



**TANZANIA MARKETING AND COMMUNICATIONS
(T-MARC) PROJECT FOR HIV/AIDS, REPRODUCTIVE
HEALTH AND CHILD SURVIVAL**

ANNUAL REPORT

**PROJECT YEAR 5, FY 2009
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I. Executive Summary

Fiscal Year 2009 marked the fifth year of the T-MARC Project, and the second year of operations for the T-MARC Company Limited. The T-MARC Project produced significant achievements in FY09 in its core program components – marketing, communication, partnership and cooperation – and its core health thematic areas, HIV/AIDS, family planning/reproductive health, child survival, and malaria. Key achievements and results are outlined below.

HIV/AIDS Platform

The T-MARC Project continues to expand and enhance its two successful HIV/AIDS communication campaigns that address faithfulness/partner reduction and correct and consistent use of condoms. The *Sikia Kengele: Tulia Na Wako* initiative continued to use large mobilization events to influence communities with relatively high proportions of most at risk populations (MARPs) to “be faithful” (resulting in partner reduction) to avoid HIV infection. The companion *Vaa Kondom* generic condom initiative promotes the correct and consistent use of condoms amongst MARPs that work and live along key transportation communities. These complementary initiatives are major contributors toward the enactment of USAID/PEPFAR’s “ABC” HIV prevention strategy in Tanzania.

During the first quarter, T-MARC participated in the Uhuru Torch climax where T-MARC was recognized as one of the lead partners supporting the Ministry of Youth, Labour and Development in implementing the torch activities through the *Vaa Kondom* initiative.

This year T-MARC reissued small grants to the same ten NGO/FBOs implementing *Vaa Kondom* and *Sikia Kengele* activities in their communities. Through the new *Jipende!* Program, T-MARC engaged nine sub-grantees to implement programs for sex workers and women engaged in transactional sex across eight regions; T-MARC provides training curriculum and technical assistance to the sub-grantees.

T-MARC submitted abstracts to the annual HIV implementers meeting and two abstracts were selected to be presented during the partners meeting. Three staff members attended the meeting which was held in Windhoek, Namibia in June 2009.

Throughout the year, T-MARC conducted several formative assessments to influence new programs. In particular, during quarter four, MOHSW requested that T-MARC conduct a qualitative assessment on the behaviours, perceptions, and attitudes of Tanzanians toward PMTCT including motivators and barriers to the use of the service.

T-MARC developed and implemented a hybrid distribution strategy to scale up Dume’s sales performance and availability to non-traditional channels where Shelys distribution

infrastructure is limited, and a “C-Vendor” initiative is being rolled out in Dar es Salaam to test the effectiveness of condom vending machines in hot spots. For FY08/09 total of 15,861,480 pieces of Dume were sold exceeding annual sales target by 9% and the previous year’s sales by 31%. T-MARC continued to focus Lady Pepeta’s distribution efforts on retail outlets and institutional accounts as a strategy to control illegal exportation to Mozambique. This affected the brand’s sales performance which sold a total of 430,080 pieces, achieving only 43% of its annual sales target of one million pieces. Going forward, T-MARC will supply limited volumes of Lady Pepeta condoms to wholesalers in the Lake and Northern zones where the problem of exportation to Mozambique is minimal unlike the Eastern, Southern and Southern Highland zones.

Efforts to integrate WASH (Water, Sanitation and Hygiene) activities into HIV care were initiated in the last quarter of this year and T-MARC began the procurement and preparations for the distribution of PUR water treatment tablets to people living with HIV/AIDs through the USAID’s Home Based Care implementing partners.

Mama Ushauri Platform: Family Planning/ Reproductive Health/Malaria

Flexi P, the oral contraceptive pill (OCP) distributed by Shelys and supported by the T-MARC project, continued to gain volume momentum and strengthen its market position. Flexi P sales were 1,504,260 cycles, which is a 30% sales growth compared to last year. T-MARC continued to support family planning communication initiatives in Tanzania. Following the success of last year’s “*Mama Ushauri IV*” radio serial drama, T-MARC has developed and launched “*Mama Ushauri V*”. The new season will continue to promote modern family planning methods, zinc therapy for the treatment of childhood diarrhoea, low osmolarity ORS to decrease chances of dehydration, Vitamin A supplementation, promotion of maternal and child health including early attendance to clinics, delivery at health facilities with skilled providers, use of bed nets for children under five and pregnant women, and uptake of both IPTi and IPTii for malaria prevention in pregnant women and prevention of mother to child transmission of HIV. Through collaborative discussions with the AED-managed Point of Use Water Disinfection and Zinc Treatment (POUZN) project and Shelys, T-MARC continued to support the sales and distribution of locally manufactured Lo-ORS (SAVE brand) and zinc treatment (PedZinc brand) products. The malaria mystery client survey was completed and shared with TFDA, NMCP and other malaria partners. This year T-MARC designed a pilot for using of private sector CBDs to providing health awareness and products to rural households.

Partnership and Cooperation

Partnerships are at the core of the T-MARC Project’s business model. The T-MARC Project continues to grow and strengthen partnerships and cooperation with Government of Tanzania through Ministry of Health and Social Welfare, TACAIDS, NACP, RCHS by engaging them in a review of T-MARC’s work plan. Through partnership with Ministry of Health and Social Welfare T-MARC signed the

Memorandum of Understanding with the Government of Tanzania through Ministry of Health and Social Welfare.

T-MARC also continues to strengthen partnership with the private sector partner such as Zain and Zongshen who were engaged on Sikia Kengele SMS promotion. New types of partnerships are being developed through the CBD pilot and the C-Vendor initiative and new potential partnerships have been explored with Coca Cola, Proctor and Gamble and SABMiller. During its fifth year, T-MARC partnered with nine new NGOs through the *Jipende!* grants program.

Monitoring, Evaluation and Research

T-MARC conducted a formative assessment on sex workers and women engaged in transactional sex and held a panel discussion to share the findings with partners. T-MARC conducted the baseline study for the C-Vendor initiative to establish values before introducing vending machines in 50 outlets in Kinondoni district of Dar es Salaam. A follow up study will be conducted later to assess changes in condom sales; results will be used to assess whether self serve machines can facilitate the availability of condoms in high risk outlets and hot spots with discretion and minimal effort.

Program Management

This year the T-MARC Company acquired four projects: Family Matters, UHAI-CT, Maisha, and Champion. All are for five years; one is funded by CDC and three are funded by USAID. All projects have a total budget of USD 9 million.

The T-MARC Project was evaluated; USAID commissioned a consultant to review the project objective against performance. The evaluators recommended various items to strengthen the performance and AED and the Company have been working very hard to address the recommended actions raised by the evaluator.

T-MARC Company launched its website on June 5th, 2009.

The T-MARC Project was granted an extension of one year and will now conclude in September 2010, instead of September 2009. During this year, T-MARC Company held two Board of Directors meetings; in these meetings the Board approved the Operations Manual and Human Resource Manual. The Company acquired the Microsoft Serenic Navision accounting software to manage financial transactions and HR management.

II. HIV/AIDS

Dume Condoms

This year T-MARC developed and implemented its hybrid distribution strategy to scale up Dume's sales performance and availability coverage in non-traditional channels where Shelys' distribution infrastructure is limited. The lack of non-pharmaceutical stock replenishment centres (FMCG wholesales agents) was identified as a key barrier to Dume's reach in these outlets. Dume's availability in these outlets is essential not only because they are preferred by consumers, but also because the universe base for these outlets is vast--ensuring wider availability for the brand which translates to larger sales volumes and brand sustainability beyond donor funding. To establish this network of FMCG dealers, T-MARC hired five zonal sales and marketing officers to address the brand's distribution challenges in all six Tanzanian zones. Twenty-five FMCG dealers have been recruited and are in the process of being formalised through dealer agreement contracts in Dar es Salaam, Mbeya, Iringa, Mwanza, Shinyanga, Tabora, Morogoro, Arusha, Manyara, and Dodoma. More than 66,000 retail outlets were reached this year of which 18,807 were penetrated with Dume products through both the hybrid program and Shelys.

T-MARC launched a sales cyclist program in support of 14 Dume dealers in Dar es Salaam, Arusha, Dodoma, Tabora, Mwanza, and Mbeya. More than 10,000 outlets were serviced by this campaign. The campaign operates by using cyclists who uplift stock from Dume dealers to sell across retail outlets in their respective territory. The campaign has the following benefits:

- Helps build relationships with the dealers
- Liquidates stock at a much faster rate through this 'push' sales system which allows quicker restocking and thus enhancing Dume sales.
- Demonstrates to the dealers the benefits of having the 'push' sales system in terms of obtaining higher revenue compared to the passive sales system that dealers often rely on
- Enhances product availability at the retail level and raises awareness among retailers about stock replenishment centres through referrals to the dealer in their respective areas thus maintaining product availability at the retail level.

These efforts have supported Dume's sales performance which sold 15,861,480 pieces this year exceeding the sales target of 14,400,000 pieces by 9%. Additionally, Dume has achieved a sales growth of 31% from FY08.

Other distribution initiatives conducted this year include the development of strategies for the introduction of condom vending machines to be piloted in Dar es Salaam and for the establishment of a customer call centre in support of T-MARC brands. T-MARC is

currently working on a close out strategy for the hybrid distribution program and the sales cyclist program.

T-MARC continued to implement both “above the line” and “below the line” demand creation activities to strengthen Dume’s awareness and use particularly amongst the brand’s high risk target audience. To engage Dume’s target audience in an interpersonal level, T-MARC picked two platforms that command high interest among these groups (music and football). T-MARC implemented the Dume football tournament in Dar es Salaam, Mbeya, and Iringa; and the Dume miners’ concerts in four mining communities in Kahama, Mwadui, Geita, and Mererani. T-MARC also leveraged *Vaa Kondom* truck stop activations to promote Dume among truck drivers and community members in these high prevalence transportation corridors. In addition, Dume was promoted during the Saba Saba and Nane Nane public events. Through these activities Dume promotion reached almost 240,000 individuals. For above the line marketing, more than 2,000 Dume radio commercials were aired across seven national and regional radio stations: Radio Free Africa, Clouds FM, Radio One, TBC1, Voice of Tabora, Bomba FM and Ebony FM.

Lady Pepeta Condom

T-MARC continued to focus Lady Pepeta’s distribution efforts on retail outlets and institutional accounts as a strategy to control illegal exportation to Mozambique. This affected the brand’s sales performance which sold a total of 430,080 pieces, achieving only 43% of its annual sales target of one million pieces. T-MARC is in the process of hiring a Lady Pepeta sales and marketing officer for institutional accounts to scale up the recruitment of relevant NGOs and private companies (with a worksite HIV program). Additionally, T-MARC will supply limited volumes of Lady Pepeta condoms to wholesalers in the Lake and Northern zones where the problem of exportation to Mozambique is minimal unlike the Eastern, Southern and Southern Highland zones.

Lady Pepeta’s key demand creation activities this year were the face to face brand promotions targeting WETS, barmaids and SW through street activations in hot spots, brothels, guesthouses, bars, and salons reaching over 14,000 people in Dar es Salaam alone. As part of this campaign, owners of bars, guesthouses, brothels, and hair salon were sensitized on the importance of having a HIV peer education program in their establishments in an effort to reduce HIV transmission rates among their employees and clients. These ‘influencer’ workshops reached 900 bar, guesthouse, brothel, and salon owners. T-MARC also leveraged the *Jipende!* sub-grantees’ peer educator program to promote Lady Pepeta during their workshops reaching more than 500 SW and WETS with Lady Pepeta brand messages and product demonstrations. T-MARC capitalized both the grantee NGOs and the peer educators they train with Lady Pepeta products; sales revenues obtained from their sales will be used as a revolving float to procure additional products from T-MARC. Lady Pepeta leveraged Dume, *Vaa Kondom* and Flexi P in a variety of interpersonal activities including the Dume football

tournament and miners' concerts, *Vaa Kondom's* truck stop activations, and Flexi sponsored market day activations (where Lady Pepeta was promoted as dual method for HIV prevention and family planning). Lady Pepeta was also promoted during public events including World Population Day, Saba Saba and Nane Nane. To expand Lady Pepeta's brand awareness and credibility, Lady Pepeta was promoted through the media for the first time this year, airing almost 1,000 spots across four radio stations with high target audience listenership: RFA, Clouds FM, Times FM and Magic FM.

Challenges encountered

- Dume's outlet penetration efforts were compromised by insufficient van sales delivery services; the vans for the lake and northern zones were out of service for most of the year.
- Lack of vehicles for the zonal coordinators challenged their distribution efforts as they had to rely on public transportation which is time consuming and restrictive.
- T-MARC continued to manage and pay the costs of packers due to Shelys restrictions on the number of casual workers they can recruit at a time.
- The total condom category shrank by 6% this year due to the economic crisis as condoms are not considered priority products.
- A growing preference for product attributes such as studs and flavours have continued to challenge Dume's uptake, as the brand does not have these offerings.
- T-MARC had to take over the distribution of Lady Pepeta due to Shelys' lack of sales control to blacklisted customers.
- Lady Pepeta's face to face brand promotions were challenged by the implementing partner's deviation from strategy and route plan without prior notification to T-MARC as well as delays in report submissions.
- One of the bicycles for the cyclist program was stolen in Dar es Salaam.

Vaa Kondom

During quarter one of 2009, T-MARC was recognized as one of the lead partners during the climax of the Uhuru Torch held in Tanga region and attended by President Jakaya Kikwete. This recognition was for the support that T-MARC has provided to the Ministry of Youth, Labour and Employment in implementing the Uhuru Torch. T-MARC has continued to promote and enhance awareness of the *Vaa Kondom* initiatives in Dar es Salaam and upcountry.

The Risk Reduction Days initiative continued with the rollout in nine mainland regions (Dar es Salaam, Pwani, Mtwara, Ruvuma, Mbeya, Iringa, Kilimanjaro, Singida, and Mwanza) by conducting bar activations, popular market activations, and focus group forums. Through T-MARC's contractor, Integrated Communications, three teams were deployed to conduct activities in the regions.

Activity	No. conducted	Male Reach	Female Reach
Bar Activations	133	25,392	19,471
Market Activations	116	75,609	69,707
Group discussions	492	46,848	34,173

T-MARC continued to participate in national events. In collaboration with the marketing department, T-MARC participated in the World Aids Day celebrations in Kigoma region. During the climax activities, T-MARC was recognized with an award for best participant.

Vaa Kondom activations were also incorporated into public events such as Saba Saba and the Uhuru Torch. T-MARC conducted mobilization and sensitization activities promoting *Vaa Kondom* and sales and distribution of Dume and Lady Pepeta condoms. Brand talks and edutainment were conducted by comedians and condom dissemination and sales were available at the booth. T-MARC also negotiated with the Voice of Tabora radio station to get free air time to discuss HIV prevention activities in the region. Courtesy visits, including distribution of branded materials, were made to the District Commissioner, Regional Administrative Secretary, and other influential members of the district. The table below summarizes the numbers reached:

Activity	Male Reached	Female Reached
Uhuru Torch (Night stop activities)	300	293
Uhuru Torch Mobilization activities in Temeke district	430	487
Uhuru Torch Mobilization activities in Kinondoni district	376	389
Uhuru Torch Mobilization activities in Ilala district	316	304

T-MARC will be participating in the Uhuru climax which will take place in Butiama, which is located in Mara region.

During Saba Saba, T-MARC leveraged both its HIV and *Mama Ushauri* platforms by conducting IPC activities, promoted counselling and testing, and conducting group discussions through the two T-MARC booths at the TACAIDS (Tanzania Commission for AIDS) and United States Government pavilion. During the Nane Nane events, T-MARC participated in Dodoma, Mbeya, Tabora, Arusha and Mwanza regions.

Although the development of new radio spots for *Vaa Kondom* was finalized during the second quarter, T-MARC and USAID jointly agreed not to continue promoting this initiative through mass media. *Vaa Kondom* will be promoted through interpersonal communication (IPC) activities while refocusing the prominent mass media efforts towards advertising T-MARC's own condom brands. This was strategically planned in order to increase the weight of the Dume and Lady Pepeta condoms in the market place as opposed to generic condom communications.

During the fourth quarter, T-MARC continued to promote and enhance awareness of the *Vaa Kondom* through the truck stop initiative, which was activated in 23 major truck stops in along two of the main transportation corridors in Tanzania. A dipstick assessment was conducted in four sites to assess the knowledge, attitudes, and behaviours related to HIV risk. The results of this study were used to design the initiative. T-MARC implemented this activity through Integrated Communications(IC), an experiential marketing company. IC hired two teams that were deployed to implement activities in Pwani, Morogoro, Iringa, Mbeya, Shinyanga, Singida, Tabora, and Tanga. Activities conducted during this campaign included peer education, community mobilization, and sensitization as well as outreach HIV counselling and testing services. This campaign enabled truck drivers and their partners to be counselled on safe sex practices as well get tested for HIV through outreach CT services. Issues that were addressed during group discussions included correct condom use and common myths and misconceptions. Dume and Lady Pepeta were on display and for sale in the guest houses, bars, and other outlets near activation sites. Truck drivers were sensitized and educated to influence and educate their peers to adopt positive behaviours. In order not to duplicate efforts, T-MARC and FHI/ROADS Project agreed that T-MARC would focus on Tunduma, Makambako, and the Port of Dar es Salaam. T-MARC informed truckers of the locations of the FHI/ROADS Safe T Stop sites.

Sikia Kengele

In the first quarter, T-MARC continued with its participation in national events under its *Sikia Kengele* initiative. Activities included World Aids Day celebrations in Kigoma and Uhuru Torch climax activities held in Tanga region, as described in the first part of this report. T-MARC continued developing new radio PSAs to support the initiative in collaboration with the Stradcom project. The new spots were positioned to address sexual satisfaction among married couples and enhance partner communication. *Sikia Kengele* PSAs continued to be broadcast on national and regional radio stations.

T-MARC issued an RFP to potential experiential marketing agencies to conduct *Sikia Kengele* outreach activities and complement the NGOs receiving small grants through Africare. T-MARC also finalized the development of the *Sikia Kengele* faithfulness manual, in collaboration with AED. During the third quarter, T-MARC completed the translation and pre-testing of the manual. Printing was completed during the 4th

quarter. The manual will be used to train the *Sikia Kengele* implementing teams as well as to guide peer education activities that T-MARC shall implement in the next fiscal year. Sub-grantees who were implementing *Sikia Kengele* under the Africare grants program will also receive the manual in order to continue with outreach activities. T-MARC also participated in a workshop convened by NACP to develop a national curriculum for faithfulness.

T-MARC successfully conducted an SMS based promotion in partnership with the Zain mobile communications company and Zongshen Motorcycles to promote *Sikia Kengele*. The initiative was aimed at providing accurate information about HIV prevention including faithfulness and partner reduction through leveraging the mobile phone network. The promotion ran for ten weeks and a total of eight draws were conducted with various prizes including 30 Zain mobile phones, 1.5 million worth of airtime top-up, and the grand prize, a Zongshen motorcycle. More than 42,000 people participated which was verified from tracking people that participated in the promotion.

During the second quarter, T-MARC finalized the outreach procurement which commenced in May 2009 in Dar es Salaam and upcountry. The initiative combined prevention messages including couples counselling and testing, promotion of PMTCT services, and male involvement on health issues. T-MARC began broadcasting new radio spots for *Sikia Kengele* which focus on partner communication. These radio spots, which began in the third quarter, help support the *Sikia Kengele* outreach activities in Dar es Salaam and upcountry as well as Saba Saba and the Uhuru Torch activations. Outreach activities include mobilization of stakeholders, communities, and individuals, peer education training sessions, provision of HIV counselling and testing services and message dissemination of PMTCT messages through skilled counsellors. Five teams were deployed targeting 20 mainland regions which will be visited twice during the year. During quarter four, outreach activities continued with the experiential marketing team conducting 35 big bell events in 20 mainland regions. A total of 867,202 individuals were reached during these activities.

The scopes of work and necessary procurement approval for the new *Sikia Kengele* outdoor campaign (billboards, signboards, and wall brandings) were finalized in the third quarter, with cost negotiations having started for the wall branding campaign. The outdoor campaigns for billboards, signboards and mass media are expected to commence during the first quarter. M & M Communications were awarded the contract for developing *Sikia Kengele* communication under a competitively bid indefinite quantity contract (IQC). T-MARC reviewed the first drafts of their creative concepts which will be finalized in Q1 FY09.

Small Grants Program for *Vaa Kondom* and *Sikia Kengele*

During the first quarter, T-MARC re-issued small grants to the same ten NGO/FBOs to implement *Vaa Kondom* and *Sikia Kengele* activities in their communities. These

organizations were working along the main transportation corridors and near mining, plantation, and fishing sites. The second half of the funds amounting to \$60,000 was already disbursed to the ten NGOs.

T-MARC's contract with the ten NGO/FBOs for implementing the *Vaa Kondom* and *Sikia Kengele* communication activities in their communities came to an end in May 2009. Africare, who was managing the grants in collaboration with T-MARC, conducted an end of project workshop. Each of the organizations (KIHUMBE, CAN ASSOCIATES, OAK TREE, BAKWATA, DELIRA, MAPERECE, AFNET MANYONI, SPW, and FOUNDATION HELP) presented a recap of their activities, while T-MARC presented overall findings and emphasized the need for an MOU for each organization. It was agreed that the organizations will continue to support T-MARC's HIV prevention programs in future.

Jipende!

In the third quarter, T-MARC's new Jipende! program targeting sex workers and women engaging in transactional sex (WETS) awarded grants to NGOs/CBOs/FBOs to deliver HIV prevention interventions to women in high-risk HIV-affected communities in Tanzania, particularly those along the transportation corridors and in workplace areas with high concentrations of men away from home.

During the first quarter, proposals submitted by potential organizations for funding were evaluated. An evaluation team comprised of T-MARC's Managing Director, Finance and Administration Director, Marketing Director and Communications Director evaluated 40 proposals. Twenty-one organizations were short listed for further evaluation. A compilation of the evaluation process was shared with USAID and AED for approval; fourteen were selected.

In order to develop T-MARC Company's capacity to manage a grants program, AED provided T-MARC Company with a grants specialist, Heide Fabiano, to train them and develop a fixed obligation grant (FOG) mechanism. The specialist helped to set up the financial and technical reporting system for the grants program. The remaining potential grantees were given a financial management questionnaire along with other required documentation. Out of these fourteen organizations, eleven were successful and were invited to participate in a pre-award workshop explaining the grant mechanism and key components of the program in Dodoma during the last week of April 2009. The sub-grantees then revised their proposals based upon the inputs from the workshop. Of the 11 groups, nine were selected for funding.

Simultaneously, AED worked in conjunction with T-MARC Company to develop a curriculum which addressed the specific needs of each group. T-MARC collaborated closely with Lucia Kramer, a BCC Specialist from AED, and Program Officer, Jenny Barker, who provided content and design input for the peer learning guides for sex workers and WETS as well as the partner training guide. AED/T-MARC developed a Training of Trainers Guide for participants to engage peer leaders in their community.

In addition, two separate manuals for SW and WETS were developed in order to target specific audiences with differing needs. This training guide is part of T-MARC's broader program which builds on the work done in the past to create healthier lives for SW and WETS, and to reverse the growing numbers of women who are infected with HIV.

In quarter three, T-MARC recruited a Program Officer (Thecla Mendile) to provide technical assistance to the grantees implementing the sex worker and women engaging in transactional sex program. In June, T-MARC hosted a post-award workshop in Dodoma with the nine selected organizations and their peer educators. Ms. Kramer conducted a training of trainers session with the Program Officer for the post-award workshop. During this workshop, the peer leaders were trained on the partner training guide and on approaches to reach out to sex workers and WETS. At the Jipende! Post Award Workshop grantees were given the officially designed and printed English version manuals and the draft Kiswahili translation to act as a test pilot for the translated content before formal printing. At the completion of the four day training, all the participants received promotional products, a Certificate of Completion and the grantees officially signed their contracts with the Jipende! program. It was agreed that these organizations will become focal points for Lady Pepeta through creation of resource centres.

In June, T-MARC presented a poster at the annual HIV Implementers meeting in Namibia. The abstract was based on the formative assessment that was conducted to understand the context and culture in which sex work and informal sex is taking place. The poster was entitled "*Assessing the Sexual Behaviour of Sex Workers and Women Engaging in Transactional Sex in Developing a HIV Prevention Program in Tanzania.*" On August 28, T-MARC conducted a panel discussion on the results of the formative assessment, "Women Engaged in Sex Work and Transactional Sex: A Formative Assessment of the Context and Culture". The panel also discussed the use of the research in the design and implementation of T-MARC's NGO Grants Program Jipende!. The panel included the T-MARC Company Directors of Communications and Monitoring and Evaluation, the Senior Research Executive of Research International Mary Randiki, as well as FOPAD Program Officer Mr. Mgesi Juma. The panel discussion was attended by USAID, implementing partners, international and national NGOs, representatives of the GOT, researchers, and other stakeholders.

During the fourth quarter, T-MARC continued working with the selected nine sub-grantees: Alliance for AIDS Control, Care for the Needy Tanzania, Chimaba Sanaa Group, Development and Life Relief Association (DELIRA), Foundation HELP, Foundation for Promoting People's Awareness and Development, Kikukwe Community Development Initiatives, Tabora NGOs Cluster, and Umwema Group

Morogoro Trust Fund. These sub-grantees are working in Dar es Salaam, Morogoro, Mara, Shinyanga, Kigoma, Kagera, Tabora, and Ruvuma.

The sex worker manual was translated into Kiswahili, however the pre-testing exercise determined some editing errors that the translators needed to rectify. Final draft and production was finalized during the fourth quarter. Four hundred copies were printed and distributed to the nine sub-grantees to be used in trainings. Sub-grantees are receiving voucher payments for milestones accomplished. The grantees have been receiving materials in support of the peer education and outreach program including Swahili TOT, SW and WET manuals, Dume and Lady Pepeta condoms, *Vaa Kondom*, Dume, and Lady Pepeta T-shirts, aprons, and baby dolly tops. The grants Program Officer has provided technical assistance to five NGOs (FOPAD, Chimaba, Umwema, Tabora NGO Cluster, and Foundation Help) since the training implementation started.

These organizations will become focal points for Lady Pepeta through creation of resource centres. The NGOs have received capitalized stock of Lady Pepeta and have started selling it to targeted populations. They will re-stock based on the sales revenues collected from this capitalized stock. T-MARC has been providing sales support through the zonal sales coordinators.

The success of the Jipende Program in reaching this high risk target audience with both HIV prevention training as well as condoms (Lady Pepeta), has sparked plans for expanding the Jipende Program to beauty salons in hot zones. A concept paper for this initiative has been developed and the design of a feasibility study is in process. The activity is scheduled for the roll out in FY10 pending approval.

Other Activities

PMTCT

Mama Ushauri episodes were aired which featured a PMTCT storylines. Dedicated Q and A episodes were also aired which focused on PMTCT issues arising from the radio drama. During quarter four, *Mama Ushauri* season five began airing. The PMTCT storyline is again one of the themes addressed in the drama. A dedicated Q and A episode will continue to be aired in season five. T-MARC has contracted a vendor who will be charged to develop radio vignettes for PMTCT. T-MARC plans to host a workshop to brainstorm the story lines and skits that will be used during the drama. T-MARC participated in a regional PMTCT meeting which was held in Arusha in March 2009; the focus of this meeting was integration of PMTCT services in Tanzania.

A partners' meeting was held to identify BCC gaps for PMTCT, review messages, and assemble materials. In quarter four, T-MARC was requested by the MOHSW to conduct a qualitative assessment on the behaviours, perceptions, and attitudes of Tanzanians towards PMTCT including motivators and barriers to the use of services. This information will be used to identify central themes and design tailored messages

and strategies for PMTCT as part of the MOHSW's national communication strategy to fight HIV/AIDS. AED BCC expert Joan Schubert has provided technical assistance to T-MARC and the MOHW in the development of the research design. Four regions were proposed for the study: Pwani, Dar es Salaam, Iringa, and Mara. Two meetings were held with PMTCT implementing partners to collect key questions for the assessment, research assistants were recruited, and the study commenced on 5th September in Iringa. Data collection is expected to end in mid October and a preliminary report will be disseminated in November.

Male Circumcision (MC)

T-MARC met with the MC demonstration partners (JHPIEGO, ICAP, PharmAccess) in the second quarter to review work plans and align activities required to start the demonstration project. T-MARC is developing BCC materials to be used by providers and clients at the MC sites. T-MARC participated in a MC technical working group meeting to review materials to be used by health providers. A workshop to adapt these materials was also held. The National Institute of Medical Research (NIMR) began a formative assessment to analyze knowledge, attitudes, and practices about male circumcision. The findings of this report will be used to inform the design of the materials. In the fourth quarter, T-MARC held a BCC workshop with MC stakeholders to develop and review materials and messages. T-MARC awarded Lowe Scanad the contract to design a group counselling flipchart and client brochures. These materials have been shared with partners and, upon approval, T-MARC will submit the artwork to the MC partners for printing.

HIV and Alcohol

Three USAID-funded initiatives, T-MARC, STRADCOM, and UJANA, have come together to propose a special initiative on HIV and alcohol. The goal of the initiative is to mitigate the role of alcohol in HIV-related sexual risk-taking. T-MARC continued to collaborate with FHI/Ujana and JHU-CCP/Stradcom, to implement "Safe Passages," a collaborative HIV prevention initiative designed to reach high-risk youth, including hardest hit HIV regions. T-MARC was tasked with taking the lead on developing a comprehensive HIV and alcohol strategy, developing messages and materials that would be targeted at both high risk youth and adults. JHU-CCP/Stradcom is the lead partner on cross-generational sex and all activities are under the Fataki umbrella. FHI/Ujana is the lead in developing messages related to reduction in multiple partners.

The Safe Passages partners jointly held a strategic communication workshop on alcohol, MCP and HIV/AIDS from February 5th - 10th. This workshop included presentations on the alcohol policy in Tanzania and formative assessment conducted in Pwani region. An output of this workshop was the development of prototype communications materials including PSAs and posters. These materials were pre-tested and feedback was incorporated into a final report. The results of the pre-test of messages were not conclusive and did not provide a clear strategic direction for HIV and alcohol. At a

subsequent meeting it was decided that T-MARC would conduct focus groups in order to obtain more information on the context of drinking and behaviour of the target audiences. T-MARC received assistance from an AED BCC consultant (Lisa Jamu), in designing the communications strategy for this initiative based on the additional qualitative research. The strategy was shared with the other safe passages partners for their input. Creative development of the materials for this initiative started in the fourth quarter. Lowe Scanad's first draft of a design for the logo and tagline was developed and shared with T-MARC and the Safe Passages partners. Additional designs will be developed and finalized during the first quarter of FY10. A workshop to develop messages for the various target groups is also scheduled for the Q1 FY10.

Water Sanitation and Hygiene

In FY2009, the T-MARC Project expanded its portfolio of activities to include the promotion of improved hygiene and safe drinking water for people living with HIV/AIDS (PLWHA) participating in the PEPFAR home based care (HBC) program in Tanzania. AED expert in clean water use, Kara Tureski provided technical assistance to T-MARC for this new initiative. To inform the design of this activity, T-MARC conducted: 1) a desk review of water, sanitation, and hygiene (WASH) best practices and activities; 2) designed and conducted a mini PUR (water treatment technology) acceptability and product-usage study; 3) surveyed HBC partners; and 4) conducted key informant (KI) interviews with HBC partners, sub-implementing agencies, and volunteers. T-MARC negotiated PUR product pricing with Segerea Pharmacy; held regular dialog with Procter & Gamble (P&G), the product's manufacturer; and procured 6.8 million sachets PUR (to be delivered during November/December 2009).

To complement the distribution of PUR to HBC partners, T-MARC designed and developed supporting communications and training materials aimed at improving hygiene and safe drinking water practices. T-MARC developed content for a flip chart, PUR user instruction sheet, sticker, and community poster; identified and procured the services of a creative firm to design the materials; oversaw the photo shoot; and worked with the creative firm through numerous rounds of revisions towards material finalization for pre-testing. The BCC materials will be pre-tested and finalized in October 2009. T-MARC also developed a facilitator's guide for HBC partners to use in training HBC supervisors and volunteers in advance of the PUR roll-out. This training manual was pre-tested in Mswakini village at the end of September under a small P&G-funded Project. The manual will be translated and finalized in the 2010 first quarter.

T-MARC is also integrating WASH into HIV Care programs in Tanzania. T-MARC will carry out a formative assessment in four regions and in collaboration Family Health International (FHI) T-MARC will pilot the integration of WASH into the Prevention in Positives Program FHI is piloting in Morogoro. In the fourth quarter, Sande Calliers and Dr. Eleneore Seumo, AED WASH/Behaviour Change Advisors, travelled to

Tanzania to help establish the activities of the program, set up the collaboration with FHI and identify T-MARC staff to implement the activities.

In the fourth quarter, T-MARC collaborated with the World Bank, SNV, UNICEF, WaterAid and Ministries (Health and Social Welfare, Water and Sanitation) to plan the first celebration in Tanzania of Global Hand Washing Day.

C-Vendor

Other condom sales and distribution methods that will reach the target audiences include a C-Vendor initiative. For the C-Vendor pilot initiative, T-MARC has procured 100 condom vending machines which will be placed in 50 bars in hot spots Dar es Salaam. T-MARC has identified a C-Vendor businessman who will service and maintain the vending machines and keep them stocked with condoms

Monitoring, Evaluation and Research (MER) for HIV/AIDS

During the first quarter T-MARC's MER department visited the AFFORD project implemented by the Uganda Health Marketing Group in Kampala, Uganda. One objective of the trip was to gain knowledge about UHMG's MER systems and exchange experience on research, data capturing, storage, and reporting. The key learning for T-MARC is that most of UHMG's activities are supported by evidence and data. For some programs, implementing partners gather their own evidence based information and provide concrete information to complement and enrich UHMG research activities. Further, UHMG conducts an in-house retail audit. UHMG's implementing partners have online reporting and a hotline to gauge feedback and provide answers to questions raised by the public. The MER Department can utilize this learning and look for ways to apply it in the T-MARC Company.

In quarter one, AED and T-MARC Company launched a joint GIS/GPS pilot activity that objectively measured coverage, quality of coverage, and access to condoms. Initiating a south-south collaboration and tapping expertise from its sister project in Nepal, the GIS mapping of condom coverage in hot-zones is a methodology which allows program managers to make an assessment of product availability and accessibility using pre-defined criteria for coverage, quality of coverage, and access. The findings can be used to achieve many programmatic objectives including: 1) tracking and monitoring outlets and increasing product penetration; 2) developing benchmarks for marketing strategies; and 3) providing country-level data to influence future programmatic activities. This study used existing GIS population layers and specially created maps of geographical areas with data to demonstrate the findings. After successfully completing the three-week pilot, the team presented the process, findings, and next steps to T-MARC Company, AED, and USAID. Overall, condom coverage in the pilot area was good, with over 80% of high-risk areas having at least one condom-selling outlet per two high-risk meeting places or hot spots. However, the

quality of condom coverage remains poor in certain areas primarily due to stock outs and low promotional material visibility.

T-MARC's MER department successfully submitted a related abstract to the HIV implementers meeting held in Namibia in June 2009. The abstract was titled "Strengthening Program Design and Services: Measuring Products and Services Performance through GIS Application: Pilot Study in Kinondoni, Dar Es Salaam, Tanzania". Lot Quality Assurance (LQAS) and GIS mapping - the methodologies used in this study - were identified as best promising practices.

AED also presented the GIS findings at the Perspectives on Impact Evaluation in Cairo at the end of March 2009. The conference title was 'Approaches to Assessing Development Effectiveness' and gathered 700 policymakers, practitioners, sponsors and other stakeholders in evaluation and in development. A two-page handout was developed highlighting the key elements and findings of the GIS pilot in Tanzania.

The T-MARC Company engaged a consultant to strengthen its data management and reporting. The role of consultant was to develop a database which will produce quality data related to program implementation. An M&E Officer (Idda Paul) was hired in August to help the team conduct more field visits to check data quality, completeness, and timeliness.

In the first quarter, T-MARC conducted research to inform the development of the Jipende! Grants Program. Research International was contracted to conduct qualitative research using focus groups and in-depth interviews in order to understand; the main contributing motivators for risky behaviour by Sex Workers (SW) and Women Engaged in Transactional Sex (WETS); the best way to communicate with each group and the most important information needed to reduce high risk behaviour. Research was conducted in urban and rural Dar es Salaam. Seven hundred respondents were interviewed (350 WETS/350 SW). Several of the key findings included that WETS are involved in various income generating activities as employed and self employed workers but they do not provide sufficient income to support themselves or their family. A significant percentage (73%) of WETS and SW reported that their friends and peers encourage them in their sex life. For WETS, more than half of the cohabiting women and a third of the married women were not living with their partners/spouses. Forty percent of the women who were co-habiting were sure that their partners had other sexual partners while 37% reported that they did not know. The frequency of condom use was 65% for partner one, 78% for partner two and 75% for partner three. Of respondents who did not use condoms with partner one, 76% said it was because they perceived them as trusted partners. AED/T-MARC produced a report entitled, "Women Engaged in Sex Work and Transactional Sex in Tanzania: A Formative Assessment of the Context and Culture."

Additionally, T-MARC conducted focus group discussions with youth and adults on alcohol and HIV and completed a report to influence program development with partners. The objective of these focus group discussions (FGDs) was to explore the behavior perceptions and attitudes of Tanzanian youth and adult drinkers who are currently consuming alcohol at levels that put them at risk for HIV and AIDS transmission. Focus group discussions were conducted among two main age groups namely youth and adults. Focus group discussions comprised of eight separate focus groups which were conducted in urban and rural segments. . Information collected on the behavior of these groups will be used to identify potential strategies for communicating with these consumers in order to reduce this risk through designing of strategies, messages and materials for HIV and Alcohol programs targeting these populations.

T-MARC identified and selected radio monitors to monitor all radio spots aired by both national and regional radios; these monitors will provide weekly reports to help make decisions on radio spot placement and selection of stations to effectively communicate messages. The reports will also help T-MARC to ensure spots are aired as agreed and planned.

As part of the PMTCT formative assessment, T-MARC participated in a PMTCT stakeholders meeting, conducted interviews, recruited field team, and conducted field research work in Dar es Salaam, Rufiji, and Iringa. Findings from the study will inform the development of a strategic communications plan and BCC materials designed to significantly increase demand and use of PMTCT services.

Additionally, T-MARC conducted the C-Vendor baseline study to establish values before introducing vending machines in 50 outlets in Kinondoni district of Dar es Salaam. A follow-up study will be conducted later to assess changes in condom sales for the 50 outlets. Results will help T-MARC to assess whether these self controlled machines can facilitate the discreet availability of condoms across high risk outlets and hot spots with limited effort.

The KAPB questionnaire design was completed and field activities began in Dar es Salaam in the fourth quarter. This study will use pre-post design to capture the impact of T-MARC'S health products and BCC campaigns; the baseline study was conducted in 2006. Results from the study will help to determine the impact that T-MARC interventions have had towards HIV prevention; it is being conducted in 13 regions where T-MARC interventions have been implemented.

T-MARC implemented recommendation made by data quality analysis (DQA) team conduct by Measure Evaluation and INOVEX; the initial assessment was conducted in 2008. Some of the improvements conducted by T-MARC after the initial assessment include establishment of an M&E plan with defined targets, allocation of an M&E

budget, creation of documentation policy, and establishment of a database. In the fourth quarter, T-MARC participated in a mini DQA which was conducted to assess the progress on implementation of recommendations. T-MARC was commended for the improvement it has shown in data quality and development on M&E plans. Measure Evaluation will continue to provide technical support to T-MARC's M&E unit to further improve data quality and management.

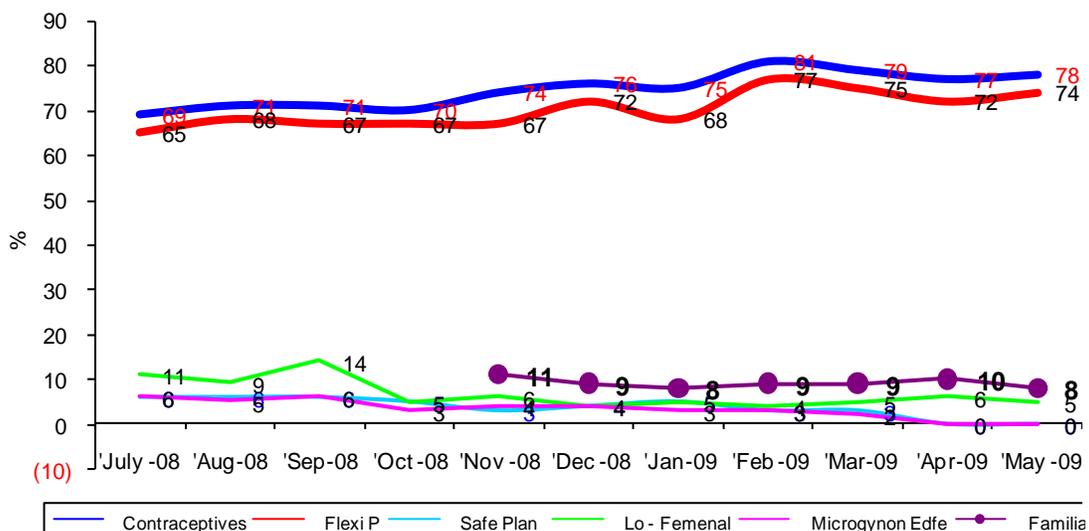
Other activities conducted include the retail audit tracking in five regions. Research International continued to present retail audit quarterly. T-MARC will continue with the retail audit in Dar es Salaam, Arusha, Morogoro, Mwanza, and Mbeya and conduct ad hoc visits to sampled outlets.

III. Mama Ushauri Platform (Reproductive Health)

Flexi P Oral Contraceptive Pills

Flexi P's sales performance has continued to grow selling 1,504,260 cycles in FY09. This figure represents a 30% growth from last year's sales performance and 4% above its FY09 sales target of 1,440,000 cycles. In distribution, Flexi P conducted trade activations in Dar es Salaam to enhance product availability and visibility in pharmacy type I outlets and introduced sales and trade incentive schemes to nurture support for the brand among the sales team and the trade. T-MARC leveraged the zonal sales and marketing coordinators to extend the brand's performance in their respective zones. These initiatives had a positive impact on Flexi P's distribution trends as the brand's availability increased from the 67% in September 2008 to 74% in May 2009. Other distribution initiatives include the development of Community Based Sales and Distribution (CBSD) strategy in support of T-MARC products including Flexi P. Collaborative discussions were held with Shelys and PRINMAT and an MOU for the CBSD Program has been drafted.

Oral contraceptive pill trends and numeric distribution. (Research International May 2009 retail audit report).



In demand creation, T-MARC focused on service providers and drug dispensers to increase awareness, acceptability, and use for the brand among end users through service provider referrals. T-MARC leveraged Shelys doctor meetings to promote Flexi P among in 15 mainland regions and Zanzibar. T-MARC continued work with TFDA, MSH, and POUZN in the ADDO upgrading program where Flexi P was promoted to nearly 2,000 ADDO dispensers in Lindi, Singida, Ruvuma, Mbeya, Rukwa, Morogoro, and Mtwara. As a result, Flexi P's performance in ADDOs is gaining momentum but efforts need to be intensified to achieve the desired level of availability across these channels. T-MARC also participated in the Child Health Management Team (CHMT) training in Singida, Pwani, Tanga, and Lindi (reaching 79 individuals) and collaborated with Pharmacy Council, MSH, POUZN, and PSI to conduct family planning and child health training to 354 pharmacists in Dar es Salaam, Arusha, Mbeya, Mtwara, and Tanga.

Due to the success of Flexi P's market day interventions in achieving male involvement in family planning, T-MARC continued to implement these interventions across five mainland regions with low contraceptive prevalence: Dodoma, Singida, Shinyanga, and Mara reaching 33,093 people (18,096 male and 14,997 female). To extend Flexi P brand awareness, the brand leveraged high traffic public events including Saba Saba (in Dar es Salaam), Nane Nane (in Mbeya, Dodoma, Arusha, Tabora, and Mwanza) and World Population Day (in Shinyanga) collectively reaching more than 60,000 people with Flexi P brand messages.

Challenges encountered

- The implementation of work plan activities started quite late in the year due to delays in the approval of the FY09 work plan.
- Product leakage to duka la dawa baridi continued to persist in FY09.
- Zonal coordinators' support for the brand was challenged by the time required to nurture dealer relationships and the need to extend availability and visibility for the brand in permissible channels

Mama Ushauri Radio Serial Drama

T-MARC continued to air season four of the drama. They aired regular episodes as well as Q & A shows in which partners from Jhpiego, Shelys, and Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) provided expert opinion and answers to listeners. T-MARC also secured airtime to re-broadcast season four on three regional radio stations located in area with high fertility rates and low family planning use. Stations aired were Sibuka FM (Shinyanga), Radio Kwizera (Kagera), and Voice of Tabora (Tabora).

The implementation of three projects under *Mama Ushauri* Season IV was successfully completed in February 2009. T-MARC was contracted by these organizations to include various storylines including Vitamin A Supplementation under AED/A to Z, Malaria in Pregnancy under JHPIEGO and prevention of mother to child transmission of HIV under the EGPAF.

During the third quarter, preparations for the development and airing of season five commenced. The fifth season will again feature a 15 minute drama which will air for 52 weeks with forty dramas and twelve Q & A sessions. The following specific health issues have been integrated into the storylines:

- Promotion of modern family planning methods
- Use of zinc therapy for the treatment of childhood diarrhoea and low-osmolarity ORS to decrease chances of dehydration
- Twice-yearly Vitamin A supplementation for children under five and for post-partum mothers
- Promotion of maternal and child health including early attendance to clinics, delivery at health facilities with skilled providers, use of bed nets for children under five and pregnant women, and uptake of both doses of SPs (IPT1 & IPT2) for pregnant women.
- Prevention of mother-to-child transmission of HIV

A meeting was held to review the *Mama Ushauri* drama with various partners providing input on the storylines and message focus for season five. The first episode of season five of *Mama Ushauri* was aired on August 24th 2009. Five stations (Radio One, RFA, TBC, Clouds FM and Zenj FM) will be airing the new season. A print column which allows listeners to interact with *Mama Ushauri* and get information about the topics being promoted in the radio drama has also been published. The column will be appearing once a month and will coincide with the Q & A episodes. The column has been placed in the *Mwananchi* and *Majira* newspapers. A free SMS number has been incorporated in *Mama Ushauri* season five to enable listeners to send in questions and comments related to the topics being addressed.

In April, T-MARC was invited to participate in this year's White Ribbon Day, which was held in Mkuranga District. T-MARC produced materials, hosted and funded the press conference, and also recruited the services of Parapanda theatre group, who performed a skit commemorating White Ribbon Day. The theme for the day was focused on advocating for the government to provide better maternal health services. A wide range of partners, government officials, and media attended and messages focused on safe motherhood.

In quarter four, T-MARC conducted community outreach activities promoting the *Mama Ushauri* platform. Messages that were disseminated included promotion of

modern family planning methods, male involvement, promotion of PMTCT, promotion of zinc and ORS, and promotion of bed net use and two doses of SP as prevention for malaria in pregnant women. The activities were conducted in nine regions (Mwanza, Mara, Shinyanga, Kagera, Kigoma, Rukwa, Tabora, Singida and Dodoma) with high fertility rates and low family planning use. Activities were conducted over a two month period and 84,314 individuals were reached.

T-MARC participated in the Saba Saba event in Dar es Salaam and Nane Nane events in Arusha, Dodoma, Tabora, Mbeya, and Mwanza regions. Activities conducted included open space activations as well as face-to-face and interpersonal activities. T-MARC was invited to participate in the family planning best practices meeting which will be held in Uganda in November 2009. T-MARC will be sending two representatives to the meeting.

CBD Program

T-MARC commenced activities to roll out a private sector CBD pilot in Tanzania. The CBD pilot will test the use of Community Based Distribution agents to sell subsidized health products and provide health information and messages to rural households. During the third and fourth quarter a series of meetings were held with the MOHSW RCHS, GTZ, PRINMAT (Private Nurses and Midwives Associations of Tanzania), and representatives of the AED C-CHANGE Project to discuss issues related to the recruitment of CBD agents and the application of GOT CBD training materials and trainers. These meetings and background research were used to inform the design of a sustainable CBD model that T-MARC will pilot in Mwanza, Mara, and Dodoma. An ad agency has been contracted to develop the CBD logo and design branding materials and the logo has been pre-tested. Client registry materials will be tailored to reflect T-MARC's CBD program and sent for USAID approval before printing. The consultant for community sensitization has been contracted; the CBD program pilot will be rolled out in Q1 of FY 2009.

Child Survival

PedZinc Paediatric Diarrhoea Treatment and Save Lo-Osmolarity ORS

T-MARC continued to support Shelys' Pedzinc and Save brands through the generic promotions of zinc and Lo ORS products and by sharing retail audit research findings to better inform their distribution strategies for the brands. Demand for Pedzinc has picked up following the public sector launch for zinc in April 2009. Pedzinc sold 1,479,640 doses which represent a growth of 43% in sales from last year's sales performance and 82% of FY09 sales target of 1,800,000 doses. Save sold 1,642,951 sachets achieving 91% of its sales target of 1,800,000 sachets. Save did not achieve its full sales potential as the product was out of stock many times in the year due to production challenges. However by the fourth quarter, Shelys was able to export both

Pedzinc and Save products to Zambia, Malawi, Rwanda, and Democratic Republic of Congo.

Demand creation efforts focused on all angles including drug dispensers, service providers, and caretakers. Product detailing in support of Pedzinc and Save was conducted by Shelys' sales team across all 21 mainland regions and Zanzibar to raise awareness for the brands among drug dispensers in pharmacies and duka la dawa baridi. Shelys also conducted doctor meetings to promote Pedzinc and Save to doctors across 15 mainland regions and Zanzibar. T-MARC partnered with POUZN, MSH, and TFDA to conduct training to 1,979 ADDO dispensers in Lindi, Singida, Ruvuma, Mbeya, Rukwa, Morogoro and Mtwara and 79 CHMT members in Pwani, Singida, Tanga and Lindi, where zinc and Lo ORS was part of the curriculum. Pharmacist training workshops conducted in partnership with pharmacy board, MSH, and PSI also featured the zinc and Lo ORS curriculum, training more than 350 pharmacists. T-MARC leveraged various interpersonal activities including Flexi P market days and *Mama Ushauri* outreach activities to promote the use of zinc and ORS to caretakers. Public events including Saba Saba and Nane Nane were also leveraged to promote the generic use of zinc and Lo ORS.

T-MARC continued to collaborate with POUZN and Shelys to extend Pedzinc and Save marketing support activities. T-MARC lead the implementation of zonal product detailing, upliftment, and outlet branding activities across duka la dawa baridis and ADDOs outlets in 19 mainland regions to enhance the awareness, availability, and visibility of PedZinc and Save at the retail level. Through this support a total of 1,972 and 1,875 outlets respectively were reached with PedZinc and Save interpersonal detailing sessions, product sales, and point of sales materials.

Working in collaboration with POUZN, T-MARC led the development of a generic communication strategy to support the promotion of zinc and new Lo-ORS products in the private sector. The Zinc Task Force requested T-MARC to support to the government's public sector launch of zinc through public relations and media coverage of the launch events in March 2009. Zinc treatment continued to be featured in the *Mama Ushauri* radio drama. During the Q & A episode, an expert from Shelys answered questions about zinc and low-osmolarity ORS in treating childhood diarrhoea.

During the second quarter T-MARC continued demand creation and sensitization activities through targeted ADDO orientation workshops implemented in collaboration with POUZN, MSH, and T-MARC. A total of 346 ADDO dispensers in Ruvuma and Rukwa regions were reached and updated on the use of zinc treatment for paediatric diarrhoea. These orientation workshops increased the dispenser's awareness for and knowledge of dispensing guidelines for zinc treatment products so as to encourage them to stock, properly dispense, and record the use of zinc. In addition to the orientation workshop, Shelys (with support from T-MARC and POUZN) continued to promote the use of zinc through health profession meetings, medical conference

exhibitions, and doctor/nurse and retail pharmacist product detailing sessions. During this quarter zinc treatment presentations and exhibitions were implemented during the 6th PHAMEX 2009 medical exhibition in Dar es Salaam. Nineteen doctor meetings and two pharmacist zinc treatment workshops were implemented. These activities reached 165 members of the Association of Private Health Facilities in Tanzania and the Tanzania Association of Pharmaceutical Industries, 823 doctors across six mainland regional/district hospitals, and 177 pharmacist/pharmacy attendants in Dar es Salaam. In quarter two, Pedzinc sold a total of 382,300 tablets (85% of the quarter's target) and 488,453 sachets of Save Lo-ORS (108% of the target).

In quarter three, collaborative efforts between T-MARC, MSH, and POUZN to scale-up zinc treatment and Lo-ORS orientations and training workshops reached 148 ADDOs dispensers and 169 pharmacists in Dar es Salaam, Tanga, and Mbeya. Additionally, a Council Health Management Team (CHMT) TOT workshop was conducted in Mbeya to update these trainers on the use and correct referrals of zinc treatment and Lo-ORS products. A total of 24 CHMT members were trained and were used as facilitators to conduct TFDA's ADDOs dispenser training sessions on zinc treatment across Mbeya's eight districts. In quarter three, a total of 386,100 Pedzinc tablets (38,610 doses) were sold, which is 86% of the quarter target. A total of 213,650 Save sachets were sold, representing 47% of the product's target. Save's poor sales performance was due to supply constraints at Shelys.

Further to the public sector launch, T-MARC explored effective means through which it could leverage ongoing Flexi P and *Mama Ushauri* demand creation activities to increase public awareness of and demand for zinc treatment and Lo-ORS products. As the Flexi P market day activities and *Mama Ushauri* rural outreach activities reach a similar target audience to those of zinc treatment products, T-MARC trained the implementing partners of this campaign to integrate and promote key zinc treatment and Lo-ORS messages. In September, Shelys' zinc treatment products attained over the counter (OTC) status; they can now be sold across drug stores (duka la dawa baridi outlets).

In the fourth quarter, zinc treatment continued to be featured in the *Mama Ushauri* serial drama. T-MARC contracted an ad agency to develop generic zinc educational and promotional materials. Zinc radio spots are also reviewed. These materials were shared with MSH, TFDA, HEU, POUZN, and the pharmacy council. Once the changes are effected, the PSAs will be broadcast on regional radio stations in Q1 FY09. Zinc messages were also disseminated during the *Mama Ushauri* outreach activities conducted in nine regions.

Challenges encountered

- Pedzinc and Save encountered product stock out issues due to delays in packaging material arrival and lack of priority placed in the production of the brands by Shelys.

Monitoring, Evaluation and Research for Reproductive Health and Child Survival

T-MARC participated in RCHS/HMIS stakeholders meeting/workshop; the goal was to consolidate the reproductive and child health (RCH) data needed but also sought to strengthen RCH data collection tools, identify data gaps, and plan and track data collection using WHO and MOHSW standards/modules.

Research International continued to conduct a retail audit of T-MARC's family planning contraceptives and child survival health products in the private sector. T-MARC continued to oversee and ensure results from the retail audit are presented and disseminated to all stakeholders quarterly. The retail audit is conducted in Dar es Salaam, Arusha, Morogoro, Mwanza, and Mbeya.

As mentioned above, T-MARC has begun conducting a KAPB study which will use pre-post design. A KAPB baseline study was conducted in 2006. The follow-up will capture the impact of T-MARC'S family planning and child survival health products and BCC campaigns. Results from the study will help to determine the impact that T-MARC interventions have had towards promotion of modern family planning and promotion of child survival anti-diarrhea products.

Malaria

In quarter one T-MARC worked closely with Research International to include within its retail audit study, the malaria treatments accessed through the private sector. The "mystery client survey" was finalized and the results were shared with USAID and TFDA (Tanzania Food and Drugs Authority). T-MARC conducted the mystery client survey to help better understand client-provider interactions in dispensing malaria treatment. Research tools were developed and data collection was conducted in Mwanza, Dar es Salaam, Morogoro, and Tanga. Results of the study were disseminated in quarter two.

T-MARC finalized the procurement processes of the ACT malaria promotion for drug sellers and store owners. Mega Unity was identified as the vendor and the campaign will commence in quarter one of FY20010. T-MARC finalized the procurement processes for the development of educational materials to be used during the ACT drug sellers' activity. Materials are expected to be printed in October prior to the outreach activities commencing. Materials have been screened by NMCP and TFDA for approval. In all quarters, T-MARC participated actively in the PMI monthly meetings and shared results of the retail audit trends.

Monitoring, Evaluation and Research for Malaria

T-MARC participated in the Affordable Medicines Facility – Malaria Monitoring and Evaluation (M&E) workshop in June 2009. They also participated in the NMCP workshop on establishing a national malaria M&E system. T-MARC’s MER unit continued to oversee continuous tracking of products sales through the retail audit conducted by Research International and to share quarterly reports internally and during PMI meetings.

VI. Project Management

AED continued to manage the subcontract with T-MARC Company including revising their scope of work based on changes to the overall project. In the third quarter, a Strategic Work Planning Retreat was held with T-MARC Company staff, USAID, and AED. The main objective of this retreat was to review the existing 2009 project work plan, incorporate recommendations from the mid-term evaluation, and map the project’s activities for the remainder of the project period (17 months). A major outcome of the retreat was of the integration of T-MARC’s marketing and communications departments into two new platforms: HIV/AIDS and Mama Ushauri. The remainder of the year focused on implementing and reinforcing the integration of activities and revising work plans, monitoring and evaluation, and procurement. The revised work plans also include close-out activities in August 2010.

The senior management team of T-MARC Company and AED Senior Resident Advisor continued to have weekly meetings, instituted brown bag presentations as a tool for capacity building, and received short-term technical assistance from AED and consultants for the development of innovative strategies. AED continues to meet as a project team regarding pending issues and liaises regularly with T-MARC Company via email correspondence and phone calls.

New Business Development

During FY09 T-MARC Company finalized its business development plan and was able to acquire four projects:

- 1) Families Matter: a five-year project with the Centers for Disease Control (CDC). The project aims to enhance protective parenting practices, overcome communication barriers and promote parent-child discussions about sexuality and sexual risk reduction. The primary goal is to reduce sexual risk behaviours among adolescents, including delayed onset of sexual debut, by giving parents and guardians the tools and skills necessary to deliver primary prevention to their children. The total budget for the T-MARC Company’s component is approximately USD 2 million.
- 2) Uhai - CT: a five-year USAID funded project which provides counselling and testing among high risks groups. T-MARC Company is a sub-contractor to JHPIEGO, for a total budget of USD 1.4 million.

- 3) Maisha: a five-year USAID funded project which promotes maternal and neonatal health to reduce maternal and infant mortality in Tanzania. T-MARC Company is a sub-contractor to JHPIEGO, for a total budget of USD 4.6 million;
- 4) Champion: a five-year USAID funded project which addresses male norms and gender equality in health. T-MARC Company is a sub-contractor to EngenderHealth, for a total budget of USD 1.25 million.

Partnership and Collaboration

A major milestone for the Company was the signing of a Memorandum of Understanding (MOU) with the Ministry of Health and Social Welfare (MOHSW) of the Government of Tanzania regarding the Company's existence and contribution to the health sector. As T-MARC is entering the new area of WASH, T-MARC collaborated with Ministries (Health and Social Welfare, Water and Sanitation) as well as UNICEF, World Bank, SNV, WaterAid on Global Hand Washing Day. T-MARC is collaborating with FHI for the implementation of WASH into HIV Care and with all the USAID implementing partners of Home Based Care to provide PUR water treatment to people living with HIV/AIDS. For the CBD program, T-MARC has developed new types of partnerships with Shelys, PRINMAT, Segerea Pharmacy and for the C-Vendor pilot T-MARC will test partnering with a small entrepreneurs to manage the sale and distribution of DUME condoms through vending machines in hotspots.

Potential new opportunities/business for T-MARC include Coca Cola, Proctor and Gamble and SAB/Miller. AED and TMARC have been engaged in discussions with Coca Cola on piloting the use of Coca Cola's Manual Distribution Centers for social marketing and in July T-MARC made a presentation on social marketing to Manual Distribution Center owners as part of business training for MDCs. In late July, Proctor and Gamble contacted AED/TMARC about conducting a demonstration project on the impact of clean water including use of PUR in a village in Arusha. As a result, T-MARC has been subcontracted to implement the monitoring and evaluation component of the demonstration. On September 9, AED Senior Resident Advisor attended a work shop on HIV prevention hosted by SABMiller. The goal of the work shop was to discuss workplace HIV Prevention Programs in other African countries and look into possibilities for Tanzanian Breweries. T-MARC's projects and relevant areas of expertise that could be tapped into for a work place program in Tanzania were presented at the work shop. In the next quarter, further follow-up by T-MARC is needed. TMARC also attended a brainstorming work shop conducted by USAID and Barrick Gold to explore collaborations for HIV prevention at the site of Barrick mines in Tanzania.

Outreach

Another major milestone was the launch of the T-MARC Company's website on June 5, 2009. The guest of honour and speaker was Mr. Charles Singili, the Chairman of the T-MARC Company Board of Directors. The website is now a fully-functional community

resource and the launch occasion gained publicity through various media. The website address is <http://www.tmarc.or.tz>.

Mid-term Evaluation

A mid-term evaluation of T-MARC was carried at the beginning of the calendar year 2009. It made the following major recommendations:

1. Consolidating the marketing, distribution, and communication departments
2. A systematic evidence-based approach to generic communications initiatives
3. Practical partnerships
4. Systematic dynamic cooperation
5. Enhancing T-MARC Company's social marketing and public health technical capacity
6. Streamlining administrative procedures

As a result of the evaluation T-MARC Company held several workshops and meetings to plan the implementation of the recommendations. The immediate actions include the integration of the departments of Marketing and Communications into two platforms of HIV/AIDS and *Mama Ushauri*, revision of work plans, realignment of budgets, and preparation of procurement plans. A matrix of accomplishments to-date is attached as Appendix A.

After reviewing existing work plans and incorporating evaluation recommendations, it was determined that additional activities and staffing were required. Recruitment commenced and by the close of 4th quarter the number of staff in the Company's employment was 43. The Company is in the final recruitment process for a Technical Director to be responsible for supervising and managing all aspects of the day-to-day performance and implementation of T-MARC's business and work plans and budget monitoring.

Operations

In the beginning of FY09, the work on the partitioning of offices was completed. Further work was carried out to convert the garage to offices. This provided additional work space for the staff that were being recruited to undertake the expanded activities. However, this resulted in straining the already limited electrical supply to the point that some offices were experiencing unstable and frequent power outages. To remedy the situation, the company contracted an electrical firm to rewire cables and install additional control mechanisms. This stabilized the power supply in all offices. Another major activity undertaken was server installation and configuration which started in January 2009 and included backing up company records, enhancing networking, extending the number of users, upgrading internet communications, and installing McAfee anti-virus software. Network extension installation, including the cabling and

setting up new network points in the main building and annexes' offices were also completed. A bigger telephone BPAX was procured and installed to facilitate internal and external phone communications in all offices. New computers, other office equipment and furniture were acquired for new staff. Obsolete computer equipment was also replaced.

The Company was audited twice by external auditors and received clean reports. The Company acquired the Microsoft Serenic Navigation Accounting Software to record financial transactions and HR management to replace the QuickBooks accounting software. By the close 4th quarter the vendor of the software had collected information on the current systems and the Company's requirements so as to customize the software. The system study was ongoing and is expected to be finalized in mid-October. It is anticipated to go live by the end of the calendar year 2009.

Staffing and Technical Assistance

Hally Mahler, AED Tanzania Country Representative and T-MARC Project Communications Advisor left to take up a new position of Chief of Party of UHAI Project at JHPIEGO was replaced by Dr. Charlotte Cerf, Senior Resident Advisor to T-MARC in December 2008.

During the fourth quarter, AED brought on a new monitoring and evaluation expert to provide ongoing technical assistance to T-MARC. Dr. Ana Claudia Koh supports the T-MARC program in measuring and demonstrating impact for the final year of the project. In particular, Dr. Koh reviewed and altered the second KAPB in order to gather the necessary information to conduct propensity score analysis for several programs including Mama Ushuari, Sikia Kengele, and others. In addition, Dr. Koh is developing a methodology for program evaluation of Sikia Kengele as requested by the external evaluation.

As part of the Strategic Planning retreat, staffing needs were assessed resulting in the recruitment of six new T-MARC Company staff in the third quarter. During the fiscal year T-MARC Company carried out a salary survey, grading, and job evaluation exercise which was tabled to the Board of Directors for approval. The outcome was the approval by AED to adjust salaries to the lowest paid staff to realign their salaries to market rates. They received raises ranging from 10.00% to 81.82% from the highest to lowest paid employees. Staff at the managerial level that were given additional responsibilities were given a raise ranging from 7% to 20% to come to the same level of newly recruited managers who were starting with higher pay.

Also, the Company engaged consultants to train staff, streamline, and improve operations. One was engaged to train staff in the preparation of scopes of work (SOW). A second consultant was engaged to assist with the implementation of the C-Vending initiative, and a third to prepare a Tanzania National Family Planning Costed

Implementation Plan (TNFPCIP) process for the MOHSW. By the close of 4th quarter of FY09 a management consultant was reviewing the current organizational structure to design a revised structure that fits the requirements of the future business plans, defines key positions, job descriptions, and project structures. The outcome of this assignment will be presented to the Board of Directors in December 2009.

Two finance staff attended a seminar on USAID/CDC administrative compliance requirements and financial management of USAID/CDC awards. Three staff attended a training on strategic negotiation, one staff attended a training in Nairobi on BBC- HIV, the Human Resources Manager attended training on the Employment and Labour Relation Act and HIV at Workplace, and four staff from finance and procurement attended an informational presentation at USAID on fraud awareness.

The T-MARC Company received ongoing technical and management support from AED STTA to strengthen technical, management, financial, and procurement systems and procedures as well as implement recommendations from the audit report. This support is expected to continue in FY10. AED is producing a separate capacity building report which will highlight all of the activities and assistance through the life of the project.

T-MARC Company

T-MARC's Board of Directors (BOD) held bi-annual meetings and approved HR documents on job evaluation and grading, salary increments, and per diem rates. Other revisions and amendments of Company policies and procedures are to be presented at the next board's meeting. They include record retention, performance management, transport policy and induction. The Company will continue to revise and amend policies and procedures whenever need arises. Weekly senior management meetings continue to be held and as well as occasional meetings for support staff to coordinate and streamline procedures and systems for better provision of services to programs. General staff meetings were also held.

By the close of FY09 T-MARC Company was engaging itself in streamlining Company registration papers with the Tanzania's Business Registrations and Licensing Agency (BRELA), amending the Memorandum and Articles of Association to include objects which will confine the Company to be a "charitable organization" only. As charitable organization the Company will benefit from exemptions on income tax, skills development levy, and capital gains and will be entitled to VAT relief. The Company was successful in registering the brand names of *Safi Kabisa*, *Mama Ushauri*, *Sikia Kengele Tulia na Wako*, and *Vaa Kondom* in the name of AED Tanzania Limited. Remaining are Lady Pepeta and registration of the Company logo. After all brand names are registered under AED Tanzania Limited it will be easier to transfer them to T-MARC Company. Some of these were registered under T-MARC Project, which is not a recognized body entity under Tanzanian law.

During the second quarter of FY09 T-MARC was formally informed by AED of the extension date on the MAARD (Modified Acquisition and Assistance Request Document) to 2010 and to revise the budgets for the period ending with FY 09 and for the extension period of FY10.

During quarter four, T-MARC's Managing Director, Ms. Diana Kisaka, visited AED offices in Washington, DC to collaborate with staff and present progress made by the T-MARC Company and project.

VII. Indicator Tables

HIV

Indicator	Number of individuals reached through outreach programs Annual target 2009	Number of individuals reached through outreach programs Achieved QTR 1	Number of individuals reached through outreach programs Achieved QTR 2	Number of individuals reached through outreach programs Achieved QTR 3	Number of individuals reached through outreach programs Achieved QTR 4	TOTAL achieved Q1+Q2+Q3+Q4
Prevention: (AB) Abstinence and Being Faithful - Community Outreach	550,000	42,808	388	10,129	521,451	574,776
Prevention: (OP) Other Behaviour Change Community Outreach	550,000	370,279	300,187	11,361	110,117	789,043
Training AB	1,500		785	526	691	2,001
Training OP	1,000	48	512	614	540	1,714
Outlets	13,800	5,031	2,708*	3,945*	21402*	33,086
Dume sales	14,400,000	2,285,856	4,320,648	3,783,600	5,471,496	15,861,600
Lady Pepeta sales	1,000,000	6,210	53,100	41,640	252,360	353,310

Note: Three million people have heard or seen AB and OP message through *Sikia Kengele* and *Vaa Kondom* (TAMPS 08).

*56 = New outlets for Dume in Q4

*7,317= Penetrated with Dume Product Q4

Family Planning

Indicator	Annual target 2009	Achieved QTR 1	Achieved QTR 2	Achieved QTR 3	Achieved QTR 4	TOTAL achieved Q1+Q2+Q3 +Q4
Flexi-P sales	1,440,000	223,200	406,368	285,696	588,960	1,504,224
Training	5,000	743	9,228	45	1,331	11,347
Outlet	868	291	0	200	300	791
Number of individuals who have seen or heard FP/RH message	5,500,000	2,054,394*	2,034,988*	2,000,000*	3,084,661*	9,174,043

Note: * include *Mama Ushauri* numbers

Three million people have heard or seen FP message through *Mama Ushauri* (TAMPS 08) one million of which are repeaters.

Child survival

Indicator	Annual target 2009	Achieved QTR 1	Achieved QTR 2	Achieved QTR 3	Achieved QTR 3	TOTAL achieved Q1+Q2+Q3+Q4
* Pedzinc sales	1,800,000	176,600	382,300	386,100	534,640	1,479,640
Save sales	1,000,000	96,666	488,341	213,650	844,300	1,642,957
Training	12,000	709	10,221	43	934	11,907
** Number of individuals who have seen or heard a specific message promoting L-ORS and zinc for diarrhoea treatment	1,600,000	2,016,599*	2,000,823*	2,000,000	3,057,629*	9,075,051
Outlets	1000	139	0	56		195

Note:

* Pedzinc sales reported by number of individual tablets.

** Includes *Mama Ushauri* numbers. Three million people have heard or seen CS message through *Mama Ushauri* (TAMPS 08) one million of which are repeaters.

Appendix A: Addressing External Evaluation Recommendations

Recommendation	Accomplished to date	Pending
Marketing and Distribution		
<p><u>Aggressively Promote Dume:</u> In marketing Dume, T-MARC should be less concerned with finding a niche for Dume or with cannibalizing Salama’s market and more concerned with ensuring that the product marketing, delivery, and sales focuses on product recognition, on availability and on client access.</p>	<p>Five zonal sales and marketing officers have been recruited to aggressively accelerate Dume’s reach and penetrations across all 21-mainland regions.</p> <p>Dume’s marketing spend has been extended on radio and outdoor media to significantly increase the brand’s awareness and uptake levels.</p> <p>Vaa Kondom media efforts were transferred to Dume promotion.</p>	
<p><u>Revise Shelys Agreement:</u> T-MARC Project should clearly review and revise the terms of Shelys' cooperative agreement. If it is decided to split packaging and marketing activities, and hand over packaging activities to another company, this should be reflected in a revised agreement.</p>	<p>Revised agreement was developed and discussed with Shelys for Sept 09 onwards.</p> <p>Changes include: Shelys acknowledges Hybrid. Strategy. -MARC to distribute and sell all Flexi P products through the Hybrid.</p> <p>T-MARC will continue packaging at Kays Warehouse.</p> <p>AED STTA assisted T-MARC in negotiations with Shelys.</p>	<p>Revised agreement has to be finalized and signed.</p>
<p><u>Maintain Current Dume Product Marketing:</u> The still growing condom market and the encouraging sales of Dume would suggest that this product, as currently marketed, has significant potential. Over the 18 coming months, T-MARC may want to assess and document changes in client preference.</p>	<p>All proposed Dume line extensions were suspended based on this recommendation.</p> <p>T-MARC has started the process of assessing and documenting client condom preference to guide future</p>	<p>Results of assessment of client preferences to be completed.</p>

Recommendation	Accomplished to date	Pending
If so, T-MARC Company should liaise with other donors should the need for another Dume-branded condom be confirmed.	portfolio decisions.	
Reconsider the “Hybrid” Strategy: T-MARC should not take on an activity that does not have a clear strategy for giving it back to the private sector. The <i>hybrid</i> marketing strategy should be refined to include clear goals in term of sales volume, profitability and timing. Criteria that will provide for a phase out should be clearly stated from the beginning. For the T-MARC Project it would be worthwhile subcontracting this operation to a private firm instead of hiring and managing numerous personnel.	The hybrid distribution strategy is being piloted and evaluated in support of expanding and entrenching Dume’s commercial sector distribution network. Achievements, clear goals and an exit plan have been developed in this regard.	Cost analysis study of hybrid with recommendations for ensuring viability to be conducted in FY10. Exit strategy for handing over to private sector to be developed and implemented in FY10.
Repackage Dume: The DUME™ foil on the condom is a strong design, but the pack is expensive, and the dispenser itself needs to be redesigned.	Given the remaining project term, T-MARC has engaged a creative agent to enhance the image and visibility of its dispenser. Efforts to evaluate and identify a cost effective alternative pack design (Mold) have been postponed.	New image will be created. Dispensers to be produced that carry the new image to sell condoms in new dispensers.
Work with NGOs to Promote Lady Pepeta: Marketing staff need to go back to the literature and focus on how best to promote, deliver, and support the product. Promotion of female condoms should be systematically associated with male condom promotion. An increased role for NGO introduction and support of the product, coupled with coordination with more formal points of sale is encouraged.	Lady Pepeta’s sales, distribution and marketing activities have been integrated in the Jipende! sex workers grants program to 9 NGOs across 8 regions. T-MARC will use lessons learned to see how the role of NGO support for the product can best be replicated and scaled-up to other NGOs implementing HIV/AIDS preventative programs.	FY10 activity to develop beauty salon HIV resource centers for promoting Lady Pepeta as well as Dume and HIV prevention messages and peer counseling.
Activate Policy Process for Oral Contraceptive Sales: T-MARC Project should explore the existence of ADDOs as a means of expanding client access to oral contraceptives as well as the possibility of establishing linkages with the current CHW training program. This issue should receive immediate stakeholder attention in the interest of arriving at a clear resolution.	As TFDA managed to achieve significant upscale momentum behind its ADDO program, T-MARC partnered with TFDA, MSH and POUZN to support this initiative. Five regions were covered this year.	T-MARC will target and upscale its OC pill coverage across this channel going forward as the database has been secured from TFDA.
Expand field representation: The current number of field representatives for DUME™ will need to be expanded from the current 4 representatives. The same recommendation applies to	Whilst efforts to expand the current field representatives for Dume under the Shelys Collaborative Agreement have not been forthcoming due to changing business	Learning and the cost benefit analysis study on this structure will be used to inform how T-MARC should expand its

Recommendation	Accomplished to date	Pending
the need for increased field representation for oral contraceptives, ORS, and Zinc.	priorities, T-MARC has directly recruited five zonal coordinators to avail this support and focus.	field representation going forward.
Communications		
Outsource Communications: T-MARC Company should continue to reach out to the commercial communications community and begin to develop a number of partnerships that will build on these companies' capacity to work with the T-MARC Company in developing innovative and effective programs.		This recommendation is not clear and was not understood as working with these commercial companies in this way could be seen as a conflict of interest; while on the other hand, building their capacity to do BCC would effectively create a competitor to T-MARC Company.
Develop and Implement a Coordinated and Focused Communications and Marketing Plan: T-MARC Company staff persons engage in a communications planning exercise that is coordinated with marketing objectives that together will carry through to the end-of-project (EOP).	At a retreat in April, AED/TMARC developed two platforms – HIV Platform for all HIV objectives and the Mama Ushauri Platform for all other health objectives. Objectives and activities are bundled under these platforms as opposed to under departments, which forces integrated, and coordinated planning and implementation. FY10 work plans and implementation of activities structured under the two platforms. A format developed for reporting on objectives under the two platforms.	. A process for strategically planning initiatives that includes strategic sessions with research, marketing and communications is being implemented. In order to institutionalize the use of the strategic planning process, it will be used in developing all FY10 initiatives. i.e., beauty parlor HIV resource center initiative.
Develop Constructive Dialogue with USAID: Over the course of the Evaluation, the Team discovered some disagreement on the objective and even the reason for the current communications campaigns. Unfortunately, AED was not successful or forceful enough in promoting its technical objections to USAID's desired approach to T-MARC Project communications.	AED maintains ongoing and frequent communication with USAID to discuss progress and activities and AED receives regular input on approaches and activities. For any shifts in emphasis or direction, AED requests consultation with USAID and provides rationale. AED channels information through the CTO as much as possible.	AED will continue to work closely with USAID for the remainder of the project.
Reach Consensus on Vaa Condom Initiative: T-MARC Company, with extensive technical backup from AED, needs to	At retreat in April, AED/T-MARC decided to convert Vaa Condom mass media activities to DUME condom	In FY10, a 30 hour in-house BCC training course will be adapted by AED STTA

Recommendation	Accomplished to date	Pending
<p>re-visit and rework the Vaa Campaign. This re-design adhering to a Behavior Change model needs to be incorporated into a formal training exercise for T-MARC Company staff.</p>	<p>activities.</p> <p>T-MARC is exploring GOT interest in Vaa Kondom as a generic campaign for the GOT to adopt.</p> <p>Formal training for T-MARC using a Behavior Change Model will be implemented and developing PMTCT BCC strategy will be part of the training,</p> <p>A PMTCT formative assessment is in process. Results from the assessment will inform the design of the BCC strategy.</p>	<p>The course will be taught by an AED BCC expert and offered to T-MARC staff at times convenient to the workload.</p>
<p>Rework the Vaa Campaign: The new Vaa campaign would need to be focused in both message and delivery, and not compete with the current Salama and Dume approach. Vaa should go after the issues that block correct and consistent condom use. This should not be public events but much more direct support to people with multiple partners working with sex workers through NGO grants. It may well be that the real need is for Vaa to work towards a ‘100% condom use’ campaign and support the population most affected by transactional sex.</p>	<p>At retreat in April, AED/T-MARC decided to convert Vaa Condom mass media activities to Dume condom activities.</p> <p>T-MARC is exploring GOT interest in adopting Vaa Kondom as a generic campaign for the GOT.</p> <p>T-MARC promoted condom use in a truck stop initiative conducted along the trucking corridors. Dume and Lady Pepeta condoms were promoted at these truck stop events.</p> <p>The Jipende Sex workers NGO grants program has successfully trained sex workers and women engaged in transactional sex as peer educators and instructs the women in the proper use of male and female condoms, as well as sells the T-MARC condoms through the NGOs.</p>	<p>Risk Reduction Days focused on correct and consistent condom use will be promoted through workshops and sensitization seminars targeting bar and brothel owners, barmaids and guest house attendants as the vehicles for information about HIV prevention, condom use and availability. T-MARC will ensure Dume and Lady Pepeta condoms will be stocked and signage placed in all the outlets in the coverage areas.</p> <p>HIV prevention messages and male and female condom use will be incorporated into an extension of the Jipende Program through beauty salons in a pilot initiative in FY10.</p>
<p>Rework Sikia Kengele Campaign: As with the Vaa Campaign, the Evaluation Team did not see the rigorous application of a behavioral change model in the current planning documents. The current approach needs to be reconsidered and the Communication Plan re-worked for the</p>	<p>AED researcher is currently working with T-MARC staff to critically evaluate the Sikia Kengele Campaign using a process evaluation approach.</p>	<p>AED BCC expert will use the results of the process evaluation to redesign Sikia Kengele.</p> <p>The reworked campaign will be</p>

Recommendation	Accomplished to date	Pending
<p>remainder of the project. The Evaluation Team would recommend that the T-MARC Project move up and broaden the evaluation of the <i>Sikia Kengele</i> campaign, looking at the initial intention and concept, the design process, the program itself, and the effectiveness of its messages and delivery. The Lessons Learned from this effort can help shape how campaigns in Tanzania and East Africa are shaped over the next decade.</p>		<p>implemented in the 2 and 3 quarters of the Project.</p>
<p>Coordinate Communications and Marketing: The delivery of the Dume and Vaa programs should then be developed in a coordinated manner with a focus on where and when to deliver the two messages. The best approach is to map out target areas and develop a calendar, and be sure that there is a consistent amount of activity in communities, that the product is available and distributors supported. The Evaluation Team would recommend fewer and less complicated types of promotion activities, and have the program provide more regular support in communities, and in a closely coordinated manner.</p>	<p>Marketing and Communications activities are linked under the two platforms – HIV and Mama Ushauri.</p> <p>There is now close coordination between the departments to ensure product availability and signage at outlets in the locations where communications events are planned to take place.</p>	
<p>Outsource Small Grants: While the evaluation team is aware of Africare’s shortcomings as a technical training entity, its experience in managing grants is well recognized and should be capitalized upon. Alternatively, another agency should be engaged to administratively manage grants programs in the future leaving it to T-MARC Company to provide technical assistance to NGO grantees. In sum, T-MARC should resist the temptation to take on the thankless task of administrating small grants.</p>	<p>After weighing various options, T-MARC with assistance from AED STTA designed a FOG grants program and trained a grants manager to help implement it. The Program has been rolled out and is progressing smoothly. This experience can be utilized by T-MARC for future small grants programs.</p>	
<p>Partnerships</p>		
<p>Re-examine and Re-define Shelys Relationship: The Shelys partnership seems to have been a good decision. Current efforts to chip away at what Shelys does should be reconsidered. most importantly, the MOU between AED and Shelys needs to build in real authority for T-MARC Company personnel.</p>	<p>The terms and conditions of the current Shelys Collaborative agreement have been revisited and discussed to streamline the working relationships and reporting routines.</p> <p>T-MARC did propose to move the current collaborative agreement engagement from a sales revenue</p>	<p>T-MARC will assess this sales threshold point.</p> <p>The revised agreement has to be finalized and signed.</p>

Recommendation	Accomplished to date	Pending
	<p>reconciliation basis to that of a commodity cost, however, Shelys was concerned that with the current volume bases, this approach will not be financially viable, as they would not break even on their costs.</p> <p>To move to this approach Shelys felt that T-MARC had to double its current Dume and Flexi P product sales.</p>	
<p>Re-define approach to establishing partnerships: T-MARC Company should look at its definition of partnership and developing a formal understanding and expectation. Appoint one of the current staff as Partnership Coordinator. While AED is legally responsible for the project, the local partners should not be seen simply as sub-ordinates or sub-contractors. These organizations should be legitimate partners who share contractual responsibility for the ultimate success or failure of the project.</p>	<p>At the retreat, AED/T-MARC worked to develop written and agreed upon definitions of types of relationships T-MARC has with different entities. A definition of a partnership was developed and shared with USAID.</p> <p>T-MARC Company signed a MOU with the government of Tanzania for future collaboration.</p> <p>T-MARC developed an expanded MOU with PRINMAT to work together on a CBD pilot.</p> <p>T-MARC has added Segerea as a partner for the distribution of PUR.</p> <p>AED/T-MARC has developed a pilot for testing Condom vending machines through the creation of “C-Vendor” who would be partners in selling T-MARC’s Dume condoms.</p>	<p>AED/T-MARC is exploring ways to partner with Coca Cola Manual Distribution Centers for distributing health messages and with Beauty Salons</p>
<p>T-MARC Company Focus on Dynamic Cooperation: The T-MARC Company should take full responsibility with reference to the development and enhancement of dynamic cooperation. AED should work with the T-MARC Company to agree upon ways in which AED can assist the T-MARC Company in the provision of technical assistance to promote dynamic cooperation.</p>	<p>Since April 2009, AED has provided ten experts in different arenas to develop T-MARC Company’s capacity. AED/T-MARC has developed a plan for STTA including development of long-term work plans based on the tasks completed and assessing the future needs of the company in technical areas of collaborations.</p>	<p>For the remainder of the project, AED will continue to provide STTA based on needs identified by the T-MARC Company</p>

Recommendation	Accomplished to date	Pending
<p>Assign Priorities for Dynamic Cooperation: As an immediate priority, the T-MARC Company should review and assign priorities within its existing dynamic cooperation linkages and develop and implement a partner-specific strategic plan designed to address ways in which to strengthen the content and impact of its technical relationships with its priority partners. In the opinion of the evaluation team, this plan should incorporate a concrete discussion of the rationale for choosing specific partners as well as an explicit systematic timing within which the elements of the plan will be implemented.</p>	<p>AED has assisted T-MARC to become proactive when opportunities of strategic advantage to the T-MARC Company have emerged : For example: T-MARC is procuring P&G subsidized water purification product, PUR, for the implementing partners of a Home Based Care project and T-MARC will be providing the materials and training in use of PUR to the HBC partners.</p> <p>AED is assisting T-MARC in collaborating with FHI to pilot WASH activities and integrate them into the Prevention in Positive Program .</p> <p>T-MARC is collaborating with several implementing partners to develop materials for Male Circumcision.</p> <p>T-MARC and JPIEGO UHAI Project collaborate to have HIV testing and counseling services at T-MARC’s HIV Prevention activities and TMARC collaborates with the PMTCT implementing partners to have PMTCT services at the T-MARC HIV prevention events.</p> <p>For a Truck Stop campaign along the corridors, T-MARC collaborated with the FHI Roads Project.</p> <p>T-MARC is collaborating with Stradcom and Ujana on an HIV and Alcohol campaign.</p> <p>T-MARC is working with EGPAF, Helen Keller foundation and other partners to include messages on child survival in the Mama Ushauri Radio Drama.</p> <p>T-MARC collaborated with World Bank, UNICEF, SNV, Water Aid and GOT to organize the first Global Hand</p>	

Recommendation	Accomplished to date	Pending
	washing Day to be celebrated in Tanzania	
<p>Develop Dynamic Cooperation with GOT: The T-MARC Company should develop a proactive strategy to address ways in which T-MARC can enhance the quality and impact of its current relationship with GOT departments and offices within the MOHSW and other relevant ministries.</p>	<p>T-MARC signed an MOU with the MOHSW.</p> <p>T-MARC regularly shares messages and materials of T-MARC campaigns with relevant bodies within the MOHSW, i.e., RCHS, NACP, NMCP.</p> <p>T-MARC shares annual work plans and reports with relevant bodies within the MOHSW.</p> <p>T-MARC participates in national events such as World Aids Day, White Ribbon Day, Uhuru Torch, and Global Hand washing Day; and has booths at national events such as Nane Nane and Saba Saba.</p> <p>T-MARC regularly attends and contributes to a number of GOT organized committees, i.e., the Contraceptive Security Meetings, RCHS, and NMCP.</p> <p>T-MARC has worked through the TFDA to provide information on the Flexi P oral contraceptives to ADDOs.</p> <p>T-MARC developed the terms of reference for a BCC Committee for family planning; and organized and hosted a meeting of the stakeholders to discuss the TOR.</p> <p>T-MARC participated as a Team Leader in the development of the MOHSW's National Family Planning Costed Implementation Plan for 2010-2015.</p> <p>AED/T-MARC is collaborating with implementing</p>	

Recommendation	Accomplished to date	Pending
	<p>PMTCT partners and the MOHSW to conduct a formative assessment of behavior related to the utilization of PMTCT services and recommended practices.</p> <p>Now with WASH activities, T-MARC is developing relationships with MOHSW departments working in hygiene and sanitation as well as becoming known to the Ministry of Water and Sanitation through its participation in organizing Global Hand washing Day and World Toilet Day in Tanzania.</p>	
<p><u>Address T-MARC Capacity as Social Marketing Information Resource:</u> Given the importance of access to current and accurate information with reference to social marketing issues, T-MARC should take the lead in addressing ways in which to collect and disseminate such information within the Tanzanian stakeholder community.</p>	<p>T-MARC has developed more publications for distribution to highlight the important work being done.</p> <p>The Company has launched a company website www.tmarc.or.tz that includes publications and references related to T-MARC's work in social marketing.</p> <p>T-MARC has launched a quarterly newsletter on T-MARC activities that will go out to stakeholders and interested parties.</p> <p>T-MARC held a panel discussion on the results of a formative assessment of sex workers for stakeholders, GOT and other interested organizations</p> <p>T-MARC Company staff presented posters and papers at the implementing partners meeting in Namibia in June 2009 and will be presenting a paper at the Tanzanian Public Health Association conference in November 2009.</p>	<p>T-MARC is planning events to disseminate the results of the formative assessment of PMTCT.</p> <p>A joint planning session with partners and stakeholders will be conducted to plan for appropriate interventions for PMTVT based on findings from the Formative Assessment.</p> <p>T-MARC is planning an end of project dissemination event where specific lessons learned, successes and T-MARC research will be shared with the public.</p>
<p><u>Strategic Planning to Develop T-MARC Company's Capacity as a Social Marketing Resource:</u> The concept of the T-MARC Company as a resource or broker for social</p>	<p>Since April 2009, AED has sent over ten experts in different arenas to develop T-MARC Company's capacity including social marketing experts working to</p>	<p>Training in research design will be given to relevant staff.</p>

Recommendation	Accomplished to date	Pending
<p>marketing expertise appears sound and worthy of sustained support from USAID. The vision for the T-MARC Company is that it will function as a “one-stop” resident locus for social marketing expertise. T-MARC Company will need continued technical assistance directed toward developing T-MARC Company’s capacity as a social marketing resource with internal expertise in public health, in strategic planning, in building and maintaining technical linkages and in monitoring and evaluation.</p>	<p>improve and clarify T-MARC Company’s role.</p> <p>AED has planned a 30- hour training course on social marketing to be given to relevant T-MARC technical staff.</p> <p>T-MARC staff are engaged in hands-on training through participating in the implementation of two key research activities: formative assessment of PMTCT and the process evaluation of Sikia Kengele.</p>	<p>A process for strategically planning initiatives that includes strategic sessions with research, marketing and communications is being implemented.</p> <p>In order to institutionalize the use of the strategic planning process, it will be used in developing all FY10 initiatives. i.e., beauty parlor HIV resource center initiative, etc.</p>
<p>Assess and Respond to T-MARC Training Needs: Over the remaining years of the project, AED should work closely with the T-MARC Company to address their technical and administrative challenges and gaps. AED and the T-MARC Company should commission an assessment of training needs and develop and implement a strategic and systematic plan to address these needs. AED should seriously consider short-term training for key staff.</p>	<p>Since April 2009, AED has sent over ten experts in different arenas to develop T-MARC Company’s capacity. AED/T-MARC has developed a plan for STTA including development of long-term work plans based on the tasks completed and assessing the future needs of the company in that technical area.</p> <p>AED is contacting PACT to use its Organizational Capacity Assessment Tool (OCAT) to conduct a diagnostic assessment of the Company.</p>	<p>Results of the OCAT will highlight specific gaps and needs to training.</p> <p>AED/T-MARC is establishing a specific plan for STTA for the remainder of the project that will take into consideration both the technical and organization needs of T-MARC that will require training or STTA in the final year of the Project.</p>
<p>T-MARC Company Market Analysis: T-MARC Company with the assistance of AED should commission a market analysis to assess the true potential for the T-MARC Company. The revision of the business plan should then reflect the results of this analysis. AED and T-MARC can look at each other and their options and decide to continue their partnership, or not, and respond to any proposal together with either organization as prime, separately, or not. At this stage in T-MARC Company’s development, agonizing over sustainability is counterproductive.</p>		<p>AED/T-MARC is looking for consultants who can assist in this effort. This will be completed in FY10.</p>
<p>Streamline Procurement Process: The procurement process needs to be streamlined if the T-MARC Company staff and its contractors are to avoid spending excessive amounts of time on</p>	<p>Since April 2009, AED has sent two experts in procurement to T-MARC to streamline processes and develop new systems.</p>	<p>AED will continue to send procurement experts to the field to assist T-MARC Company with its processes.</p>

Recommendation	Accomplished to date	Pending
procurement administration.	AED has recommended staffing that would strengthen the Procurement Department.	
Partnership Development Plan- T-MARC Company’s senior management team should review its existing partnerships in the interest of assigning priorities with reference to the potential of each of the partnerships.		AED/T-MARC is developing a partner selection matrix to systematize the process of identifying new partners and the nature of the relationship.
T-MARC Company Public Relations Plan: T-MARC Company senior management should develop and implement a T-MARC public relations strategy. This strategy should focus on ways to increase relationships with GOT and donor agencies.	<p>AED has worked with T-MARC to develop a staffing structure that would enable increased outreach and public relations. This includes the development of a core position, Technical Director, to oversee the implementation of all T-MARC Project activities. A qualified Technical Director will add technical knowledge to the Projects as well as over all management, This position will allow the Managing Director spend more time representing T-MARC externally and engaging with donors, GOT and private sector.</p> <p>T-MARC has advertised to recruit a qualified Technical Director.</p> <p>Another position that has been added and filled is Media and Communications Officer who reports to the Managing Director. Responsibilities of this position include media relations and implementing strategic use of the free press.</p>	T-MARC will hire the Technical Director. AED is developing a SOW for STTA from AED or a consultant to assist T-MARC develop a public relations plan.

Appendix B - Table of Abbreviations

ABC	Abstinence, Being Faithful, and Condom Use
ACT	Artemisinin Combination Therapy
ADDO	Accredited Drug Dispensing Organization
AED	Academy for Educational Development
BCC	Behavior Change Communication
BOD	Board of Directors
CSW	Commercial Sex Workers
EGPAF	Elizabeth Glaser Pediatric AIDS Foundation
FHI	Family Health International
FP	Family Planning
FY	Fiscal Year
JHPIEGO	Johns Hopkins Program for International Education in Gynecology and Obstetrics
KABP	Knowledge, Attitudes, Behaviors and Practices
LO-ORS	Low Osmolarity Oral Rehydration Salts
MCH	Mother and Child Health
MOHSW	Ministry of Health and Social Welfare
MSH	Management Sciences for Health
NACP	National AIDS Control Programme
NGO	Non-governmental Organization
NIMR	National Institute for Medical Research
NMCP	National Malaria Control Program
PEPFAR	President's Emergency Program for AIDS Relief
PMTCT	Prevention of Mother to Child Transmission
POS	Point of Sale
POUZN	Social Marketing Plus for Diarrhea Disease Control: Point-of-Use Water Disinfection and Zinc Treatment
RFA	Radio Free Africa
RFA	Request for Application
RH	Reproductive Health
TACAIDS	Tanzania Commission for AIDS
TFDA	Tanzania Food and Drug Authority
T-MARC	Tanzania Marketing and Communications for AIDS, Reproductive Health and Child Survival
TPI	Tanzania Pharmaceutical Industry
VCT	Voluntary counselling and testing

Appendix C - Photo Gallery