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**The Futures Group, Inc.**

## **QUARTERLY REPORT**

**October - December 1996**

**Social Marketing for Change**

**(SOMARC)**

**Prepared by:**

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**Submitted to USAID/Kampala February 28, 1997**

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## TABLE OF CONTENTS

	Page Number
1. Summary	1
2. Sales and Distribution Activities	3
3. Advertising, Promotion, and Public Relations Activities	5
4. Training Activities	7
5. New Products/Product Sourcing	8
6. Donor Coordination	9
7. Administration and Management	10

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### Attachments

**The Futures Group, Inc.**

- 1 - Protector, New Pilplan and Injectaplan Fourth Quarter Sales Summary Report
- 2 - Summary of Fourth Quarter NGO Sales
- 3 - The Futures Group International/SOMARC Uganda 1997 Organigram
- 4 - Letter from Commissioner of Health Services concerning Market Day Midwives Distribution of "Injectaplan"
- 5 - Engabu-Protector Co-Marketing Agreement with GTZ Basic Health Services Project and supporting letter from Uganda AIDS Control Programme
- 6 - Memorandum to CARE concerning SOMARC and CHREP
- 7 - "Capital Doctor" 1996 Year End Report
- 8 - Fourth Quarter MIS Report
- 9 - Project Spending and Accruals Report

**TO:** Cecily Banura  
Project Officer  
USAID/Kampala

**FROM:** Sara Tiff  
SOMARC Resident Advisor/Uganda

**DATE:** 28 February 1997

**RE:** Quarterly Report for October-December 1996

1. Summary

The following major objectives were accomplished by the SOMARC/Uganda project during the three-month period October-December 1996:

- Sales of the three SOMARC Uganda products, Protector® condoms, New Pilplan® oral contraceptives, and Injectaplan® 3-month injectable, were as follows:

Product	Units sold October-December	Percentage of Quarter's Target
Protector condoms	2,036,580 (single pieces)	59%
New Pilplan orals	133,440 (cycles)	97%
Injectaplan 3-Month Injectable	2,790 (vials)	96%

- As of December 31, 1996, with the twelve months of the sales year completed, *Protector® sales totaled 9,812,520 pieces*, representing 84% of the original 1996 target of 11.5 million pieces. *New Pilplan® sales totaled 401,460 cycles for the calendar year*, representing 84% of the 1996 target (targets revised as of 1 July 1996). *Injectaplan® sales totaled 4,140 vials for the calendar year*, (product launched in mid-August 1996) representing 86% of the 1996 sales target (Attachment 1).
- Sales for the quarter by channel, and as a percentage of the quarter's sales for each product, were as follows:

Channel	Protector pieces (% of Sales)	New Pilplan cycles (% of Sales)	Injectaplan vials (% of sales)
Twiga Chemicals	502,980 (25%)	42,780 (32%)	N/A
Kampala Pharmaceuticals	445,980 (22%)	20,940 (16%)	N/A
DISH-SOMARC Sales Force (DSSF)	992,700 (49%)	41,280 (31%)	1,890 (68%)
NGOs	94,920 (5%)	28,440 (21%)	900 (32%)
<b>TOTAL SALES</b>	<b>2,036,580 pieces (100%)</b>	<b>133,440 cycles (100%)</b>	<b>2,790 (100%)</b>

- NGOs buying Protector this quarter were IMAU; Uganda Private Midwives Association (UPMA); Busoga Diocese; and Church of God. NGOs buying New Pilplan this quarter were IMAU, UPMA and Busoga Diocese. NGOs buying Injectaplan were UPMA and Busoga Diocese. (Attachment 2).
- Advertising and promotion activities were still limited due to budget constraints. Protector and New Pilplan advertising resumed on Capital Radio, and the "Capital Doctor" program continued on schedule. Other promotion activities were supported using Return to Project Fund (RPF) revenues. Injectaplan clinic signs were received and their distribution initiated.

- New Pilplan and Protector training was conducted for a total of 122 nurses/midwives and 70 drug shop owners/attendants during the quarter. Training emphasized Injectaplan/DMPA training for nurses and midwives.
- The Director of Marketing and Sales was dismissed during the quarter due to changes in management requirements. The Director of Marketing and Sales position will be modified to a Distribution Coordinator/Sales Manager position. Qualified applicants are being sought for the position (note that the position is shown on the 1997 organigram but it has not been filled).
- The DSSF sales teams were re-organized so that the new Mbale-based team (funded by CARE/ODA) and a Fort Portal-based condom promoter (funded by GTZ) may be integrated into the FUTURES/SOMARC national social marketing effort. The Engabu brand condom, developed and marketed by the GTZ Basic Health Services Project, will be co-marketed with Protector condoms in certain districts starting in 1997. Attachment 3 shows the current organization chart for the FUTURES/SOMARC program in Uganda, including the Mbale and Fort Portal members.
- Work on the development of a pilot project involving social marketing of pre-packaged STD treatment therapy was halted in mid-October due to funding shortages. Alternate funding from other donors, specifically KFW and ODA, is being sought.

## 2. Sales and Distribution Activities

A summary of Protector, New Pilplan and Injectaplan sales for the fourth quarter of calendar year 1996 is shown as Attachment 1 of this report. The reporting format shows the sales of each product in total number of dispenser boxes, with quarterly totals in single units and the percentage of total sales attributed to each of the four sales channels (Kampala Pharmaceuticals, Twiga, DSSF, and NGOs). Cumulative totals for the four quarters of 1996 are shown on the second page.

*The DSSF out-performed all other channels for Protector and Injectaplan sales during this quarter, accounting for 49% of all Protector sales and 68% of Injectaplan sales. Twiga Chemical Industries was responsible for 32% of New Pilplan sales while the DSSF was responsible for 31% of New Pilplan sales.* Commercial distributors together accounted for almost half of Protector and New Pilplan sales during the quarter.

Protector sales for the quarter achieved only 59% of the quarter's target. Two factors contributed to the inability to reach the target. First, because of Protector pricing conflicts between the two commercial distributors, Twiga Chemicals and Kampala Pharmaceuticals (KPI), KPI withdrew from selling for part of the month of November. SOMARC prohibited Twiga from selling as of the last week in November, through the month of December, due to suspected price undercutting and dumping practices. SOMARC management has determined that these continuing areas of conflict between commercial distributors must be resolved by the end of the first quarter of 1997. The problems will be resolved by modifying the contractual relationships with the distributors. There appears to be too much overlap and conflict in their respective territories.

Second, the DSSF did not make any sales calls for the first three weeks of November. This action was taken by SOMARC management so that the sales revenue account (Return to Project Fund) could be audited and new Standard Operating Procedures for documenting sales put into place.

The Injectaplan sales strategy does not use the commercial distributors at this time. Because of its clinical nature, Injectaplan sales are currently handled by the three registered nurse-midwives on the SOMARC Uganda staff. The Clinical Methods Representative, who is a senior-level registered nurse/midwives, recruits private and NGO clinics into the Injectaplan program and invites their staff to a short DMPA and Quality Customer Service training workshop. The workshops are carried out by the Lead Trainer and Assistant Trainer, who are both registered nurse/midwives. Following training, clinics are free to sell the product. Injectaplan is now being re-supplied to previously enrolled clinics by other members of the DSSF sales team. The DSSF team is also assisting the Injectaplan team to identify clinics which would like to participate in training and sell the product. As of the date of this report a total of 137 clinics were enrolled to sell Injectaplan.

To date, Injectaplan sales have primarily been to private midwives, including the UPMA Market Day Midwives, and to NGOs which have clinics. Prof. Emmanuel Kaijukka, the Commissioner of Health Services, personally inspected several of the Market Day Midwives' stalls during the quarter and issued a formal letter supporting Injectaplan sales and distribution through the market stalls (Attachment 4).

During this quarter the Market Day Midwives project demonstrated strong sales results while reaching primarily rural and difficult-to-serve markets. Sales results for the Market Day Midwives for the months of August-December were as follows:

Protector:	35,133	units
New Pilplan:	13,731	cycles
Injectaplan:	315	vials

These results were achieved during the five-month period by 25 midwives working in 44 marketplaces (23 with stalls and 21 mobile). Total sales by the Market Day Midwives year to date for 1996 are: 97,206 units of Protector condoms; 35,397 cycles of New Pilplan; and 315 vials of Injectaplan.

SOMARC's subcontract with the Uganda Private Midwives Association (UPMA) for implementation of the Market Day Midwives project ended on 31 December 1996. SOMARC has been working with the UPMA and the midwives to help the market day activities to continue on a self-sufficient basis after the end of the subcontract. During the fourth quarter, the elements of this plan were presented to the UPMA general membership. Midwives interested in working in one of the existing market sites or starting a new site (a mobile market site without a stall) were enlisted to participate in a simple business planning exercise. The UPMA subcontract was granted a no-cost extension until March 31 to allow the UPMA Project Coordinator to travel to the sites to initiate these midwives. SOMARC collaborated with staff of the DISH Project health financing component to design a simple business plan format that will assist the midwives to determine their costs and anticipated profits from sales at the various market sites. This phase of the transition to self-sufficiency will be implemented during the first quarter of 1997.

During this quarter SOMARC finalized an agreement with the GTZ Basic Health Services Project to integrate Engabu brand condoms into the social marketing project. The GTZ condom promoter will join the DSSF team approximately half time to work in districts that are adjacent to Kabarole and Bundibugyo. These include the DISH districts of Luwero, Masindi, Mbarara, and Kasese, plus the three CARE/CHREP districts of Kabale, Kisoro, and Rukungiri. In these areas the joint DSSF-GTZ team will promote and sell Protector and Engabu side by side. The basic terms of the FUTURES-GTZ agreement is shown as Attachment 5. Under the terms of this agreement the GTZ promoter will continue to be paid by GTZ and he will use a GTZ vehicle approximately 50% of the time while carrying out Protector-Engabu joint promotion and sales in the Kabarole and Bundibugyo districts. He will attend a SOMARC training workshop in January 1997 so that he can learn about Protector. He will also introduce Engabu to the DSSF and participate in 1997 itinerary planning with the DSSF.

SOMARC and the CARE CHREP project also developed a tentative agreement to strengthen social marketing in Kabale, Rukungiri, and Kisoro districts. The general terms are that one DSSF team will visit the CHREP districts approximately once every six weeks to work directly with groups of CHRWs that have been organized by the CHREP team. The objective is to improve the CHRW sales and marketing skills while providing them with direct product re-supplies through the DSSF. The DSSF will also open new points of sale in the districts with the objective of turning these points of sale over to the CHRWs. CHREP hopes to fund the direct costs of sending the DSSF team to the CHREP districts, as the additional costs incurred will go beyond the scope of SOMARC's current funding under the DISH project. The agreement was still not finalized as of the end of the quarter. The terms of the tentative agreement with CHREP are shown as Attachment 6.

### **3. Advertising, Promotion, and Public Relations Activities**

The "Capital Doctor" program was aired on Capital Radio 14 times during the quarter and featured five different on-air experts: Three doctors, one counselor, and a Ministry of Health Commissioner (to promote the national polio immunisation day in December). Nine of the shows covered sexuality/STD topics; two covered HIV/AIDS issues; one covered ob-gyn concerns; one addressed adolescent concerns; and one addressed the special topic of the national polio immunisation day. The program received an average of 31.4 letters per week during this quarter, an increase from the average of 27.5 per week received in the previous quarter. An average of 21 phone calls were received during each program during this quarter.

The 1996 year-end report for "Capital Doctor" is shown as Attachment 7 of this report. This report notes that "Capital Doctor" received attention from the international press during 1996, as the show and/or its presenters were featured in AIDSCAPTIONS, the UK Nursing Times, The Health Exchange, The Financial Times of London, The Independent, and the New York Times.

In late November, New Pilplan advertising resumed on Capital Radio following completion of a new subcontract.

In November and December SOMARC issued requests for proposals to three local advertising agencies. The RFP requested bids for management of radio advertisements on the key media in Uganda and for various consumer and trade promotions. During December two firms were reviewed as finalists. SOMARC decided to award a contract for media placement to ScanAd/Uganda, and award a separate contract for radio spot production and product promotions to Media Consultants, Ltd. (MCL). These contracts were being prepared as of the end of the quarter.

As part of its 1997 Protector marketing strategy SOMARC has been seeking an opportunity for Protector condoms to sponsor a popular program slot on the new Central Broadcasting System (CBS) FM station (popularly known as "Radio Buganda"). In late December, Media Consultants, Ltd. (MCL) presented an ideal opportunity for Protector to be endorsed by the popular disc jockey Rasta Rob, who appears on the CBS "Super Show" Monday-Friday from 7 - 10 PM. Starting January 1997, Rasta Rob mentions Protector condoms and their use twice during each hour of the show and includes his personal product endorsement. He also distributes Protector condom samples and tee-shirts when he moves through different Kampala neighborhoods recording radio greetings every Friday afternoon. He endorses Protector when he appears as a DJ at nightclubs, discos and concerts. SOMARC was able to move quickly on this opportunity by paying for the first quarter endorsement using Return to Project Fund (RPF) revenues.

During this quarter, SOMARC commissioned Barker-McCormac Ogilvy and Mather of Harare, Zimbabwe, to create five new thirty-second Protector condom radio advertisements. The objective is to modernize and update the Protector advertisements while continuing some of the themes that were developed in the first set of advertisements. The advertisements will be produced in draft by Barker McCormac with initial production and creative costs paid using RPF funds. These draft spots will be pre-tested, edited and put into final production during the first quarter of 1997.

Improvement of Protector condom community promotion and sensitization activities was emphasized during this quarter. Ms. Edith Mukisa, a Ugandan consultant who specializes in HIV/AIDS and STD counseling and sexuality, was hired using RPF funds to work with the DSSF teams to improve community promotion and sensitization skills. She went to the field with each DSSF team to observe sales and promotion techniques. She drafted materials which will be used in a sensitization workshop for staff to be held in January. The final product will be a practical "sensitization guide" which the DSSF and other field staff can use as a guide when conducting informal, spontaneous community promotions to groups of potential customers, including small shop keepers.

SOMARC also utilized RPF funds to purchase 1997 wall calendars for Protector and New Pilplan. The calendars were delivered in December and will be distributed during the first quarter of 1997.

Injectaplan clinic signs were received and their distribution initiated during this quarter. The large metal signs show the Injectaplan brand name, with the logo "The Three-Month Injection for Child Spacing" and say "Available Here". There is a space on each sign for the clinic name. SOMARC is arranging for each clinic that has been through the Injectaplan workshop to have its name professionally sign-written and SOMARC will then post the signs. The clinics have been very enthusiastic about receiving this promotional support from SOMARC for the Injectaplan product.

#### 4. Training Activities

The majority of training activities for the quarter focussed on Injectaplan. A total of 122 nurses and midwives were trained concerning Injectaplan/DMPA and Quality Customer Service. Local training concerning New Pilplan and Protector was also conducted for a total of 70 drug shop owners/attendants, clinic owners, district health officials, and medical assistants during the quarter.

Training results for the quarter are summarized below:

<b>Organization/ Location</b>	<b>Topic(s)</b>	<b>Participants Number/Type</b>	<b>Dates</b>
DMO Mpigi	Protector, New Pilplan	50 - Drug shop and clinic owners, district health officials, Drug Inspector.	22 - 25 October
Private midwives and support staff - Kampala	Injectaplan (DMPA) and Quality Customer Service	20 - Midwives and nurses	11 -12 November
Private midwives and support staff - Kampala	Injectaplan and Quality Customer Service	22 - Midwives and Nurses	15 - 16 November
Uganda Private Midwives Association, Mpigi Branch	Injectaplan (DMPA) and Quality Customer Service	20 - Midwives	18 - 19 November
Private midwives and support staff - Kampala	Injectaplan and Quality Customer Service	22 - Nurses and midwives	21 - 22 November
Church of God East Africa/Uganda	Protector condoms	7 - Medical Assistants, nurses, midwives	26 November
DMO Luwero	New Pilplan and Protector	13 - Drug shops owners, drug inspector	30 November - 1 December
Private midwives and support staff - Masaka	Injectaplan, New Pilplan and Protector	22 - Nurses and midwives	9 - 11 December
Private midwives and support staff - Kampala	Injectaplan, New Pilplan and Protector	16 - Nurses and midwives	16 - 18 December
<b>TOTAL TRAINEES</b>		<b>192</b>	

## 5. New Products/Product Sourcing

In a continuing effort to procure condoms for social marketing through the World Bank/STI Project, several meetings were held with the STI Project, World Bank consultants, and the National Medical Stores during this quarter. The objective was to develop procurement specifications for social marketing condoms that incorporate the Protector product and packaging requirements. The STI Project expects to incorporate all social marketing condoms into the large procurement of condoms for Uganda under the STI/World Bank project. To date the specifications have not been finalized. The STI Project estimates that the condoms will be received no earlier than mid-year 1998.

As noted earlier, SOMARC's initiative to introduce a social marketing treatment kit for male urethral discharge was put on hold during this quarter due to funding shortages. Prior to the funding disruption, a scope of work for qualitative consumer and retailer market research had been prepared and negotiations with a local research organization were being finalized. Candidates for the position of Project Coordinator had also been interviewed. Initial discussions were held with KFW and the ODA concerning alternative funding for the project. Receipt of new funds for the project will depend in part on the AIDS Control Programme/STI Project and SOMARC receiving written support from the National Drug Authority for the initiative.

## **6. Donor Coordination**

During this quarter the World Bank-funded STI Project formally advised The Futures Group International that funding would be awarded for Protector condom advertising and promotion. Approximately US \$400,000 will be available over a 12-month period to support Protector packaging materials, advertising, media time, promotion activities, education, and sensitization. As of the date of this report the mechanism for issuing the funds to FUTURES and the schedule for their receipt is still unresolved.

During this quarter The Futures Group International initiated the social marketing component of the ODA-funded CARE Eastern Uganda Family Health Project (UFHP). The Area Coordinator and Clinical Methods Representative/Trainer were recruited, oriented and placed in Mbale. A two-day work planning session was held with CARE and FUTURES staff in Mbale in late November. The implementation of the social marketing component of the UFHP will be closely linked with SOMARC and there will be many opportunities for complementary activities. Protector, New Pilplan, and Injectaplan will be marketed through the UFHP using an Mbale-based team modeled on the DSSF.

As noted earlier, SOMARC finalized an agreement with the GTZ Basic Health Services Project, based in Fort Portal, to co-market Engabu and Protector condoms.

## 7. Administration and Management

As noted earlier, the Director of Marketing and Sales was dismissed during this quarter. The position will be modified and new candidates sought. No other major changes were made in the SOMARC administration and management systems during this quarter.

Attachment 8 shows a summary of the MIS report for the project for the quarter. The first page shows sales results by district for all sales channels. Kampala accounted for over 50% of all Protector sales, almost 55% of New Pilplan sales, and almost 43% of Injectaplan sales. No other single district accounted for more than 10% of sales of Protector and New Pilplan, with the exception of the Jinja district, which accounted for over 11% of New Pilplan sales. Injectaplan sales outside of the DISH project districts were made in Mbale, Mpigi, and Mukono, where SOMARC has established relationships with UPMA private midwives trained in family planning.

The second page shows sales results for the DISH-SOMARC Sales Force (DSSF), focusing on the DISH districts and the three districts of the CARE/CHREP project. The share of DSSF sales being made outside of the 13 target districts is increasing: 23% of Protector sales, almost 30% of New Pilplan sales, and 30% of Injectaplan sales were made to districts in the "Other" category. Now that the sales points in the DISH districts are somewhat saturated the DSSF are finding it necessary to make stops in districts that are contiguous to or en route to/from the DISH and CHREP districts, both to maintain sales and to utilize the project's fixed infrastructure (vehicles, etc.) cost-effectively. The issue of sales territory will be addressed in greater detail at the start of the 1997 sales year.

The DISH Project spending and accrual report for the Buy In and Field Support funding for the first quarter of FY 1997 (fourth quarter of the 1996 calendar year), 1 October - 31 December 1996, is shown as Attachment 9. Total FY 1997 spending and accrued expenses to date for the SOMARC Uganda Buy-In totaled US \$197,185.91 for the quarter ending December 31, 1996. Total FY 1997 accrual and spending under Field Support for the first quarter of FY 1997 totaled US\$ \$206,420.81.

**Attachment 1**

**Protector, New Pilplan and Injectaplan Fourth Quarter Sales  
Summary Report**

FOURTH QUARTER 1996  
SALES REPORT  
Attachment 1

Report Date:	1st October - 31st December 1996											
<b>SOMARC UGANDA 1996 MONTHLY SALES REPORT BY CHANNEL</b>												
Reported in Number of Dispenser Boxes 1 Dispenser Protector = 60 condoms 1 Dispenser New Pilplan = 60 cycles, and 1 dispenser Injectaplan = 10 vials												
CUM = Cumulative actual sales Year to Date (includes previous quarters in this calendar year) CUM TAR = Cumulative sales target Year to Date												
<b>Month:</b>	<b>October</b>				<b>November</b>				<b>December</b>			
	<b>ACTUAL</b>	<b>TARGET</b>	<b>CUM YR. TO DATE</b>	<b>CUM TAR YR. TO DATE</b>	<b>ACTUAL</b>	<b>TARGET</b>	<b>CUM YR. TO DATE</b>	<b>CUM TAR YR. TO DATE</b>	<b>ACTUAL</b>	<b>TARGET</b>	<b>CUM YR. TO DATE</b>	<b>CUM TAR YR. TO DATE</b>
<b>Protector</b>												
KPI	3403		8145	0	2317		10,462	0	1713		12,175	0
TWIGA	3539	10240	56235	85,900	4844	10670	61,079	96,570		11155	61,079	107,725
DSSF	2356	6500	64779	53,900	5900	6700	70,679	60,600	8289	6800	78,968	67,400
NGO	1466	1860	11204	15,500		1930	11,204	17,430	116	1995	11,320	19,425
<b>TOTAL</b>	<b>10764</b>	<b>18600</b>	<b>140363</b>	<b>155,300</b>	<b>13061</b>	<b>19300</b>	<b>153,424</b>	<b>174600</b>	<b>10118</b>	<b>19950</b>	<b>163,542</b>	<b>194,550</b>
<b>Month:</b>	<b>October</b>				<b>November</b>				<b>December</b>			
	<b>ACTUAL</b>	<b>TARGET</b>	<b>CUM YR. TO DATE</b>	<b>CUM TAR YR. TO DATE</b>	<b>ACTUAL</b>	<b>TARGET</b>	<b>CUM YR. TO DATE</b>	<b>CUM TAR YR. TO DATE</b>	<b>ACTUAL</b>	<b>TARGET</b>	<b>CUM YR. TO DATE</b>	<b>CUM TAR YR. TO DATE</b>
<b>New Pilplan</b>												
KPI	235		322	0	94		416	-	20		436	-
TWIGA	594	437	1972	3,865	119	453	2091	4,318		468	2091	4,786
DSSF	59	224	2623	1,933	375	232	2998	2,165	254	240	3252	2,405
NGO	474	73	912	644		76	912	720		79	912	799
<b>TOTAL</b>	<b>1362</b>	<b>734</b>	<b>5829</b>	<b>6,442</b>	<b>588</b>	<b>761</b>	<b>6417</b>	<b>7,203</b>	<b>274</b>	<b>787</b>	<b>6691</b>	<b>7,990</b>
<b>Month:</b>	<b>October</b>				<b>November</b>				<b>December</b>			
	<b>ACTUAL</b>	<b>TARGET</b>	<b>CUM YR. TO DATE</b>	<b>CUM TAR YR. TO DATE</b>	<b>ACTUAL</b>	<b>TARGET</b>	<b>CUM YR. TO DATE</b>	<b>CUM TAR YR. TO DATE</b>	<b>ACTUAL</b>	<b>TARGET</b>	<b>CUM YR. TO DATE</b>	<b>CUM TAR YR. TO DATE</b>
<b>Injectaplan</b>												
DSSF	44		107		114		221	0	31		252	
NGO	50		122		40		162	0			162	
<b>TOTAL</b>	<b>94</b>		<b>229</b>		<b>154</b>		<b>383</b>	<b>0</b>	<b>31</b>		<b>414</b>	

FOURTH QUARTER 1996  
SALES REPORT  
Attachment 1

Report Date:		1st October - 31st December 1996								
<b>SOMARC UGANDA 1996 MONTHLY SALES REPORT BY CHANNEL</b>										
Reported in Number of Dispenser Boxes										
1 Dispenser Protector = 60 condoms										
1 Dispenser New Pilplan = 60 cycles										
CUM = Cumulative actual sales Year to Date (includes previous quarters in this calendar year)										
CUM TAR = Cumulative sales target Year to Date										
<b>Month:</b>	<b>Quarterly Summary</b>					<b>Year to Date Summary</b>				
	CUM	CUM TAR	Condoms Sold	% Sold by Channel	Target % Ach.	CUM YR.	CUM TAR	Condoms Sold	% Sold by Channel	Target % Ach.
	This Qtr.	This Qtr.	This Quarter	This Quarter	This Quarter	TO DATE	YR. TO DATE	YR. TO DATE	YR. TO DATE	YR. TO DATE
Protector										
KPI	7,433	0	445,980	22%		12,175		730,500	7%	
TWIGA	8,383	32,065	502,980	25%	26%	61,079	107,725	3,664,740	37%	57%
DSSF	16,545	20,000	992,700	49%	83%	78,968	67,400	4,738,080	48%	117%
NGO	1,582	5,785	94,920	5%	27%	11,320	19,425	679,200	7%	58%
<b>TOTAL</b>	<b>33,943</b>	<b>57,850</b>	<b>2,036,580</b>	<b>100%</b>	<b>59%</b>	<b>163,542</b>	<b>194,550</b>	<b>9,812,520</b>	<b>100%</b>	<b>84%</b>
<b>Month:</b>	<b>Quarterly Summary</b>					<b>Year to Date Summary</b>				
	CUM	CUM TAR	Cycles Sold	% Sold by Channel	Target % Ach.	CUM YR.	CUM TAR	Cycles Sold	% Sold by Channel	Target % Ach.
	This Qtr.	This Qtr.	This Quarter	This Quarter	This Quarter	TO DATE	YR. TO DATE	YR. TO DATE	YR. TO DATE	YR. TO DATE
New Pilplan										
KPI	349	0	20,940	16%		436		26,160	7%	
TWIGA	713	1358	42,780	32%	53%	2,091	4,786	125,460	31%	44%
DSSF	688	696	41,280	31%	99%	3,252	2,405	195,120	49%	135%
NGO	474	228	28,440	21%	208%	912	799	54,720	14%	114%
<b>TOTAL</b>	<b>2224</b>	<b>2282</b>	<b>133,440</b>	<b>100%</b>	<b>97%</b>	<b>6,691</b>	<b>7,990</b>	<b>401,460</b>	<b>100%</b>	<b>84%</b>
<b>Month:</b>	<b>Quarterly Summary</b>					<b>Year to Date Summary</b>				
	CUM	CUM TAR	Vials Sold	% Sold by Channel	Target % Ach.	CUM YR.	CUM TAR	Vials Sold	% Sold by Channel	Target % Ach.
	This Qtr.	This Quarter	This Quarter	This Quarter	This Quarter	TO DATE	YR. TO DATE	YR. TO DATE	YR. TO DATE	YR. TO DATE
Injectaplan										
DSSF	189		1,890	68%		252		2,520	61%	
NGO	90		900	32%		162		1,620	39%	
<b>TOTAL</b>	<b>279</b>		<b>2,790</b>	<b>100%</b>		<b>414</b>		<b>4,140</b>	<b>100%</b>	

**Attachment 2**

**Summary of Fourth Quarter NGO Sales**

**NGO SALES**

**PERIOD: 1 OCTOBER 1996 - 31 DECEMBER 1996**

**PRODUCTS: PROTECTOR, NEW PILPLAN AND INJECTAPLAN**

<b>DATE:</b>	<b>NAME OF NGO</b>	<b>PROTECTOR</b> (disp x 60)	<b>NEW PILPLAN</b> (disp x 60)	<b>INJECTAPLAN</b> (disp x 10)	<b>AMOUNT</b> (Shs)
<b>Oct-96</b>					
10/1/96	IMAU	366	244		610,000
10/7/96	UPMA	100	50	50	215,000
10/24/96	BUSOGA DIOCESE	1,000	180		888,000
<b>Nov-96</b>					
11/23/96	BUSOGA DIOCESE			40	60,000
<b>Dec-96</b>					
12/10/96	CHURCH OF GOD	50			30,000
12/10/96	UPMA	66			39,600
	<b>TOTAL</b>	<b>1,582</b>	<b>474</b>	<b>90</b>	<b>1,842,600</b>

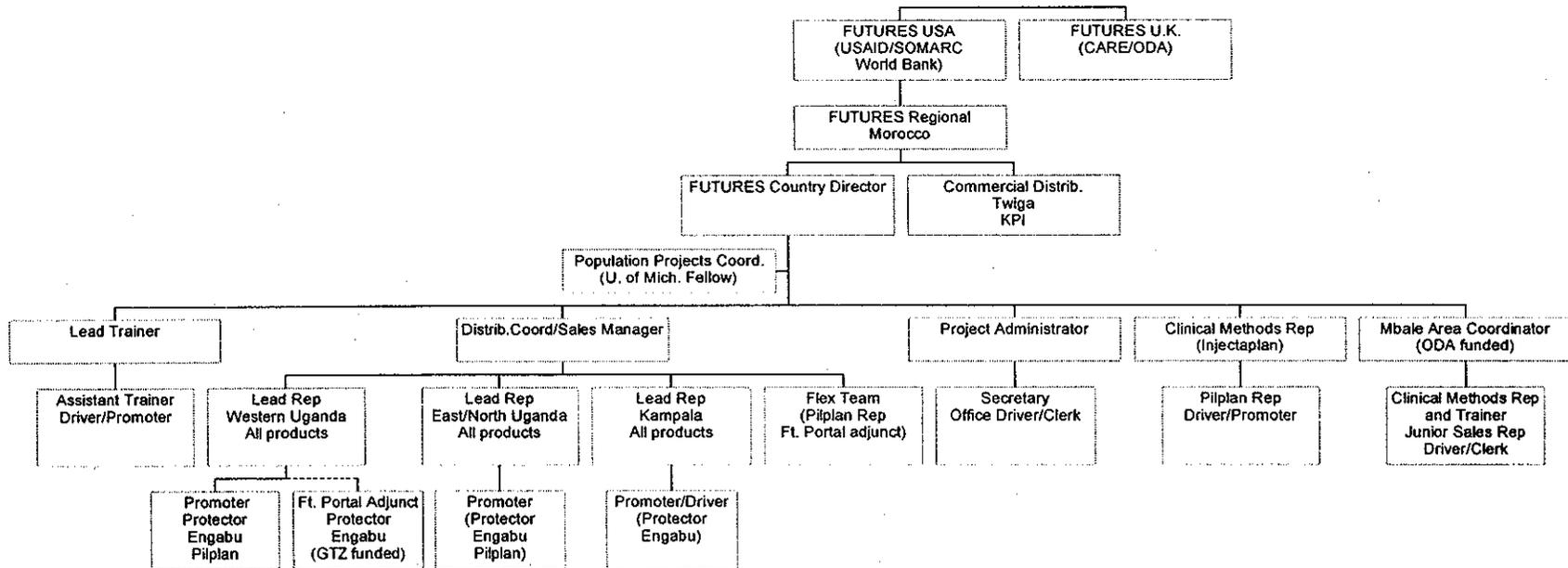
NB: Protector and New Pilplan figures are in dispensers of 60 condoms and 60 cycles respectively  
 Injectaplan figures are in dispensers of 10 vials.

**Attachment 3**

**The Futures Group International/SOMARC Uganda  
1997 Oganigram**

# The Futures Group International Kampala, Uganda Organigram, February 1997

FUTURES Uganda 1997 Organigram



**Attachment 4**

**Letter from Commissioner of Health Services concerning Market  
Day Midwives Distribution of "Injectaplan"**

Telegrams: "MEDMIN".  
Telephones: General Office 20201.  
Accounts Office 20201.  
Telex No.: 61372 HEALTH UGA.



Ministry of Health,  
P.O. Box 8,  
Entebbe,  
Uganda.

IN ANY-CORRESPONDENCE ON MCH/20  
THIS SUBJECT PLEASE QUOTE No.....

January 28, 1997

Anjala Kanesathasan,  
Population Projects Co-ordinator,  
SOMARC Uganda,  
The Futures Group,  
P. O. Box 3595,  
Kampala.

Dear Kanesathasan,

Re: PERMISSION TO MARKET DAY PRIVATE MIDWIVES TO PROVIDE  
INJECTABLE CONTRACEPTIVE TO FAMILY PLANNING CLIENTS

I am writing to you to reply your letter of October 21, 1996, in which you requested Ministry of Health to grant permission to Market Day Private Midwives to provide injectable contraceptive to FP Clients.

I wish to first of all apologize for the delay in replying your letter, this is because I wanted to get authority from my supervisors before taking such an important policy decision.

Following my inspection of the clinic site at Kibuye market on January 15, 1997, I am satisfied that the FP services provided conform to MCH/FP standards in terms of knowledge and skills of the provider, sterility of instruments, cleanliness of the clinic and the quality of the drugs used in FP provision.

The purpose of this letter therefore is to inform you that Ministry of Health has no objection to SOMARC supported private Midwives, providing injectable contraceptive to FP clients in the Day Markets in Uganda.

Please note that the Department of MCH/FP will continue monitoring and supervising the market clinics to ensure that the set standards are adhered to by the FP Providers.

Yours sincerely,

Prof. Emmanuel M. Kaijuka  
COMMISSIONER & HEAD OF MCH/FP DEPARTMENT

cc. Dr. S. Zaramba,  
Director (O)  
" Dr. Cecily Banura, USAID  
" Ms. Mary Goretti Musoke, UPMA



BEST AVAILABLE COPY

**Attachment 5**

**SOMARC and GTZ Engabu Condom Co-Marketing Agreement and  
Supporting Letter from Uganda AIDS Control Programme**



The Republic of Uganda

**Basic Health Services**  
**Kabarole & Bundibugyo Districts**  
Ministry of Health, Uganda and Gesellschaft  
für Technische Zusammenarbeit, GmbH,  
Germany



P.O.Box 27, Fort Portal, Tel: \*256 483 22575 Fax: \*256 483 22743

Date: 26 November 1996

Dr. Elizabeth Madraa  
Programme Manager  
STD/AIDS Control Programme  
P.O.Box 8  
**ENTEBBE**

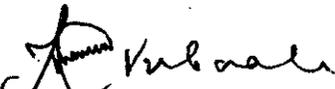
Re: **PILOT PROJECT FOR CO-MARKETING OF ENGABU AND  
PROTECTOR CONDOMS**

As you are aware, the Basic Health Services project imported four million condoms amongst other contraceptives with support from KfW for distribution/sale in Kabarole and Bundibugyo districts.

Worried about our ability to market the condoms in the two districts within two years, coupled with issues of sustainability, our team approached SOMARC for a possible co-marketing of the two brands. A meeting was convened in Fort Portal on 9th November 1996, and a number of points were agreed upon (see attached copy of the resolutions.)

I hope this is acceptable to the Ministry of Health and kindly let us know of your position on this issue before we start implementing our plan.

Yours sincerely,

  
Y.K. Rubaale  
**GTZ/BHS TEAM LEADER**

c.c. Dr. Peter Nsubuga  
STI Project  
Ministry of Health  
P.O.Box 8  
**ENTEBBE**

c.c. Sara Tiff  
FUTURES, Uganda  
P.O.Box 3495  
**KAMPALA**

## Fort Portal Meeting on Engabu/Protector Cooperation, November 9, 1996.

### I. **Vehicle**

- \* Target: Bob uses GTZ vehicle every other week (10 days a month) to distribute in Kabarole and Bundibugyo, then Bob travels with the DSSF on the alternating weeks to district outside Kabarole and Bundibugyo.
- \* Develop itinerary for the above target.

### II. **Storage**

- \* We can use GTZ warehouse for Engabu and Protector (currently stocks about 1 million condoms)
- \* GTZ also has Kampala warehouse with stock earmarked for Futures Group (current stock is about 2 million). From this stock we will supply Jinja and Mbarara depot sites.
- \* GTZ will count stock to get accurate numbers, and sort out condoms with incorrect expiry dates.
- \* Bob needs 10 cartons of Protector to start with.

### III. **Transition**

- \* Tom and Bannet will travel to Kampala (Nov. 20) and will draft a letter to ACP about the Engabu/Protector plan, and will leave it at the ACP office in Entebbe. (GTZ will send Futures a copy of the letter)
- \* Bob will come to Kampala for training session 6 - 10 and be incorporated into DSSF system. (Paid for by GTZ)
- \* Propose sales targets and a bonus scheme for Bob.
- \* David S. will come to Fort Portal at some point to set up database system for Engabu and Protector sales.
- \* Expect response from GTZ about Futures proposal by Nov. 29

### IV. **Revenue**

- \* Futures will take over past and present revenue for Engabu. i.e. Manage the account and as agreed spend the revenue on the agreed activities.
- \* Bob's salary will continue to be paid by GTZ.
- \* Engabu and Protector revenue to be banked separately.

### V. **Objectives**

- \* To sell all Engabu condoms before they expire.
- \* Sustainability

TELEX: 0988-61112  
TELEFAX: 256-42-20608  
TELEPHONES: PROGRAMME MANAGER: 042-20297  
GENERAL LINE: 042-20353



THE REPUBLIC OF UGANDA

STD / AIDS CONTROL PROGRAMME

MINISTRY OF HEALTH

P.O. BOX 8,

ENTEBBE, UGANDA

IN ANY CORRESPONDENCE ON  
THIS SUBJECT PLEASE QUOTE NO. ACP/COND/38

12 December, 1996

Mr. T. K. Rubaale,  
GTZ/BHS Team Leader,  
Basic Health Services,  
Kabarole & Bundibugyo Districts,  
P.O. Box 27,  
FORT PORTAL.

Dear Mr. Rubaale,

RE: PILOT PROJECT FOR CO-MARKETING OF ENGABU AND PROTECTOR  
CONDOMS

I got your letter concerning the above mentioned subject.

I think the decision you took to co-market the two brands of condoms currently in your possession was a wise one and timely. Personally I have no objection to that and I believe working in collaboration with Somarc will speed up our pilot process on social marketing of condoms and will also reduce the probability of expiring before expiring before the project.

Yours sincerely,

DR. ELIZABETH MADRAA  
PROGRAMME MANAGER

c.c. Dr. Peter Nsubuga  
STI Project  
ENTEBBE

c.c. Sara Tifft  
Futures, Uganda  
P.O. Box 3495  
KAMPALA

23

**Attachment 6**

**Memorandum to CARE concerning SOMARC and CHREP**

57

## MEMORANDUM

---

TO: Jennifer Mukolwe  
Project Director  
CARE Project

FROM: Sara Tiff  
SOMARC Uganda

DATE: 25 November 1996

RE: Action plan for DSSF in CHREP project districts

CC: Cecily Banura, USAID Kampala  
David Kanyoro, DSSF Western Team Leader

Please find attached a proposed action plan for incorporating regular visits by the DSSF to the three CARE districts of Kabale, Kisoro, and Rukungiri, starting in January 1997. The plan covers the months of January and February, during which time we will be starting the new itinerary to cover the CHREP districts.

The objectives of this plan are:

1. Provide continued DSSF support to the CHREP community reproductive health workers (CRHWs) in the three districts.
2. Visit the CHREP districts to provide social marketing products on a regular basis.
3. Assist the CHREP CRHWs to become more skilled in promotion and sale of Protector condoms and New Pilplan oral contraceptives.

As agreed, the purpose of each DSSF visit to the districts will be: (1) to restock products; (2) to collect sales revenue; and (3) to help the CRHWs work out problems with products, approach, promotion, etc.

Please contact me to discuss any further details. Regards.

25

**CHREP-DSSF Action Plan**  
December 1996 - February 1997

Activity	Timeframe	Responsible	Comments
1. DSSF Western team leader to meet with Herbert Mugumya, CHREP community based distribution coordinator	December	David Kanyoro (DSSF) Herbert Mugumya	Determine exact date and venue.
2. Finalize schedule with CHREP District Project Officers (DPOs) for organization of CRHWs	December	CARE	
3. Take count of existing Protector and Pilplan/New Pilplan stocks at Kabale office and district levels. Note amounts, locations, expiry dates.	December	David Kanyoro	Incorporate trip to Kabale into December sales itinerary for DSSF Western team
4. Finalize new fixed itinerary for DSSF Western team.	December	DSSF Western team, Sara Tiffit	CARE hopes for DSSF visit one week/month. Final schedule will depend on schedule with DPOs (see above) and itinerary, plus "buying group" demand projections (see below).
5. Joint-DSSF-CARE Protector sensitization	6 - 10 January 1997	All DSSF teams, DPOs, Field Assistant Officers (FAOs)	
6. Arrange "buying groups" among the CRHWs; work out final purchasing arrangements and provide final prices	January	DPOs, FAOs; SOMARC to provide final prices.	To facilitate delivery of stock in bulk and make sales accounting simple. DSSF cannot sell to individual CRHWs. CARE will help each group develop demand projections for each product.
7. Conduct first field visit to meet all CRHWs	January (third or fourth week)	DSSF Western team, DPOs, FAOs, CRHWs	Will introduce DSSF to all CRHWs.
8. Develop training plan w/CHREP	By early February	SOMARC Lead Trainer and CHREP trainer(s)	(1) refresher training for CRHWs previously trained and (2) incorporate SOMARC curricula into CHREP training curriculum.
9. Begin regular visits to CHREP districts per schedule	mid-February onward	DSSF Western team	

**Attachment 7**

**"Capital Doctor" 1996 Year End Report**

# CAPITAL DOCTOR FINAL REPORT 1996

By Catharine Watson, RN, Producer

## Key points

Capital Doctor went on air in February 1994. In 1996 it consolidated its position as Uganda's leading health radio<sup>show</sup>

- Although the show addresses primarily reproductive health, it has become a key avenue through which other health information is passed. For example, the show talked up the National Days for Immunisation and also hosted Commissioner Barenzi.
- Capital Doctor receives the bulk of its letters and calls from listeners aged 18 to 28. While it seems to be particularly popular with this age group, it is also appreciated by the establishment. 1996 saw appearances on Capital Doctor of a Mulago professor, two Ministry of Health Commissioners and the Chief Inspector of Drugs.
- A third FM station came on stream in mid-1996. Nevertheless letters and calls to Capital Doctor rose in the second half of the year.

## Response to Capital Doctor

In 1996 Capital Doctor received **1259 letters and 934 calls**. This is an improvement on the 976 letters and 596 calls recorded in 1995.

## Response by quarter in 1996

Jan - March	23 letters/week; 14 calls/show
March - June	18 letters/week; 17 calls/show
June - Sept	27.5 letters/week; 21 calls/show
Sept - Dec	31.4 letters/week; 17.5 calls/show

Average number of letters a week in 24.9. Average number of calls per show is 17.6. The improvement in the second half of the year coincides with the show's return to its original STD focus.

## Luganda response

In Jan - March 12.6% of letters were in Luganda, in March - June 19%, in June - Sept 17% and in Sept - Dec 20.45%. The relatively low Luganda response probably reflects that fact that only about a third of the questions answered on air are in Luganda.

## Experts and topics

About two-thirds of the 51 shows in 1996 covered STDs and safer sex including condom use.

- 14 shows -- Dr Donna Kabatesi -- STDs/safer sex
- 7 shows -- Dr Frances Mubiru -- HIV/AIDS
- 7 shows -- Edith Mukisa -- Adolescence/STDs
- 4 shows -- Dr Frank Kaharuzza -- OBGYN/family planning
- 4 shows -- Dr Edith Nakku -- STDs
- 2 shows -- Dr Elly Tumwesigye -- STDs
- 2 shows -- Major Ruranga Rubaramira -- Living positively with HIV/AIDS
- 2 shows -- Mary Grace Alwano -- HIV testing/counselling
- 1 show -- Dr Silver Bahendeka -- World No-smoking Day
- 1 show -- Dr Catherine Sozi -- Accidents in the home/First aid
- 1 show -- Chief Inspector of Drugs Deus Mubanguzi -- Rational drug use
- 1 show -- Dr James Dhikusoka -- Family planning
- 1 show -- Dr Chuck Carignan -- Family Planning
- 1 show -- MOH Commissioner Dr Florence Ebanyat -- Family planning
- 1 shows -- Dr Florence Mirembe -- Family planning
- 1 show -- MOH Commissioner Mr J Barenzi -- Polio immunisation
- 1 show -- Dr Ntwatwa Lule -- Dental health

## Research

Two content analyses of Capital Doctor letters and phone calls were carried out in 1996. A 200 person survey was also conducted in the Mulago STD clinic. Key results of the STD survey were given in the third quarter report.

The first content analysis looked at 800 letters and 200 phone calls. The second examined 511 letters and 466 phone calls.

A wealth of data was generated.

- About 85% of callers are aged between 15 and 29.
- Slightly more males than females write and call the show.
- The top concerns of females are general health, STDs, sexual performance/sexuality, family planning, candida and menstruation.
- The top concerns of males are sexual performance/sexuality, general health, STDs, HIV and condoms.
- Each week Capital Doctor receives about 45 letters and calls but answers only about 10 on air. Questions answered on air are representative both in topic and listener profile to those received.

In general, listeners have a great need for information about reproductive health, sexuality and sexual response. Lack of information contributes to the difficulty listeners have in practising safer sex.

### **Other news about Capital Doctor**

Capital Doctor received a lot of media coverage in 1996.

Dr Kabatesi wrote a long article about the show and other aspects of her STD work with youth for **AIDSCAPTIONS**, the journal of Family Health International. Catharine Watson wrote a piece about the show for the World AIDS Day issue of **Nursing Times** the biggest UK nursing journal, and a smaller article for **The Health Exchange**, a British journal primarily aimed at UK health workers who work overseas.

Capital Doctor was mentioned in articles about AIDS in Uganda in **The Financial Times**, **The Independent** and **The New York Times**.

We also featured on Danish Television, several different BBC radio programmes and Radio France International.

In May Catharine Watson and Edith Mukisa represented the show at a conference in the UK: Creative Radio for Development, sponsored by among others, ODA. Edith appeared on BBC television and she and Cathy gave numerous radio interviews.

### **Plans for 1997**

In 1997 Capital Doctor intends to retain its successful format but to freshen up its sound with new sweepers and a tighter presentation. It may be possible to forge stronger links with the written press, thereby promoting both the Protector name as well as Capital Radio.

Research data will be written up for publication.

**Attachment 8**

**Fourth Quarter MIS Report**

Total Sales by District, 1 October 1996 - 31 December 1996							
1 dispenser Protector = 60 condoms. 1 dispenser New Pilplan = 60 cycles							
1 dispenser Injectaplan = 10 vials.							
District	Protector		New Pilplan		Injectaplan		District %
	No. Disp.	District %	No. Disp.	District %	No Disp.	District %	
Kampala	18466	54.4%	1222	54.9%	119	42.7%	
Jinja	2146	6.3%	258	11.6%	40	14.3%	
Kamuli	1185	3.5%	77	3.5%			
Luwero	155	0.5%	3	0.1%	1	0.4%	
Masindi	669	2.0%	28	1.3%			
Kasese	701	2.1%	114	5.1%			
Masaka	1012	3.0%	128	5.8%	32	11.5%	
Ntungamo	293	0.9%	6	0.3%			
Rakai	423	1.2%	15	0.7%	4	1.4%	
Mbarara	1649	4.9%	45	2.0%			
Hoima	1244	3.7%	16	0.7%			
Iganga	705	2.1%	9	0.4%			
Lira	268	0.8%	17	0.8%			
Mbale	1272	3.7%	50	2.2%	2	0.7%	
Mpigi	803	2.4%	50	2.2%	37	13.3%	
Mukono	843	2.5%	66	3.0%	44	15.8%	
Tororo	150	0.4%	10	0.4%			
Bushenyi	88	0.3%	7	0.3%			
Kabale	238	0.7%	14.5	0.7%			
Kabarole	284	0.8%	14	0.6%			
Mubende	1217	3.6%	71	3.2%			
Rukungiri	132	0.4%	3.5	0.2%			
<b>TOTAL</b>	<b>33,943</b>	<b>100.0%</b>	<b>2,224</b>	<b>100%</b>	<b>279</b>	<b>100%</b>	
SOURCE: SOMARC Uganda project MIS							

DSSF Sales by District, 1 October 1996 - 31 December 1996							
Ten DISH Districts plus CHREP Districts							
1 dispenser Protector = 60 condoms. 1 dispenser New Pilplan = 60 cycles							
1 dispenser Injectaplan = 10 vials.							
District	Protector		New Pilplan		Injectaplan		District %
	No. Disp.	District %	No. Disp.	District %	No Disp.	District %	
Kampala	6734	40.4%	120	17.4%	119	42.7%	
Jinja	832	5.0%	78	11.3%	40	14.3%	
Kamuli	1185	7.1%	77	11.2%			
Luwero	155	0.9%	3	0.4%	1	0.4%	
Masindi	405	2.4%	28	4.1%			
Kasese	605	3.6%	96	14.0%			
Masaka	657	3.9%	18	2.6%	32	11.5%	
Ntungamo	293	1.8%	6	0.9%			
Rakai	423	2.5%	15	2.2%	4	1.4%	
Mbarara	1167	7.0%	25	3.6%			
Kabale	238	1.4%	14.5	2.1%			
Kisoro	0	0.0%	0	0.0%			
Rukungiri	132	0.8%	3.5	0.5%			
Others	3835	23.0%	204	29.7%	83	30%	
<b>TOTAL</b>	<b>16,661</b>	<b>100%</b>	<b>688</b>	<b>100%</b>	<b>279</b>	<b>100%</b>	
Others: Iganga, Kabale, Bushenyi, Kabarole, Mbale, Mubende, Tororo, Mukono, Hoima Mpigi							
Also includes Institutional Sales (primarily Kampala), sales made by Training Team, and promotional sales on-site at Group Africa Roadshows.							
SOURCE: SOMARC Uganda project MIS for DISH-SOMARC Sales Force							

**Attachment 9**

**Project Spending and Accruals Report 1 Oct - 31 Dec 96**

Spending/Accrual Analysis				
1st Quarter FY 1997				
1 Oct 96 - 31 Dec 96				
Line Items	Spent/Accrued 10/96-12/96 Buy In	Spent/Accrued 10/96-12/96 Field Support	TOTAL FY 1997 SPENT/ACCRUED as of 12/31/96	
1. Technical Assistance	39,660.46	7,125.00	46,785.46	
2. Implementation Costs	72,597.38	126,860.00	199,457.38	
3. Commodities	0	0	-	
4. Project Management	84,928.07	72,435.81	157,363.88	
5. Evaluation				
<b>TOTAL</b>	<b>\$ 197,185.91</b>	<b>\$ 206,420.81</b>	<b>\$ 403,606.72</b>	

31