

Total market approach advocacy messaging framework

Targeted strategies and messages to serve as the basis for a comprehensive advocacy and communications strategy for a total market approach to family planning in developing countries

June 2016

MAILING ADDRESS

PO Box 900922
Seattle, WA 98109
USA

ADDRESS

2201 Westlake Avenue
Suite 200
Seattle, WA 98121
USA

TEL: 206.285.3500

FAX: 206.285.6619

www.path.org



Contents

Acronyms and abbreviations.....	iii
Introduction.....	1
Core messaging.....	2
Main messages.....	2
Messages oriented toward specific, priority audiences.....	4
Government audience #1: National-level ministries of health family planning/reproductive health staff.....	4
Government audience #2: Ministry of Health District Health Officers (DHOs).....	6
Donor Audience #1 USAID Mission staff	7
Donor Audience #2: UNFPA country staff	8
Commercial sector audience #1: Manufacturers and suppliers of contraceptives.....	9
Commercial sector audience #2: Importers and distributors of contraceptives.....	10
Annex 1. TMA resources	12
Annex 2. Message framework development agenda; February 16-17, 2016.....	19
Annex 3. Participant list.....	21
Facilitators	21
Annex 4. Evaluation of advocacy and communication efforts: An overview and further resources.....	22
Annex 5. Workshop slides	26

Acronyms and abbreviations

DHO	district health officer
DHS	Demographic and Health Survey
FP	family planning
MOH	Ministry of Health
NGO	nongovernmental organization
RHSC	Reproductive Health Supplies Coalition to support
SDG	sustainable development goal
TMA	total market approach
USAID	US Agency for International Development

Introduction

There is growing global momentum and political will to ensure sustainable development and health for all—a vision that will not be achieved without universal access to health care products and services. As part of this trend, more governments and private sector actors are seeking to build demand for a full range of contraceptives to expand access to family planning (FP) services and products. These efforts bring challenges and opportunities: while international donor resources for contraceptives and related services are shrinking relative to current and expected demand, low- and middle-income countries are seeking innovative approaches to meet needs. As a result, there is growing appreciation of the value of strategic coordination across the public, private not-for-profit, and commercial sectors to increase access to family planning for all segments of the population. Still, these market sectors tend to remain isolated from one another, and this unfamiliarity—and in some cases distrust—hampers communication. Effective communication between the sectors is critical to build understanding, find shared value, and identify ways to collaborate for stronger family planning markets.

This messaging framework is a communications tool to encourage productive dialogue and information-sharing among sector stakeholders. It aims to foster coordination across sectors for stronger family planning markets (often referred to as a total market approach [TMA]). The framework includes overarching (core) messages for how to describe and build the case for cooperation among market stakeholders, followed by additional targeted messages for priority stakeholders that call for actions for more integrated, coordinated markets. When put into practice, the messages should be adapted for the local context, situation, and target audiences.

The framework is based on the results of a messaging workshop involving public and private family planning market specialists convened by PATH in February 2016. Participants identified and profiled priority audiences and outlined key points and actions for each target group. (See Annex 3 for a list of participants.)

These action-oriented messages are intended to be part of strategic communications, outreach, and educational efforts by advocates, technical experts, health specialist and officials, and other public and private sector representatives to:

- Raise awareness of the benefits of coordinated and strengthened family planning markets to meet the contraceptive needs of women in a sustainable manner;
- Develop a common understanding and description of stronger family planning markets to draw in broader support for this market approach among advocates, market actors and decision-makers;
- Build momentum for this market approach to improve women’s health; and,
- Achieve advocacy and policy objectives that result in stronger family planning markets.

Core messaging

These core messages focus on expanding access to quality contraceptives through stronger and better coordinated markets. Specialists often refer to this as a total market approach (TMA). To overcome barriers to understanding and reach broader audiences, these messages endeavor to describe that approach and then offer common language for describing the current family planning landscape; elements of this stronger, comprehensive market approach; why the approach is critical; and how it can address family planning challenges. Core messages should be paired with the audience-specific messages in the sections that follow. They can inform one-on-one communication as well as a variety of other communication channels and materials.

Main messages

All people deserve access to quality contraceptive products to help plan whether, when, and how many children to have. Healthy markets are the engine to deliver these products in an equitable, sustainable way and reach ambitious family planning targets.

- Family planning is critical to women's health and wellbeing. Sustainable access to quality contraception empowers women, reduces poverty, and prevents a range of health problems.
- Today there is an enormous unmet need for modern contraceptives, and inequity persists. Some 225 million women in low- and middle-income countries want to use family planning but are not. Further, contraceptive use is still 19 percent higher among the wealthiest women compared to the poorest.¹
- Even the highest quality contraceptive products cannot improve the lives of women if they do not reach those who want and need them. When markets function well—and combine all the strengths of public, donor, and private resources and investments—affordable, effective contraception will be consistently available to all.
- To achieve new global health goals such as the Sustainable Development Goals (SDGs) and Family Planning 2020, market shortcomings must be addressed to improve access to health products. With new, more ambitious goals to reach, no one sector can do it alone. A sustainable approach to delivering reproductive health products requires coordination for maximum public health impact.

The traditional, public-sector family planning system alone cannot meet the needs of all people, especially as unprecedented numbers of people enter reproductive age.

- Historically, family planning programs have relied heavily on donor-funded products delivered through public-sector health facilities. But fewer donor resources and increasing demand means that reaching all women with safe and effective products calls for more creative and holistic efforts to engage new players and harness previously untapped resources.
- In many countries, people with some level of disposable income can and are willing to pay commercial or subsidized prices for contraception. Opportunities exist to better leverage the commercial and private not-for-profit sectors to meet their needs, so the public sector can focus on more effectively serving those in highest need including the very poor and hard-to-reach groups.

¹ Ross, John. Improved Reproductive Health Equity Between the Poor and the Rich: An Analysis of Trends in 46 Low- and Middle-Income Countries. *Global Health: Science and Practice*. 2015
<http://www.ghspjournal.org/content/3/3/419>

We need to approach family planning in a new way, combining and coordinating the strengths of all market space sectors (public, private not-for-profit, and commercial) to ensure that women get the supplies and services they need, through the right channels, and at the right price.

- By better aligning market segments – or consumer groups – with the right distribution channels, we can shape healthier markets and make family planning programs more sustainable and cost-effective. Increased coordination between the different sectors can minimize market distortions that occur when free and subsidized products flood the market unexpectedly and without adequate controls.
- We can improve contraceptive equity by targeting subsidies to those who need them most, while directing commercial-sector products and services toward people who are willing and able to pay.
- Bringing all sectors together including public, commercial, and private not-for profit—often referred to as the total market—and harnessing their comparative advantages will expand the reach of family planning resources and achieve greater impact over the long term.
- Government officials ideally guide such efforts; however, circumstances differ from country to country, so how you think through and begin to engage different market actors should be flexible and based on local need and capacities. The starting point and benchmarks for each country will vary based on individual need and state of market development.
- Thinking through a market-based strategy generally includes certain steps, such as assessing the family planning landscape by collecting and analyzing family planning market data (such as conducting willingness to pay studies and retail audits) for a variety of products, consumer groups, and needs across all sectors; engaging across sectors to develop a national strategy to meet or build supply and demand; and then implementing the strategy.

All stakeholders can benefit from viewing their work within a “total market” context and recognizing their unique role in the overall marketplace.

- Increased coordination among all sectors lies at the heart of total market-based strategies for expanding family planning. This is especially important because what happens in one sector will affect others. Collaboration can reduce duplication and identify areas to maximize cost-savings and profit potential for commercial sector actors as well as meeting people’s contraceptive needs.
- Public-private partnerships can lead to improved information sharing among stakeholders and therefore a better understanding of the whole market for contraceptives.
- Considering the total market can help different stakeholders leverage their comparative advantage, improve targeting of their resources, and advance their key interests. For example:
 - Governments and nonprofit organizations can promote equitable access by using data and coordination mechanisms to direct their subsidies toward the most underserved groups including the poor.
 - Commercial sector enterprises can more effectively reach consumers with purchasing power by taking advantage of increased visibility of market opportunities for contraceptives in low- and middle-income countries.
 - Donors can better understand the reach of donated products, make strategic decisions collectively about how to allocate funding, and more effectively engage in public-private partnerships for health and development purposes.
- Viewing the overall family planning market holistically allows countries to design strategic approaches based on the individual context and stage of market development and customize their activities to local needs and goals.

Governments, donors, and commercial partners all have important leadership roles to play in strengthening market-based strategies for family planning.

- **Recommended action: Country governments** can help to achieve health coverage goals and create healthier and more effective markets by convening stakeholders—public, commercial, and private not-for-profit—to develop coordinated strategies that increase the reach of family planning across market segments.
- **Recommended action: Donors** can invest in the development and evaluation of comprehensive market-based strategies for family planning over the long-term, and use their influential position to encourage participation from all key stakeholders, including the commercial sector.
- **Recommended action: Manufacturers and distributors** can come to the table, engage in dialogue across sectors to understand and explore market opportunities for family planning, and benefit from reciprocal information-sharing.

Messages oriented toward specific, priority audiences

Messages oriented to the needs and concerns of specific target audiences can accompany or complement core messaging when communicating with six priority audiences identified by the workshop participants: country governments (Ministry of Health [MOH] staff and District Health Officers [DHOs]), donors (US Agency for International Development [USAID], mission staff, and UNFPA country staff), and family planning commercial representatives (importers/manufacturers and local distributors).² Messages for each target audience are divided into three sections: Potential challenges being faced by that audience in implementing a market-based approach to family planning, how the solution of a market-based approach can address those challenges, and recommended actions to pursue that strategy.

Government audience #1: National-level ministries of health family planning/reproductive health staff

As leaders of national efforts to improve contraceptive access and choice, ministries of health face increasing pressure to meet the needs of all population segments in a sustainable, equitable way.

- Ministries of health are increasingly confronted by limited budgets and declining support from donors. They must meet the contraceptive needs of growing and disparate populations with fewer resources, while looking for new ways to ensure sustainability.
- Family planning officials are under pressure to deliver on global commitments, as well as national and subnational policies and strategies, including universal health coverage. Although these policies may have similar goals, they are not always harmonized or aligned.
- Ministries of health play a key role in convening and coordinating multiple family planning partners from various sectors. However, a lack of shared goals, different agendas, and hesitancy to collaborate can create barriers to effectiveness.

² These six audiences are critical—particularly with regard to contraceptive supply—but they are not exclusive. Depending upon the county situation and needs, other key audiences may emerge.

- Data on consumer segments and distribution channels should drive decision-making on family planning programming and procurement, but partners do not always see the long-term benefits of sharing information and sometimes perceive data sharing to be a risk to their market position.

Looking at the country’s whole (or “total”) family planning market can provide solutions for MOH staff working to meet national and global commitments within the confines of scarce resources and limited data.

- Engaging with all market-place actors can help you to target funds strategically toward priority areas. Improved coordination, which is central, ensures that resources are allocated more efficiently and family planning reaches those who need it most.
- While considering the total market requires long-term planning and support, it is not intended to be tackled as a new policy or program. Rather, it’s a perspective that can help accelerate progress toward existing national program targets and global initiatives, including universal health coverage, FP2020, and the SDGs.
- Using metrics (market size, market accessibility, market sustainability, market equity, etc.) to support and monitor engagement of the whole market can allow government officials to document and track progress toward shared objectives.
- Engaging all sectors, including the commercial sector, in family planning provision can encourage data sharing. Additional data on various market segments can provide a clearer picture of the entire market and inform decision-making on programming and procurement.
- The commercial sector is often absent from discussions about the contraceptive market. However, they are invaluable partners due to their access to private-market data, which can significantly improve government forecasting, and identify middle- and high-income consumers. They are also well-positioned to bring new and innovative contraceptive technologies to the market, engage in demand creation efforts, and ultimately increase choice for women.

Requested action of MOH staff: As leaders and conveners, you have a critical role to play in shaping a healthier, more effective family planning market.

For MOH staff with lower awareness of TMA concepts:

- Take a broad view of the market factors influencing family planning distribution in your country. Then, learn more about how market strategies and tools can help you increase the effectiveness of your programs. (See Annex 1 for resources.)
- Take a “total market mindset” when examining family planning programs and determining where to allocate resources. Various tools are available to support this analysis. (See Annex 1.)
- Begin to engage with the private sector by learning about the private-sector actors in the country and considering their interests and potential role in family planning/reproductive health programs.

For MOH staff with higher awareness of TMA concepts:

- Exercise your leadership role by convening working group or strategic planning process to introduce market strategies as part of your family planning program. Consider initiating this discussion via an existing coordination mechanism, such as a family planning/reproductive health working group or contraceptive security committee.
- Budget permitting, conduct a family planning distribution audit to better understand market segments and the national family planning landscape.
- Deliberately work to engage the commercial and private not-for-profit sector in discussions about actively participating in the family planning program, and explore options to build and share evidence

and data on suppliers, and where donated and subsidized products are being distributed.

- Raise awareness and champion the benefits of engaging in total market planning among stakeholders from all sectors, including other government ministries and regulatory bodies.

Government audience #2: Ministry of Health District Health Officers (DHOs)

As key players on the frontlines of public-sector service delivery, DHOs face a unique set of challenges and opportunities in meeting the reproductive health needs of local populations.

- DHOs are often under pressure to achieve critical family planning results with limited budgets. In decentralized contexts, DHOs increasingly face procurement responsibilities, further stretching resources, and underscoring the need for coordination.
- For most DHOs, competing priorities and responsibilities leave scant time to focus on leading and coordinating family planning efforts.
- Because few contraceptive providers exist in most areas, demand often outweighs government supply, and stock-outs can be common. And while DHOs may strive to ensure better tracking of supplies, they often work within systems that have limited capacity to do so.
- Opportunities exist for private sector providers to enter local markets, but they are often deterred by a lack of local market data, leaving the public sector to shoulder the burden.

Understanding the local family planning market in its entirety (the “total market”) can help DHOs increase coverage and meet targets more efficiently.

- Understanding the market implications within your district can help you to target resources more effectively to make sure that contraceptives are getting to those who need it most.
- Better targeting of resources—taking into consideration the market—can stabilize supply and prevent stock-outs by ensuring that free products are only reaching those who can’t afford to purchase them, while those who can pay for products are accessing the commercial or private not-for-profit sectors.
- Involving commercial sector entities in market planning can help to alleviate pressure on public services and increase data sharing and collaboration. DHOs can use their unique perspective on the local family planning market to gather valuable market information and bring all sectors to the table to share information and find solutions to market challenges. By sharing local data and experiences with national colleagues, DHOs can also inform the central knowledge base and decision making.
- Examining the local family planning landscape through a total market lens can provide DHOs with examples of innovation and on-the-ground success that can be informative for national-level colleagues.

Requested action of DHOs: As frontline actors in the local family planning market, you have an important role in a total market process.

For DHOs with lower awareness of TMA concepts:

- Take a broad view of the market factors influencing family planning distribution in your district. Then, learn more about how you can apply total market strategies and tools to increase the effectiveness of your programs. (See Annex 1 for resources.)
- Gather local evidence and data on suppliers and where donated and subsidized products are being distributed. Share information and examples of success with national colleagues.
- Engage in dialogue with other family planning colleagues and partners about the potential of

leveraging the total market and its related players for increasing contraceptive prevalence rates.

For DHOs with higher awareness of TMA concepts:

- Use your role to help ensure accountability for contraceptive distribution and gain information on market realities. Better targeting means less duplication of efforts in the field. For example, utilize an ombudsman or the community health committee to begin to track where products are going.
- Increase your understanding of the local market by engaging in market-based strategies and activities. This might include working with a partner to conduct a mapping exercise or conducting a family planning distribution audit to better understand market segments and the local family planning landscape.
- Spark discussion about market activities with national colleagues by documenting cases of successful multi-sector family planning activities and sharing those with national-level colleagues.
- Raise awareness and champion the benefits of engaging in total market planning among stakeholders from all sectors.

Donor Audience #1 USAID Mission staff

Over many decades, USAID and other donors have helped to make tremendous progress in expanding access to family planning around the world. As the donor landscape for family planning changes, new market strategies are necessary to protect those investments and ensure continued progress.

- As donors evaluate their resources and role in supporting national family planning programs, they are increasingly shifting ownership and responsibility for financing to countries.
- Ensuring that national family planning programs are sustainable and reach users at the bottom of the pyramid will require increasingly data-driven and strategic investments by USAID and other donors.
- Engaging the private sector is a critical priority for USAID in reaching family planning targets; more models, evidence, and incentives for involving commercial partners are needed.

By playing a leadership role to encourage stronger markets through better coordination among government partners and grantees, USAID mission staff can help to ensure the efficiency and impact of local programs.

- A total market approach to family planning is a current top priority for the USAID office of Population and Reproductive Health, and successful examples exist. The promotion of this approach by mission staff at the country level can help facilitate learning about the process and elevate its priority in-country.
- Total market tools, including checklists, assessments, and audits (See Annex 1), can provide USAID mission staff with processes and models to engage the private sector and increase the effectiveness of public-private partnerships.
- Encouraging in-country government partners to participate in a total market process can increase country ownership and encourage national investment in family planning programs.
- Applying a total market lens does not require a new policy or program. Instead, it enhances existing programs through application of market data that allows mission staff to maximize results from long-term investments.

Requested action of USAID staff: By championing market activities that are adapted to the country

context, you can set a standard for data-driven, strategic family planning programs.

For Mission staff with lower awareness of TMA concepts:

- Take a broad view of the market factors influencing family planning distribution in your country. Then, learn more about how total market tools and strategies can help to increase the effectiveness of your programs. (See Annex 1.)
- Gain more evidence about the local market by employing total market strategies and tools that can help you better understand the whole market. This might mean engaging a partner to conduct a landscaping exercise to map market players and products as well as better understand their views and recommended actions. A more thorough analysis of the different market segments can then be done by looking at wealth quintiles, willingness and ability to pay, and where products are sourced by channel and geography.
- Encourage government partners to consider facilitating market activities by asking a partner to put the topic on the agenda of an existing working group meeting.

For Mission staff with higher awareness of TMA concepts:

- Get the big picture on the total market. Mine Demographic and Health Survey (DHS) and other family planning market data to paint a picture of the country's contraceptive landscape to shape strategies and actions.
- Implement strategies for advancing family planning in-country through leveraging the total market and gathering data from partners. Consider including indicators in your Requests for Applications that require partners to report on certain metrics, such as market size, market equity, and market accessibility. Data on these metrics can inform total market planning and multi-sector coordination. (See page 6 for examples of key TMA indicators.)
- Increase knowledge within USAID about the value of total market planning for family planning by encouraging other USAID champions from headquarters and in-country missions to share their experiences with other missions.

Donor Audience #2: UNFPA country staff

The current model for family planning provision—a largely public-sector approach—is not reaching all people, especially the poorest, with a broad range of quality contraceptives.

- Public-sector family planning resources are increasingly limited, and in many places contraceptives are not reaching the poorest and most vulnerable. This is due to a range of reasons including leakage of free or highly-subsidized products into commercial channels.
- Poor donor coordination of contraceptive forecasting and supply can result in oversupply and stockouts nationally or subnationally.
- When those with the ability to pay rely on donated products distributed through the public sector, fewer resources exist to serve low-income and vulnerable populations. Re-directing consumers who can pay for contraception to commercial supplies using eligibility criteria and a “sliding scale” can free up donor and government resources to focus on the neediest.
- Ensuring equitable distribution of resources requires systems for tracking and accountability, but those systems are often unknown or underutilized.
- Global and national initiatives, like FP2020 and family planning costed implementation plans, have created ambitious targets. Meeting them will require new approaches to the family planning market.

Working alongside partner governments to consider the strengths, needs, and potential of the family planning market, in total, can increase contraceptive equity and access for the most in need.

- Considering the total market can free up resources for the public sector, and can be an appealing option for governments looking to do more with less. Increased private sector involvement in the national market can help to address realities of budget shortfalls and encourage sustainability of family planning programs.
- Decision-making based on an understanding of the total market can be instrumental in helping countries meet ambitious FP2020 and other global goals by helping them reach new users and address unmet need.
- Total market strategies and tools provide valuable systems and processes for tracking, accountability, and better ways of using data to reach consumers. They can also increase evidence-based decision making and lead to higher quality programs.

Requested action of UNFPA mission staff: By partnering with governments on market solutions, UNFPA can use its influential role to help increase the reach of national programs.

For UNFPA country staff with lower awareness of TMA concepts:

- Take a broad view of the market factors influencing family planning distribution in your country. Then, learn more about how market tools and strategies can help to increase the effectiveness of your programs. (See Annex for resources.)
- Consider how total market strategies and tools—such as checklists, assessments, and audits—can help to increase accountability for products reaching the intended users, or those with the greatest need for family planning products.
- Engage with your government colleagues to gather data on commodity tracking and distribution, and then contribute to a market analysis.
- Explore the value of gaining a deeper understanding of the country’s total market and all its actors. Propose a market segmentation and retail audit to government colleagues and engage in dialogue on the potential of a TMA approach.

For UNFPA country staff with higher awareness of TMA concepts:

- Better tracking and accountability systems can help to inform decision-making about distribution of resources. Consider working with MOH partners to implement a tracking system of donations to inform budget decisions.
- Help generate the big picture on the total market. UNFPA can utilize in-house demographers and DHS data to paint a picture of the country’s contraceptive landscape to shape strategies and actions.
- Utilize your influence with the government and within UNFPA to carry messages about the value of market approaches to reaching overall global and national targets.

Commercial sector audience #1: Manufacturers and suppliers of contraceptives

The family planning market is shifting in ways that unleash new profit potential for contraceptive manufacturers.

- While the family planning market has traditionally been dominated by donor-funded products and public-sector distribution, this paradigm is shifting. National governments are looking for new ways to satisfy existing and anticipated contraception needs in cost-efficient, sustainable ways. This creates an opportunity for manufacturers to access new market segments.

- Areas with growing economies and emerging middle classes present untapped opportunities for profit potential, as many consumers in lower- and middle-income countries can pay for contraception and appreciate the convenience and choices offered by the commercial sector.
- While upfront costs to entering local markets are a reality, significant return on investments are likely/possible in the long-term. Manufacturers should consider regions where private not-for-profit ventures have primed the market and where opportunities exist to access government contracts through public-sector partnerships. Sharing market research and sponsoring networking and public tender opportunities will encourage increased engagement of commercial sector actors. Examples include:
 - The Merck and Bayer implant price reductions and the Pfizer Sayana Press price reduction.
 - The [Generic Manufacturers for Reproductive Health \(GEMS\) Caucus](#) continues to work with the Reproductive Health Supplies Coalition to support (RHSC) to increase the market share of generic contraceptive manufacturers who meet the World Health Organization Prequalification of Medicines Program standards in order to improve access and choice.
- Increased access to market data is critical to strengthening the entire family planning sector. Data sharing can help manufacturers identify consumer opportunities and help the public sector better direct resources to those who cannot afford to pay. An example of how better access to market data has benefited manufacturers is the RHSC’s Coordinated Supply Planning Group. They share data, develop demand forecasts, and coordinate supply planning for contraceptive implants and injectables globally. Collaboration with the public sector has the potential to reveal profit opportunities in local markets and give the commercial sector a greater voice in public decision-making.
- This collaboration can help explain demand and identify opportunities to drive consumers to the private sector.
- Participating in activities with multi-sector partners, including data sharing public-private partnerships, and corporate social responsibility campaigns, can shed light on market dynamics, improve better targeting of public sector products, and provide manufacturers with analyses of existing market sectors. Access to more robust market data can also lead to more sophisticated forecasting that can inform long-term decision making around market growth and investment, targeted consumers, and marketing. Engaging with multi-sector partners gives manufacturers a seat at the policymaking table, which can provide an opportunity for greater input on policy issues affecting the marketplace. This sets the stage for mutually beneficial partnering with the public sector as well as nongovernmental organizations (NGOs).

Requested action of manufacturers: By coming to the table with other stakeholders, manufacturers can explore business opportunities resulting from new types of market participation.

- Engage in early dialogue with the public and private not-for-profit sectors about market segmentation opportunities to learn how you can leverage data and marketing activities to benefit your business.
- Learn how participation might increase your influence in policymaking decisions. This could include a greater voice in policies that affect your business.
- Identify opportunities to engage with others in the sector. For example, raise the issue with business associations to discuss potential for joint participation in a country or regional total market process.
- Take advantage of demand generation opportunities that may emerge from collaboration and data sharing among sectors—including awareness-raising and marketing product category campaigns by public and private not-for-profit groups.

Commercial sector audience #2: Importers and distributors of contraceptives

Contraception is one of many products sold by distributors. Changes to family planning provision in lower- and middle-income countries are creating new opportunities for commercial-sector stakeholders to profit on those commodities.

- Stretched government resources and emerging groups of consumers with the ability to pay for commercial goods will drive more customers to the private sector for high-quality contraception in the future.
- With many over-the-counter and prescription products to represent, distributors may not heavily market family planning products because they do not see steady demand from consumers or perceived return on investment is not attractive. However, distributors should not overlook the opportunity to tap into these emerging family planning market segments.
- Commercial importers and distributors are affected by key government policy decisions about pricing and regulation, but do not always have mechanisms to inform policymaking.

Joining with other family planning providers can benefit distributors by providing data and ways to identify and influence consumer behavior and trends.

- Collaboration/engagement with other sectors involved in the family planning market promotes data sharing that can benefit distributors by clarifying market trends and consumer behavior.
- The presence of free and subsidized contraceptives provided by governments and NGO partners is often a major source of frustration for commercial sector actors who feel that they are not operating on a level playing field. By collaborating, distributors are in a better position to influence targeting of public-sector products and help to minimize the negative impact of leakage of free or highly-subsidized products into commercial channels.
- Distributors can benefit from marketing and demand generation support by collaborating with public and private not-for-profit partners, particularly around social marketing campaigns. This collaboration can result in better segmentation of customers, more rational distribution, and improved pricing strategies.
- Collaboration gives distributors a seat at the policymaking table, which can provide an opportunity for greater input on policy decisions that affect the marketplace.

Requested action of importers and distributors: By coming to the table with other stakeholders, importers can explore business opportunities in the family planning market.

- Consider the benefits of collaboration as part of a total market process. For example, engage in early dialogue with your family planning manufacturers and the public sector about potential benefits to your business.
- Learn how participation might increase your influence in policymaking discussions. This could include a greater voice in dialogue around taxation, regulation, and pricing.
- Take advantage of demand generation opportunities that may emerge from collaboration and data sharing among sectors—including awareness-raising and marketing campaigns by public and private not-for-profit groups.
- Engage with others in the sector. For example, raise the issue with business associations to discuss potential for joint participation in a country or regional total market process.
- Participate in dialogue with other importers and distributors who have benefited from a total market process.

Annex 1. TMA resources

Compendium of TMA-related resource documents for reproductive health

Dedicated total market approach background materials

[Planning Guide for a Total Market Approach to Increase Access to Family Planning—Module 1: Landscape Assessment \(2016\)](#)

PATH, has drawn on its global experience with TMA implementations in multiple countries, as well as other documented experiences to produce a document that contains practical information and specific tools to help organizations and other in-country actors conduct a landscape assessment, the first phase in planning a TMA. The guide is intended to provide an informational platform that users can augment and modify to suit the different contexts in which they are working. The planning guide is intended for organizations and individuals looking to plan a TMA, and it is designed for a variety of experience and interest levels. Because a well-executed TMA benefits both the public and private sectors, representatives from any sector will be able to make use of these documents. The toolkit that accompanies the planning guide is designed to provide planners and programmers with a set of seven foundational tools used in the completion of a thorough landscape assessment, as well as recommended approaches and potential opportunities and challenges.

URL: <http://www.path.org/publications/detail.php?i=2575>.

[Total Market Approach to Family Planning Services eLearning Course—Basic Total Market Concepts \(2016\)](#)

This course is intended to complement the Total Market Approach eLearning course (listed below) by applying the basic total market concept to family planning services. By the end of the course, learners will be able to identify how a TMA can lead to a healthy market for family planning services and understand the roles of different sectors within that healthy market. Attention will be paid to metrics for defining and measuring the family planning total market, health financing strategies, and total market activities that can help increase access and overcome staffing obstacles to quality family planning services. The course will use real-world and hypothetical case studies to reinforce key points and will provide links to additional resources for more information.

URL: <https://www.globalhealthlearning.org/course/total-market-approach-family-planning-services>.

[Equity tool \(2015\)](#)

The Equity Tool builds on the experience of UCSF, the World Bank's International Finance Corporation, USAID, and a group of international NGOs (including Population Services International, Marie Stopes International, Results for Development, BroadBranch, and Metrics for Management). This collaboration resulted in using the DHS asset measures to develop a validated method to simplify equity assessment. Equity Tool is a mobile or tablet-based app that can be used to quickly evaluate the relative wealth of program beneficiaries. The tool reduces the number and complexity of questions required to determine how wealthy beneficiaries are relative to the rest of the national or urban population and is based on free and open source software.

URL: <http://www.sf4health.org/measuring-performance/equity>

[Using Total Market Approaches in Condom Programs \(2015\)](#)

This primer presents a framework for developing and implementing a total market strategy for condom programming. A total market strategy uses the comparative advantages of all sectors—public, nonprofit, and commercial—to strengthen programs that distribute condoms for the prevention of HIV. Such efforts can increase the number of condom users, reduce the need for subsidies, increase access to condoms, and reduce the financial burden of HIV-prevention activities on the public sector. The primer discusses supply- and demand-side indicators for identifying the development stage of a country's condom market,

identifies total market interventions based on the market stage, and provides additional resources for forecasting condom needs.

URL: <http://shopsproject.org/sites/default/files/resources/Using%20Total%20Market%20Approaches%20in%20Condom%20Programs%20v2.pdf>.

[Cases in Public Health Communication and Marketing journal. Volume 8—The Total Market Approach \(2014\)](#)

[The George Washington School of Public Health published a special supplement dedicated entirely to the Total Market Approach internationally.](#) The supplement begins with an invited paper by Richard Pollard (one of the top TMA scholars) titled “Total market approaches to the social marketing of health services and commodities in low-income countries.” In addition to the invited paper, this supplement presents four peer-reviewed original articles on the application of TMA in global settings. At the end of this supplemental three commentaries are presented to reflect donor and in-country perspectives on TMA, as well as to further describe the broad swath of TMA-like work that has been done beyond family planning and reproductive health.

URL: http://publichealth.gwu.edu/departments/pch/phcm/casesjournal/volume8_suppl1/.

[Total Market Approach eLearning Course--Overview \(2014\)](#)

This course was developed to guide USAID missions and other entities seeking to assist governments on how to use the TMA concept to maximize resource use, increase access to priority health goods, and improve sustainability. Although this course focuses exclusively on health products, it is important to note that stakeholders can apply the TMA beyond products to health information and service delivery.

URL: <http://www.globalhealthlearning.org/course/total-market-approach>.

[UNFPA-PSI Total Market Approach Case Studies in six African countries \(2013\)](#)

Between November 2012 and November 2013, UNFPA funded Population Services International to carry out six TMA case studies with support from two independent researchers. The countries selected were Botswana, Lesotho, Mali, South Africa, Swaziland, and Uganda—all of which have large condom social marketing programs, are affected by HIV, and have high maternal morbidity and mortality relative to their economic development. The case studies describe the market for male condoms in six African countries and the roles of the public, social marketing, and commercial sectors in those markets. The cases illustrate the universe of need for condoms, levels of use, socioeconomic equity among users, and the market presence of condoms for reproductive health and HIV prevention (dual protection). They also propose a set of recommendations for improving the effectiveness, efficiency, and sustainability of condom markets.

URL: <http://www.unfpa.org/publications/unfpa-psi-total-market-approach-case-studies>.

[Measuring the Total Condom Market in Caribbean: Insights and Findings from the CARISMA Program \(2013\)](#)

This report is a synthesis study of key findings from the Total Condom component of the CARISMA program over two phases, cumulatively from 2005 to 2012. The aim of the program was to use social marketing techniques to create demand, widen access, and promote HIV prevention behavior, including condom use, through growing the total condom market. In its second phase, CARISMA expanded to social marketing for family planning, addressing stigma and discrimination and increasing access to sexual and reproductive health services with a focus on rights.

URL: http://www.rhsupplies.org/fileadmin/user_upload/MDA_Documents/Measuring_the_TCM_in_the_Caribbean_-_Options_CARISMA_report.pdf.

Total Market Initiatives for Reproductive Health (2012)

This primer documents the work of members of the Market Development Approaches Working Group of the Reproductive Health Supplies Coalition in defining and implementing total market initiatives. A total market initiative in reproductive health is a process in which the suppliers and financers of reproductive health products and services from across sectors—public, nonprofit, and commercial—develop a common strategic framework for maximizing use of reproductive health products and services to improve equity, efficiency, and sustainability in the health system. In addition to defining the concept and providing practical examples, the paper discusses when total market initiatives should be implemented, the process for implementation, and what indicators should be used to measure their success.

URL: <http://shopsproject.org/resource-center/total-market-initiatives-for-reproductive-health>.

Condom Social marketing in Sub-Saharan Africa and the Total Market Approach (2012)

Social marketing interventions are important in developing nations. Both increasing use and shifting users from receiving subsidized condoms need to be pursued using a TMA. This paper reviews the performance of social marketing through a cross-country comparison of condom use, equity, and market share, plus a case study illustrating how TMA can be applied.

URL: <http://www.ncbi.nlm.nih.gov/pubmed/22348632>.

Developing a Total Market Plan for Family Planning in Vietnam: An Innovative Public and Private Collaboration to Enhance Equity and Sustainability (2012)

In 2012, PATH helped the Vietnam government plan a pilot program to compare different mechanisms to protect vulnerable populations within the context of new fees and advocate for the eventual inclusion of family planning in the national health insurance program. This case study highlights lessons learned and recommendations for those considering similar initiatives in other settings.

URL: <http://www.path.org/publications/detail.php?i=2024>.

Market segmentation

Nicaragua Family Planning Segmentation Analysis (2013)

To support a total market approach to family planning in Nicaragua, PATH helped to enhance the equity and accessibility of family planning services. This study in Nicaragua segments public- and private-sector users into different subgroups, each with its own profile, and makes recommendations about how best to meet the needs of each group. The document highlights not only demographic and economic variations but also differences in values and attitudes, all of which are key drivers of family planning demand.

URL: http://www.path.org/publications/files/RH_nica_fp_segment_rpt.pdf.

Market Segmentation Primer (2009)

The Reproductive Health Supplies Coalition Market Development Approaches Working Group conceived of this market segmentation primer to endorse the importance of market segmentation to overall market growth. The primer serves the following purposes: (1) introduces the purpose, theory, process, and approaches for segmenting markets to increase family planning market efficiency and equity; (2) makes the case for using market segmentation to expand access to and affordability of modern contraception; (3) provides all stakeholders—policymakers, public and for-profit providers, manufacturers, distributors, donors, program implementers and contractors, and nongovernmental organizations—with a common set of definitions and sources; and (4) collects in a single place reference materials, websites, and data to facilitate use of market segmentation approaches in diverse country settings.

URL: <http://www.rhsupplies.org/news-events/news/article/market-segmentation-primer-now-available-1195/>.

[Contraceptive Security Ready Lessons 3: Taking a Whole Market Approach \(2003\)](#)

Part Three in a USAID series of documents focusing on contraceptive security, this document identifies the importance of market segmentation analysis, developing tailored private-sector strategies for each potential partner, and employing evidence-based collaborative strategies when working with multiple sectors. Includes case studies on successes in Turkey and Egypt.

URL: https://www.k4health.org/sites/default/files/Ready%20Lessons%20I_sect%203_eng.pdf.

[Planning Guide for a Total Market Approach to Increase Access to Family Planning—Module 2: In-depth Analyses of the Family Planning Market \(2016\)](#)

Module 2 in the *Planning Guide* series explains for the same audience the requirements of an in-depth analysis of the family planning market. It reviews the following tasks for an in-depth analysis: the construction of indicators, establishing data requirements, and identifying measurement issues and other challenges. In addition, the guide provides instruction on how to analyze patterns and trends in key TMA indicators and identify key variables for stratification and market segmentation (how to measure wealth, analytical approach for TMA market analyses, using survey data to estimate the number of family planning users).

URL: <https://www.measureevaluation.org/resources/publications/tr-16-131c-en>

Private-sector engagement/public-private partnerships

[Private-Sector Engagement: A Guidance Document for Supply Chains in the Modern Context \(2014\)](#)

This document provides guidance to stakeholders on identifying opportunities where public- and private-sector parties can work together to increase access to high-quality life-saving commodities and the process for engagement to ensure a productive and smooth process for all parties involved.

URL: http://jsi.com/JSIInternet/Inc/Common/download_pub.cfm?id=15176&lid.

[Healthy Partnerships: How Governments Can Engage with the Private Sector to Improve Health in Africa \(2011\)](#)

This is a systematic and standardized assessment of government engagement with the private health sector. Along with an assessment, it also offers guidelines for improving the way public and private health sectors work together. In addition, it identifies strategies for more effective engagement between the public and private health care sectors in terms of better policies, regulations, information sharing, and financing mechanisms, including for the poor, and it would improve the performance of African health systems.

URL: https://www.wbginvestmentclimate.org/advisory-services/health/upload/Healthy-Partnerships_Full-Rpt-bkmarks-2.pdf.

Stewardship and policy/advocacy processes

[A Participatory Approach: Using Evidence to Support a Total Market Approach to Family Planning \(2014\)](#)

Between 2006 and 2011, the USAID | DELIVER PROJECT's Latin America and Caribbean Regional Contraceptive Security Initiative developed and tested a series of participatory market analysis activities in Honduras and Nicaragua to improve how in-country stakeholders understand and respond to family planning customers' needs and work to expand the contraceptive market. This guide provides background and material to help family planning stakeholders in other countries adapt and apply this approach to their

own setting. The process takes stakeholders through a series of six steps to analyze, understand, and use market analysis data to inform family planning policy decisions.

URL: http://deliver.jsi.com/dlvr_content/resources/allpubs/guidelines/MarkAnalyFPServ.pdf.

Policy Advocacy for Total Market Approaches for Family Planning (2014)

In May 2014, UNFPA's Eastern Europe and Central Asian Region and PATH organized a second regional workshop in Antalya, Turkey. The workshop supported participants in the development of advocacy strategies and brought together resources to aid in the introduction, support, and scale-up of TMAs to address inequities in access to sexual and reproductive health in the region. This report summarizes and highlights key takeaways from the workshop.

URL: http://www.path.org/publications/files/APP_tma_fp_eeca_wrkshp_rpt.pdf.

Stewardship for FP2020 Goals: Working with the Private Sector (2014)

The MOH's ability to meet FP2020 goals depends on the strength of their stewardship functions, including the collaboration and support they generate from other actors and sectors. This brief describes how MOHs can strengthen linkages with the private sector to achieve FP2020 goals. It is part of a series of three briefs produced by the USAID-funded Health Policy Project to provide guidance to MOH officials and members of parliament on three different approaches to strengthen MOHs' stewardship functions for FP2020.

URL: http://www.healthpolicyproject.com/pubs/346_PrivateSectorFPBrief.pdf.

Developing Total Market Strategies for Family Planning in Nicaragua: Enhancing Public-Private Coordination for Equity and Sustainability (2013)

In 2009, PATH worked in Nicaragua to expand civil society engagement in the government-led contraceptive security group, secured a public commitment from the MOH in 2010 to increase coordination with all sectors, and assembled evidence to help promote changes and facilitate a collaborative planning process with the private sector to support family planning. This case study highlights lessons learned and recommendations for those considering similar initiatives in other settings.

URL: http://www.path.org/publications/files/RH_tms_fp_nicaragua.pdf.

Road-Mapping a Total Market Approach for Family Planning and Road Mapping for Reproductive Health Commodity Security (2013)

UNFPA's EECARO and the International Planned Parenthood Federation European Network regional office conducted a meeting in June 2012 to bring attention to gaps, priorities, and measures for client-oriented RHCS strategy in middle-income countries. The workshop jump-started a "road-mapping" implementation of a TMA in the region with 19 country teams developing action plans during the workshop. The workshop enabled countries with previous experience with components of a TMA to examine gaps and move forward quickly to develop an integrated plan. In addition, an additional document was drafted that consolidates the materials developed for the PATH/UNFPA regional workshop held in 2013. The workshop focused on increasing awareness of TMA among country teams, as well as on developing recommendations for introducing TMA into countries.

URL (Family Planning): http://www.path.org/publications/files/RH_tma_eeca_wrkshp_mat.pdf.

URL (Commodity Security): http://eeca.unfpa.org/sites/default/files/pub-pdf/EECA-workshop-materials-FINAL_0.pdf.

Stakeholder Perceptions of a Total Market Approach to Family Planning in Nicaragua (2011)

This paper assesses private-sector stakeholders' and donors' perceptions of a TMA to family planning in Nicaragua in the context of decreased funding. It builds evidence for potential strategies and mechanisms for a TMA implementation (including public-private partnerships) and identifies information gaps and future priorities for related research and advocacy.

URL: <http://www.ncbi.nlm.nih.gov/pubmed/21709937>.

Public Stewardship of Private Providers in Mixed Health Systems (2009)

This study summarizes the findings from research commissioned in 2008 by the Rockefeller Foundation that examines the role of the private sector in health systems in developing countries and draws on multiple data sources, including a global survey of countries' regulatory models, a scan of innovative private-sector financing and delivery models, a survey of attitudes toward the private health sector, and evidence on where people receive health services.

URL: http://www.resultsfordevelopment.org/sites/resultsfordevelopment.org/files/resources/Public%20Stewardship%20of%20Private%20Providers%20in%20Mixed%20Health%20Systems_0.pdf.

Market Development Approaches Scoping Report (2006)

This paper provides the RHSC with an overview of market development approaches and an analysis of lessons learned with key gaps and priorities identified. More broadly, the document is a tool for donors, governments, and implementers to learn about market development approaches and begin thinking of options and issues to encourage, design, implement, manage, and evaluate them. Complementing the document is a web-based guide, which provides overview text and links to key documents, examples, tools, and other resources.

URL: http://www.rhsupplies.org/fileadmin/uploads/rhsc/Working_Groups/Market_Development_Approaches/Documents/MDA_Scoping_Report_2006_10_1_.pdf.

Other useful total market for family planning resources

PATH fact sheets

The following fact sheets provide an overview of the rationale, framework, and key concepts of PATH's Enhancing Equity and Sustainability of Public-Sector Family Planning projects.

Enhancing Equity and Sustainability of Public-Sector Family Planning. (2014).

URL: www.path.org/publications/files/RH_enh_equity_sustain_fp_fs.pdf

Sustainable Access to Family Planning in Vietnam. (2012)

URL: www.path.org/publications/files/RH_viet_sustain_access_fp_fs.pdf

FP2020 Progress Report 2013-2014 (2014)

Track20 provides annual estimates for FP2020's core indicators for all 69 countries and intensive support in commitment-making countries to support country-level data collection, analysis, and use. This includes a variety of activities that focus on building a cohort of trained and effective family planning monitoring and evaluation experts that drive country efforts around family planning data.

URL: <http://progress.familyplanning2020.org/track-20-and-pma-2020>.

SHOPS Plus: Public-Private Engagement for Better Health (2015)

The primary goal of SHOPS Plus is to improve health outcomes and contribute to the achievement of major global efforts, especially Ending Preventable Child and Maternal Deaths, AIDS-free Generation, and Family Planning 2020. SHOPS Plus will strategically engage the private sector, which is integral to the health system and an important provider of priority health care services. The project will capitalize on the unique capabilities of each of its partners to tackle pressing health issues with a flexible and comprehensive response.

URL: <http://abtassociates.com/Projects/2016/SHOPS-Plus-Public-Private-Engagement-for-Better-He.aspx>.

Strengthening Health Outcomes through the Private Sector (SHOPS)

Abt Associates' *Strengthening Health Outcomes through the Private Sector (SHOPS)* project was USAID's flagship initiative in private sector health. The five-year project, which ended in 2015, worked

to involve nongovernmental organizations and for-profit entities to address the many health needs of people in the developing world. SHOPS focused on increasing availability, improving quality, and expanding coverage of essential health products and services in family planning and reproductive health, maternal and child health, HIV and AIDS, and other areas through the private sector.

Total Market Initiative—Honduras Stakeholders Meeting (2010)

This video highlights the work of the Total Market Initiative (TMI) in Honduras. In this video, key representatives from Honduras' public and private health sectors meet to discuss total market approaches to the delivery of family planning services and commodities. The TMI is an effort undertaken by members of the Reproductive Health Supplies Coalition's Market Development Approaches Working Group. The aim of the Honduras TMI was to bring Honduran stakeholders from the public and private sectors together to discuss total market approaches and determine next steps. This successful initial meeting resulted in the reestablishment of Honduras' contraceptive security committee, or DAIA, which continues to meet to move this work forward.

URL: <https://www.youtube.com/watch?v=vuA3QzshONA>

Annex 2. Message framework development agenda; February 16-17, 2016

Day 1

Time	Session	Objectives
8:30–9:00 a.m.	Continental breakfast	
9:00–9:45 a.m.	Welcome, introductions, and workshop objectives	Review agenda and workshop objectives: <ul style="list-style-type: none"> • Articulate vision and goals for messaging. • Identify priority target audiences and their key interests. • Develop common language on TMA for FP; lay foundation for messaging framework. • Outline next steps.
9:45–10:45 a.m.	Review evidence on TMA interventions	<ul style="list-style-type: none"> • Review key themes from workshop survey. • Present key findings and gaps from PATH desk review. • Identify points of intersection and themes to carry over into messaging.
10:45–11:00 a.m.	Break	
11:00–11:30 a.m.	Messaging framework overview	<ul style="list-style-type: none"> • Go over the principles and elements of compelling, evidence-based messages. • Review Problem-Solution-Response framework to organize thinking for the day.
11:30 a.m.–1:00 p.m.	Target audiences	<ul style="list-style-type: none"> • Discuss and prioritize target audiences for messaging framework. • Brainstorm the level of awareness, key interests (values), evidence, and dissemination channels that are most relevant to each audience.
1:00–2:00 p.m.	Lunch	
2:00–3:00 p.m.	Message planning: Target audiences	<ul style="list-style-type: none"> • Develop high-level messages for priority audiences.
3:00–3:15 p.m.	Break	
3:15–4:15 p.m.	Message planning: Target audiences, continued	<ul style="list-style-type: none"> • Develop high-level messages for priority audiences.
4:15–4:30 p.m.	Wrap-up	<ul style="list-style-type: none"> • Summarize the day’s main points. • Provide feedback on workshop so far.
4:30 p.m.	Adjourn	

Day 2

Time	Session	Objectives
8:30–9:00 a.m.	Continental breakfast	
9:00–9:15 a.m.	Review of Day 1	<ul style="list-style-type: none"> Recap progress made and agreement reached from Day 1 and review today's agenda.
9:15–10:00 a.m.	Message planning: Target audiences	<ul style="list-style-type: none"> Develop high-level messages for target audiences.
10:00–10:15 a.m.	Break	
10:15–11:30 a.m.	Messaging planning: Core messages	<ul style="list-style-type: none"> Summarize cross-cutting themes from audience-specific messaging. Develop high-level, core messages for TMA for FP.
11:30–12:00 p.m.	Next steps	<ul style="list-style-type: none"> Discuss messaging testing/assessment. Confirm next steps. Complete quick evaluation of workshop.
12:00–1:00 p.m.	Lunch	
1:00 p.m.	Adjourn	

Annex 3. Participant list

Name	Title	Organization
Safia Ahsan	Senior Technical Advisor	John Snow, Inc.
Dr. Jimmy Anzolo Mongonda	Consultant	ProVIC, PATH
Jeffrey Barnes	Principal Associate	Abt Associates
Christopher Brady	Market Dynamics Specialist	PATH
Marguerite Farrell	Health Development Officer	USAID
Janine Hum	Market Access Advisor	USAID
Jane Hutchings	Director, Reproductive Health	PATH
Benedict Light	Senior Technical Advisor	UNFPA
Chastain Mann	Chief Executive Officer	Woman Care Global
Evelyn Mwasa	Marketing Director	Uganda Health Marketing Group
Jerry Parks	Program Associate	PATH
Erin Seaver	Market Dynamics Advocacy Officer	PATH

Facilitators

Name	Title	Organization
Kristy Kade	Deputy Director, Advocacy and Public Policy	PATH
Kristen Kelleher	Policy Communications Team Leader	PATH
Kimberly Whipkey	Policy & Advocacy Officer, Advocacy and Public Policy	PATH

Annex 4. Evaluation of advocacy and communication efforts: An overview and further resources

Developed for participants of the PATH total market approach message development workshop

This handout provides a basic introduction to advocacy communication evaluation and systematic approaches to message development. Message development and communication evaluation are both fields of considerable study. This brief provides an overview and is intended to spark thinking and initiate effective planning of your monitoring and evaluation efforts. A list of resources is included at the end of this handout for further learning.

Why evaluate?

- **Improve the effectiveness of your communications.** No matter how good you feel about your communications plan and key messages, there is no way to know if they are working unless you measure and evaluate them.
- **Demonstrate the contribution of communications to broader program goals.** It is common to set communications objectives within the context of a broader program strategy or vision. An evaluation plan helps you see what role those activities are playing in the overall initiative.
- **Use and allocate communications resources more effectively.** You will have a wide range of choices in deciding where to invest your communications resources, and monitoring and evaluation will help you learn where you receive the greatest return. It will also allow you to ensure you are being a good steward of donor or partner funds.
- **Know when to change tactics or methods.** Implementing a communications effort is not an exact science, and changing circumstances often require shifts in approaches. Monitoring will give you the information you need to better determine when to change or maintain the course of your communications strategy. It will also help you know when you need to adapt or refine messages for various audiences or contexts.
- **Inform lessons learned to improve our work.** When a communications initiative is completed, taking the time to reflect on the evaluation evidence, challenges that arose, and ways to improve the effort will inform follow-on work or next steps.

Mapping the strategy: Success factors for a measurable communications initiative

As with any type of evaluation effort, your evaluation strategy needs to be closely linked to the overall communication effort's goal, objectives, audiences, messages, and tactics. Below are key principles to keep in mind that will help you with your monitoring evaluation effort.

1. **Ensure that your communications goals/objectives are SMART.** Your communications plan will likely include objectives focused on changes in awareness, in support of a policy or both. While your objective type will determine specific measurement strategies and indicators, each should be measurable and quantifiable.
2. **Clearly identify target audiences.** It doesn't matter how wide-reaching your messages or tactics are if they don't reach the right audiences. Appropriately segmenting your audiences at the outset will be a key factor in the success of your evaluation effort.

3. **Develop your messages.** Once you know who you are talking to, it's critical to develop messages that resonate with each one of those specific audiences and their key interests. Each message also needs a purpose, which should be based on what action you want that audience to take, or the change in attitude or awareness you aim to achieve. (More on how to develop and evaluate those messages is included below.)
4. **Match your channels and tactics to specific audiences.** The methods you choose for transmitting your messages to audiences are your conduit to them. Make sure that your audience analysis examines the best methods and channels for reaching each.
5. **Establish a monitoring plan at the beginning of your effort.** End of project evaluation is important, but monitoring can provide real-time feedback on the success of your effort and help you understand whether your messages are resonating with key audiences. When possible, your monitoring plan should include a baseline analysis with indicators to measure against in eventual evaluation efforts.

Developing and evaluating messages

Message development and dissemination is a key early step for any communications initiative. It's important that your messages are evidence-based, powerful, and resonate with your audiences. Systematic methods exist for developing your messages and gauging their effectiveness. The chart below, while not a comprehensive list, provides a starting point for considering how to develop and evaluate messages. Note these activities are intensive and demand adequate resources to develop and execute. They can inform planning and evaluate effectiveness of communications and message development and delivery efforts.

Methods for developing and measuring effective messages	Sample indicators (pre- and post-message dissemination)
Stakeholder interviews (qualitative)	<ul style="list-style-type: none"> • Individual's current knowledge, attitudes, perceptions about the issue. • Messages that garner most positive/negative responses. • How accurately and often (and through what channels) the individual communicates messages about the issue.
Opinion polls or surveys (quantitative)	<ul style="list-style-type: none"> • Opinion of target audience about the issue. • Messages that garner most positive/negative responses. • How (and through what channels) messages are being communicated.

Focus groups (qualitative)	<ul style="list-style-type: none"> • Audience’s current knowledge, attitudes, perceptions about the issue. • Messages that resonate most effectively with group. • Nature of group interaction/dialogue around the issue (group dynamics, peer pressure). • How accurately and often (and through what channels) individuals report communicating messages about the issue.
Media analysis (quantitative)	<ul style="list-style-type: none"> • Frequency/accuracy with which messages about the issue are covered in traditional or online media.

Sample communications tactics and indicators for message dissemination

Once you have set your communications objectives, clearly identified your target audiences, and developed your messages, you’ll need to choose the right tactics to carry those messages to the target. For each tactic, make sure to identify indicators that can help you monitor and measure the reach of your communications efforts, as well as help you make any mid-course corrections. Below are some sample communication tactics and indicators you might choose for a messages dissemination campaign. These indicators are not comprehensive, but provide examples for how you might track the progress of tactics. This information can also inform evaluation analyses on messaging “reach”—i.e. who/when messages are being used, and in what context.

Sample communications tactics for disseminating messages	Sample indicators
Traditional media (newspapers, radio, television)	<ul style="list-style-type: none"> • Circulation of publication/outlet reach. • Number of message mentions. • Quotes from champions. • Accuracy of messages. • Increase/decrease in message circulation over time. • Change in tone, attitude or position on an issue or policy by champions or influencers in coverage.
Social media (Twitter, Facebook, Instagram, etc.)	<ul style="list-style-type: none"> • Number of followers, likes, shares, mentions, retweets, etc. • Social media paid ad circulation (e.g. Facebook ads). • Accuracy of messages. • Increase/decrease in message circulation over time. • Change in tone, attitude or position on an issue or policy by champions or influencers on channels.
Online media (websites, blogs, e-newsletters)	<ul style="list-style-type: none"> • Number of articles, blogs, message mentions. • Number of web hits or click through. • Accuracy of messages. • Increase/decrease in message circulation over time. • Quotes or content attributed to champions. • Change in tone, attitude, or position on an issue or policy by champions or influencers in online outlets.

Materials and outreach (briefs, informational/promotional materials, draft policies, presentations, etc.)	<ul style="list-style-type: none"> • Number of circulation/distribution. • Number and accuracy of messages appearing in media. • Number of citations by targets in public or on the record (quotes, speaker remarks, etc.). • Increase/decrease in message circulation over time. • Increase in targets citing support for policy stance or issue position over time. • Calls or queries for more information, when a direct call to action is included.
Direct outreach	<ul style="list-style-type: none"> • Number of meetings held. • Increase in public or private meetings over time. • Follow-up calls or queries for more information, or demonstrated changes in action.

Evaluating whether messages helped achieve your objectives

Messaging is one important element of an overall advocacy communication effort. Developing and using messages in a campaign is not an exact science. Rather it is a process of methodically matching evidence and action to audiences, and then identifying the tactics necessary to reach them. By following a replicable process in developing messages and then monitoring how and where they are being used over time, you can ensure that your advocacy communication efforts are more precise and effective.

Additional resources for evaluating your communications and messaging effort

PATH’s ten-part advocacy strategy: http://www.path.org/publications/files/APP_10-part_info.pdf

A strategic planning tool that walks you through the steps of developing and evaluating your advocacy and public policy effort.

Spitfire strategies smart chart: <http://smartchart.org/>

An online tool that can help you make and assess strategic decisions if you are just starting the communications planning process, evaluating a communications effort already in progress, or reviewing a communications effort you've already completed. Provides a framework for developing messages and matching them to audiences.

“Are we there yet? A communications evaluation guide”:

<https://www.luminafoundation.org/files/resources/arewethereyet.pdf>

An excellent guide by the Lumina Foundation that provides detail on setting up a communications evaluation effort within the context of your broader effort.

“Guidelines for evaluating nonprofit communications efforts”:

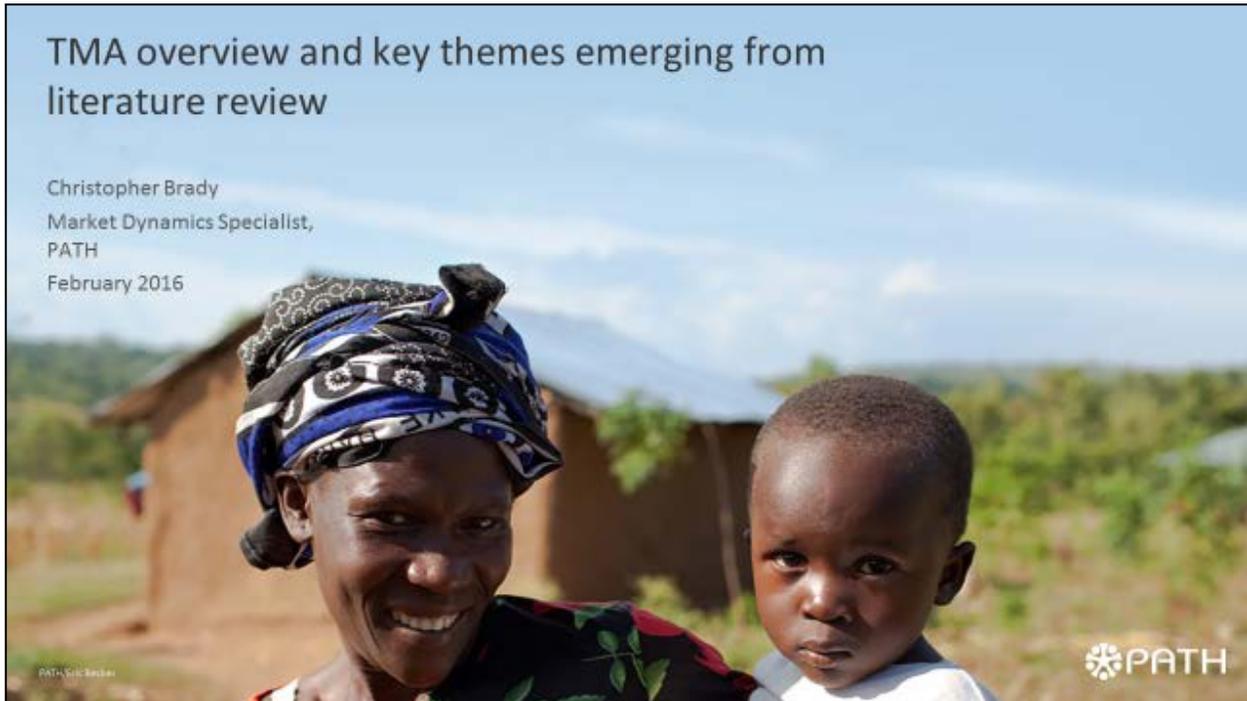
http://www.innonet.org/resources/files/Eval_comm_efforts.pdf

In-depth information from the Communications Consortium Media Center on various types of evaluation, focused on how to match evaluation activities to your desired communications outcomes.

Annex 5. Workshop slides

TMA overview and key themes emerging from literature review

Christopher Brady
Market Dynamics Specialist,
PATH
February 2016



Coordination of diverse elements



PATH

Common concepts found in existing total market approach (TMA) definitions

Enhances equitable and sustainable family planning across market segments with active

Guiding criteria for desk review

The following broad criteria were used to determine inclusion in the review. An initiative was included if it included:

- 1) Cross sector coordination between multiple sectors (public, private, NGO/social marketing) to maximize access to contraception.
- 2) Demonstrable government engagement.
- 3) At least one of the three major (and widely agreed upon) steps in a TMA: A stakeholder analysis, a market segmentation exercise, and/or a development of a total market strategy.

Major themes from desk review

Common scenarios that often serve as the impetus for TMA work:

- Catalyzed by phase-out of contraceptive donations.
- Response to concerns of negative impact from one sector on another.
- Resources misalignment—e.g. consumers willing and able to pay take advantage of subsidies; vulnerable groups not reached.
- Strong interest from the public and/or NGO sectors to increase commercial sector engagement but little or no experience in operationalizing.

Major themes from desk review

TMA planning:

- Deliberate TMA efforts concentrated in a relatively small number of countries.
- Product-specific TMA.
- Far more supply-related TMA work experiences to date. Although efforts to integrate family planning services into TMA planning are ramping up quickly.
- TMA efforts must match development stages of market.
- TMA elements can also be incorporated into other country planning processes (e.g., national costed implementation plans) that are developed with a “TMA lens.”

Major themes from desk review

Coordination:

- General agreement that TMA interventions should be based on government interest and commitment to be sustainable. Nonetheless, a concerted effort to inform range of government stakeholders on what TMA is, and its benefits, is necessary before becoming interested.
- Contraceptive security committees, chaired by the government/MOH, are the most common method for engaging and coordinating with the NGO/social marketing and commercial sectors.

Major themes from desk review

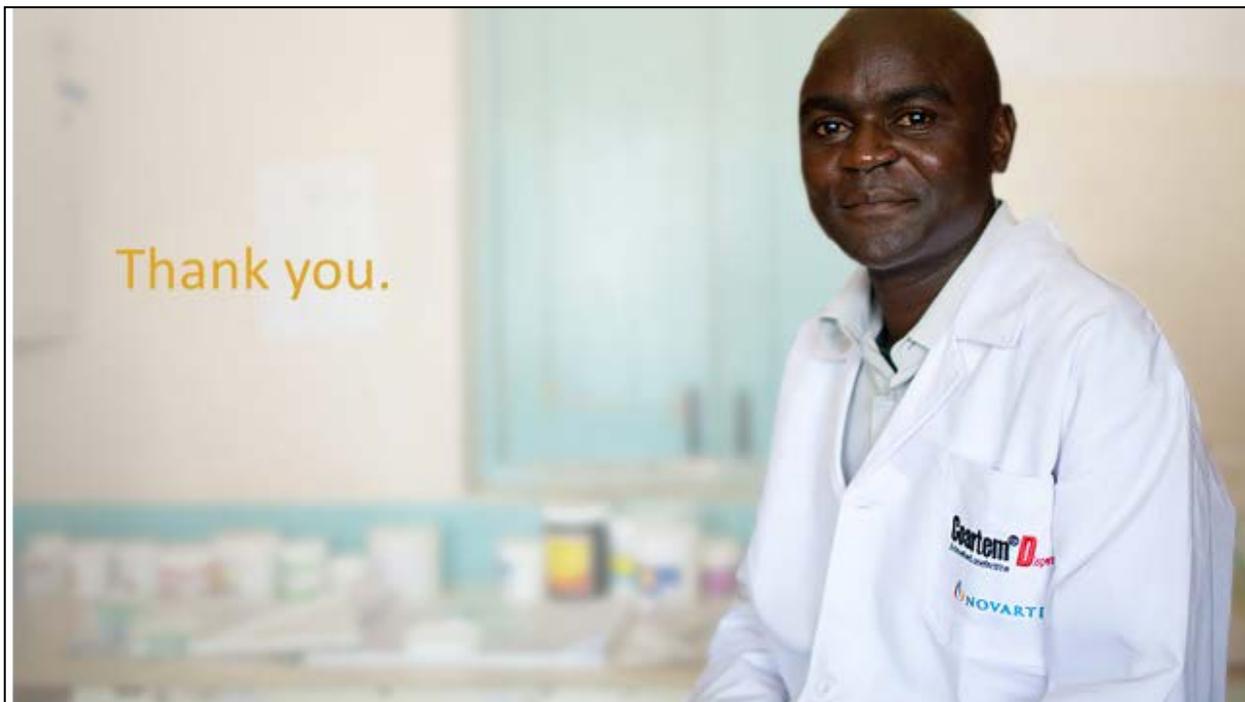
Commercial Sector is critical, but hard to crack!

- Identifying and involving local family planning commercial actors was identified as important, but extremely difficult. Particularly when it comes to joint planning with the government and NGOs.
- TMA interventions which identified and recruited a strong private sector presence often saw more concrete results in terms of reshaping and segmenting the market.

Major themes from desk review

TMA success stories:

- Ultimately there have been very few clear success stories, where a step by step comprehensive process has been clearly documented from start to finish and presented as a case study.
- Many of the case studies examined overall increases in contraceptive prevalence rate (CPR) and demand for products, with few conducting a rigorous analysis of the long-term impact, specifically in terms of increased equity among the most vulnerable populations.



Total Market Approaches for Family Planning: Pre-workshop survey reflections

Tuesday, February 16th
Kristy Kade, Deputy Director,
Policy and Advocacy



Survey Overview

- 10 out of 14 responses
- Major elements/principles of successful Total Market Approaches (TMA) for Family Planning (FP)
- Definitions of TMA for FP
- Target audiences and reasons for their prioritization
- Desired workshop outcomes



Elements/principles of TMA for FP

Frequent themes

- Market segmentation analysis and planning
- Enhanced collaboration and coordination among donors, government, NGO, commercial sector

Other themes

- Method mix; enhanced choice
- Strengthened supply chain
- Government-led
- Well-functioning private or commercial sector
- Quality, accessibility and affordability of products and services



Definitions

- No singular or common definition, however many reoccurring themes
 - Wide range of products, supplies and methods available and affordable across market segments
 - Market-shaping interventions
 - Improved access and equity
 - Coordination of different sectors (public, subsidized, private)
 - Reduced dependency and increased sustainability
- Note: The term “total market approaches” is not always intuitive or comfortable; more likely to use sustainable public-private partnership models



Priority Audiences

- WARNING!!! Survey glitch.
- Ministries of Health; bi-lateral donors and large, private foundations; UN agencies and multilaterals rose to the top in terms of importance.
- Local NGOs/CSOs; INGOs
- Parliamentarians, Ministries of Finance, and advocates
- Commercial sector???

Expected Outcomes

- A move beyond definitional debates to focus on areas of agreement and shared learning
- Formation of compelling, tailored message points and packages for relevant stakeholders; branding is key
- Agreement/clarity about TMA basics, principles and roles of partners
- Development of digestible and more intuitive TMA language
- Build on and propel momentum!