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A Business Plan for Continued Production and Distribution of the ADDO Newsletter

A proposal to:

Management Sciences for Health (MSH)
Sustainable Drug Seller Initiatives (SDSI) Program

Date: June 5, 2014

1. ABOUT THE NEWSLETTER

1.1 BACKGROUND

Over the past decade, Management Sciences for Health (MSH), through the Centre for Pharmaceutical Management (CPM), has supported implementation of the Accredited Drugs Dispensing Outlets (ADDO) Program in Tanzania. The process began in 2001with an assessment of the country's pharmaceutical sector conducted by the then Pharmacy Board (with support from MSH through the Strategy for Enhancing Access to Medicines (SEAM) program). The assessment exposed various weaknesses and malpractices in the operations of Part II poisons shops – *Duka la Dawa Baridi* (DLDBs), which at the time, accounted for about 80% of medicines and health commodities provided by private drug outlets. The assessment paved the way for introduction of the ADDO project, successfully piloted in the Ruvuma Region between 2003 and 2004. The goal was to increase access to affordable, quality medicines and pharmaceutical services for underserved populations mostly found in rural and peri-urban areas.

The success of the pilot led to expansion of the project to the Mtwara and Rukwa regions in 2005 under the government's support through Tanzania Food and Drugs Authority (TFDA), and later to the Morogoro Region in 2006 under USAID's support through MSH. Technical teams from the central level played a major role in the implementation process during the pilot and regional expansion phases. As demand for the program increased nationally, it became necessary to change the implementation strategy to give districts more responsibility in the implementation process and accelerate expansion on a national scale. Thus, the implementation approach was changed in 2009 from a centralized model to a decentralized approach, effectively setting the stage for rapid national rollout of the program. By early 2012, 15 out of the 21 regions of Tanzania Mainland (at the time) were implementing the program, with about 3,400 ADDOs established and over 7,000 dispensers trained. To date, all the 25 regions of Tanzania Mainland are implementing the program.

Despite the momentous piloting, regional expansion, and national rollout of the program, no reliable medium has been established to date to document and disseminate the program's implementation experiences. Many stories, from the pilot process to the national rollout phase, remain untold, mainly due to a lack of a distinct documentation and dissemination medium designated for use by the program. It is for this reason that MediaNet Limited proposes to produce a special ADDO newsletter to facilitate documentation and dissemination of the program's experiences, including achievements, implementation challenges, lessons, and best practices.

1.2 OBJECTIVES

The primary objective of the newsletter is to serve as a documentation and information dissemination tool. Specific objectives are as follows:

(i) to inform and educate various ADDO stakeholders on different activities of the program;

(ii) to document and disseminate information on the program activities, including achievements, lessons, and best practices;

(iii) to serve as a communication tool for use by regulatory agencies to reach key implementers at the council level, as well as service providers at the community level;

(iv) to provide a platform for stakeholders voices through coverage of their ADDO related activities and opinions on different aspects of the program;

(v) to serve as a publicity and advocacy tool for raising the ADDO program profile at all levels.

1.3 KEY ATTRIBUTES

Table 1: Attributes of the ADDO Newsletter

Attribute	Description
Name	"*ADDO News*" translated in Kiswahili as "*Sauti ya DLDM*"
Language	Both English and Swahili
Size	Size A4, 24 pages including cover pages (12 pages in English and 12 pages in Kiswahili)
Production Quality	Full color production, with inside pages on 135gms matt paper and covers on glossy art card.
Production Frequency	Every three months (quarterly)
Contents	Contents will include the following sections: (i) *News*: articles to inform the reader about recent developments, occurrences, or events in the program; (ii) *Editorial Comment*: will provide an overview of each edition and articulate the publisher's position on certain integral issues; (iii) *District Focus*: will highlight various ADDO implementation activities and experiences a the council level, including achievements, best practices, and lessons; (iv) *Feature Articles*: will include human interest stories and program implementation experiences from all levels; (v) *Stakeholders' Concern*: will highlight activities of different stakeholders, including ADDO provider associations, development partners supporting the program, and related vertical programs, such as malaria, family planning, maternal and child health, HIV/AIDS, TB, etc. (vi) *Regulators Colum*: will be a special column to highlight PC's activities and make special regulatory statements/announcements; (vii) *Questions & Answers (Q&A):* will share opinions of different stakeholders on various topical issues by way of interviews.

1.4 TARGET AUDIENCE

The primary target audience includes:

- ADDO service providers (drug shop owners and dispensers);
- implementers/regulators at the council and ward levels (CFDC members, CHMT members, and ADDO ward inspection teams);
- regulators at the zonal and regional levels (PC zonal representatives, TFDA zonal inspectors, and all regional pharmacists);
- implementers/regulators at the national level (key staff of regulatory agencies (PC, TFDA, PSS); members of the National Medicines Access Steering Committee; and program officers/representatives of development partner organizations supporting different components of the program);
- training institutions offering different courses for ADDO service providers (government zonal training centers, middle level colleges, and institutions of higher learning);
- donors (both local and international);
- sponsors of different editions of the newsletter, including those in the private sector.

Other target groups include:

- senior local government officials at the council, ward ,and village levels (council chairperson, ward executive officer, village chairperson, and village executive officer);
- related council departments (planning, trade, cooperatives, legal, and social welfare);
- regional teams (RHMT and RFDC members);
- related vertical programs (e.g., malaria, family planning, TB, HIV/AIDS, reproductive and child health);
- pharmaceutical wholesalers providing supplies to ADDOs;
- senior editors of leading media houses.

2. PRODUCTION AND DISTRIBUTION PLAN

2.1 PRODUCTION PLAN

The production process will involve the following key steps:

(i)   Editorial Planning

At the beginning of every production cycle, the editorial team will meet to identify potential stories and photo ideas, assign tasks to members of the team, and determine production timelines and basic editorial collection needs. There will be four production cycles each calendar year, with the first edition scheduled to come out in the 2nd quarter of 2014. In the year 2014, three editions will be produced as follow: **1st Edition** (April – June), **2nd Edition** (July – September), and **3rd Edition** (October – December).

(ii)   Editorial Collection

Editorial collection will begin at least two months before the publication date of each edition, and immediately after postmortem of the previous edition and editorial planning for the upcoming edition. Articles will be generated through review of different ADDO program activity reports, interviews with various stakeholders, as well as field visits and participation in relevant ADDO events. Accordingly, MediaNet will make a formal request to all key stakeholders to share with the editorial team their information or experiences regarding ADDO activities and/or invite a member of the team to participate in events or field activities that deserve coverage in the newsletter. In general, editorial collection will be guided by the content outline highlighted in Section 1.3 above, and will also involve collection of relevant photographs for use in the newsletter.

(iii)   Editing

The initial content will be subjected to a thorough editing process to ensure that all articles earmarked for publishing are factual, balanced, and technically appropriate for consumption by a broad cross-section of the target audience. The editing process will also pay due attention to appropriate use of language, including paragraphing, sentence structure, use of quotations and references, spelling, punctuation marks, and other grammatical rules. Simple language will be used to ensure the general reader can understand and enjoy the articles.

(iv)   Translation to Kiswahili

Since a significant proportion of the target audience is largely Swahili speaking, the entire content of the newsletter will be translated to Kiswahili, but the English and Swahili versions will be produced together as one product. Thus, the newsletter will be divided into two parts, one in English and the other in Kiswahili. A standard translation guide will be developed to ensure consistency in the translation of certain key words commonly used in the ADDO program.

(v)   Design and Layout

A standard masthead will be designed and used in all editions of the newsletter to give the product a unique identity and enable it to stand out as a brand. The ADDO program logo will be used as the main branding tool. For the main content, attractive but reader-friendly design concepts will be generated for each edition. The concepts will pay special attention to overall page layout, selective use of fonts (type and size) to facilitate easy reading, and creative use of colors, photographs, illustrations, and highlights to give the publication a special aesthetic appeal while enhancing delivery of certain key messages.

(vi)   Editorial Review

After the design and layout stage, the newsletter will be reviewed by an editorial board to ensure that it meets the expected publishing standards. The editorial board will have representatives from MediaNet, Pharmacy Council (PC,) and MSH. The draft newsletter will be circulated to the board members well in advance to allow them time to go through and make meaningful inputs in the document. Comments/inputs from the editorial review process will be channeled to the production team for appropriate action toward finalization of the publication.

(vii)   Production of Ready-for-Press Copy

Production of ready-for-press copy will involve addressing stakeholders' comments and carrying out final editing and proof reading. The final product will be saved in appropriate formats for printing and online use.

(viii)   Printing

The newsletter will be printed in full color on matt paper 135gms (for inside pages) and glossy matt card (for cover pages). To start, 2,500 copies will printed with support from the SDSI Project.

2.2 DISTRIBUTION PLAN

The main strategy for disseminating the newsletter will be "targeted distribution" through postage and hand delivery (by dispatch). Accordingly, copies will be packed in appropriate envelopes for direct delivery. A database of the earmarked recipients will be used to facilitate the distribution process. The table below gives a breakdown of how the 2,500 copies of the first two editions of the newsletter will be distributed at different levels.

Table 2: ADDO Newsletter Distribution Plan for the First 2 SDSI Supported Editions

Stakeholder Group	Target Recipient(s)	No. of copies	Mode of Delivery
National Level			
Senior Ministry of Health and Social Welfare Officials	Health Minister, Deputy Minister, Principal Secretary, Chief Medical Officer, Director of Preventive Services, Director of Hospital Services, and Chief Pharmacist	6	Dispatch
Regulatory Agencies	Pharmacy Council (for staff and library)	20	Dispatch
	TFDA directors and staff	10	Dispatch
Medical Stores Department (MSD)	Managing Director and Supplies Chain Manager	2	Postage
National Health Insurance Schemes	NHIF Director General, CHF Director, and NHIF Chief Pharmacist	3	Postage
Donors	USAID (Mission Director and Bureau for Global Health Director)	2	Postage
	Bill and Melinda Gates Foundation (MSH to advise on recipients)	2	Postage
	DANIDA (Ambassador & Heath Desk)	2	Postage
	GFATM (PC to advise on recipients)	2	Postage
Other Development Partners	MSH (for Dar es Salaam Country Office and HQ-USA)	10	Dispatch
	PSI-Tanzania (country Director and Deputy Country Director/ Head of programs)	2	Postage
	FHI (Country Director and Senior Technical Advisor)	2	Postage
	CHAI (Country Director and Senior Technical Advisor)	2	Postage
Private Sector	Marketing Managers of top ten national pharmaceutical wholesalers with the potential to sponsor or advertise in the newsletter in the future (list to be made in consultation with PC)	10	postage
	MediaNet (copies for library and marketing purposes)	10	N/A
	Sub-total 1 (national level)	**85**	
Regional & Council Levels			
Senior Regional Health Officials	Regional Medical Officer and Regional Pharmacist in all the 25 regions of Tanzania Mainland	50	Postage
Senior council officials in all the 169 countrywide	All CFDC members (DED, DMO, DHO, DP, trade officer, council treasurer, vet officer, and agric. officer) and other key officials (council chairperson and cooperative officer)	1,690	Postage
	Sub-total 2 (regional and council levels)	**1,740**	
Community Level			
ADDO Provider Associations	CHAWAMUKI (150 members), MBIDDOA (150 members), BEDSA (50 members), and CHAWAMAMU (150 members)	500	Postage
Other mapped associations	Members of the management committee of 35 other mapped associations (five officials per association)	175	Postage
	Sub-total 3 (community level)	**675**	Postage
	GRAND TOTAL	**2,500**	

The major cost areas in execution of the project are editorial production, printing, packaging, and distribution.

3.1 DESCRIPTION

(i)   Editorial Production Costs

Editorial production covers six out of the seven production steps described in Section 2.1 above (editorial planning, editorial collection, editing, translation, design and layout, editorial review, and production of ready-for-press copy). The key cost element in this area is human resources. Other cost elements are communication (internet, telecommunication) and stationery. Under the SDSI support, MediaNet proposed to use three consultants to support the editorial production process. The company also proposed to outsource graphics and design services since it does not have an in-house graphics designer. A provision was also made for an eight-member editorial board to review the publication before publishing.

Accordingly, editorial production costs are largely based on consultation fees (determined by the effort in the various production steps and pre-negotiated daily rates in Tanzanian shillings), graphics, and design services, and sitting allowance for the editorial board members. On the other hand, communication costs will arise mainly from the editorial collection process, while stationery will be necessary for production of drafts for review by the editorial team.

(ii)   Printing Costs

Printing services will be outsourced, as MediaNet does not have its own printing press. The service provider will be chosen on the basis of relevant technical capacity to produce high quality products at a competitive price. In the MediaNet proposal to the SDSI Project, prevailing market rates (at the time of the proposal) were used to determine the printing costs.

(iii)   Packaging and Distribution Costs

Since the newsletter will be delivered directly by hand/dispatch and postal services, proper packaging will be required to ensure that the product reaches the target reader in good condition. Therefore, the major cost elements in this area will be envelops for packaging, casual labour for the packaging service, postage fees, and transport expenses for hand delivery to selected stakeholders.

3.2 SUMMARY OF THE PROJECT COSTS

Table 3: Summary of the Budget for Production of Each Edition under SDSI Support

Major Cost Area	Specific Cost Element	Amount in Tsh.
Editorial Production	Consultants fees	7,763,830
	Graphics and design charges	1,200,000
	Allowance for editorial board members	400,000
	Communication expenses (internet and telecommunication)	100,000
	Stationery (printing paper and cartridge)	180,000
	Sub-total 1 (editorial production)	**9,643,830**
Printing	Full colour printing of 2,500 copies	3,750,000
	Sub-total 2 (printing)	**3,750,000**
Packing and Distribution	Size A4 envelopes for packaging	250,000
	Casual labour for packing and addressing the envelopes	200,000
	Local postage charges	2,250,000
	Sub-total 3 (packaging & distribution)	**2,700,000**
	Total Direct Costs	**16,093,830**
	MediaNet fixed fee	1,609,383
	Grand Total	**17,703,213**

Financial resources currently available for the project are enough for production of only two editions of the newsletter. Going forward, MediaNet plans to implement the following four strategies to ensure continued production and expansion of the product.

4.1 STRATEGY 1: ADOPTING PUBLIC PRIVATE PARTNERSHIP AS A BUSINESS MODEL

The current arrangement for production and distribution of the newsletter is a short term contract between MediaNet and MSH through the SDSI Project. Beyond the SDSI project support, MediaNet plans to partner with the Pharmacy Council (PC) for longer term sustainability. Under the arrangement, the right of product ownership will be consigned to PC as the publisher, while MediaNet will be responsible for overall project management, including resource mobilization, production, and distribution of the newsletter. A memorandum of understanding (MoU) will be signed between PC and MediaNet to legitimize the partnership, which will clearly stipulate the roles, rights, and obligations of each party. This arrangement will ensure that the project serves a wider public good by making optimal use of available limited public resources, as well as the commercial potential and expertise of the private sector.

More fundamentally, the choice of PC as a partner and custodian of the newsletter is informed by the fact that the PC is the government agency mandated by law to oversee management of the ADDO program nationally. Therefore, it is important for the agency to have a significant stake in a medium specifically designed to document the program's story. Secondly, ADDO is not only a national program, but a powerful Tanzanian brand, built through heavy investment of public resources. Accordingly, ownership of a medium that will thrive on the strength of the brand as it seeks to tell the program's story should be consigned to a public institution that has been entrusted with management of the program.

Implementation of this strategy will lead a stronger sense of ownership on the part of PC, wider acceptability of the product among government officials and other ADDO stakeholders (donors, development partners, ADDO providers, etc.), and greater financial support from traditional funders of the program, including the government and PC.

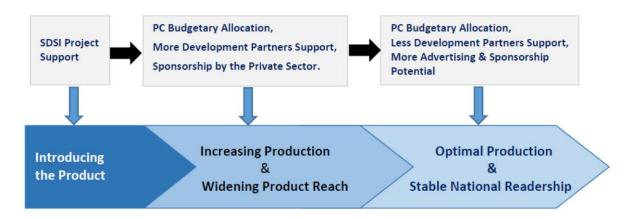## 4.2 STRATEGY 2: EXPANDING FINANCING OPTIONS

As already mentioned, financial resources currently available for the project are enough for production of only two editions of the newsletter. Resource mobilization is therefore needed to ensure that the

initiative continues. MediaNet will be exploring various financing options, including budgetary support from PC, external support by development partners, and sponsorship and advertising by the private sector.

In the case of PC, the agency will be asked to include production and distribution of the newsletter in its annual budget and identify specific areas to support (e.g., editorial production, printing, packaging, or distribution). Other development partners, especially those that have a history of working with the ADDO program (e.g., MSH, PSI, CHAI, etc.), will be approached for PC support. Private companies, especially well-established pharmaceutical wholesalers, will also be approached to support the initiative, either through sponsorship or advertising. However, advertising potential is expected to peak at a later stage, with increased production and wider reach of the product (more mileage for advertisers).

The resource mobilization efforts will be aligned with the government fiscal planning, and every effort will be made to ensure that there are adequate funds or tangible commitments from different stakeholders to guarantee uninterrupted production of at least four editions of the newsletter by the beginning of every fiscal year. In the interim, the resource mobilization efforts will target increasing production and widening the newsletter's reach. The ultimate goal is to achieve optional production levels and stable national readership and gain long term involvement of the private sector through advertisements and sponsorships.

Figure 1: Conceptual Framework for Resource Mobilization and Sustainability of the ADDO Newsletter

4.3 STRATEGY 3: STRATEGIC PROFILING AND MARKETING OF THE NEWSLETTER

Although the newsletter will be registered under PC for strategic reasons discussed in Section 4.1, every effort will be made to ensure that the medium is not reduced to a "mouthpiece" of the agency. Instead, it will be positioned as a <u>platform for all ADDO stakeholders</u> to share experiences and voice opinions about the program. This will be achieved through careful profiling of the content to ensure that experiences of implementers at all levels are covered, stories of the service providers and users in the community are well told, and contributions by other stakeholders, including development partners, are adequately acknowledged.

The proposed content outline highlighted in Section 1.3 (Table 1 on key attributes of the newsletter) is largely informed by this strategy. The outline makes provisions for a district focus, a stakeholders' corner, and a regulators' column. The intention is to gain wider acceptance and a stronger sense of ownership among key stakeholders, and for tangible contributions in terms of editorial support, financial assistance (especially by development partners), and logistical support, as demonstrated in Section 4.4. However, this can only happen when the medium is well positioned to represent the community it seeks serve.

In addition, MediaNet plans to engage in some direct marketing of the product by explaining its objectives and potential benefits to key stakeholders. This will be done through different channels, including presentations/physical visits, e-mail, and telecommunications. The intention is to enable the stakeholders to gain an understanding of the product and make it easier to solicit their support for continued production and distribution. The decision to include donors, development partners, and marketing managers of top ten pharmaceutical companies/wholesalers in the country in the inaugural distribution list for the newsletter is partly informed by this intention. The idea is to give them an early opportunity to engage with the product and allow them to identify with it as it grows to serve a wider public. This will be essential for future support.

4.4 STRATEGY 4: USING ADDO PROVIDER ASSOCIATIONS AS A DISTRIBUTION CHANNEL

Under the SDSI support, the proposed method for distributing the newsletter is direct delivery through postal services. The unit cost of posting each copy of the newsletter is Tsh.900. Thus, if the print order was increased to 10,000, the cost of posting 10,000 copies will be Tsh.9million, which is significantly high. As ADDO Provider Associations (APA) organize, MediaNet plans to use them as an alternative channel for distributing the newsletter. It was recently learnt from the SDSI-supported APA learning

districts (Mbinga, Mbarali, Kilombero, and Bagamoyo) that some of the association are establishing Zonal Information and Coordination Centres (ZICCs) and a system of quarterly meetings in the zones (covering three to four wards.) Such platforms could be used as future distribution points for the newsletter.

Under this arrangement, enough copies of the newsletter for all members of a particular association will be sent to officials of that association through a reputable public transporter. The officials will be asked to distribute them to members of the association during quarterly zonal meetings and to make the members acknowledge receipt by signing against their names in the distribution list. A copy of the signed distribution list will then be faxed, scanned, or emailed to MediaNet as evidence of successful distribution. This system could significantly reduce the cost of distribution. Consequently, MediaNet plans to explore this option in areas where associations are strong and well-organized, but they plan to use local postage services in areas without associations or where associations are not well organized.