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SOMARC WORKPLAN

July 1997 - September 1998

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I. INTRODUCTION

The Social Marketing for Change Project (SOMARC III) is currently in its fifth year of implementation. Funded by USAID, it is managed through a cost-reimbursement contract with the Futures Group International (FUTURES). SOMARC applies the traditional tools of commercial marketers to increase the availability and affordability of modern reproductive health products and services in developing countries worldwide, and to promote awareness and demand for these products and services among moderate- to low-income consumers.

Originally designed to operate for five years, from September 30, 1992 through September 29, 1997, SOMARC has been extended for an additional 12 months, through September 30, 1998. This entailed an increase of \$15.3 million in the total estimated contract cost — from \$39.9 million to \$55.3 million — and an increase in the level of effort (LOE) from 1,449 person months to 2,116 person months to cover the extended period.

As of June 30, 1997, SOMARC had expended approximately 72 percent of its newly increased budget — \$39.8 million of the contract's new total estimated cost of \$55.3 million. Table I presents the project's original budget by line item, expenditures through June 1997, and projected expenditures by line item through to the end of the project, through September 1998.

This workplan covers SOMARC's remaining 15 months of operation, from July 1997 through 1998. Included in the pages that follow is an overview of the project's programmatic focus during this period, and a description of the planned activities at both the global and country levels.

The global workplan highlights the planned activities of the project's headquarters staff. These activities have a dual purpose: (1) providing technical leadership within and outside the project in regard to increasing modern contraceptive prevalence through the use of commercial methods and networks, and (2) supporting through technical and managerial guidance country-level program implementation.

Individual country workplans are contained in Volume II of the workplan. Each offers an overview of SOMARC collaboration in the country, and a detailed summary of the objectives and planned activities to be undertaken during the next 15 months.

A combination of global core, field support, and buy-in funding supports the activities described in this workplan. A breakdown of the projected allocations of each of these funding sources for the period covered by this workplan is provided in Tables IIa, IIb, and IIc. The project's Level of Effort budget — expended to date and remaining through the duration of the extended contract — is provided in Table III.

**Table I
CSM III Budget and Expenditures
(All Funding Sources)**

	Allocations(1)	Expended to 6/30/97	Projected 7/1/97-9/30/98
G/PHN	\$13,835,852	\$10,799,024	\$ 3,036,828
Field Support	41,107,295	29,010,850	12,096,445
Delivery Orders (2)	25,730,920	16,682,652	9,320,623
TOTAL	\$80,674,067	\$56,492,526	\$24,453,896
<p>1. Allocations include proposed allocations for FY97. Total amount allocated to Core contract is less than ceiling amount. Allocations to delivery orders includes funds allocated to currently closed delivery orders.</p> <p>2. Projected expenditures for delivery orders include only active countries.</p> <p>3. G/PHN = Global funds in the Core contract. Field Support = Mission funds in the Core contract. Delivery Orders = Buy-ins from Mission in the Requirements contract.</p>			

Table IIa
CSMIII Budget and Expenditures
(Core Contract)

Line Item	Budget	Expended to 6/30/97	Remaining
Salaries and Wages	\$ 8,258,210	\$ 5,542,927	\$ 2,715,283
Fringe Benefits	--	--	--
Overhead	8,175,609	5,408,005	2,767,604
Allowances	2,457,399	1,706,355	751,044
Equipment	321,951	278,129	43,822
Innovation Fund	528,000	--	528,000
Special Studies	520,674	88,155	432,520
Subcontractors	23,081,136	17,432,307	5,648,829
Travel and Transportation	3,663,243	3,037,245	625,998
Other Direct Costs	5,011,106	3,985,575	1,025,531
Fee	3,235,478	2,331,175	904,303
TOTAL (1)	\$55,252,808	\$39,809,874	\$15,442,935
1. The budget total represents ceiling of Core contract. Total funds allocated to contract are less than ceiling amount.			

Table IIb
CSM III Allocations and Expenditures

Country	FY93-96 Funds			FY97 Funds			Total (3)		
	Allocations	Expended	Remaining	Proposed (2) Allocations	Expended	Remaining	Total (3) Allocations	Expended to 6/30/97 (4)	Remaining 7/1/97
A. Global Funding (1)									
G/PHN	\$11,535,852	\$10,712,817	\$823,035	\$2,300,000	--	\$2,300,000	\$13,835,852	10,799,024	%3,036,828
B. Field Support Funding									
Belize	31	31	0	--	--	--	31	31	--
Bolivia	84,003	84,005	(2)	--	--	--	84,003	84,003	--
Brazil	1,350,000	1,250,006	99,994	800,000	--	800,000	2,150,000	1,250,006	899,994
CA Meeting	165,235	161,800	3,435	--	--	--	165,235	165,235	--
Car	158,246	158,246	--	--	--	--	158,246	158,246	--
Chile	9,144	1,500	7,644	--	--	--	9,144	9,144	--
Colombia	122	120	2	--	--	--	122	122	--
Congo	201	--	201	--	--	--	201	201	--
Costa Rica	3	--	3	--	--	--	3	3	--
Dominican Republic	44,665	44,670	(5)	--	--	--	44,665	44,665	--
Ecuador	215,000	282,935	(67,935)	155,000	--	155,000	370,000	257,935	112,065
Egypt	825,000	825,000	--	--	--	--	825,000	825,000	--
Egypt (New Core)	200,000	197,760	2,240	--	--	--	200,000	197,760	2,240
El Salvador	307,000	116,998	190,002	--	--	--	307,000	116,998	190,002
El Salvador (Oyb)	100,000	15,824	84,176	--	--	--	100,000	15,824	84,176
Ghana	460,000	326,780	133,220	399,000	--	399,000	859,000	326,780	532,220
Guatemala/CA	200,000	110,595	89,405	--	--	--	200,000	110,595	89,405
Haiti	883,000	877,193	,807	--	--	--	883,000	877,193	5,807
Honduras	135,000	68,316	66,684	67,000	--	67,000	202,000	68,316	133,684
Honduras (Oyb)	50,000	9,364	40,636	--	--	--	50,000	9,364	40,636
India	2,472,315	2,472,315	--	--	87,861	(87,861)	2,472,315	2,560,176	(87,861)
Indonesia Aids/Fp	900,000	655,873	244,127	400,000	--	400,000	1,300,000	655,873	644,127
Indonesia Aids (Oyb)	250,000	124,792	125,208	--	--	--	250,000	124,792	125,208
Jamaica	506,000	492,695	13,305	750,000	--	750,000	1,256,000	492,695	763,305
Jordan	44,943	44,943	--	--	--	--	44,943	44,943	--
Kenya	98	98	--	--	--	--	98	98	--
Lesotho	6,763	6,763	--	--	--	--	6,763	6,763	--
Madagascar	1,640,000	1,033,690	606,310	400,000	--	400,000	2,040,000	1,033,690	1,006,310
Malawi	266,579	271,936	(5,357)	--	--	--	266,579	266,579	--
Mali	179,479	178,300	1,179	--	--	--	179,479	179,479	--
Mexico	2,000,000	2,000,000	--	675,000	32,746	642,254	2,675,000	2,032,746	642,254
Morocco	2,644,000	1,782,426	861,574	500,000	--	500,000	3,144,000	1,782,426	1,361,574
Nepal	1,356,000	1,356,000	--	600,000	98,230	501,770	1,956,000	1,454,230	501,770

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Country	FY93-96 Funds			FY97 Funds			Total (3)		
	Allocations	Expended	Remaining	Proposed (2) Allocations	Expended	Remaining	Total (3) Allocations	Expended to 6/30/97 (4)	Remaining 7/1/97
Niger	360,000	194,707	165,293			--	360,000	194,707	165,293
Niger (Oyb)	400,000	199,563	200,437			--	400,000	199,563	200,437
P.N.G.	288,315	288,315	--			--	288,315	288,315	--
Panama	103	103	--			--	103	103	--
Pan Arab (Oyb)	311,000	311,000	--			--	311,000	311,000	--
Pan Arab (New Core)	500,000	--	500,000			--	500,000	269,360	230,640
Paraguay	32	29	3			--	32	32	--
Peru	1,150,000	1,032,194	117,806	50,000		50,000	1,200,000	1,032,194	167,806
Philippines	3,289,955	1,317,455	1,972,500			--	3,289,955	1,317,455	1,972,500
Philippines (Oyb 1)	1,000,000	999,999	1			--	1,000,000	999,999	1
Philippines (Oyb 2)	1,000,000	1,000,000	--			--	1,000,000	,000,000	--
Rwanda	127,420	127,420	--			--	127,420	127,420	--
Senegal	785,000	593,666	191,334	600,000		600,000	1,385,000	593,666	791,334
Senegal (Oyb)	500,000	357,977	142,023			--	500,000	357,977	142,023
South Pacific	4,321	4,321	--			--	4,321	4,321	--
Sri Lanka	383	383	--			--	383	383	--
Swaziland	37,000	43,787	(6,787)			--	37,000	43,787	(6,787)
Swaziland (Oyb)	385,785	371,436	14,349			--	385,785	371,436	14,349
Togo/Benin	300,000	451,314	(151,314)			--	300,000	458,003	(158,003)
Togo (Oyb)	550,000	424,685	125,315			--	550,000	424,685	125,315
Tunisia	84	84	(0)			--	84	84	--
Turkey	3,352,991	3,326,597	26,394	650,000		650,000	4,002,991	3,326,597	676,394
Uganda	2,122,798	2,122,798		921,421	193,194	728,227	3,044,219	2,315,992	728,227
Yemen	--	--	--	--	--	--	--	--	--
Zimbabwe	221,860	221,860	--	--	--	--	221,860	221,860	--
Subtotal	\$34,139,874	\$28,340,666	\$5,799,208	\$6,967,421	\$412,031	\$6,555,390	\$41,107,295	\$29,010,850	\$12,096,445
Total Core Contract	\$45,675,726	\$39,053,483	\$6,622,243	\$9,267,421	\$412,031	\$8,855,390	\$54,943,147	\$39,809,874	\$15,133,273

Table IIc
CSM III Allocations and Expenditures

Country	FY97 Funds			FY97 Funds			Total		
	Proposed Allocations	Expended	Remaining	Proposed Allocations	Expended	Remaining	Allocations (1)	Expended to 6/30/97 (4)	Remaining 7/1/97
Bolivia (5353) D.O. #2	298,485	291,600	6,885				298,485	291,600	6,885
C.A.R (5355) D.O. #5	5,254,777	5,243,347	11,430				5,254,777	5,243,347	11,430
C.A.R II (5375) D.O. #25	1,209,167	163,548	1,045,619				1,209,167	358,573	850,594
C.A.R III (Proposed)	--	--	--	1,620,000		1,620,000	1,620,000	-	1,620,000
Ecuador (5369) D.O. #15	400,000	289,983	110,017				400,000	289,983	110,017
Egypt (5351) D.O. #3	1,000,600	842,010	158,590				1,000,600	842,010	158,590
Egypt (5361) D.O. #3	583,314	542,522	40,792				583,314	542,522	40,792
Guatemala (5360) D.O. #10	291,209	239,900	51,309				291,209	239,900	51,309
Haiti (5356) D.O. #7	377,231	367,354	9,877				377,231	367,354	9,877
India (5364) D.O. #13	800,000	473,210	326,790	1,100,000		--	1,900,000	473,210	1,426,790
Indonesia (5366) D.O. #17	365,000	307,950	57,050				365,000	307,950	57,050
Jamaica (5354) D.O. #4	958,968	958,060	908				958,968	958,060	908
Jamaica (5368) D.O. #19	462,150	384,257	77,893				462,150	384,257	77,893
Jordan (5359) D.O. #9	1,443,775	1,303,752	140,023				1,443,775	1,303,752	140,023
Jordan (5377) D.O. #26	--	--	--	500,000		500,000	500,000	-	500,000
Kyrgyz (5370) D.O. #21	45,185	21,636	23,549				45,185	21,636	23,549
Madagascar (5374) D.O. #23	281,594	37,990	243,604				281,594	37,990	243,604
Mali (5358) D.O. #8	950,000	777,059	172,941				950,000	777,059	172,941
Moldavia (5376) D.O. #24	299,977	25,344	274,633				299,977	25,344	274,633
Niger (5357) D.O. #6	997,681	880,510	117,171				997,681	880,510	117,171
Peru (5373) D.O. #16	99,914	69,942	29,972				99,914	69,942	29,972

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Country	FY97 Funds			FY97 Funds			Total		
	Proposed Allocations	Expended	Remaining	Proposed Allocations	Expended	Remaining	Allocations (1)	Expended to 6/30/97 (4)	Remaining 7/1/97
Philippines (5352) D.O. #1	500,000	401,043	98,957				500,000	401,043	98,957
Philippines (5363) D.O. #12	83,454	63,529	19,925				83,454	63,529	19,925
Philippines (5372) D.O. #20	276,591	165,568	111,023				276,591	165,568	111,023
Russia (5371) D.O. #22	399,465	214,472	184,993				399,465	214,472	184,993
Senegal (5365) D.O. #14	598,114	591,215	6,899				598,114	591,215	6,899
Turkey (5367) D.O. #18	417,009	297,329	119,680				417,009	297,329	119,680
Ukraine (Proposed)	--	--	--	300,000		300,000	300,000	-	300,000
Uganda (5362) D.O. #11	2,017,733	1,534,497	483,236	1,799,527		1,799,527	3,817,260	1,534,497	2,282,763
TOTAL D.O.s	20,411,393	16,487,627	3,923,766	5,319,527	--	4,219,527	25,730,920	16,682,652	9,048,268

1. The G/PHN line item includes regional and DC office allocations and expenses for years prior to FY95.
2. Allocations for FY97 are proposed and are subject to change.
3. Subtotal allocations and expenditures include funds for inactive countries.
4. Expenses for Core contract funded projects are fully loaded costs.
5. Shaded areas indicates inactive programs.

Table III
SOMARC III Core Contract Level of Effort Budget
(In Person Months)

Position	Approved Budget	Expended to 6/30/97	Remaining 7/1/97
Project Director	57.8	40.6	17.3
<i>T. D. Levy</i>			
Deputy Director	49.1	35.4	13.7
<i>J. Sclafani</i>			
Administrator	57.2	42.2	15.0
<i>J. Bwalya</i>			
Contract Administrator	52.6	37.7	14.9
<i>T. Farnum</i>			
Marketing Long Term Methods	85.4	52.3	33.1
<i>G. Bachman + AVSC staff (2)</i>			
MIS/Commodities Director	59.3	45.2	14.1
<i>S. Croll</i>			
Market Research Manager	45.9	28.6	17.3
<i>R. Berg</i>			
Senior Marketing TA/Home	36.7	10.8	25.9
<i>P. Foley, various staff (3)</i>			
Senior Marketing TA/Field	63.2	56.9	6.2
<i>O. Chabbert</i>			
Training Manager	33.5	28.3	5.2
<i>Development Associates staff (4)</i>			
Short-Term Technical Staff	186.5	127.2	59.3
<i>Various staff (5)</i>			
Information Dissemination	50.6	34.9	15.7
<i>D. Bennett</i>			
Technical Assistance/DC Sup.	201.0	145.5	55.5
<i>C. Erling, W. McMahon, S. O'Neil, D. W. Shipman</i>			
Public Relations/Advertising	46.6	30.5	16.1
<i>T. Baugh staff</i>			
LAC Manager	54.4	39.0	15.4
<i>J.C. Negrette</i>			
LAC Technical 1	53.5	39.1	14.4
<i>D. Mejia</i>			
LAC Technical 2	96.8	63.1	33.7
<i>C. Cisek</i>			
LAC Administrator	59.7	36.8	22.9

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Position	Approved Budget	Expended to 6/30/97	Remaining 7/1/97
<i>L. Gayton</i>			
Asia Manager	54.5	38.9	15.6
<i>D. McGuire</i>			
Asia Technical	63.0	47.1	15.9
<i>A. Schneider</i>			
Asia Administrator	50.4	31.1	19.3
<i>S. Winarsih</i>			
East/South Africa Manager	33.1	33.7	-0.6
<i>Position closed</i>			
East/South Africa Technical	62.0	46.4	15.5
<i>R. Chandler (6)</i>			
East/South Africa Administrator	34.3	28.5	5.8
<i>R. Agin</i>			
M.East/W. Africa Manager	46.4	33.0	13.4
<i>J.M. Urrutia</i>			
M.East/W. Africa Technical 1	29.0	29.0	0.0
<i>Position closed</i>			
M.East/W. Africa Technical 2	51.8	36.2	15.6
<i>J. Brown</i>			
M.East/W. Africa Administrator	46.2	26.8	19.4
<i>K. Aimara</i>			
Consultants	267.0	81.5	185.5
<i>Various</i>			
Resident Advisors <i>H. Bel-Hadj (Morocco); S. Mbengue (Senegal); K. McClure (Jamaica); L Mize (Indonesia); R. Ramlow Nepal</i>	<u>88.9</u>	<u>2.2</u>	<u>86.7</u>
TOTAL	2116.3	1328.5	787.8
1. Staffing as of 6/1/97.			
2. AVSC staff LOE is also included in this position.			
3. Staffed by senior TFGI personnel on an as-needed basis. Includes to be hired communications manager position.			
4. Staffed by Development Associate senior staff through a subcontract.			
5. Staffed by a variety of TFGI staff on an as-needed basis.			
6. Vacant as of 7/1/97.			

Table IV
SOMARC III Sales and CYPs: By Method

Method	1992 4th Quarter (1)		1993		1994		1995		1996		TOTAL	
	Sales (2)	CYPs (3)	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs
Condom	16,004,734	160,047	51,068,959	510,690	70,101,119	701,011	97,410,134	974,101	77,593,988	775,940	312,178,934	3,121,789
Oral	4,188,762	322,212	18,651,182	1,434,706	18,470,882	1,420,837	16,431,851	1,263,989	14,576,750	1,121,288	72,319,427	5,563,033
VFT	1,321,572	13,216	6,603,011	66,030	5,839,980	58,400	5,203,016	52,030	4,577,633	45,776	23,545,212	235,452
Implant	--	--	134	670	15,184	75,920	38,370	191,850	14,534	72,670	68,222	341,110
Injectable	544,194	136,049	2,032,280	508,070	1,611,250	402,813	1,980,224	495,056	1,945,373	486,343	8,113,321	2,028,330
IUD	137,906	344,765	217,775	544,438	922,445	2,306,113	406,119	1,015,298	247,701	619,253	1,931,946	4,829,865
Vasectomy	8	80	10	100	4	40	12	120	9	90	43	430
Short-Term	21,515,068	495,476	76,323,152	2,011,426	94,411,981	2,180,248	119,045,001	2,290,120	96,748,371	1,943,005	408,043,573	8,920,274
Long-Term	682,108	480,894	2,250,199	1,053,278	2,548,883	2,784,885	2,424,725	1,702,324	2,207,617	1,178,356	10,113,532	7,199,735
Total	22,197,176	976,369	78,573,351	3,064,704	96,960,864	4,965,133	121,469,726	3,992,444	98,955,988	3,121,360	418,157,105	16,120,010

1. Only SOMARC III sales are included in this chart. SOMARC III began October 1, 1992.

2. Totals include graduated SOMARC programs.

3. Couple Year of Protection calculations are as follows:

- 1 CYP = 100 condoms or 1 condom = 0.01 CYPs
- 1 CYP = 0.2 implants or 1 implant = 5 CYPs
- 1 CYP = 0.4 IUDs or 1 IUD = 2.5 CYPs
- 1 CYP = 4 injections or 1 injection = 0.25 CYPs
- 1 CYP = 13 cycles or orals or 1 cycle = 0.077 CYPs
- 1 CYP = 100 VFTs or 1 VFT = 0.01 CYPs
- 1 CYP = 0.1 vasectomies or 1 vasectomy = 10 CYPs

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SOMARC III Sales and CYPs: by Country and Product

Method	Product	1992 4th Quarter (1)		1993		1994		1995		1996		TOTAL	
		Sales (2)	CYPs (3)	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs
Bolivia	Condom	126,144	1,261	684,294	6,843	631,743	6,317	222,480	2,225	--	--	1,664,661	16,647
Bolivia	Oral	37,462	2,882	210,132	16,164	269,715	20,747	74,433	5,726	--	--	591,742	45,519
Brazil	IUD	--	--	--	--	--	--	48,896	122,240	58,739	146,848	107,635	269,088
Colombia	Condom	1,522,806	15,228	5,860,901	58,609	6,306,814	63,068	395,960	53,960	390,434	63,904	4,476,915	254,769
Colombia	Implant	--	--	--	--	14,867	74,335	38,362	191,810	14,500	72,500	67,729	338,645
Colombia	Injectable	,193	798	11,735	2,934	9,248	2,312	56,994	14,249	99,241	24,810	180,411	45,103
Colombia	IUD	14,208	35,520	92,465	231,163	231,421	578,553	160,793	401,983	137,750	344,375	636,637	591,593
Colombia	Oral	2,057,325	158,256	7,291,564	560,890	5,687,299	437,485	4,960,396	381,569	4,788,916	368,378	24,785,500	1,906,577
Colombia	VFT	140,508	1,405	1,499,776	14,998	1,265,277	12,653	1,236,791	12,368	1,316,667	13,167	5,459,019	54,590
Domin. Rep.	Condom	400,527	4,005	1,810,269	18,103	1,241,580	12,416	--	--	--	--	3,452,376	34,524
Domin. Rep.	Implant	--	--	134	670	317	1,585	--	--	--	--	451	2,255
Domin. Rep.	IUD	621	1,553	2,897	7,243	2,187	5,468	--	--	--	--	5,705	14,263
Domin. Rep.	Oral	154,861	11,912	752,896	57,915	707,030	54,387	--	--	--	--	1,614,787	124,214
East Caribbean	Condom	27,726	277	183,366	1,834	64,893	649	76,422	764	--	--	352,407	3,524
East Caribbean	VFT	--	--	--	--	--	--	--	--	--	--	--	--
Ecuador	Condom	312,486	,125	417,167	4,172	90,792	908	694,536	6,945	1,494,483	14,945	3,009,464	30,095
Ecuador	Injectable	--	--	--	--	--	--	1,040	260	19,595	4,899	20,635	5,159
Ecuador	IUD	--	--	--	--	--	--	52,388	130,970	45,438	113,595	97,826	244,565
Ecuador	Oral	116,751	8,981	329,022	25,309	--	--	190,999	14,692	261,183	2,091	897,955	69,073
Ecuador	VFT	--	--	--	--	--	--	50,675	507	82,422	824	133,097	1,331
Egypt	Condom	3,638,160	36,382	1,091,874	10,919	14,095,080	140,951	10,352,518	103,525	--	--	29,177,632	291,776
Egypt	Injectable	--	--	--	--	--	--	76,201	19,050	62,787	15,697	138,988	34,747
Egypt	IUD	108,481	271,203	57,789	144,473	546,662	1,366,655	115,813	289,533	--	--	828,745	2,071,863
Egypt	Oral	526,522	40,502	492,471	37,882	1,820,229	140,018	290,817	22,371	--	--	3,130,039	240,772
El Salvador	Condom	49,386	494	261,516	2,615	--	--	1,584,574	15,846	1,421,757	14,218	3,317,233	33,172
El Salvador	Oral	--	--	371,374	28,567	--	--	351,881	27,068	387,923	29,840	1,111,178	85,475

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Method	Product	1992 4th Quarter (1)		1993		1994		1995		1996		TOTAL	
		Sales (2)	CYPs (3)	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs
Ghana	Injectable	--	--	--	--	1,125	281	4,920	1,230	35,930	8,983	41,975	10,494
Ghana	IUD	--	--	--	--	1,150	2,875	1,700	4,250	1,850	4,625	4,700	11,750
Ghana	Oral	44,440	3,418	413,263	31,789	487,140	37,472	779,120	59,932	777,400	59,800	2,501,363	192,413
Ghana	VFT	624,528	6,245	2,580,776	25,808	2,439,000	24,390	1,914,460	19,145	2,334,250	23,343	9,893,014	98,930
Guatemala	Condom	--	--	2,454,588	24,546	2,499,237	24,992	2,899,196	28,992	1,993,320	19,933	9,846,341	98,463
Guatemala	Injectable	--	--	--	--	--	--	3,036	759	3,643	911	6,679	1,670
Guatemala	Oral	--	--	197,796	15,215	144,444	11,111	187,812	14,447	212,120	16,317	742,172	57,090
Guatemala	VFT	--	--	440,928	4,409	320,631	3,206	364,268	3,643	325,474	3,255	1,451,301	14,513
Haiti	Injectable	--	--	--	--	--	--	--	--	4,880	1,220	4,880	1,220
Haiti	Oral	7,891	607	44,765	3,443	43,815	3,370	68,091	5,238	53,972	4,152	218,534	16,810
Honduras	Condom	176,256	1,763	922,898	9,229	733,734	7,337	890,400	8,904	697,536	6,975	3,420,824	34,208
Honduras	Oral	80,860	6,220	270,638	20,818	244,008	18,770	300,096	23,084	193,584	14,891	1,089,186	83,784
India	Condom	--	--	--	--	--	--	18,424,190	184,242	15,821,202	158,212	34,245,392	342,454
India	Oral	--	--	--	--	--	--	216,887	16,684	284,425	21,879	501,312	38,562
Indonesia	Condom	906,250	9,063	2,979,350	29,793	675,648	6,756	2,068,560	20,686	4,519,303	45,193	11,149,111	111,491
Indonesia	Injectable	528,595	132,149	1,908,487	477,122	1,462,838	365,710	1,708,287	427,072	1,584,242	396,061	7,192,449	1,798,112
Indonesia	IUD	14,134	35,335	64,012	160,030	141,025	352,563	26,041	65,103	--	--	245,212	613,030
Indonesia	Oral	323,700	24,900	1,920,730	147,748	2,332,499	179,423	1,360,848	104,681	--	--	5,937,777	456,752
Jamaica	Condom	739,008	7,390	2,675,016	26,750	1,595,304	15,953	1,705,248	17,052	--	--	6,714,576	67,146
Jamaica	Injectable	--	--	--	--	424	106	3,569	892	5,989	1,497	9,982	2,496
Jamaica	Oral	143,928	11,071	562,244	43,250	490,402	37,723	390,571	30,044	451,772	34,752	2,038,917	156,840
Jamaica	Vasectomy	2	20	10	100	4	40	12	120	9	90	37	370
Jordan	Injectable	--	--	--	--	--	--	3,693	923	4,661	1,165	8,354	2,089
Jordan	IUD	--	--	--	--	--	--	240	600	3,804	9,510	4,044	10,110
Jordan	Oral	--	--	--	--	--	--	178,677	13,744	191,554	14,735	370,231	28,479
Kazakstan	Injectable	--	--	--	--	--	--	74	19	500	125	574	144
Kazakstan	Oral	--	--	--	--	--	--	262,141	20,165	143,570	11,044	405,711	31,209
Lesotho	Condom	12,906	129	19,710	197	--	--	--	--	--	--	32,616	326
Madagascar	Condom	--	--	--	--	--	--	--	--	1,051,008	10,510	1,051,008	10,510
Malawi	Condom	102,400	1,024	599,573	5,996	--	--	--	--	--	--	701,973	7,020

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SOMARC III Sales & CYPS: by country and product

Country (2)	Product	1992 4th Quarter (1)		1993		1994		1995		1996		TOTAL	
		Sales	CYPs (3)	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs
Mali	Condom	127,884	1,279	958,919	9,589	1,872,933	18,729	3,050,572	30,506	3,052,877	30,529	9,063,185	90,632
Mali	Oral	--	--	63,166	4,859	244,707	18,824	406,656	31,281	382,057	29,389	1,096,586	84,353
Mexico	Condom	609,216	6,092	953,232	9,532	814,964	8,150	500,286	5,003	--	--	2,877,698	28,777
Mexico	Implant	--	--	--	--	--	--	8	40	--	--	8	40
Mexico	IUD	--	--	--	--	--	--	248	620	--	--	248	620
Morocco	Condom	475,419	4,754	2,144,653	21,447	2,326,287	23,263	2,180,939	21,809	1,987,582	19,876	9,114,880	91,149
Morocco	Oral	--	--	1,137,870	87,528	1,581,265	121,636	1,637,856	125,989	1,790,593	137,738	6,147,584	472,891
Nepal	Condom	1,433,759	14,338	5,665,392	56,654	7,203,108	72,031	8,146,218	81,462	6,710,376	67,104	29,158,853	291,589
Nepal	Implant	--	--	--	--	--	--	--	--	34	170	34	170
Nepal	Injectable	--	--	--	--	1,248	312	11,221	2,805	30,075	7,519	42,544	10,636
Nepal	IUD	--	--	--	--	--	--	--	--	120	300	120	300
Nepal	Oral	77,857	5,989	294,837	22,680	404,684	31,130	381,249	29,327	279,690	21,515	1,438,317	110,640
Nepal	VFT	191,743	1,917	765,936	7,659	819,432	8,194	575,136	5,751	478,944	4,789	2,831,191	28,312
Niger	Condom	--	--	--	--	660,164	6,602	1,126,140	11,261	236,460	2,365	2,022,764	20,228
Papua New Guinea	Condom	30,612	306	224,436	2,244	205,923	2,059	113,487	1,135	--	--	574,458	5,745
Papua New Guinea	Oral	--	--	6,150	473	1,275	98	1,995	153	--	--	9,420	725
Peru	Condom	--	--	--	--	1,367,586	13,676	4,294,455	42,945	4,336,056	43,361	9,998,097	99,981
Peru	Injectable	12,406	3,102	64,729	16,182	67,875	16,969	53,143	13,286	44,035	11,009	242,188	60,547
Peru	Oral	177,226	13,633	647,740	49,826	680,066	52,313	584,915	44,993	393,219	30,248	2,483,166	191,013
Peru	VFT	353,940	3,539	1,286,304	12,863	976,080	9,761	1,045,745	10,457	39,876	399	3,701,945	37,019
Philippines	Condom	270,786	2,708	1,135,186	11,352	1,610,900	16,109	1,583,899	15,839	--	--	4,600,771	46,008
Philippines	Injectable	--	--	--	--	22,711	5,678	17,557	4,389	16,516	4,129	56,784	14,196
Philippines	Oral	--	--	184,262	14,174	291,696	22,438	381,742	29,365	354,966	27,305	1,212,666	93,282
Rwanda	Condom	225,782	2,258	403,514	4,035	--	--	--	--	--	--	629,296	6,293
Senegal	Condom	--	--	--	--	--	--	712,500	7,125	1,510,500	15,105	2,223,000	22,230
Sri Lanka	Condom	1,724,325	17,243	6,603,264	66,033	7,570,545	75,705	7,859,208	78,592	--	--	23,757,342	237,573
Sri Lanka	Injectable	--	--	47,329	11,832	45,781	11,445	40,014	10,004	--	--	133,124	33,281
Sri Lanka	Oral	164,700	12,669	777,683	59,822	730,205	56,170	763,816	58,755	--	--	2,436,404	187,416
Sri Lanka	VFT	10,853	109	29,291	293	19,560	196	15,941	159	--	--	75,645	756
Swaziland	Condom	2,670	27	2,670	27	--	--	--	--	--	--	5,340	53

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Togo	Condom	44,280	443	589,704	5,897	2,322,708	23,227	4,442,967	44,430	1,246,606	12,466	8,646,265	86,463
		1992 4th Quarter (1)		1993		1994		1995		1996		Total	
Country (2)	Product	Sales	CYPs (3)	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs	Sales	CYPs
Turkey	Condom	1,370,140	13,701	6,325,514	63,255	7,743,115	77,431	9,694,490	96,945	10,500,000	105,000	35,633,259	356,333
Turkey	Oral	263,409	20,262	2,600,801	200,062	2,049,898	157,684	2,373,857	182,604	2,667,597	205,200	9,955,562	765,812
Uganda	Condom	346,680	3,467	1,812,488	18,125	4,081,941	40,819	5,980,285	59,803	9,950,760	99,508	22,172,154	221,722
Uganda	Injectable	--	--	--	--	--	--	--	--	4,140	1,035	4,140	1,035
Uganda	Oral	--	--	66,026	5,079	247,491	19,038	271,943	20,919	399,480	30,729	984,940	75,765
Uzbekistan	Condom	--	--	--	--	--	--	--	--	8,780	88	8,780	88
Uzbekistan	Injectable	--	--	--	--	--	--	475	119	29,139	7,285	29,614	7,404
Uzbekistan	Oral	--	--	--	--	--	--	15,053	1,158	562,729	43,287	577,782	44,445
Zimbabwe	Condom	212,320	2,123	272,040	2,720	873,280	8,733	600,966	6,010	--	--	1,958,606	19,586
Zimbabwe	IUD	462	1,155	612	1,530	--	--	--	--	--	--	1,074	2,685
Zimbabwe	Oral	11,830	910	15,752	1,212	13,014	1,001	--	--	--	--	40,596	3,123
TOTAL			976,309		3,067,424		4,973,866		3,998,453		3,121,360		16,137,412

Currently active countries and products highlighted in gray.

1. Only SOMARC III sales are included in this chart. SOMARC III began October 1, 1992.
2. Totals include graduated SOMARC programs.
3. Couple Year of Protection calculations are as follows:

1 CYP = 100 condoms	or	1 condom = 0.01 CYPs
1 CYP = 0.2 implants	or	1 implant = 5 CYPs
1 CYP = 0.4 IUDs	or	1 IUD = 2.5 CYPs
1 CYP = 4 injections	or	1 injection = 0.25 CYPs
1 CYP = 13 cycles or orals	or	1 cycle = 0.077 CYPs
1 CYP = 100 VFTs	or	1 VFT = 0.01 CYPs
1 CYP = 0.1 vasectomies	or	1 vasectomy = 10 CYPs

II. PROGRAM OVERVIEW

Results-oriented programming, innovative commercial-sector partnerships, and analysis and dissemination of SOMARC's learnings about social marketing technologies and their contribution to the expansion of family planning services characterize SOMARC's planned activities in its final 15 months of operation.

A. Results-Oriented Programming

At both global and country levels, SOMARC's activities contribute directly to the achievement of USAID's goal to stabilize world population and protect human health in a sustainable fashion. Active in 26 countries in Latin America, Africa, and Asia, SOMARC assists programs that, taken together, involve every available method of modern contraception, and require the creative application of social technologies to promote their voluntary and effective use in a diverse range of cultural and economic settings.

The tangible outcome of these efforts over the past five years has been nearly **16.1 million couple years of protection (CYP)**. A breakdown of sales and CYP by method for each country in which SOMARC is, or has been, active since 1992 is provided in Table IV. Program effectiveness increased steadily in SOMARC III's initial two years of operation. Unfortunately, this progress was interrupted by the negative consequences of managing metered funds in the succeeding two years. This mid-term disruption of the timely launch and expansion of planned activities is readily apparent in the leveling off and decline in sales and CYPs achieved in 1995 and 1996. It was during this period that significant management time at all levels was diverted to the challenge of minimizing the impact of funding shortfalls on program implementation, and on established and emerging relationships with SOMARC's commercial-sector partners.

The scale and diversity of SOMARC's worldwide program are reflected in the workplans for its remaining 15 months of operations. Barring further disruptions in its funding pipeline, they are designed to regain the project's earlier momentum and efficiencies. Most country programs are

focused on the introduction or expansion of long-term methods — typically IUDs and injectables. The specific nature of the support provided varies with local circumstances, but the more common efforts are directed to enhancing the sustainability of local service providers, guiding the development of integrated marketing plans, and assuming a portion of the costs related to promotional efforts directed at influencing the behavior of service providers and their current and potential clients. In a number of countries — notably the Central Asian Republics — these programmatic efforts are undertaken within the context of USAID's related efforts to nurture the development of viable market economies.

In the countries in which SOMARC will be active during this plan period, total CYPs at the end of the project are projected to reach approximately 21.5 million— a 33 percent increase over the level achieved in 1996, the last year for which data is now available.

B. Innovative Commercial Partnerships

The development of innovative commercial partnerships is a central component of SOMARC's workplans for 1997/1998. It is a strategy that offers to USAID the dual benefit of simultaneously addressing the issues of sustainability and efficiency — both of which are essential for the continued success of its efforts within an environment of limited and even diminishing financial resources.

In Brazil, SOMARC negotiated a mutually advantageous deal with Pharmacia & Upjohn for the commercial introduction of injectables in September 1997. The manufacturer has undertaken to introduce and distribute the new product at a reduced price that will remain stable for at least two years, as well as to make a non-commercial version available to government facilities at a deep discount; SOMARC, in return, will support the promotional and communications aspects of the commercial launch. In India, a similar deal is under negotiation with Wyeth in regard to the promotion of oral contraceptives in four northern states. Equally promising are ongoing discussions between SOMARC and these and other manufacturers regarding their interest in forming similar partnerships to develop the commercial markets for long-term contraceptives in

other countries. The relationships to be developed in SOMARC's remaining months should serve as a solid basis for continued progress along these lines in the years ahead.

C. Building Knowledge through Lessons Learned

SOMARC III represents the culmination of nearly two decades of experience in the development and application of social marketing technologies to promote sustainable and effective family planning services worldwide. The analysis of this experience, and its dissemination among policy makers, managers, and other interested parties within the international business and development communities is a major area of activity in both the global- and country-level workplans for 1997/1998.

One set of activities consists of a series of discrete studies and technical reviews undertaken to investigate technical and managerial issues related to the design, implementation, efficiency, and effectiveness of organizational and personal strategies that contribute to the increased utilization of modern contraceptive methods. These subjects address a wide range of issues: from what happens to socially marketed products after they are "graduated" as fully commercial and self-sustaining offerings, to approaches that have been used successfully to forge partnerships with commercial-sector firms, to examination of the cultural and political context and provider attitudes associated with the successful launch of injectables in several countries. The technical reviews will be compiled into two collections of papers — *Getting From Knowledge to Use* and *Building Private-Sector Partnerships*.

A second set of activities consists of the documentation SOMARC's contribution to social marketing and family planning over the past two decades. The outcome will be a history that tracks and analyzes SOMARC's approaches over the years to a number of critical issues — behavior change, the balance of public- and private-sector roles in providing family planning services, financial and institutional sustainability, and leveraging commercial-sector resources for family planning — and how these evolved in response to changing political and economic developments at the local and global levels.

Finally, a third set of activities consists of SOMARC's own marketing plan to disseminate the results of its studies and its lessons learned. These range from a series of informal presentations for USAID and interested development professionals, to presentations within professional social marketing and family planning fora, to policy makers and the general public in the U.S. and abroad. Making this information accessible through SOMARC's enhanced site on the World Wide Web over the next 15 months is intended to ensure the continued availability of this unique body of knowledge beyond the completion of the project in September 1998.

III. GLOBAL LEADERSHIP

SOMARC's global leadership in the social marketing of family planning programs is the principal responsibility of the project's home office managerial and technical staff, located in Washington, DC. The goal of their activities, singly and collectively, is to contribute to the achievement of the Center for Population, Health and Nutrition's strategic objective *to increase use by women and men of voluntary practices that contribute to reduced fertility.*

The specific strategic results to which SOMARC's global leadership is intended to help realize are:

PHN Results:

- 1.1 *New and improved technologies and approaches for contraceptive methods and family planning developed, tested, evaluated and disseminated.*
- 1.2 *Improved policy environment and increased global resources for family planning programs.*
- 1.3 *Enhanced capacity for public, private, NGO and community-based organizations to design, implement, and evaluate sustainable family planning programs.*

Core funding supports global leadership activities undertaken by SOMARC home office staff. A total of \$3.7 million has been allocated for this purpose during this workplan's 15-month period. The functional areas in which these funds will be utilized include:

- New program initiatives.
- Long-term methods.
- Research.
- Information dissemination.

- Management information systems.
- Management and administration.

The allocation of core funding among these functional areas is provided in Table V.

Descriptions of the main activities to be undertaken within each area, and time frame for their implementation, are provided on the pages that follow.

Table V
SOMARC III Core Activities Budget

Activity	Remaining from Previous Periods	FY 97 Funds	TOTAL
Global Leadership			
New Initiatives	255,393	--	255,393
Long-Term Methods	13,423	55,000	68,423
Research	296,537	100,000	396,537
Info Dissemination	(355)	370,000	369,645
Management	171,830	1,525,000	1,696,830
Project Close Out	--	250,000	250,000
Subtotal	736,828	2,300,000	3,036,828

A. New Initiatives

1. Developing Private Commercial-Sector Partnerships

SOMARC has been successful in the past in forging mutually beneficial relationships with the private sector as a means of building sustainable services in reproductive health. Specifically through the mechanism of a Memorandum of Understanding (MOU), SOMARC has collaborated with various contraceptive manufacturers, local distributors, NGOs and PVOs, to improve and expand family planning services and contraceptive products.

SOMARC will build upon this rich and cumulative experience in working with private commercial partners in order to consummate several new deals with such partners over the course of the next 15 months. These are:

1. India: Agreement with Wyeth, Schering and Gedeon Richter for the marketing of commercial oral contraceptives in four northern states.
2. Brazil: Agreement with Pharmacia & Upjohn for the marketing of Depo-Provera.
3. Morocco: Agreement with FAMYCARE, India Ltd. for the marketing of IUDs.
4. Philippines: Agreement with Finishing Enterprises for the marketing of Copper-T IUDs.
5. Central Asian Republics: Agreement with Innotech for the marketing of Innotex condoms.
6. Turkey: Agreement with Pharmacia & Upjohn for the marketing of Depo-Provera.

In addition to the above, SOMARC has scheduled strategic planning meetings with Pharmacia & Upjohn, Finishing Enterprises, Schering and Gedeon Richter to explore collaborative efforts in other markets.

SOMARC will continue to promote the role of the private sector in the expansion of family planning services to governments and donors. SOMARC will participate in a conference sponsored by UNFPA and organized by the Global Initiative on Contraceptive Requirement and Logistics Management Needs in Developing Countries.

2. *Developing Sustainable Services*

SOMARC routinely directs its efforts to support the development of sustainable family planning services wherever this is an appropriate strategic goal. During this workplan period, these efforts will be particularly focused in the Latin American/Caribbean (LAC) region.

SOMARC has been involved in the LAC region for more than 15 years and has been a major contributor to the evolution of social marketing implementation activities in the region. With the

conclusion of the IPPF-managed Transition Project in September 1997, SOMARC has been requested to assist the local IPPF affiliates, PVOs, and NGOs to develop strategic marketing plans that would achieve the sustainability goals of the organizations. SOMARC activities over the remainder of the contract will be directed toward building institutional capabilities to deliver sustainable services. In addition, SOMARC will assist Missions in other regions to develop strategic approaches for increasing commercial-sector participation in family planning programs as a means of contributing to the sustainability of these services.

As part of its effort to enhance sustainable family planning services through the practice of social marketing, SOMARC is planning a best practices workshop for Latin America tentatively scheduled for January 1998. The workshop which would bring together PVOs, NGOs, private-sector marketing organizations, donors and manufacturers to focus on the best strategies for marketing sustainable family planning products and services in the region.

3. Developing Service Provider Networks

SOMARC will invest core resources in two new initiatives, the development of a "franchise" approach to pharmaceutical retailing in Kazakhstan and facilitating the introduction of injectable contraceptives in Turkey.

The Kazakhstan franchise program will assist two local distributors to develop their respective chains of retail pharmacies with a view of achieving management efficiencies and a significant improvement in contraceptive inventory and sales.

The Turkey activity will assist Pharmacia & Upjohn and Eczacibasi, major pharmaceutical marketing organizations, to introduce the Depo-Provera injectable contraceptive through commercial marketing channels. SOMARC will focus on addressing environmental issues affecting marketing, provider sensitization and training and demand creation.

B. Long-Term Methods

SOMARC's global leadership in long-term contraceptive methods is concentrated on implementation of two core activities during this plan period:

- Creation and field test of a handbook for assuring quality of clinical contraceptive methods in commercial settings.
- Development of a program protocol for the promotion of IUD and injectable contraceptives within social marketing programs.

1. Quality Clinical Services Handbook

The handbook will incorporate several checklists to be developed during the plan period. These checklists are intended to be used to evaluate whether service delivery sites:

- Meet minimum standards of safety and informed choice in the delivery of injectable contraceptives.
- Meet minimum standards of safety and informed choice in the delivery of IUDs.
- Meet minimum infection prevention safety standards.

Following development of explanatory text for each checklist, the handbook will be field tested by AVSC field-based medical personnel. SOMARC field monitors will be trained to use the revised draft handbook to implement quality assurance assessments in order to further test its usefulness. The field staff experience with the draft handbook will guide the final revision of the handbook.

2. Protocol for Social Marketing of Long-Term Methods

A panel of key SOMARC and AVSC technical advisers and field program management staff will draw on SOMARC experience to develop two protocols during the plan period:

- Protocol for Injectable Services Promotion.
- Protocol for IUD Services Promotion.

Draft protocols are expected to be ready for dissemination by the end of December 1997.

C. Research

PHN Results:

- 1.1 *New and improved technologies and approaches for contraceptive methods and family planning developed, tested, evaluated and disseminated.*
- 1.2 *Improved policy environment and increased global resources for family planning programs.*
- 1.3 *Enhanced capacity for public, private, NGO and community-based organizations to design, implement, and evaluate sustainable family planning programs.*

SOMARC's global leadership in research is directed to contribute to the realization of these three program results. The subjects of its research program range from assessments of the performance of SOMARC activities to investigation of methods for improving social marketing practices. Their purpose is to address issues related to the design, implementation, efficiency, and effectiveness of clinical, organizational, and personal strategies that contribute to voluntary reduced fertility. Accordingly, the choice of research topics and the approaches taken in their investigation are

driven by the practical information needs of program managers and policy makers in both the public and private sectors.

The research program consists of *special studies* and *technical reviews*— which are undertaken to investigate issues whose implications range beyond the immediate needs of specific country programs, and whose findings represent a contribution to the current understanding of those issues — and *country program studies*, which are designed and executed to meet the particular information needs of local program managers and policy makers. *Special studies* and *technical reviews* are primarily designed and managed by SOMARC's headquarters technical staff, who also provide technical inputs and backstopping for the *country program studies* that are managed by local project staff.

A brief description of the *special studies* and *technical reviews* to be undertaken and completed during the plan period are described below. (Country program studies are highlighted within their respective country workplans.)

1. Special Studies

The Transition to the Commercial Sector: What Happens to Socially Marketed Products after Graduating from USAID Support?

This study examines five countries (Morocco, Turkey, Barbados, Mexico, and Zimbabwe) where responsibility for a socially marketed contraceptive was transferred to a private-sector or non-governmental agency. The study uses retail audits, user profiles, unit sales tracking and professional interviews to assess the performance of SOMARC brands and the brand category once SOMARC support is withdrawn. Four key findings emerge from the study:

- The socially marketed brand stays viable and continues to be marketed after assistance is phased out. Most companies will continue to invest in advertising and promotion for the product, albeit at a lower, more sustainable level.

- The total commercial market for the product grows and diversifies both during and after SOMARC involvement. Regardless of whether the socially marketed brand's share increases, stabilizes or declines, the market will continue to strengthen and remain active.
- Class C and D consumers continue to be served, either by the graduated product, which often maintains or lowers its real price; by the entry of new, low-priced brands; or sometimes by other, higher-priced brands when consumers become less sensitive to price and more sensitive to advertising.
- The social marketing projects improve levels of knowledge, awareness, and use of the method in the target group of consumers.

The Costs of Contraceptive Social Marketing Programs Implemented through the SOMARC Project: An Update

In 1992, a SOMARC special study calculated the cost per CYP of nine SOMARC projects. That study found that the average cost per CYP provided was just \$2.68. The current report updates that earlier study by including data from 1992 through July 1997 and by adding all new country programs that have at least two years of sales.

The Use of Psychographics to Target Potential Condom Users in Africa

This study develops psychographic or "lifestyle" profiles of the market for condoms in three African countries (Mali, Uganda, and Ghana) in order to support the development of targeted condom communications campaigns. Specifically, the study uses psychographic, demographic and socio-economic information about each of the survey respondents to segment the market for condoms into relatively homogeneous subgroups. The study discusses the lifestyle differences between the subgroups, analyzes the media habits of each subgroup, and summarizes the implications for the development of targeted condom communications materials. While psychographic survey instruments are common marketing tools in the West, there is very little

experience using them in LDC settings. Therefore, an important contribution of this study is to map out uncharted territory.

In addition to developing psychographic profiles, the study examines a host of potential barriers to condom use, including access, price and attitudes/values.

Understanding Contraceptive Demand and Pricing

The two main objectives of this study are: (1) to evaluate the relative merits of cross-sectional analysis and contingent analysis for estimating contraceptive price elasticities and (2) to compare price elasticity estimates for Ghana and Egypt. The analysis for Egypt was focused on IUDs, used a cross-sectional approach, and found that price is relatively inelastic. The analysis for Ghana is not yet complete. This study will be complete by August 1998.

2. Technical Reviews

As part of its global research agenda, SOMARC will produce two collections of papers that highlight key lessons learned from SOMARC III. The two collections are entitled *Getting From Knowledge to Use* and *Building Private Sector Partnerships*. A brief description of each collection follows:

1. Getting from Knowledge to Use

Communications and public relations campaigns have been highly successful at increasing knowledge about the benefits and availability of affordable reproductive health services. This increased knowledge, however, does not automatically translate to increased use of services. The aim of this collection of studies is to draw on SOMARC III's experience in marketing contraceptive products and services in order to identify interventions that have been successful at moving consumers from knowledge to motivation to trial to sustained use of reproductive health services.

The collection contains a total of seven technical reviews, each focused on a different product or service. Each technical review has three specific objectives:

- To outline the marketing process that SOMARC III used to move consumers from knowledge to use in different geographic, regional, and programmatic settings (e.g., rural vs. urban, Africa vs. Asia, emerging vs. mature programs).
- To document the results of that process.
- To highlight key lessons learned about marketing products and services over the last five years.

Each of the seven technical reviews uses country case studies to document SOMARC's experience. The technical reviews and the countries that are tentatively planned to be highlighted in them are:

- *Marketing Hormonals* — Morocco, Brazil, Philippines, Nepal, Ghana, Mexico (rural), Uganda, India, Guatemala (price strategy).
- *Marketing IUDs* — Brazil, Turkey, Morocco, Jordan, Jamaica.
- *Marketing Condoms* — Uganda, Mali, Senegal, Indonesia, Morocco, Turkey, India, Guatemala (price strategy), Honduras.
- *Marketing Vasectomy* — Jamaica.
- *Marketing Vaginal Tablets* — Ghana.
- *Marketing Provider Networks* — Mexico, Turkey, Jordan, Morocco.
- *Marketing Pharmaceutical Networks* — Central Asian Republics.

The case studies are based primarily on information from existing SOMARC documents and interviews with key informants. Two of the papers (*Marketing Hormonals* and *Marketing Pharmaceutical Services*) will also rely on data collected especially for the study. Specifically, focus group discussions will be conducted to help document lessons learned about how to help women manage the fear of hormonal side effects, and client intake and exit data will be collected to help document lessons learned about developing provider networks.

Building Private-Sector Partnerships

This collection contains three technical reviews that document lessons learned from SOMARC III in building private-sector partnerships.

- *Working with Private-Sector Partners — From Deal to Delivery.* This paper documents the range of approaches that SOMARC III has used to build and manage relations with four different types of private-sector partners: manufacturers, distributors, retailers and providers. This paper uses case studies to highlight particularly noteworthy approaches (e.g., the deal with Upjohn in Brazil) where key lessons can be learned. Countries that will be highlighted in this study include Morocco, Brazil, Philippines, Uganda, India, and the Central Asian Republics.
- *Distributors: What do They Want?* The active involvement of private-sector distributors is key to the success (i.e., sales) and sustainability of any socially marketing program that SOMARC puts in place. Therefore an understanding of the factors that motivate distributors (beyond profit) to more aggressively promote some products over others is important. This study will summarize the results of in-depth interviews with distributors in approximately ten countries. Three to four distributors will be interviewed in each country. The ten countries will together represent three regions (Asia, Latin American/ Caribbean, and Africa) and both emerging and more mature programs. A partial list of countries includes: Central Asian Republics, Brazil, Uganda, Senegal, Nepal, Indonesia, and the Philippines.

- *Increasing Access to Contraceptives through Micro-enterprise: Morocco.* This paper will document the impact of offering “small loans” for family planning through micro-credit on use of the IUD in the private sector in Morocco. SOMARC is currently in the process of building a relationship with Zakoura, an organization that has been managing a micro-credit program in Morocco. The organization has several “centers” where weekly payments are made. These centers sometimes have conferences on issues related to health and education. SOMARC proposes to place a trained IEC community worker in the center to provide participants with information about family planning and who can give referrals for IUD insertions to an Al Hilal Doctor (part of a private provider network). The money needed to pay for the insertion would be available as a loan.

With respect to documenting the impact of this program on IUD use, SOMARC will work with two groups of micro-enterprise participants. Both groups will receive the same IEC and promotional materials. One group will have access to the “small loan” to pay for an insertion and the other group will not. SOMARC will compare the results to see if the loan (increased financial access) has an effect on use.

D. Information Dissemination

PHN Results:

- 1.1 *New and improved technologies and approaches for contraceptive methods and family planning developed, tested, evaluated and disseminated.*
- 1.2 *Improved policy environment and increased global resources for family planning programs.*

SOMARC's global leadership in information dissemination is directed to contribute to the realization of these two program results. The subjects of its dissemination program include program information, lessons learned, and research data on social marketing programs. The

purpose is to empower and influence program managers and policy makers, in both the public and private sectors, to adopt and support clinical, organizational, and personal strategies that contribute to voluntary reduced fertility.

At the country level, information dissemination is directed at local program managers and policy makers whose motivation and support are critical to the successful operation of specific country programs. At the global level, information dissemination activities seek to influence audiences whose cooperation and support can impact on the principles, approaches, and resources that form the context within country-level programs are designed and implemented. SOMARC's headquarters technical staff are active at both levels — they design and manage the global information dissemination program, and also provide technical inputs and backstopping for country-level programs. (Country-level information activities are reflected within their respective country workplans.)

During the plan period, the global information dissemination program will reach a wide range of audiences — from the general public to development and marketing professionals to public and private-sector managers and policy makers — through the following categories of activities:

- The History of SOMARC.
- Occasional Papers.
- Research Reports.
- Brown-Bag Presentations.
- Newsletter ("*Highlights*").
- Professional Publications and Journals.

- Conferences and Professional Meetings.
- World Wide Web.

The History of SOMARC

A history of SOMARC that chronicles and assesses the key accomplishments and lessons learned since the project's commencement in 1983 will be prepared. Culling from the project's experiences in all countries in which it has operated, this document will chart the innovations, designs, concepts and implementation of contraceptive social marketing programs over the past 15 years. By tracking these developments within their contemporary contexts, the completed history will capture the dynamic and evolutionary nature of a marketing-based approach to private commercial-sector involvement in reproductive health.

The "history" will highlight the project's evolving responses to several issues of current concern within their specific but changing cultural and historical contexts. These issues will include:

- Overcoming barriers to sustained behavior change.
- Forging commercial partnerships.
- Social marketing as an effective tool for social change.
- Sustainability (financial and institutional).
- Cost effectiveness.

The "history" will complement, and provide a background for the two collections of technical reviews that will document lessons learned in SOMARC III regarding the social marketing of specific contraceptive products and services, and the development of private-sector partnerships.

The completed "history" will be produced as a monograph in order to maximize dissemination of its lessons both within the development community and to the larger policy and academic communities in donor and host countries.

Occasional Papers

Six occasional papers will be published during the plan period. They range in subject matter from leveraging the private sector in the former Soviet Union to creating behavior change through interpersonal communications to implementing and evaluating advocacy training. Papers will also deal with SOMARC's innovative services marketing in Turkey and SOMARC's work in HIV/AIDS-specific condom marketing.

Specifically, the six occasional papers are:

- *Crisis Communications Lessons Learned: Case Study of Niger and the Philippines.*
- *Stimulating the Private-Sector's Participation in HIV/AIDS-Specific Condom Marketing Surabaya, Indonesia.*
- *Using Social Marketing in the Central Asian Republics to Develop a Commercial Market for Contraceptives.*
- *Services Network in Turkey: A Social Marketing Initiative.*
- *Advocacy: Design and Creation of Program Spokespeople.*
- *Interpersonal Communications: Red Apple Rooms in Uzbekistan Mahallas.*

Research Reports

Fourteen research reports will be published and disseminated during the plan period — four *special studies*, and ten *technical reviews*. The *technical reviews* will be collected into two sets of papers entitled *Getting from Knowledge to Use*, and *Building Private-Sector Partnerships* respectively.

These research reports are:

Special Studies

- *The Transition to the Commercial Sector: What Happens to Socially Marketed Products after Graduating from USAID Support?*
- *The Costs of Contraceptive Social Marketing Programs Implemented through the SOMARC Project: An Update.*
- *The Use of Psychographics to Target Potential Condom Users in Africa.*
- *Understanding Contraceptive Demand and Pricing.*

Technical Reviews

Getting from Knowledge to Use:

- *Marketing Hormonals.*
- *Marketing IUDs .*
- *Marketing Condoms.*
- *Marketing Vasectomy*

- *Marketing Vaginal Tablets.*
- *Marketing Provider Networks.*
- *Marketing Pharmaceutical Networks.*

Building Private-Sector Partnerships

- *Working with Private-Sector Partners —From Deal to Delivery.*
- *Distributors: What do They Want?*
- *Increasing Access to Contraceptives through Micro-enterprise: Morocco.*

The audience for these reports is the same as that for the project's *History* and *Occasional Papers*.

Brown-Bag Presentations

Semi-formal and interpersonal communication channels also will be used to reach SOMARC's policy and program management audiences, both in host and donor countries, with new information and data on its programmatic and operational experiences worldwide, as well as with cutting-edge approaches to facilitate the private-sector's contribution to fertility reduction goals.

These channels include:

- Meetings with newspaper editorial boards and reporters to generate interest in the social marketing program and its impact on individual lives.
- "Brown-bag" presentations and "regional" and "desk" meetings within USAID/Washington.

The meetings with press and media representatives will be timed to maximize the exposure of the outputs of SOMARC's documentation and research program — its work in enhancing the contraceptive commercial market in India, Uganda's market day midwives, creation of advocates for contraceptive social marketing programs and strengthening private-sector relationships.

The initial group of "brown-bag" presentations will include the following:

- *"SOMARC's Workplan — July 1997 - September 1998."*
- *"The Costs of Contraceptive Social Marketing Programs Implemented through the SOMARC Project."*
- *"The Transition to the Commercial Sector: What Happens to Socially Marketed Products after graduating from USAID Support?"*
- *"Leveraging the Private Commercial Sector— DMPA & Pharmacia/Upjohn-Brazil."*
- *"Developing Sustainable Contraceptive Social Marketing — the SOMARC Experience."*
- *"Understanding Contraceptive Demand and Pricing."*
- *Understanding "Value-Based Marketing."*

Newsletter ("Highlights")

The SOMARC newsletter, Highlights, a more feature-oriented and current news reports about SOMARC programs, will cover country-specific activities and new research and special studies. On schedule for publication are an update on the Red Apple Program in Uzbekistan, the

introduction of contraceptive social marketing in Madagascar, and an analysis of India's private sector opportunities. Also topics to be covered are SOMARC/Brazil's relationship with Upjohn and the private sector and the introduction of a medical detailing team in the Philippines.

SOMARC's "special studies" research, as well as other research documents, will be the subject of a future Highlights. During the life of the project there will be six editions of the publication.

Professional and Popular Publications

SOMARC initiatives, programs and research have produced a wealth of information, much of which has become the standard for social marketing programs. A journal article "Private Sector in Central Asia Strengthened Through Social Marketing" will be placed in the Social Marketing Quarterly.

Conferences and Professional Meetings

Other vehicles for information dissemination are conferences and professional meetings. SOMARC has been very visible at more than a dozen conferences — domestic and international — disseminating information on SOMARC's innovations and lessons learned. SOMARC will continue to participate in non-country-specific conferences as well as other professional meetings that are identified as appropriate platforms for SOMARC presentations. Conferences where SOMARC will participate through the course of the project are:

- The East Africa Conference on Contraceptive Social Marketing, Arusha.
- The African/African-American Summit, Harare.
- The Fourth International Conference on HIV/AIDS, Manila, Philippines.
- USAID/Asia SOTA Conference.

- Innovations in Social Marketing Conference, Washington, DC.
- Population Association of America (PAA), Chicago.
- Psycho-Social Workshop, part of PAA in Chicago.
- National Council for International Health, Washington, DC.
- Social Marketing in Public Health Conference, Clearwater, Florida.

The World Wide Web and SOMARC

How does our audience obtain this information and stay up to date on SOMARC's current activities? The traditional ways are quickly expanding to include a new "tradition" — the Web site. SOMARC has a home page, but it needs to be expanded to contain the salient information. The Web site, in addition to containing general information on SOMARC and its programs, will also have access to Occasional Papers, Special Studies, research, Highlights, journal and professional publication articles, consumer and provider brochures, point-of-purchase materials and newspaper articles. Also under consideration will be making the television and radio ads, broadcast interviews and video news releases available on the Web site. The site will be maintained on a monthly basis and the information can be converted to a CD-ROM.

E. Management Information Systems

PHN Results:

1.3: *Enhanced capacity for public, private, NGO and community-based organizations to design implement, and evaluate sustainable family planning programs.*

SOMARC's management information systems are designed primarily to manage budget, financial, and sales information. The MIS staff functions as the centralized source of budget, expense and sales data. The systems are PC-based and located in the Washington, DC SOMARC office. Both the sales and the financial MIS are Paradox-based systems that allow reasonably sophisticated manipulation of data through menu-driven applications which users with limited relational database skills can input and access information. The databases are managed by the MIS staff who are also able to create and provide reports and other information not included in the standard applications.

The sales system operates from the bottom-up, with local staff providing monthly and quarterly sales information, which is input into the primary database. Twice each year a massive report is produced, which provides quarterly and year-to-date sales data by product for all SOMARC countries. In addition, the reports include data from non-SOMARC social marketing projects run by PSI and DKT. The reports are disseminated to all SOMARC offices, USAID, and other cooperating agencies.

The financial MIS takes automated accounting files (DELTEK) and manipulates the information in these files through a Paradox application to provide detailed monthly financial information to each country manager. After subcontractor invoices, regional office vouchers, travel expenses and the like are processed by the FUTURES accounting office in Connecticut, the information is forwarded to Washington where it is reorganized into a user-friendly format by the Paradox database. Once reorganized, it can be manipulated to produce reports at varying levels of detail.

Planned Activities

Financial Management

Providing timely and appropriate financial information needed by SOMARC management at the global, regional, and country levels is accomplished through three main continuing activities:

- Monthly expenditure reporting to all country programs.
- Updating and reporting semi-annual sales data.
- Creating and revising country budgets as necessary.

Special Activities

Upgrade Sales Database. Prior to October 1997, the sales database will be upgraded from a Paradox-based system to Access, a Windows-based relational database. The upgrade will allow data to be manipulated more easily and also allow for the design of more user-friendly reports.

Expense Tracking. In addition to the monthly reporting of expenses data, the MIS team will begin close monitoring of all country budgets and expenditures during the next 18-month period to ensure an orderly, funded close-down of all project activities.

Budget

MIS expenses consist primarily of staff time. Time for both the MIS director and the program assistant is included in all country budgets to assist in the country-specific development of budgets and the processing of expense and sales information. Because of the nature of the work, a good portion of time is not allocable to specific countries. A portion of this labor is more

administrative and is included in the load; a portion is included in the technical leadership budget.

IV. MANAGEMENT AND ADMINISTRATION

A. Project Structure

SOMARC's management infrastructure and systems are designed to effectively utilize its available financial and human resources — up to US\$27 million, and 2,116 person months of labor — to manage its ongoing and new social marketing activities during this workplan period. The project is managed through the home office staff, three regional offices, and eleven (11) country offices. Three sub-contractors provide additional technical support. Staffing levels are designed to be sufficient to manage the Core-funded activities as well as to provide technical assistance to activities funded through the Requirements (Q) contract.

SOMARC's Home Office staff totals 15 persons. These include global managerial (7), administrative (2), and support staff (4), as well as managerial staff for the Latin America/Caribbean (LAC) and Europe/Newly Independent States (ENI) regions. Consultants provide any needed technical support associated with the currently vacant position of the Communications Manager.

The Africa and Near East regional office is located in Morocco. It is responsible for supporting and monitoring SOMARC activities in six countries. It is staffed by a regional manager, four technical officers, and an administrator. The Asia regional office is located in Jakarta. It is staffed by a regional manager, a technical officer and an administrator. It oversees SOMARC programs in four countries. The Latin American regional office is based in Mexico, and is staffed by a regional manager, two technical officers and an administrator; it oversees eight country programs within its region. The ENI regional office is based in Washington. It is staffed by a regional manager, two technical officers, and two administrators; it supports and monitors eight country programs in its region.

The three Core subcontractors are Development Associates and Porter/Novelli for training, T.Baugh & Associates for Information Dissemination and Public Relations, and AVSC for technical support in long-term/clinical methods.

B. Management Controls

Project operations have been monitored through quarterly reports from country to regional offices, and from regional to country offices. Program progress is reported to USAID/Washington through semi-annual and annual reports, as well as through weekly meetings with the project's COTR and other relevant USAID counterparts.

During this plan period, this established monitoring and reporting procedure will be augmented by the introduction of weekly meetings of SOMARC Headquarters technical and administrative staff in order to enhance management's ability to anticipate constraints to program implementation, and to respond in an appropriate and timely manner. The overall objective is to facilitate and track progress against the milestones and benchmarks established in this workplan.

Key reports to be developed and provided to USAID/Washington during the plan period include the following:

- Semi-Annual Report: To be provided to AID by January 31, 1998, the report will contain :
 - A review of the contract's progress to date as measured against the project objectives and output and the performance targets projected in the work plan.
 - A report of CYPs to date by country and method.
 - The status of all country sub-projects.
 - Budget and expenditure report.

SOMARC Workplan: July 1997 - September 1998

- Trip Reports: By August 15, 1998, all trip reports will be completed and provided to AID, inclusive of a catalog of all reports produced under the contract.
- Inventory Report: The final complete schedule of purchased property utilized in the project will be provided with the Project Completion Report by or before August 30, 1998.

V. PROJECT CLOSE OUT

The SOMARC III Contract has been extended through September 30, 1998. Although a follow-on project incorporating some or all of SOMARC's functions is anticipated, neither the specific work requirements, nor the timing of the competitive bid to be issued is known at this time. Based on the expectation that Missions will require some follow-on activity from SOMARC's successor project, it is not anticipated that all locations will be closed. Nevertheless, this workplan for management and administration staff assumes that the close out of the SOMARC Project will effectively wind up the operations of country and regional offices, repatriate staff, and divest (where appropriate) the properties of the field and regional offices. Allowances have been made in the budget to affect a total shut down of the project, by the end of September 1998.

In addition to the routine and expeditious handling of day-to-day issues as they arise, the close-out of the project will be the primary focus of management and administration activities for the period July 1997 through September 1998.

A. Field Office Close Out

In accordance with the terms of the contract, SOMARC was required to open three regional offices — one each in Africa, Latin American/Caribbean, and Asia. Efficient management of programmatic activities also required the opening of eleven country offices. Established country offices are located in the Philippines, India, Uganda, Madagascar, Jordan, Kazakstan, Uzbekistan, Turkey, Jamaica and Colombia. The Senegal country office will open in the third quarter of 1997 in order to accommodate the recent expansion of that program.

SOMARC has rented office space, hired personnel, opened bank accounts, etc. in each of these countries to facilitate program implementation. Thus it will be necessary to do an official close-out of the offices and activities in these countries. It is anticipated that the country offices will close first, transferring responsibility for overseeing implementation of any remaining

programmatic activities to their respective regional offices. The regional offices will officially close in September 1998.

The specific steps envisioned in the close-out of SOMARC field operations are:

- By or before June 30, 1998, FUTURES, in consultation with the Missions and AID/Washington, will determine the specific offices to be closed.
- By July 30, 1998, all staff to be terminated will be notified
- By or before September 15, 1998, FUTURES will complete the shut down of offices, and staff housing where appropriate, inclusive of conducting a final inventory of equipment and furnishings, implementing the dissolution of equipment and furnishing as approved by AID, terminating leases and returning property to landlords.
 - By or before September 20, 1998, FUTURES will have repatriated all overseas staff.
 - By or before September 25, 1998, FUTURES will terminate all local staff and business operations

B. Home Office Close Out

In addition to overseeing the close out of the field office structure, the SOMARC Project Administrator will ensure that all contract deliverables are on file. These include, but are not limited to: equipment inventory, trip reports, travel database, annual workplans, semiannual reports, and the project's completion report.

The specific steps envisioned in the preparation of the SOMARC III completion report are:

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- By April 30, 1998, FUTURES in consultation with the COTR, will determine the specifics and format of the completion/final report.
- By June 30, 1998, FUTURES will have assembled all reports and documentation required for the completion report.
- By or before August 10, 1998, FUTURES will submit a draft of the Completion Report containing inter alia a summary of the accomplishments of the assignment, methods of work used, an index of all reports and information products produced, and recommendations regarding unfinished work and/or program continuation.
- By August 30, 1998, the final completion report will be submitted.

Notice of employment termination will be given to the home office staff by July 30, 1998. By August 30, 1998, all staff to be terminated will end employment, except for those directly involved with close-out operations — these staff would then end employment on September 30, 1998.

The process of the field and home office close outs will be an ongoing activity of the project's management staff from the fourth quarter of 1997 through September 1998.

Global Leadership: New Initiatives Activity Plan: July 1997 - September 1998

	1997		1998		
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	July-Sept.
<i>Developing Private-Sector Commercial Partnerships</i>					
Memoranda of Understanding:					
1. India: Agreement with Wyeth, Schering & Gedeon Richter to market oral contraceptives in four northern states	Sept				
2. Brazil: Agreement with Pharmacia Upjohn for marketing Depo-Provera	Sept				
3. Morocco: Agreement with FAMYCARE, India Ltd. to market IUDs	Sept				
4. Philippines: Agreement with Finishing Enterprises to market Copper-T IUDs	Sept				
5. Central Asian Republics: Agreement with Innotech for the marketing of Innotex condoms		Nov			
6. Turkey: Agreement with Pharmacia Upjohn for marketing Depo-Provera		Nov			
UNFPA Meeting on Role of Private Sector in Family Planning Service Expansion	Aug				
Private-Sector Collaboration Module for UNFPA Staff Training/Orientation			March		
<i>Developing Sustainable Services</i>					
Transition Project/IPPF Lessons Learned Meeting: Presentations of SOMARC approach to sustainability, and IPROFASA/Guatemala experience	Sept				
"Best Practices" Sustainable Services Workshop: LAC Region			Feb		

SOMARC Workplan: July 1997 - September 1998

	1997		1998		
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	July-Sept.
<i>Developing Service Provider Networks</i>					
Kazakstan: pharmacy "franchise" systems fully operational			March		
Turkey: launch Depo-Provera			Jan		
Turkey: KAPS network extended to Izmir				April	

Global Leadership: Long-Term Methods Activity Plan: July 1997 - September 1998

ACTIVITY	1997			1998		
	July-Sept.	Oct.-Dec.		Jan.-Mar.	April-June	July-Sept.
<i>Quality Clinical Services Handbook</i>						
1. Service Delivery Sites — minimum standards checklists created for:						
1.1 injectable contraceptives	Sept					
1.2 IUDs	Sept					
1.1 infection prevention	Sept					
2. Prepare Field Test Materials						
2.1 injectable contraceptives	Sept					
2.2 IUDs		Oct				
2.1 infection prevention		Nov				
3. Field Test Checklists — AVSC Field Monitors						
3.1 injectable contraceptives		Oct				
3.2 IUDs				Jan		
3.1 infection prevention				Feb		
4. Field Test Checklists — SOMARC Field Monitors						
4.1 injectable contraceptives		Nov				
4.2 IUDs				Feb		
4.1 infection prevention				Mar		
5. Produce Manual of Checklists					June	
<i>Protocol for Social Marketing of Long-Term Methods</i>						
1. Protocol for Injectable Services Promotion						
1.1 first draft prepared for review	Sept					
1.2 review input received		Dec				
1.1 final draft of protocol completed					June	

SOMARC Workplan: July 1997 - September 1998

ACTIVITY	1997			1998		
	July-Sept.	Oct.-Dec.		Jan.-Mar.	April-June	July-Sept.
2. Protocol for IUD Services Promotion						
2.1 first draft prepared for review		Nov				
2.2 review input received				Feb		
2.1 final draft of protocol completed						Aug

Global Leadership: Research Activity Plan: July 1997 - September 1998

ACTIVITY	1997		1998		
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	July-Sept.
<i>Special Studies</i>					
1. The Transition to the Commercial Sector: What Happens to Socially Marketed Products after Graduating from USAID Support?	July				
2. The Costs of Contraceptive Social Marketing Programs Implemented Through the SOMARC Project: An Update	Aug				
3. The Use of Psychographics to Target Potential Condom Users in Africa					
3.1 Draft report on barriers to condom use in Uganda	July				
3.2 Draft report on lifestyle profiles in Uganda	July				
3.3 Final Report (Mali, Uganda, and Ghana)		Nov			
4. Understanding Contraceptive Demand and Pricing	Aug				
<i>Technical Reviews</i>					
1. <i>Getting from Knowledge to Use</i>					
1.1 Marketing Hormonals		Dec			
1.2 Marketing IUDs		Nov			
1.3 Marketing Condoms		Nov			
1.4 Marketing Vasectomy		Nov			
1.5 Marketing Vaginal Tablets			Feb		
1.6 Marketing Provider Networks			March		
1.7 Marketing Pharmaceutical Networks			Jan		
2. <i>Building Private Sector Partnerships</i>					
2.1 Working with Private Sector Partners		Dec			
2.2 Distributors: What do they want?		Dec			
2.3 Increasing Access to Contraceptives through Micro-enterprise: Morocco			Feb		

Global Leadership: Information Dissemination Activity Plan: July 1997 - September 1998

ACTIVITY	1997		1998		
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	July-Sept.
1. Lessons Learned — The History of SOMARC					
1.1 Finalize scope of work, schedule, and budget	July				
1.2 Documentation review/HQ & field interviews	XXXXXXXX	XXXXXX			
1.3 Initial list of lessons learned		Dec			
1.4 First draft of report			Mar		
1.5 Second draft of report				May	
1.6 Final draft of report					July
1.7 Publication and dissemination of report					Sept
2. Occasional Papers					
2.1 Crisis Communications Lessons Learned: Case Study of Niger and Philippines	July				
2.2 Stimulating the Private Sector's Participation in HIV/AIDS-Specific Condom Marketing in Surabaya, Indonesia	July				
2.3 Using Social Marketing in the Central Asian Republics to Develop a Commercial Market for Contraceptives	Sept				
2.4 Services Network in Turkey: A Social Marketing Initiative	July				
2.5. Advocacy: The Design and Creation of Program Spokespeople	Aug				
2.6 Interpersonal Communications: Red Apple Rooms in Uzbekistan Mahallas		Nov			
3. Research Reports					
3.1 The Transition to the Commercial Sector	Jul				
3.2 The Costs of Contraceptive Social Marketing Programs	Aug				
3.3 The Use of Psychographics to Target Potential Condom Users in		Nov			

SOMARC Workplan: July 1997 - September 1998

ACTIVITY	1997		1998		
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	July-Sept.
Africa					
3.4 Understanding Contraceptive Demand and Pricing	Aug				
3.5 Marketing Hormonals		Dec			
3.6 Marketing IUDs		Nov			
3.7 Marketing Condoms		Nov			
3.8 Marketing Vasectomy		Nov			
3.9 Marketing Vaginal Tablets			Feb		
3.10 Marketing Provider Networks			Mar		
3.11 Marketing Pharmaceutical Networks			Jan		
3.12 Working with Private Sector Partners		Dec			
3.13 Distributors: What do they want?		Dec			
3.14 Increasing Access to Contraceptives through Micro-enterprise: Morocco			Feb		
4. "Brown-Bag" Presentations					
4.1 SOMARC Workplan 1997-1998		Oct			
4.2 Cost of CSM Programs		Oct			
4.3 Transition to Commercial Sector	Aug				
4.4 Leveraging Private Sector/Brazil and Upjohn		Nov			
4.5 Sustainability		Oct			
4.6 Demand and Pricing			Jan		
4.7 Value-based Marketing			Jan		
5. Highlights					
5.1 Update on Uzbekistan	July				
5.2 Madagascar		Oct			
5.3 India Marketing Environment	Sept				

SOMARC Workplan: July 1997 - September 1998

ACTIVITY	1997		1998		
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	July-Sept.
5.4 SOMARC Research		Dec			
5.5 Brazil and Private Sector			Jan/Feb		
5.6 Philippines "Detailing"			March		
6. Professional Publications					
6.1 CAR article for Journal of Social Marketing	Sept				
7. Conferences (national and international)					
7.1 International Conference on HIV/AIDS (Manila)		Oct			
7.2 African-American Summit (Harare)	Aug				
7.3 The Transition Project: Lessons Learned Conference	Sept				
7.4 East Africa Conference on Contraceptive Social Marketing (Arusha)		Nov			
7.5 Population Association of America (PAA)			March		
7.6 PAA-Psycho-Social			March		
7.7 Innovations in Social Marketing				June	
7.8 University of South Florida Conference on Social Marketing in the Public Sector				June	
7.9 National Conference on International Health				June	
8. Editorial Board Meetings		Sept/Oct			
9. World Wide Web		Sept/Oct			

Global Leadership: Management Information Systems Activity Plan: July 1997 - September 1998

ACTIVITY	1997		1998		
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	July-Sept.
Financial Management					
Delivery Order Preparation					
- Jordan	July				
- India	Sept				
- Philippines	Sept				
- Madagascar	Sept				
- Central Asian Republics	Sept				
- Uganda	Sept				
Semi-Annual Financial Report			Jan		
Sales Tracking					
Sales Report	Sept		March		Sept
Upgrade Sales Data Base	Sept				

Global Leadership: Management and Administration Activity Plan: July 1997 - September 1998

ACTIVITY	1997		1998		
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	July-Sept.
Project Structure					
Open Senegal Country Office		Oct			
Management Controls/Reporting					
Quarterly country reports		Oct	Jan	April	July
Semi-annual report			Jan		
Trip reports current		Oct			
Inventory report					Aug
Project Close Out					
Identify all administrative deliverables and develop schedule for completion		Nov			
Develop Close-out Plan for the Entire Project		Nov			
Plan, coordinate and lead administrative workshop in Indonesia		Dec			
Develop outline and format of Project Completion Report				April	
Develop office closing schedule				April	
Develop Relocation Schedule for Field Staff based on Technical Close Out				May	
Assemble all reports and documentation for Project Completion Report				June	
Provide termination notice and benefits to local hires				July	
Provide termination notice and benefits to U.S. staff				July	
Provide termination notice to Office/Residential Landlords				July	
Obtain Contracting Officer Disposition of Government-furnished Property				July	
Arrange for Shipping of Household Goods/Furniture				July	
Ensure all subcontractors have submitted final invoices and deliverables					Aug

SOMARC Workplan: July 1997 - September 1998

ACTIVITY	1997		1998		
	July-Sept.	Oct.-Dec.	Jan.-Mar.	April-June	July-Sept.
Draft Project Completion Report submitted to USAID					Aug
Close Out Jordan and Senegal Offices					Aug
Close Out the India and Philippines Offices					Aug
Close Out Uganda and Madagascar Offices					Aug
Close Out Jamaica Office					Aug
Close Out Kazakstan, Uzbekistan, and Turkey Offices					Sept
Close Out Mexico Country and Regional Office					Sept
Close Out Indonesia Country and Regional Office					Sept
Close Out Morocco Country and Regional Office					Sept
Oversee Close Out of In-country Subcontracts					Sept
Oversee Close Out of U.S.-based Subcontracts					Sept
Project Completion Report submitted to USAID					Sept