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When a Donor Leaves: Maintaining a Successful Social Marketing Program In Bolivia

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Abt Associates



AVAILABILITY



QUALITY



EQUITY



CHOICE

The Latin America region has a long history of donor investment in social marketing programs

With the phasing out of donor funds, NGOs have struggled to sustain these programs in some of the most competitive markets in the world

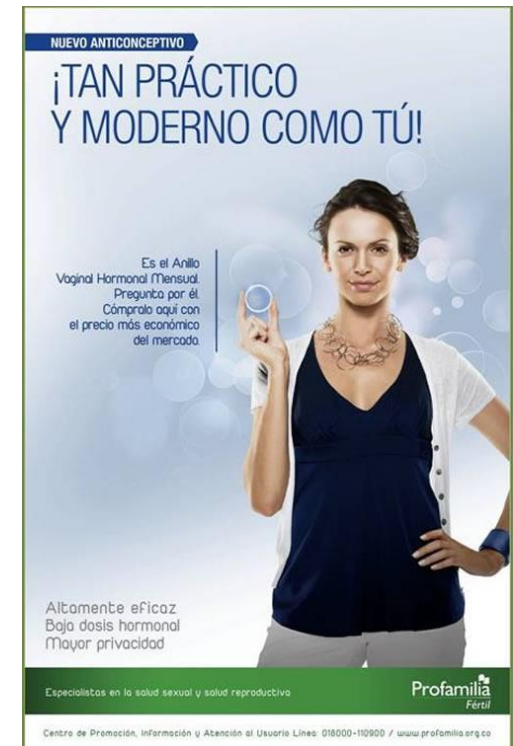
	Average Price in US\$
Total Pharma	3.4
Schering - (8)	6.0
Gynopharm - (12)	5.2
Psi Paraguay - (2)	1.9
Fa.pa.sa. - (2)	3.8
Lasca - (1)	1.7
Galeno - (1)	2.1
Medical Farmac - (1)	1.5
Boehringer Ing - (1)	2.5
Silesia - (3)	4.1
Parafarma - (1)	1.6
Others (10)	3.8

Oral contraceptive brands and retail prices in Paraguay (Source: Health 2010)

SM programs in the region have had to change their business model over time to achieve self-sufficiency

The most successful have remained significant players in the FP market

Those with limited procurement expertise and investment capacity have seen their market share deteriorate



SOCIAL MARKETING IN LATIN AMERICA

Organizations currently managing SM programs

Country	Organization
Bolivia	PROSALUD
Brazil	DKT do Brazil
Colombia	PROFAMILIA
Dominican Republic	PROFAMILIA, PSI
El Salvador	ADS, PSI
Guatemala	APROFAM, PSI, WINGS
Honduras	ASHONPLAFA, PSI
Mexico	MEXFAM, DKT, PSI
Nicaragua	PROFAMILIA, PSI
Paraguay	PSI
Peru	APROPO, APPRENDE
Venezuela	PROSALUD



BOLIVIA: THE CASE OF PROSALUD



The Asociación Protección a la Salud (PROSALUD) a Bolivian non-profit organization, was created in 1985

Its mission was to provide quality affordable medical services and health education for low-income Bolivians

Between 1985-2013, PROSALUD received uninterrupted financial and technical assistance from USAID

BOLIVIA: THE CASE OF PROSALUD

PROSALUD's entrepreneurial spirit, combined with USAID support, resulted in a trusted institution committed to sexual and RH rights, a national network of 29 health facilities, and a successful social marketing program



PROSALUD launched its SM program in 1989 and built a distribution network that includes clinics, pharmacies, other NGOs, and non-traditional outlets

The SM portfolio includes male and female condoms, hormonal contraceptives, an IUD, lubricants, and multivitamins

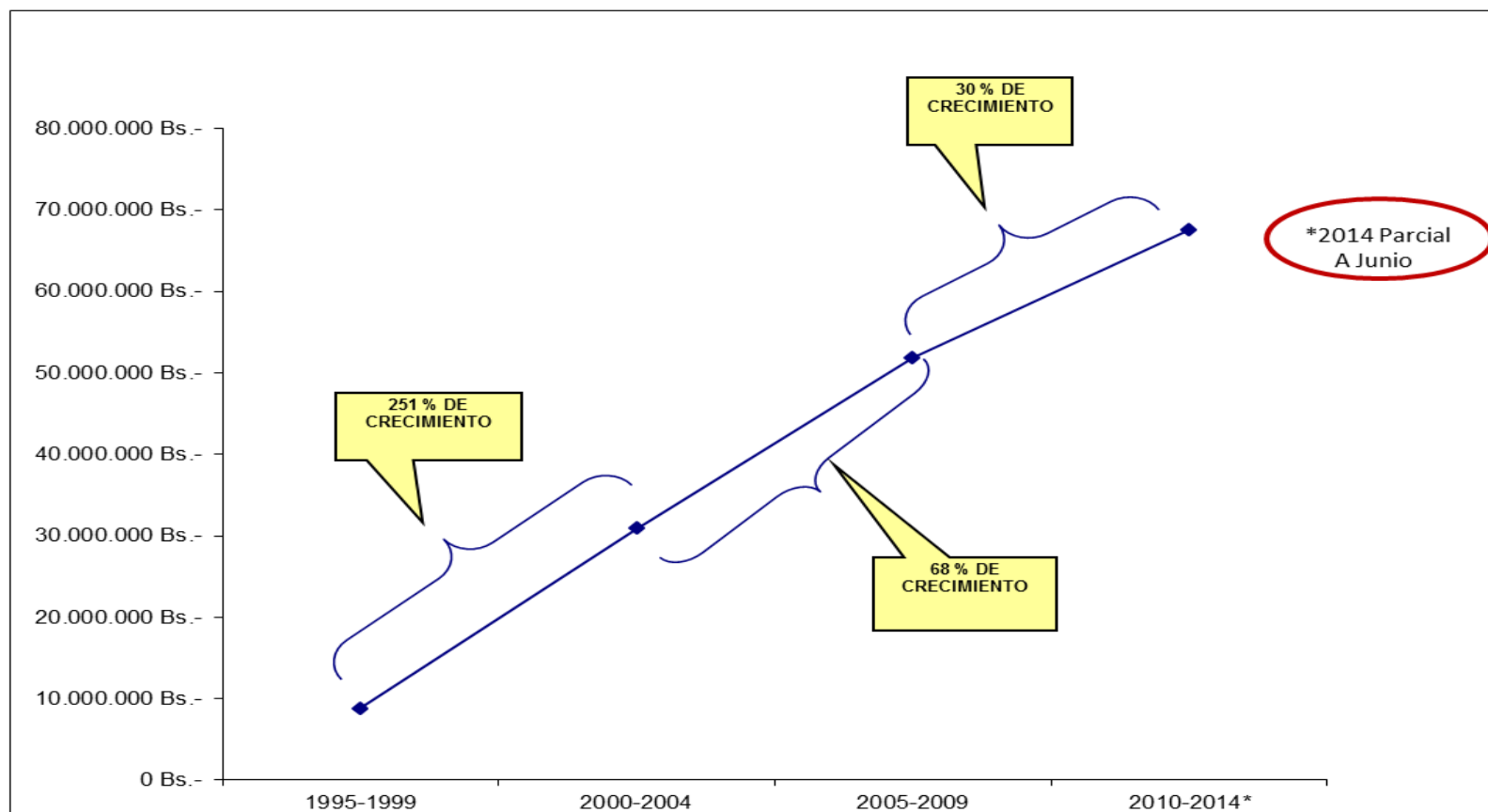


Between 1989 and 2013, USAID supported social marketing activities through the PROMESO project and several successive technical assistance projects

In 2012-2013, the Strengthening Health Outcomes through the Private Sector (SHOPS) project assisted PROMESO in the areas of financial management, monitoring and evaluation, and new product sourcing



REVENUE FROM SALES OF SM PRODUCTS



In May 2013, at the request of the government, USAID ended its assistance program in Bolivia

Following the loss of USAID support, the PROMESO staff was reduced from 40 to 11

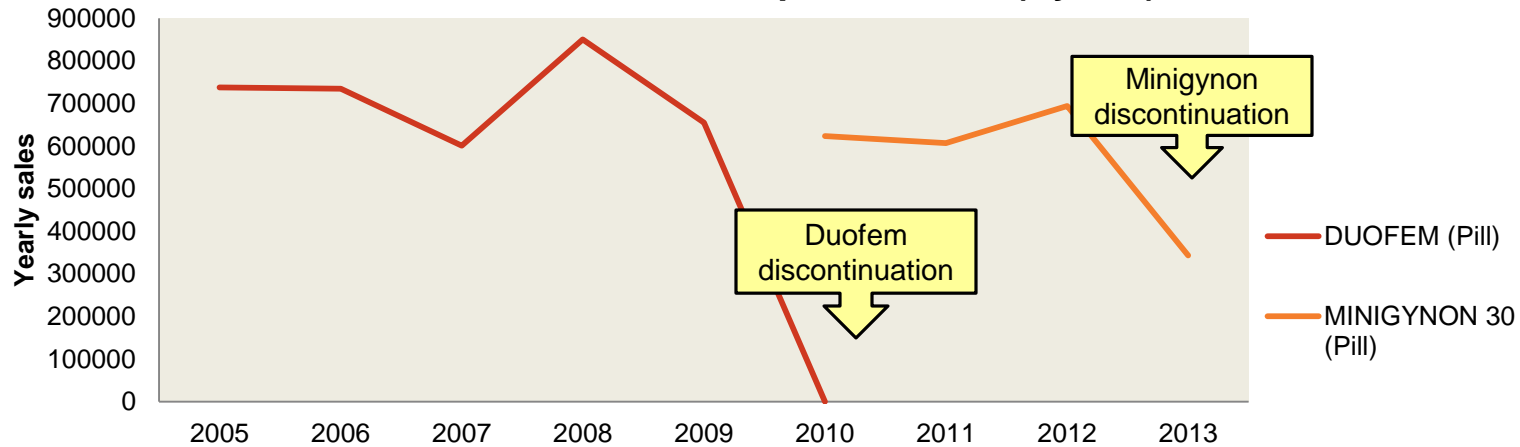
Money for research, monitoring and evaluation, detailing and communication dried up

Though unrelated to the phase-out, a contract to distribute the Minigynon oral contraceptive brand was not renewed

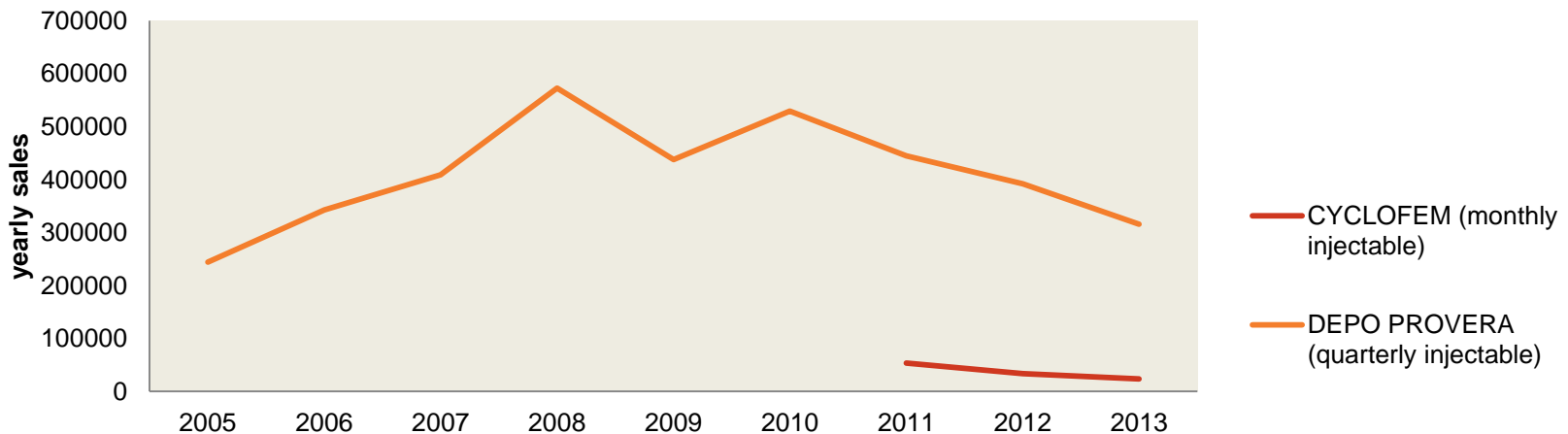
The impact on the SM program was severe

Contraceptive sales (2005-2013)

Sales of Oral Contraceptive Brands (Cycles)

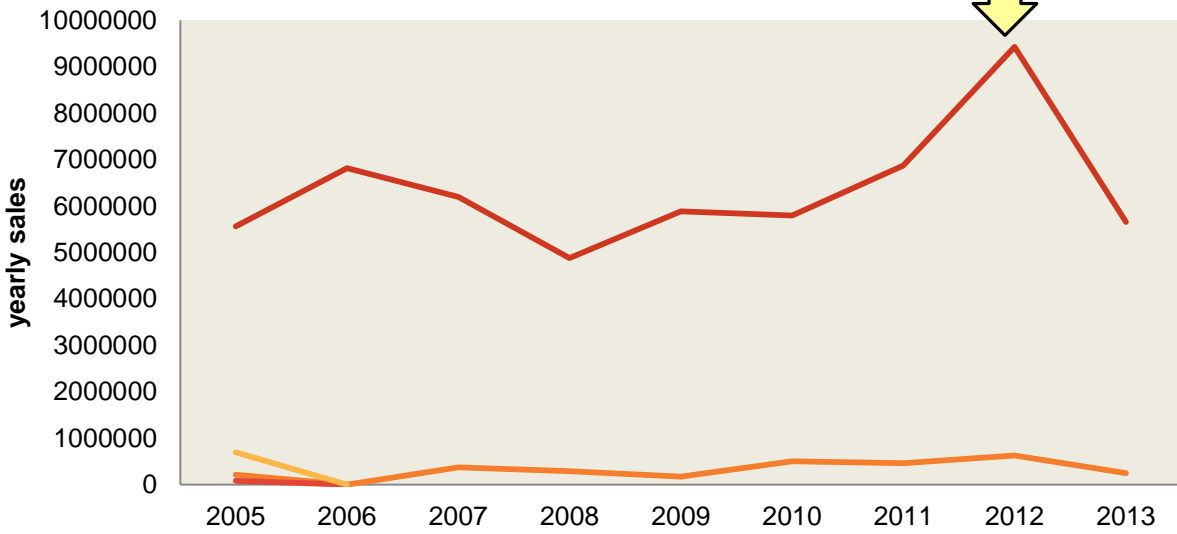


Sales of Injectable contraceptives (Units)



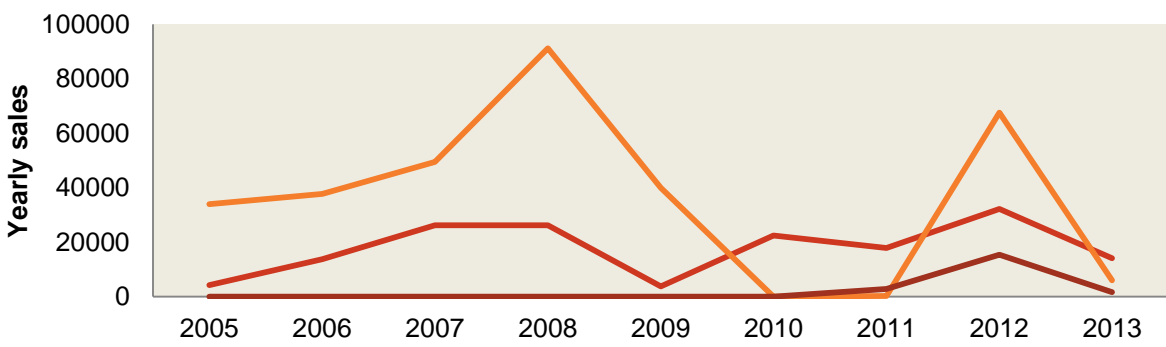
Contraceptive sales (2005-2013)

Sales of Male Condoms (units)



- Condom PROTEKTOR
- Condom PROSALUD
- Condom BLUE GOLD F. Global
- Condom PANTERA

Sales of Other Contraceptive Products (units)



- IUD
- Female condom REALITY
- Cycle beads

HOW PROSALUD COPED

Building on SHOPS technical assistance, PROSALUD signed procurement contracts with low-cost contraceptive manufacturers based in India and Chile

The OC brand *Norveta* was launched in August 2014, to be followed by *Difem* in Oct. 2014

SM resources were refocused on sales, logistics, transportation

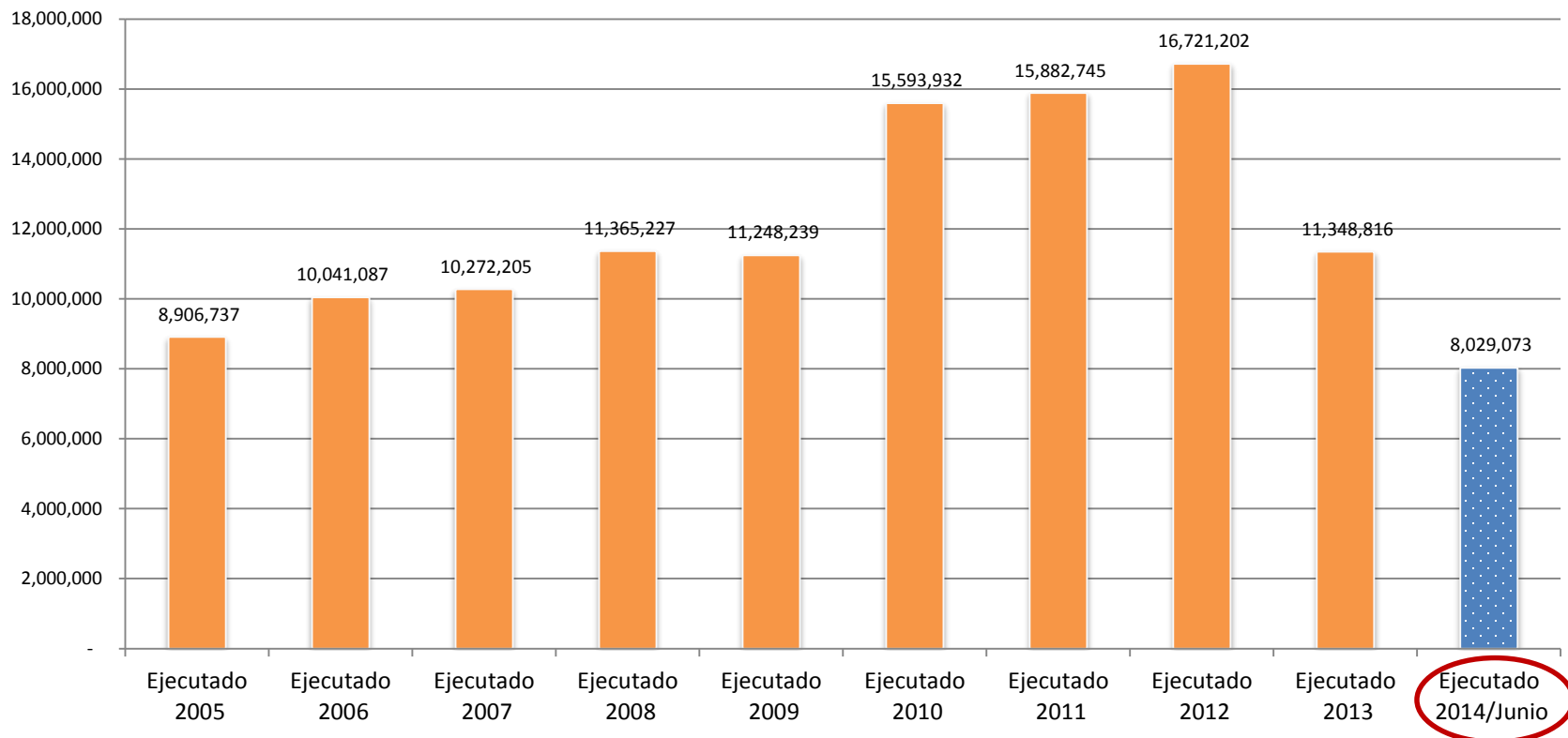


PROSALUD began to diversify its client base (municipalities, Global Fund)

A Social Marketing Manager was hired in 2014 to help develop a new strategic approach

TURNING THE CORNER?

Sales Generated from the PROSALUD Social Marketing Program (Bolivianos)



LOOKING AHEAD: KEY CHALLENGES

To compete in the pharmacy market, PROSALUD adopted a low price/high volume strategy

To continue fulfilling its social mission, the SM program must generate revenue for cross-subsidies

Procuring very low-cost commodities, leveraging the PROSALUD brand, and introducing new, higher margin products are critical aspects of this strategy

To meet these goals, PROSALUD must reverse the isolation caused by the loss of donor support and rebuild its RH and pharmaceutical networks

WHAT THE FUTURE MIGHT BRING

Possible additions to the SM portfolio:

- PAP smear test kit
- Progestin- only oral contraceptive
- Higher margin contraceptive products
- Monthly injectable under the PROSALUD brand
- Additional micronutrient products
- Pharmaceutical products for clinic distribution

SM programs in the LA region have been hit by the double whammy of USAID graduation and increased competition in the markets they helped create

Organizations such as PROSALUD have reacted with resourcefulness because they believe in their mission

The RH community can help them stay connected to suppliers and best practices, support international collaboration and partnerships

Social marketing programs in the region have evolved: no longer project-supported but more financially sustainable and linked with overall institutional mission

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December 22, 2012

CENTRO MATRIZ QUITO — with JorgeAndrés MH and Isaac Daniel Lechero X Ever.

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Cemoplaf Programa Adolescentes changed their cover photo.

December 20, 2012

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RED ENTRE JOVENES ASHONPLAFA

3 de octubre

la mitad (50%) de la jóvenes que nunca fueron unidas y que son sexualmente activas (es decir, que tuvieron relaciones sexuales en los pasados tres meses) usan algún método anticonceptivo; esa proporción es menor que la entre sus contra-partes unidas (56%)

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