSI/Cameroon's distribution system is the "linchpin of USAID/Cameroon's AIDS prevention strategy and an important component of the mission's family planning service delivery program....This project will also contribute significantly to the acceptance of the community-based distribution of contraceptives. The program, by virtue of its expected effect on lowering STD rates, will also contribute to the reduction of infertility in the country."

BURUNDI

HIV prevalence in Burundi ranks among the world's highest, while condom use remains at the lowest level. As a result, Burundians have been faced with a public health problem of enormous proportions with few resources for effective prevention.

The Burundian National AIDS Committee, impressed with PSI's results in Zaire, invited it to mount a demonstration project in Bujumbura. PSI quickly combined private foundation funds with product donated by USAID to launch the project. These results led USAID/Burundi to finance the expansion of the project.

PSI has developed an effective distribution system with Pharmacie Alchemic, a major wholesaler of pharmaceutical supplies. PSI's marketing manager directs the marketing, trains sales agents, and opens new outlets. By the end of 1991, the project had completed half its national expansion and had increased sales 75% over 1990.

CAMEROON

PSI's social marketing program in Cameroon has emerged at the forefront of social marketing. The project will soon offer the most complete product line of any similar marketing effort — antibiotics, ORS, condoms, oral contraceptives, and injectables.

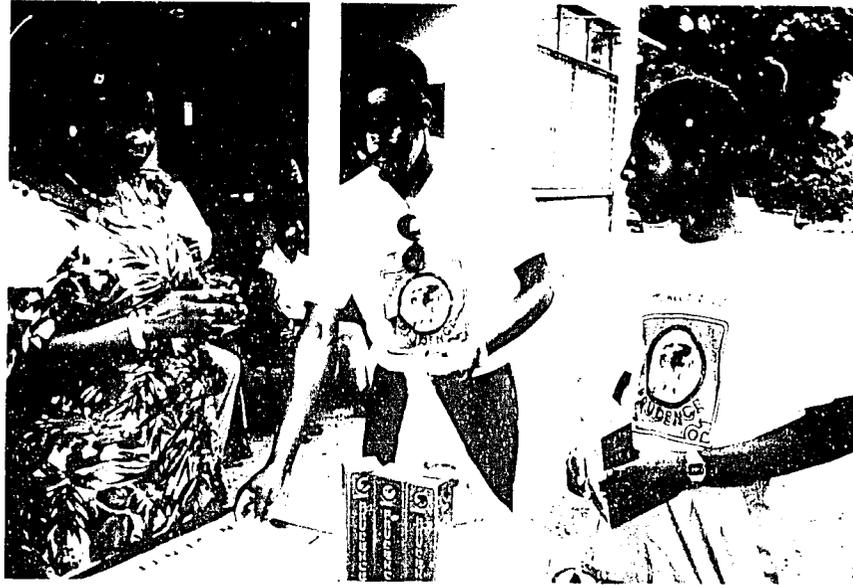
PSI began selling condoms in Cameroon in late 1989 in Douala and Yaoundé with foundation support. From its first month of operation, the project broke sales and cost-efficiency records for distribution in Africa. Two condoms, PRUDENCE PLUS and PROMESSE, are being sold to different target groups through different outlets and at different prices.

Oral rehydration salts, under the name of BIOSEL, are being launched in 1992 in ten major urban centers. They will be accompanied by a promotional and educational campaign targeted toward mothers.

The oral contraceptives educational campaign will target women and medical providers and focus on correct usage of the Pill and on the health and economic benefits of family planning.

In keeping with its innovative traditions, PSI is pioneering the development and marketing of an STD "kit" containing antibiotics, educational materials and condoms. In light of the AIDS pandemic, sexually transmitted diseases are an important health concern that can be systemically addressed through social marketing techniques. This demonstration project will provide medication at an affordable price for the most common STDs, prevention in the form of condoms, and encouragement of communication between partners.





The Secretary of Cote d'Ivoire's Ministry of Health (at left) purchases the first box of PRUDENCE from the PSI team in Banzi.

“ Early last year, PSI, a private Washington-based agency, launched a commercial operation [in Côte d’Ivoire] selling 2.5 million condoms. The sheaths are heavily subsidized — 24 cents buys a packet of four — but middlemen and retailers turn a nice profit. Converting the devices from unwanted giveaways to a means of livelihood has made them more respectable, says PSI’s Peter Clancy. Moped riders zoom around Abidjan peddling PRUDENCE at bars and clubs.”

— TIME International, August 3, 1992

CENTRAL AFRICAN REPUBLIC

The reach and efficiency of PSI's Zaire and Cameroon social marketing projects did not go unnoticed in neighboring Central African Republic. There, the National AIDS Committee invited PSI to replicate its projects. Private foundations enabled PSI to respond swiftly; less than four months after the request, PSI's marketing managers unloaded initial stocks of PRUDENCE from a jet. During the first three months of operation, the distribution system achieved sales of +00,000 pieces. The project's promotional efforts have been creative, inducing the commercial sector to produce a pagne, or sarong, emblazoned with the PRUDENCE logo.

CÔTE D'IVOIRE

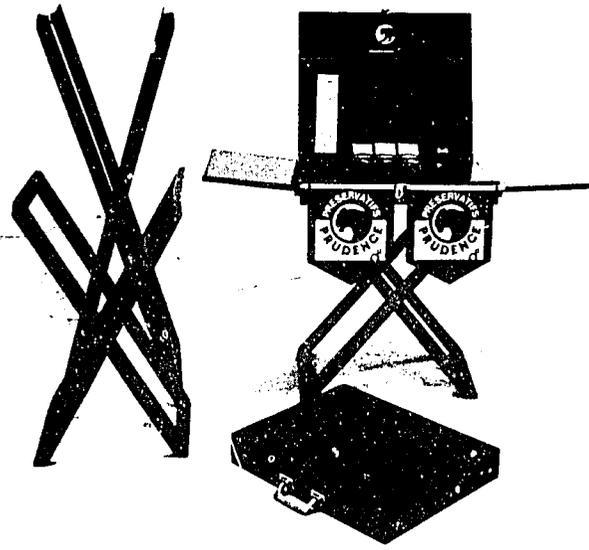
AIDS has become the single largest cause of death among adult males and the second leading cause of death among females in Côte d'Ivoire. The loss in productivity from the adult male, skilled labor force in urban centers is having dire consequences on the nation's ability to achieve sustained economic growth. Child deaths from perinatal transmission of AIDS in Côte d'Ivoire is reversing years of progress made in child survival.

With support from private foundations PSI was able to respond to this desperate problem. Within four months of arrival in late 1990, PSI concluded an agreement with a nationwide distributor, designed and produced packaging and promotional materials, and had PRUDENCE on the market. Since the launch in March 1991, four million condoms have been sold in over half of Côte d'Ivoire's major population centers.

PSI is also working with the government to change long-standing policies that inhibit the effective marketing of contraceptives. In collaboration with the pharmaceutical union and the National AIDS committee, it successfully advocated a series of policy reforms. Examples include the deregulation of distribution point restrictions, so that condoms can now be marketed in a wide variety of retail shops, and the decision to remove taxes and duties on import and sale. In late 1991, PSI was granted permission by the government to broadcast radio and TV commercials advertising PRUDENCE. This represents the first brand-specific mass media condom advertising campaign in French-speaking West Africa. In collaboration with a local advertising firm, PSI developed, produced, and in January 1992, began broadcasting one television and three radio spots on the nation's airwaves. PSI also obtained government approval to add PRUDENCE to the essential drugs lists, thus enabling it to be sold throughout the public sector health system.

Côte d'Ivoire is rapidly developing into a regional center for nearby Benin, Burkina Faso, Cameroon, and Guinea. PSI Côte d'Ivoire, which has access to high quality local firms, coordinates much of the advertising, research, production, development of packaging, and promotional materials. In this way, costs are reduced through economies of scale, and turn-around time is decreased.





*Sales are high in part because PSI uses non traditional outlets.
The above folding sales table is given as a premium to high
volume itinerant vendors.*

Regarding PSI/Guinea's social marketing project:

**"This remarkable acceleration of progress in family
planning and AIDS prevention activities includes such
impact as:**

--large increase in condom sales

**--Government of Guinea approval of a policy framework
highly supportive of project objectives**

**--signing of an agreement to launch the first nationwide
social marketing information and promotion campaign
for AIDS prevention and family planning."**

— USAID/Conakry to AID/Washington, DC

Selling health products in Ethiopia would appear an overwhelming challenge in the face of human suffering caused by famine and civil war. Yet the Addis Ababa-based project remains a linchpin in the country's AIDS prevention effort, taking advantage of Ethiopia's thriving commercial sector, despite the country's turmoil.

HIWOT brand condoms, meaning "life" in Amharic, are being sold in kiosks, pharmacies, factories, and other work places. Condom advertisements are broadcast on radio and TV and appear everywhere from schools to social clubs. These marketing efforts, supported by a grant from the British Overseas Development Agency, are driving sales that, at the end of 1991, were nearing half a million units per month.

GUINEA

In Guinea, PSI is implementing a comprehensive, nationwide program integrating public and private sector family planning and AIDS/STD prevention. This effort represents the single largest family planning intervention in the country.

In late 1990, at the invitation of the Government of Guinea and with foundation funds, PSI established an office in Conakry to implement a pilot AIDS prevention condom social marketing project in the capital. By May 1991, PSI launched sales of the PRUDENCE brand.

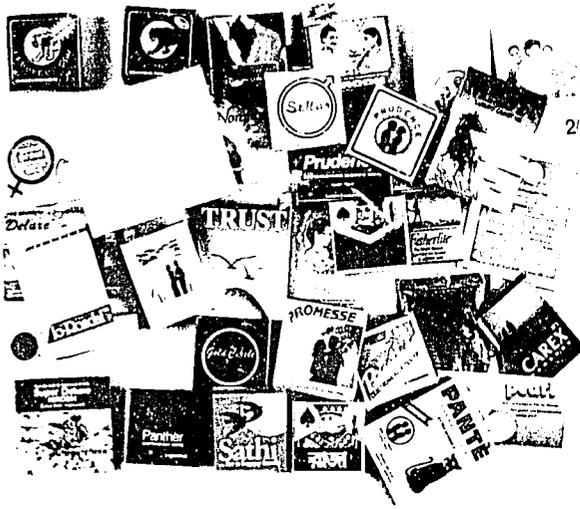
Working in close collaboration with Guinea's National AIDS Committee, PSI co-sponsored an AIDS rap contest, a women's association training program on AIDS issues and condom promotion, a PRUDENCE launching lunch for pharmacists, and an outreach training program for university students. During this same period, PSI also conducted a family planning needs assessment.

Since independence, Guinea's population growth rate has outstripped that of economic growth. Contraceptive use remains extremely low, estimated at 2% for modern methods. Family planning service delivery is limited, as are the government and private resources devoted to it.

On August 31, 1991, PSI received a multi-year grant from USAID/Guinea to implement a comprehensive health program.

The project complements other activities in the country and works in close collaboration with governmental, non-governmental, multi-lateral, not-for-profit and for-profit entities. Public sector activities consist primarily of integrating family planning and AIDS/STD prevention and treatment services into the Bamako Initiative primary health care system which is supported by UNICEF.

PSI also works with the International Planned Parenthood Federation affiliate in Guinea (AGBEF) to train health practitioners and conduct community outreach activities in the areas of IE&C, service provision, and product delivery. PSI and the Statistics Division of the Ministry of Plan designed a nationwide demographic and health survey, including the first-ever gathered data on contraceptive use, STDs, AIDS, and the usefulness of mass media for national public health issues. PSI signed an agreement with a local company for warehousing and packaging facilities and services, negotiated terms with the four pharmaceutical distributor/wholesalers in the country and established contact with and assessed capabilities for local production of promotional and educational materials.



PSI distributes in over 20 countries. Products sell because they are attractively packaged.



PSI health products range from contraceptives to oral rehydration salts to antibiotics. People want and use them because they are attractively packaged and readily available everywhere. Lower income consumers can afford them because the prices are low.

KENYA

PSI completed its second year of a USAID-financed, private sector contraceptive social marketing project designed to reduce Kenya's birth and population growth rates, currently among the highest in the world.

The project is concentrating its efforts on marketing the new SPECIAL condom and LO-RONDAL oral contraceptive in the country's most populous rural and urban centers.

The project conducted several market research studies including a pricing and KAP survey, and developed a number of promotional materials including posters, calendars, print advertising, and a television and radio spot. The broadcasting of the commercials was an unprecedented breakthrough because prior to that, brand name advertising of contraceptive products had not been permitted in Kenya.

Both PSI products are easily affordable to low-income Kenyans. SPECIAL, at \$.06 a piece, and LO-RONDAL, priced at the equivalent of \$.77 per cycle, are significantly less expensive than other commercially available contraceptives in Kenya.

PSI is promoting LO-RONDAL in a variety of medical journals. Mass media brand-name advertising is not permitted for oral contraceptives; the project is promoting the product in clinics and through posters, leaflets, and ads in professional publications.

The distribution network in both rural and urban areas has been substantially expanded through an affiliation with a new distributor, Boots Pharmaceuticals. Sales are expected to rise significantly due to the expanded distribution network, the introduction of the new lower-priced condom, and its promotion as a protection against both unwanted pregnancies and STDs.

**MOROCCO**

The number one cause of death among children five years and under in Morocco is diarrheal-induced dehydration. The prevention and treatment, ORS, has not reached the populace in adequate numbers, either through public or private channels.

In response to a Ministry of Public Health request, PSI mounted an ORS social marketing effort to manufacture, promote, and sell the product at affordable prices. By the end of 1991, the first full year of operation, cumulative sales of PSI's BIOSEL product exceeded one million one-liter sachets. In conjunction with a communications campaign, PSI anticipates selling BIOSEL in outlets other than pharmacies to make it more readily available in rural as well as urban areas. The project receives support from the Ministry and from USAID/Rabat, with raw materials donated by UNICEF.



Confiance d'accord, mais...



In Morocco, ORS stops diarrheal induced deaths of children.

Customers receive the message in TV, on radio, and through this poster.

PSI uses innovative, culturally sensitive, and effective means of promoting health product usage, including posters, TV and radio ads, soap operas, public meetings, giveaways, and point of sale material. The result--PSI distributes far more products than any other social marketing organization.

NIGERIA

The GOLD CIRCLE condom, used for the dual purpose of family planning and AIDS prevention, is the first brand to be socially marketed in Nigeria through radio, newspapers, and magazines.

The project collaborates with the Society for Family Health, a local non-profit charity, and TOGAPHARMA, a privately owned distributor. One of the project's most successful means of distribution is through market women and neighborhood patent medicine stores. Two nurse/midwives play a vital role in sales to market women and other women's groups. GOLD CIRCLE is also distributed in private, company, and government hospitals and clinics, pharmacies, supermarkets, neighborhood general stores, hotels, nightclubs, beauty salons, clubs, associations, and through a variety of non-government organizations.

In 1991, the GOLD CIRCLE program expanded into new states, stepped up promotion, and augmented the number and variety of sales outlets. By the end of the year, it had almost doubled its sales over the previous year.



SOUTH AFRICA

Since South Africa has been isolated from international health organizations, the swift escalation of AIDS — particularly among the black population — has gone virtually unreported. Only recently have South African leaders, black and white, from the public and private sectors, begun to focus in earnest on the rapidly developing epidemic. PSI was asked to undertake a demonstration AIDS prevention social marketing project in Natal, the hardest hit of the country's four provinces, with a view to expanding the project to the rest of the country. It is estimated that 3% of Natal's adult population is infected with HIV, and that in some areas as many as 10% of the workforce is sero-positive, more than twice the rate of a year ago.

The project will collaborate closely with grassroots organizations in the black community such as the Progressive Primary Health Care Network, trade unions and associations, major employer organizations such as the South African Sugar Association, and the public sector health structures of the Kwazulu and South African Governments. The project's goal is to dramatically improve people's knowledge of, access to, and use of condoms to prevent AIDS and other sexually transmitted diseases. PSI will launch its LOVERS PLUS brand in 1992, train retailers and salesmen as AIDS prevention educators, and design an education and promotional campaign to reach high risk groups in the townships.



PSI promotes products in new ways, such as textiles with the PRUDENCE logo for use as clothing.

“Using a technique known as ‘social marketing’, in which public health ideas are sold to mass markets just like soap or beer, an American non-profit group [PSI] increased countrywide sales of its brand of condoms from 1 million in 1988 to 3.6 million a month [in] 1991.”

— Los Angeles Times, December 19, 1991

ZAIRE

In 1991, PSI's condom marketing and communications program in Zaire averted 7,200 cases of HIV.

A private donor financed PSI's start-up project in Kinshasa in 1988, when 300,000 condoms were being distributed or sold annually by all sources in the country. With the infusion of USAID support, this project, by 1991, was selling over 18 million PRUDENCE condoms, had produced the continent's most effective mass media campaign, held every condom distribution record for Africa, and had spawned ten other AIDS prevention projects on the continent. All told, these projects moved 34 million condoms in 1991.

In Zaire, PSI systematically expanded its distribution system to cover every major population area. PRUDENCE was proving that Africans not only needed condoms, but wanted them sufficiently to pay for them. The name PRUDENCE became synonymous with condom.

In the mass media communications campaign, PSI aired programs about AIDS on television and radio, and popular singers sang about the virtues of PRUDENCE and safe sex. The international media came to Zaire to report on the project, with stories appearing in *The New York Times*, *Le Monde*, *The Financial Times*, *The Christian Science Monitor*, *The Manchester Guardian*, and *The Washington Post*. The Director of the World Health Organization's Global Programme on AIDS cited the PSI project when asked what gave him hope that Africa could fight back successfully against AIDS.

With the collapse of Zaire's political and economic infrastructure in September 1991, most international donors were forced to leave. USAID closed all of its projects, except two, including PSI's social marketing project. PSI's resident advisor was one of a core group who worked in Kinshasa by day to continue the delivery of products and then traveled to Brazzaville at night for reasons of security.

PSI's local affiliate, the "Association Zairoise de Sante Familiale", continues to sell condoms through a special arrangement with USAID under PSI oversight.

ZAMBIA

The AIDS pandemic has hit this southern African country with particular virulence. Although data on HIV/AIDS are hard to come by, studies have shown that HIV seropositivity among pregnant women has exceeded 25% in urban prenatal clinics and reached 22% among university students in the capital. The Government of Zambia recently reported over 7,000 cases of AIDS, more than triple the 2,000 reported in July 1989, and this figure is thought to be widely underestimated.

PSI, in collaboration with the Pharmaceutical Society of Zambia, is starting an aggressive condom social marketing project to combat the spread of the disease. In 1992, PSI will launch a low-priced, attractively-packaged condom brand called MAXIMUM marketed to sexually active adults. The project will distribute not only through traditional outlets such as pharmacies but also non-traditional ones, including hotels, bars, gas stations and market stalls.



A parade of elephants marked the sale of the one billionth RADA condom in Bangladesh.



"Bangladesh has been a pioneer in the field of social marketing. The Social Marketing Company now sells oral pills, condoms, and oral rehydration salts through more than 130,000 commercial retail outlets throughout the country."

— Population Institute of the East-West Center, Hawaii



PSI's longest-running social marketing project, Bangladesh, passed an historic milestone in 1991 — the sale of the one-billionth RAJA condom. The occasion was marked by a two-week national celebration, including an elephant parade, and the awarding of medals by Bangladesh's president to USAID, Ministry of Health officials, and PSI.

The project's products are priced so that the majority of Bangladeshis can afford them and are sold in 130,000 urban and rural retail shops. 1991 condom sales of almost 83 million pieces, combined with the sale of eight million cycles of oral contraceptives (MAYA, OVACON, and NORQUEST), provided one year of contraceptive protection to nearly 1.5 million couples.

PSI/Bangladesh and the Social Marketing Company, the distributor, also achieved record sales of 15.8 million sachets of ORSALINE -oral rehydration salts to combat diarrheal dehydration in children. This sales effort and other ORS activities were reinforced by PSI's generic communications project, national multi-media program to educate parents, doctors, pharmacists, and indigenous health practitioners in the principles of diarrheal disease management, training programs for health providers, and a school-based educational program for secondary school students and their teachers.

**INDIA**

In 1988, the Government of India extended an unprecedented invitation to PSI to market and distribute NIRODH condoms and to introduce a new brand, MASTI. With support from USAID, PSI moved quickly and dramatically to increase condom sales and change the nature of contraceptive promotion in that country.

The government has progressively expanded PSI's mandate, and it now includes several states and over 250 million people, in some of the poorest parts of the country. 1991 sales of NIRODH and MASTI set a new high of 68 million pieces. Cumulatively, PSI has marketed over 175 million units and emerged as the largest per capita distributor in India. An oral contraceptive, PEARL, has been added to the product line.

Each year, PSI has exceeded targets set by the government.

In 1991 PSI/India launched an innovative AIDS prevention project in Bombay. With a Ford Foundation grant, PSI staff, in collaboration with the Government Family Welfare Training and Research Center, is expanding the promotion and distribution of MASTI; working with prostitutes to provide basic medical services; and adding innovative consumer communications. Discussions are underway with three state governments and selected NGOs to mount new HIV prevention projects elsewhere.

The Ford Foundation recently awarded PSI a separate grant for a new project to produce and disseminate written material on HIV/AIDS/sexually transmitted diseases (STDs) in English and eight Indian languages, targeted to 1,000 key individuals and NGOs.





SATHI now accounts for a 70% share of Pakistan's condom market.

Although PSI has traditionally marketed in the private sector, it is now being asked to manage large-scale health programs and to introduce commercial promotion and cost-recovery into public sector clinics.

1/10

In July 1991, the Malaysian launching of the CONFIDENCE condom was covered by local television, featuring the unrolling of a condom by the Deputy Minister of Health — a TV first for the nation. The project, funded by private foundations and UNFPA, has emerged as a catalyst for important attitude changes in Malaysia, as evidenced by the lifting of restrictions on advertising and the discussion of condoms on TV. Year-end sales exceeded 800,000. Although CONFIDENCE is being marketed principally as a family planning aid, the Malaysian government requested a marketing strategy designed to reach select groups at high risk for AIDS.

Malaysia's National Population and Family Development Board invited the project, managed by DKT International, to collaborate on its rural-based communications program. It is also exploring the possibility of marketing a low-priced larvicide to combat dengue fever, a major public health problem in Malaysia.

PAKISTAN

In 1986, PSI, under contract to USAID, designed and, with the Woodward Company, a local marketing firm, started the Social Marketing of Contraceptives Project in Pakistan. In 1991 PSI was awarded additional responsibilities including market research and the development of a Management Information System.

In 1991 sales of SATHI (meaning "companion") condoms exceeded 73 million pieces; condoms are now used by 50% of all couples who use spacing methods, while SATHI accounts for a 70% share of the national condom market.

Retail store audit data for 1991 show that SATHI has penetrated all major urban markets throughout the country. This success led to a new target: to increase the number of working class men — they earn about \$5.00 a day — who space their babies with SATHI.

**THE PHILIPPINES**

Socially marketed TRUST condoms went on sale in the southern half of the Philippines in late 1990, and by mid-1991 were available nationwide. TRUST is promoted to offer protection against both unwanted pregnancy and the transmission of AIDS and other sexually transmitted diseases. Its advertising campaign is designed to appeal to fathers, with the slogan "Depend on Trust...because your family depends on you." At the equivalent of U.S. \$.05 cents a piece, 1991 TRUST sales exceeded 1,200,000.

In Manila, a successful distribution drive was mounted to introduce TRUST into the popular sari-sari stores which constitute 70% of all retail outlets and reach the poorest sector of the population. In December, the project, managed by DKT International, participated in an important World AIDS Day demonstration in which four new sales vans canvassed the streets of Manila delivering messages on proper use.



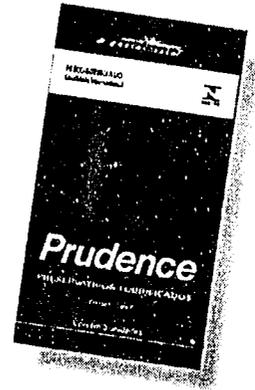
AIDS prevention messages have penetrated the Haitian art world, as illustrated by this metalwork depicting what must have been true--use of PANTÈ in the garden of Eden.

**The Haiti project was made possible by foundation funds.
PSI condom sales have increased despite economic hardships
caused by political strife and international embargoes.
One reason--a PSI-sponsored radio and television campaign
featuring the national soccer team and a well known sports
personality advertising PANTÈ.**

BRAZIL

Of all Latin American countries, Brazil has been hardest hit by the AIDS pandemic. In late 1990, the state of São Paulo — which reported two-thirds of the country's 15,000 confirmed AIDS cases — was targeted for a social marketing project to respond to this crisis.

The project, which is managed by DKT International, made a low-priced PRUDENCE available to consumers for the first time to protect against the transmission of HIV and other sexually transmitted diseases. Prior to the project, the average price of a condom was \$1 a piece, far beyond the reach of low-income consumers. PRUDENCE sells at 17 cents a piece, within the range of low-income consumers.



HAITI

Consumers in Haiti recognize the value of a “buy-one-get-one-free” promotion, and, as a result, the AIDS prevention project has seen a surge in PANTÈ sales since its inception in June 1991.

The ongoing political crisis in Haiti illustrates one reason why PSI remains unusual among international NGOs. Many international donors were forced to abandon their operations after the fall of the government in September 1991. Because PSI's modus operandi is to work through the private sector, it was able to continue operating when internal problems shut down the programs of other NGOs. As the political situation stabilizes, PSI's activities are expanding throughout the country, with support from private donors and USAID-AIDSCAP.



29

BRINGING THE TECHNOLOGY HOME:

PSI's HIV/AIDS-Prevention demonstration project in the U.S.

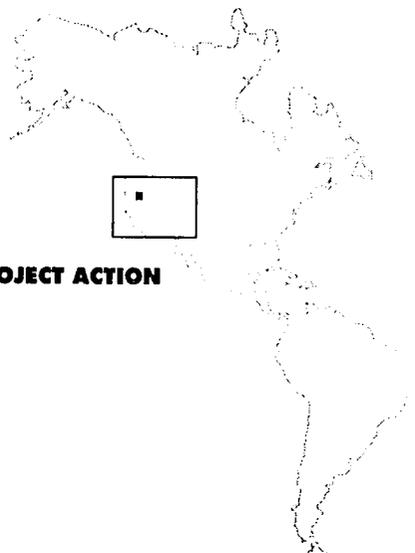
IN FIGHTING HIV INFECTION IN ZAIRE and other developing countries, PSI faced numerous challenges such as illiteracy, poverty, hard-to-reach populations, multiple languages, legal restrictions on retail outlets, and traditional distribution systems that do not reach the targeted consumer. PSI has overcome these obstacles with innovative techniques of mass media motivation and product marketing and promotion.

Many of these innovations are not being applied in the United States, even though many of the problems faced in U.S. inner cities are intriguingly similar to those encountered abroad. As a result of its experience and performance, PSI has been asked to replicate, with appropriate modification, its African AIDS prevention model in a U.S. city as a demonstration project. Private foundations have already committed funds to finance the initial phase of this "reverse" technology transfer. In phase one, PSI has developed relationships with local collaborating institutions, conducted audience and market research, and laid the technical and political groundwork for full-scale implementation to be launched in phase two.

The project is targeting youth at highest risk for HIV infection — runaways and street kids — in the pilot city, Portland, Oregon, and seeks significantly to increase their adoption of safer sexual practices, particularly the consistent and proper use of condoms. This objective will be accomplished through a two-part strategy:

- an eighteen month intensive radio and television campaign utilizing popular, culturally appropriate media formats (such as drama, mini-series, spot advertisements, music videos, and info-commercials) to create relevant and appealing behavioral models and generate positive social norms surrounding safer sexual practices;

- condom marketing, at affordable sub-market prices, utilizing vending machines in non-traditional outlets, such as shopping malls, music stores, video arcades, and laundromats.



PROJECT ACTION

PROGRAM CONTRIBUTORS

PSI LAUNCHES PROJECTS QUICKLY, ACHIEVES RECORD SALES, serves as a catalyst for change and improves the health of millions in Africa, Asia, and Latin America *principally because of its partnership with private foundations*. These funds enable PSI to mount dynamic, new programs when they are needed. Foundation funds are invariably leveraged by government and multilateral support for long term expansion.

PSI greatly appreciates the support it has received from the following donors:

American Foundation for AIDS Research
Anonymous
Burroughs-Wellcome
Centers for Disease Control
DKT International
Erik E. and Edith H. Bergstrom Foundation
Family Health International
 and the AIDSTECH and AIDSCAP Projects
Ford Foundation
Fred H. Bixby Trust
William and Flora Hewlett Foundation
Government of India
Government of Guinea
John Snow International and the SEATS Project
Henry J. Kaiser Family Foundation
Moriah Fund
Norman Foundation
Public Welfare Foundation
Scaife Family Foundation
UNICEF
United States Agency for International Development
 and thirteen USAID Missions
UNFPA
Frank Weeden Foundation
Westport Fund
Mary Wohlford
World Health Organization

BOARD OF DIRECTORS

Chair: Exec. Comm.

Stephen W. Bosworth
President
United States-Japan Foundation

Vice-Chair: Exec. Comm.

Malcolm Potts, M.D.
President
International Family Health
of London, England

Timothy R.L. Black, M.D.
Chief Executive
Marie Stopes International

Robert L. Ciszewski
Country Representative,
Bangladesh
and Vice President, PSI

Richard A. Frank
President
PSI

Philip D. Harvey
President
PHE, Inc.

Sallie Craig Huber
Private Consultant
International Population and Health

Frank E. Loy
President
German Marshall Fund of the U.S.

Gilbert S. Omenn, M.D.
Dean, School of Public Health and
Community Medicine
University of Washington

Mechai Viravaidya
Minister,
Office of the Prime Minister
Bangkok, Thailand

.....
32

*PSI and its affiliates abroad
have over 700 employees,
the overwhelming majority
of whom are nationals of the
country in which they work.*

HEADQUARTERS STAFF

Richard A. Frank
President

Daniel M. Lissance
Vice President
Director, Research and
Communications

Shirley Smith Anderson
Director, Development

Mohamed Benjelloun
Program Manager

Andrew C. Boner
Manager, Logistics and
Procurement

Alex Brown
Director, Program Operations

Steven E. Chapman
Program Manager

Helen Crowley
Office Administrator
Recruitment Coordinator

Carlos Ferreros
Program Manager

David Greeley
Program Manager

Caryn Hommes
Contracts Administrator

Dana Hovig
Program Manager

Allan M. Kulakow
Program Manager

Brad Lucas
Program Manager

Elaine Pickerall
Comptroller

Kitty Thuermer
Director, Information

Judith Timyan
Director, Health Programs

**HEADQUARTERS
SUPPORT STAFF**

Mary Catherine Babin
Janet Boone
Katherine Clarke
Candee Faber
Margie Hasley
Angela Key
Barbara Kramer
Yvonne Morales

**OVERSEAS
REPRESENTATIVES**

Bangladesh
Robert L. Ciszewski

Botswana
Rence Romanowski

Burkina Faso
Sylvia Watts

Burundi
Mark Chorna

Cameroon
Timothy Manchester

Côte d'Ivoire
Jay Drosin

Guinea
Richard C. Meyer
Robert de Wolfe
Rob Eiger

Haiti
Robert Clark

India
P.G. Ramachandran

Kenya
Frank R. Samarawecra

Pakistan
John Davies

South Africa
Duncan O. Earle

Zambia
David Olson

**CONSULTING
REPRESENTATIVES**

Benin
Maureen Blassou

Brazil
Robert Perez

Central African Republic
Susan Bauer Gaina

Ethiopia
James C. Myers

Haiti
Malcolm Donald

Malaysia
Terry Scott

Mexico
Brandel France de Bravo

Nigeria
Michael Quist

Philippines
Craig Darden

Rwanda
Louis Gagnon

Zaire
John Loftin

PSI/CANADA

Marc Girard
President

PROJECT ACTION

Julie Convisser
Director

AIDSCAP

Peter Clancy
Private Sector Officer
Africa

Philip R. Hughes
Private Sector Officer

Steven C. Mobley
Private Sector Officer
Latin America

13/1

**PSI OFFICES
AND AFFILIATES****PSI/Bangladesh**

Social Marketing Company
G.P.O. Box 690
Dhaka, Bangladesh
Telephone: (880-2) 814570
Telex: (950) 642681 SMP BJ
Fax: (880-2) 813046

PSI/Benin

B.P. 2793
Cotonou, Benin
Telephone: (229) 31-55-81
Fax: (229) 31-38-09

Brazil

DKT do Brasil
Brasil Office Center
Edificio Dacon - 20 Andar
Av. Cidade Jardim 400
CEP 01434 Sao Paulo, Brazil
Telephone: (55-11) 212-3522
Telex: 391-11-81482 BOCS
Fax: (55-11) 814-1149

PSI/Burkina Faso

B.P. 7109
Ouagadougou, Burkina Faso
Telephone: (226) 36-40-04
Telex: (985) 5422 BF
Fax: (226) 30-12-46

PSI/Burundi

ALCHEMINDUSTRIES S.P.R.L.
8 Rue de la Victoire
Bujumbura, Burundi
Telephone: (257-2) 29466
Telex: (977) 5186 TYPO BDI
Fax: (257-2) 22955

PSI/Cameroon

B.P. 4989
Douala, Cameroon
Telephone: (237) 43-29-26
Telex: (978) 5233 KN
Fax: (237) 42-27-22

PSI/Central African Republic

c/o Super Marche de Fest
Bangui, Central African Republic
Telephone: (236) 61-26-07
Fax: (236) 61-34-96

PSI/Côte d'Ivoire

15 B.P. 95
Abidjan 15
Cote d'Ivoire
Telephone: (225) 25-95-89
Telex: (969) 214235 SNEM
Fax: (225) 25-74-99

Ethiopia

c/o Mitchell Cotts Ethiopia Ltd.
P.O. Box 527, Cotts House
Dej Wolde Michael Avenue
Addis Ababa, Ethiopia
Telephone: (251-1) 517160
Telex: (976) 21036
Fax: (251-1) 515365

PSI/Guinea

B.P. 4111
Conakry, Guinea
Telephone: (224) 44-32-75
Telex: (995) 22137 PSI GE
Fax: (224) 44-24-55

PSI/Haiti

DOBACO, S.A.
272 rue de Magasin de l'Etat
Port-au-Prince, Haiti
Telephone: (509) 22-32-71
Telex: (329) 2030119
Fax: (509-2) 32512

PSI/India

E-18A
East of Kailash
New Delhi - 110 065, India
Telephone: (91-11) 642-8375
Telex: (953) 3171485 PSI IN
Fax: (91-11) 642-0208

PSI/Kenya

5th Floor
Cargen House
Harambee Avenue
Nairobi, Kenya
Telephone: (254-2) 229307
Fax: (254-2) 229306

Malaysia

DKT Consultants (Malaysia)
PJ Industrial Park, Suite B3-01
No. 2, Jalan Kemajuan, Section 13
46200 Petaling Jaya
Selangor Darul Ehsan,
Malaysia
Telephone: (60-3) 254-7722
Fax: (60-3) 255-4407

PSI/Morocco

Sothema
14 BD Zerktoumi
Casablanca, Morocco
Telephone: (212-2) 202-512
Telex: (933) 45023 SOTHEMA
Fax: (212-2) 200-359

Nigeria

The Society for Family Health
Udo Udoma and Belo-Osagie
9 Military Street
Onikan
P.O. Box 53123, Ikoyi
Lagos, Nigeria
Telephone: (234-1) 618799
Telex: (961) 22425 PACOIL NG
Fax: (234-1) 618799

PSI/Pakistan

USAID/SMC Project
Road No. 1, SMH Society
Karachi 3, Pakistan
Telephone: (92-21) 4400914
Telex: (952) 23550 AIDK PK
Fax: (92-21) 436188

Philippines

DKT International
Rm. 301, Marsman Building
Gil Puyat Avenue corner Washington Street
Makati, Metro Manila,
Philippines
Telephone: (63-2) 812-3240
Telex: (722) 40404 GMC R
Fax: (63-2) 812-3240

PSI/South Africa

174 Evans Road
Second Floor
Glenwood, Durban 4001
South Africa
Telephone: (27-31) 256-115
Fax: (27-31) 256-115

PSI/Zaire

s/c Capitale Associates
B.P. 2060
Kinshasa 1
Zaire
Telephone: 243-12-2110
Telex: 9102502705 LASCO USA
Fax: 243-12-27159

PSI/Zambia

c/o Pharmaceutical Society of Zambia
P.O. Box 50770
Lusaka, Zambia
Telephone: (260-1) 290844
Telex: (965) 44720 PAMHO ZA
Fax: (260-1) 250-995

PSI/USA

Suite 600
1120 Nineteenth Street, NW
Washington, D.C. 20036
U.S.A.
Telephone: (202) 785-0072
Telex: 197885 PSIW U I
Fax: (202) 785-0120

PSI/Canada

207 Laurier Street, West
Montreal, Quebec
CANADA H2V-2K3
Telephone: (514) 270-1464
Fax: (514) 270-5491

Project ACTION

Willamette Building, Suite 512
534 S.W. 3rd Avenue
Portland, Oregon 97204
U.S.A.
Telephone: (503) 294-0554
Fax: (503) 294-0565