



Mann Global Health

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# Capacity Statement

Mann Global Health



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Mann Global Health supports local and international organizations in identifying opportunities, developing strategies, and executing simple, creative and results-oriented solutions that radically improve lives.

## Our Approach

### Listen

Our process begins with a period of discovery where we fully immerse ourselves in learning about our clients’ needs and objectives. We listen before we talk, and we probe to understand the root causes of challenges our clients face, as well as any areas of potential growth or opportunity.

### Strategize

Next, we move into extensive ideation with our clients and other relevant stakeholders. We hold interactive (and fun!) workshops or team meetings to co-create broad solutions to each client’s unique challenges and opportunities.

### Design

Whether it’s developing an organizational strategic plan or a contraceptive or HIV product introduction framework, we help our clients move from challenge to concept to implementation planning, with an inclusive design approach that maps out a course for impact.

### Execute

As clients move to implementation of new strategies or programs, we assist with rethinking organizational structure and resource needs, tailored to the evolving requirements of strategy. We continue to provide in-depth technical or operational advice and programmatic support, as needed.



# What We Believe



Diversity, equity, and inclusion are at the heart of who we are



We aim to walk with you every step of the way



We deliver hard truths



We are adaptable



We love what we do and it shows



We do what it takes to get results

## Our Practice Areas

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### 1. Organizational & Program Strategy

#### *Finding the best path to impact*

We work with a wide range of clients to develop strategies for their entire organizations, or for departments, programs, or special initiatives. Our strategy clients include international global health implementing organizations, local NGOs, pharmaceutical and biotech companies, donors, and issue-focused associations – all of whom require strategies that take into account a rapidly evolving landscape for global health.

#### *Meeting you where you are*

Our strategy work is rooted in our unique blend of skills: not only are we strategy specialists, we are also technical experts in the field of global health. Clients often tell us we're easy to work with from day one, as we are already familiar with who they are, what they do, and where they fit into the global health scene.



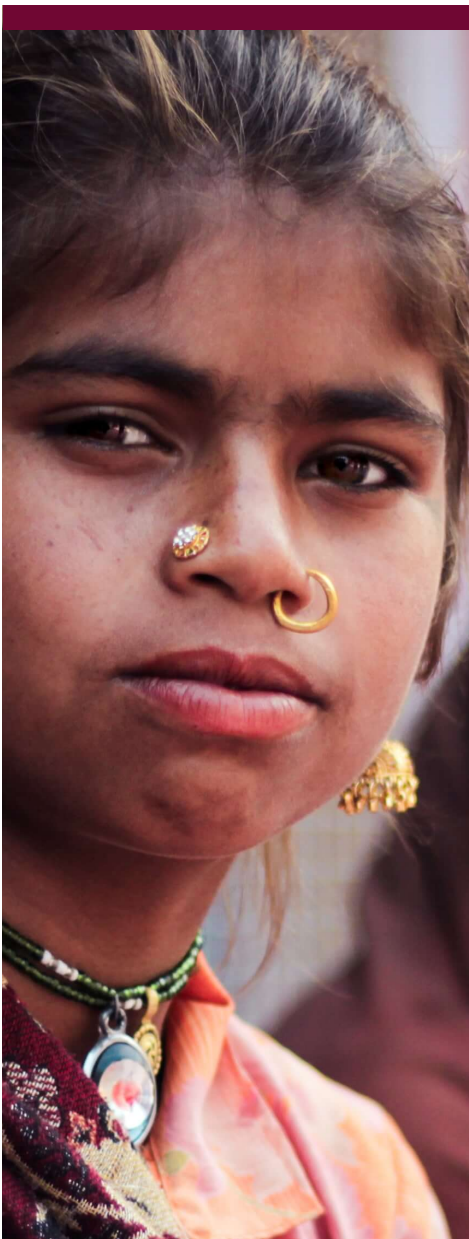
## 2. Fundraising

### *Preparing for emerging opportunities and threats in the funding environment*

We help clients understand the likely evolution of the funding environment so they can identify and leverage emerging trends and opportunities, and counter challenges in areas where investments are dwindling.

### *Moving from strategy to implementation*

In addition to developing customized fundraising strategies, we also provide ongoing support to clients to execute their strategies. We help prioritize donors and partners, implement stakeholder engagement plans, develop resilient capture plans for specific opportunities, and develop the systems and processes required to create competitive partnerships and proposals.



## 3. Market Development

### *Shaping the value chain for health*

We understand that health markets are complex ecosystems of diverse actors working across a critical set of market functions. We focus on systemic fixes across the entire value chain, to deliver access to quality and affordable healthcare.

### *Unlocking and optimizing market potential*

We analyze market challenges and potential, and design solutions for functions that can impede or improve market performance. These could include areas such as financing, marketing and demand creation, quality assurance, regulations and taxation, and supply chain. Ultimately, through in-depth landscaping of local market actors as well as regional and global influencers, we identify barriers and propose targeted solutions to make markets function better. We help our partners with market solutions for key health products and services across sexual and reproductive health, malaria, HIV, and maternal and child health spaces, among others.



## 4. Social & Behavior Change

### *Understanding what motivates health seeking behavior*

We take a thoughtful approach that begins with identifying our target audience and clearly defining the behavior change objective. We then focus on understanding our target audiences in terms of their behaviors, attitudes, and beliefs, including unspoken things about them that they might not be aware of themselves. Finally, we develop key insights that have tension, that are true, but not obvious, and that strike an emotional chord—these then become the grounding for a brand or a marketing campaign that can truly inspire the target audience to think or act differently.

### *Designing solutions customized for specific target audiences*

Most global health and development professionals will agree that a brand is more than a logo, and that campaigns need to get noticed if they're going to have impact. We work towards defining standards of excellence, and develop a range of customized communications and marketing strategies based on best-in-class examples and a meaningful audience insights, to truly motivate behavior change in our target audiences.

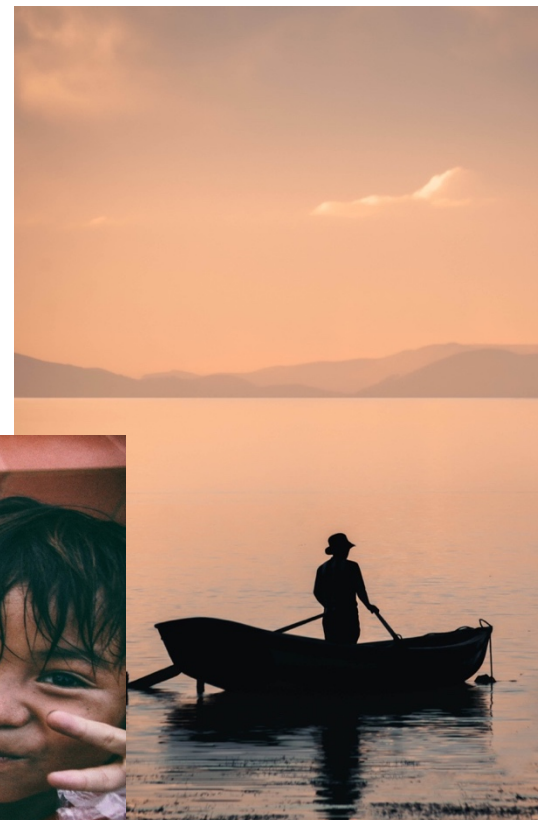
## 5. Technical Support

### *Problem-solving across the sector*

We bring a broad lens to problem solving, and a range of skills and expertise that allow us to design context-specific strategies and solutions to technical, programmatic and operational challenges.

### *Subject matter experts with real-world experience*

Our diverse roster of consultants and thoughtfully assembled teams are subject matter experts across a number of health areas - from HIV/AIDS to digital health, global health security, and community health systems. They bring real-world, lived experiences working in low- and middle-income countries on the very issues our clients face.



# Our People

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Our team’s expertise and lived experiences cover a wide spectrum of our clients’ programming needs. All of our associates have 15 or more years of international public health experience in diverse specialties and countries. Our associates bring real on-the-ground public health experience across a range of global health technical and operational areas, as well as rich networks and connections with donors, governments, and partners from the places they have worked. At the end of the day though, we bring on people, not positions. We find that kindness, affability, and creativity are key assets. Our teams are truly collaborative, working seamlessly together to deliver against a range of client needs, keeping a steady focus on results, while maintaining integrity to our culture.



# Relevant Experience & Work Samples

<b>Project Title: MOSAIC</b>	<b>USAID SUB-CONTRACT</b>
<b>Donor/Client:</b> FHI360 (prime), USAID grant	
<b>Timeline:</b> Sep 2021- Dec 2026	
<p><b>Project Description:</b> MGH has been sub-contracted by USAID via FHI360 (prime) on the <i>Microbicide 2021 Introduction and Access Project (MOSAIC)</i>, to provide technical assistance and thought leadership on product introduction and market development. MGH’s specific scope of work includes: (a) Global market support: regulatory, supply chain, country selection, and launch planning; and (b) Country-specific support: product registration, consumer research, supply chain, distribution channels, marketing and demand creation, private sector engagement, market facilitation, and monitoring and evaluation. In addition, MGH is also supporting the consortium on overall coordination across 13 partners based across the globe.</p>	
<p><b>Results/Key Achievements:</b> In Year 1, MGH led the coordination and facilitation of a kick-off workshop, including 175 participants from 13 organizations. We conducted private sector market assessments in three countries, developed a brand positioning plan for MOSAIC products under the ongoing implementation science study, CATALYST, developed commentaries for publication on the role of choice in HIV prevention, conducted a desk review and associated Action Tank to review best practices in engaging influencers of adolescent girls and young women (AGYW) around PrEP, developed country-specific plans for tailoring interventions to engage AGYW in demand generation for PrEP, and coordinated partners and in-country actors across multiple workstreams.</p>	

<b>Project Title: Reaching Impact, Saturation and Epidemic Control (RISE)</b>	<b>GHS/USAID SUB-CONTRACT</b>
<b>Donor/Client:</b> Jhpiego (prime), USAID	
<b>Timeline:</b> April 2019- April 2024	
<p><b>Project Description:</b> RISE is a 5-year global project funded by PEPFAR and USAID to work with countries to achieve a shared vision of attaining and maintaining HIV epidemic control, with stronger local partners capable of managing and achieving results through sustainable, self-reliant, and resilient health systems by 2024. RISE’s contributions to this work will lead to fewer HIV transmissions, decreased HIV-related morbidity and mortality, and increased quality of life for people living with HIV. RISE also supports COVID-19 emergency response efforts in multiple countries, working with Ministries of Health and USAID to provide technical assistance and service delivery support for COVID-19, and helping to mitigate the effects of the COVID-19 pandemic on HIV services. MGH was sub-contracted by Jhpiego to support a human-centered design process in Nigeria around PrEP uptake among adolescent girls and young women. MGH will also support RISE’s efforts in Ghana to respond to Covid-19 and increase demand for vaccine among key populations.</p>	



**Results/Key Achievements:**

From January –July 2020, MGH supported overall implementation of an “HCD-lite” approach to demand generation for oral PrEP to support scale-up in Nigeria with particular focus on AGYW. The design challenge was focused on message framing and landing a communications strategy and materials that are relevant, memorable, and motivating to AGYW and young female sex workers to drive uptake of PrEP during the national roll-out supported by PEPFAR. MGH developed, tested, and implemented a targeted communication campaign, including the hiring and supervision of a local creative agency to support prototype testing and iteration of key messages.

**Project Title: Business Development/Organizational Strategy****LOCAL PARTNER  
CAPACITY BUILDING****Donor/Client:** African Society for Laboratory Medicine (ASLM), BMGF funding**Timeline:** Aug 2021 – Present (expected to close in Oct 2022)

**Project Description:** ASLM are a local, pan-African membership organization working across 35+ countries with a mandate to strengthen laboratory medicine networks and systems across Africa. They contracted MGH to develop their fundraising strategy, with a focus on gathering inputs from a diverse set of stakeholders, analyzing opportunities for strategic investments, and making recommendations on BD structure, systems and processes that need to be in place to operationalize their investments. This project then led to a broader engagement where MGH supported ASLM with the development of their organizational strategy, that was completed in October 2022. Both of these strategies were developed through a number of virtual and in-person facilitated workshops, as well as through ongoing support via targeted leadership coaching/mentorship.

**Results/Key Achievements:** MGH support to ASLM resulted in: (1) the development of a comprehensive fundraising strategy including technical focus areas, a landscape assessment of priority donors and partners, and recommendations on key systems and processes to put in place; (2) a refined organizational structure including a number of new roles to support expanded scopes across functions like BD, Operations, HR and Communications; (3) multiple working sessions with experts in key organizational development areas such as finance, HR, communications, advocacy etc.; (4) the development of an organizational strategy for 2023–2027; and (5) recommendations for other experts to bring on to support execution of organizational development priorities around HR, finance, communications, M&E/data analytics etc.; and (6) a number of 1:1 coaching/mentorship sessions with the ASLM CEO to provide guidance on client relationships, partnering intelligence, organizational structure and other key topics.

**Project Title: Business Investment Strategy****LOCAL PARTNER CAPACITY BUILDING****Donor/Client:** Aurum Institute**Timeline:** Jan 2021 – present



**Project Description:** MGH was hired by the Aurum Institute, a South African global health research and program implementation organization with a focus on HIV, TB and Covid, to support them to develop a Business Investment Strategy.

**Results/Key Achievements:** MGH began by conducting a series of internal interviews and staff surveys, and external interviews with donors and partners, to understand existing perceptions about Aurum, and analyze potential strengths, weaknesses, opportunities and threats. We then conducted a series of virtual and in-person “deep-dive workshops” and “fire-side chat” sessions to share broad market intelligence on funding and other global health trends, and to facilitate a participatory decision-making process to align on key areas for growth and strategic investments. We then supported them to develop a 1-year workplan for their 5-year organizational strategy development process.

**Project Title: Affiliate Strategy**

**LOCAL PARTNER CAPACITY BUILDING**

**Donor/Client:** Aurum Institute

**Timeline:** September 2022 – October 2022

**Project Description:** MGH was hired by the Aurum Institute, a South African global health research and program implementation organization with a focus on HIV, TB and Covid, to support them to develop an Affiliate Strategy. Aurum Institute has a number of for profit and non-profit Affiliates but needed an overarching strategy for why and how to continue to invest in or to set up new Affiliates.

**Results/Key Achievements:** MGH began by conducting a series of internal interviews with Aurum Affiliates, with members of the Aurum Institute Group Executive Committee, and with Affiliate Board members to better understand and analyze key potential strengths, weaknesses, opportunities and threats of each Affiliate, as well as the overall ecosystem through which Affiliates are supported by the Aurum Institute. We then conducted an in-person workshop with these leaders to workshop key objectives for investing in and creating new Affiliates at Aurum, including minimum standards and go/no-go decision-making criteria to support investment decisions, as well as clear steps and processes for determining requirements in areas such as business planning, structure, shared support services and governance. The Affiliate strategy is now a part of Aurum Institute’s Organizational Development Strategy for 2023–2027, and will assist Aurum with the process for rationalizing investments in their existing Affiliates, and in any new Affiliates.

**Project Title: Self-Care Strategy**

**STRATEGY**

**Donor/Client:** Population Services International

**Timeline:** December 2021–May 2022



**Project Description:** Population Services International (PSI) has been a thought leader in the self-care movement, which aims to de-medicalize products and services, transition health care into the hands of consumers, where appropriate, and contribute to UHC through a focus on the consumer. PSI hired MGH to support the development of an organization-wide self-care strategy. This required landscaping self-care generally, understanding the current self-care portfolio, interviewing and conducting surveys with key staff, and facilitating a series of virtual workshops with ~ 40 staff members to generate wide buy-in on the direction of the strategy.

**Results/Key Achievements:** MGH conducted 20 staff interviews from global and country offices, conducted a staff survey for 30 respondents, and hosted 3 virtual workshops to gather inputs to the overall strategy. The final strategy serves as a roadmap for PSI to expand the scope and breadth of its self-care work, and to secure new funding for this consumer-centric approach.

**Project Title: FHI 360 FP and RMNCH Strategies**

**STRATEGY**

**Donor/Client:** FHI 360

**Timeline:** Aug–Sept 2021

**Project Description:** MGH was contracted by FHI 360’s FP and RMNCH teams to support the initial phases of strategy refresh for each group, focusing on answering the question “where are we now?”, including a SWOT assessment with internal and external stakeholders, a landscaping exercise to understand trends in FP and RMNCH, and identification of future-facing value propositions for each team. MGH hosted a series of remote workshops with senior leadership and key team members to solicit input and generate consensus on the current strengths, weaknesses, opportunities and threats in these two health areas.

**Results/Key Achievements:** The inputs from this strategy process will serve as the foundation of FHI 360’s 5-year strategies for FP and RMNCH.

**Project Title: Digital Health & Medical Abortion Strategy**

**STRATEGY**

**Donor/Client:** Children’s Investment Fund Foundation

**Timeline:** March – November 2020

**Project Description:** CIFF hired Mann Global Health to conduct a landscape assessment of digital health interventions, focusing specifically on opportunities to leverage technology for SRHR and medical abortion interventions. We conducted a desk review of literature, including grey literature, spoke with entrepreneurs and key stakeholders in digital solutions for health, and interviewed stakeholders in medical abortion in three



countries in sub-Saharan Africa to understand whether and how digital platforms might address end user barriers to accessing medical abortion.

**Results/Key Achievements:** MGH provided strategic input on CIFF's thinking around digital technology and its applications for health interventions. Our work was highlighted at the Global Safe Abortion Dialog and served as the basis for 1-3 year priority setting in medical abortion access. In 2021, we presented our findings on quality, pricing, and access issues around medical abortion to a consortium of donors who are hoping to find solutions to barriers for medical abortion access.

**Project Title: Engender Health Organizational Strategy**

**STRATEGY**

**Donor/Client:** Engender Health

**Timeline:** 2018-2019

**Project Description:** EngenderHealth is a global health organization committed to creating transformative, sustainable change by delivering high-quality sexual, reproductive, and maternal health services; expanding access to information and training; and advancing acceptance of SRHR as human rights. MGH was hired to develop a new strategic direction, win funding, build its leadership talent, and align around a vision and a plan.

**Results/Key Achievements:** This project involved all parts of the organization, plus external stakeholders and the Board. In the midst of an office relocation from NY to DC, and a significant amount of staff transition, MGH helped create and shepherd a new strategy to position EngenderHealth for a greater leadership role in the SRHR space. We focused on participative processes and workshops to generate ideas as well as buy-in. Ultimately, this work included creating cohesion, shared values and effective operating principles among an all-new leadership team in headquarters, plus extensive training in strategy work, fundraising and representing the brand among all of the organization's country office leaders.

**Project Title: Ipas Organizational Strategy**

**STRATEGY**

**Donor/Client:** Ipas

**Timeline:** 2016-2017 and 2019

**Project Description:** Ipas is an international organization focused on expanding access to safe abortion and contraceptive care, and to ending unsafe abortion. MGH was hired by Ipas to help them develop a new strategy including a restructure to improve performance, and support to build the capacity and leadership of its senior team.

**Results/Key Achievements:** Through the process to develop Ipas's strategy MGH interviewed nearly 50 stakeholders and held multiple small group sessions, large group town halls, individual meetings, and senior leadership workshops, offsites and brainstorming activities. Specific internal working groups were tasked with exploring the



landscape and opportunities in sexual and reproductive health and rights, with findings then rolled up into larger discussions around where Ipas should focus its future efforts.

**Project Title: Market Shaping for MNCH and FP Products and Services**

**MARKET  
DEVELOPMENT**

**Donor/Client:** Jhpiego

**Timeline:** Apr – June 2021

**Project Description:** MGH was contracted by Jhpiego to develop their Market Shaping strategy. This included collecting, analyzing and reviewing their existing capacity in market shaping, and developing an appropriate framework for Jhpiego’s role in market shaping, and – at a later stage—to pressure test this framework with use cases that highlighted Jhpiego’s comparative advantage in this space.

**Results/Key Achievements:** An MGH team of market shaping experts worked closely with the Jhpiego team through a participatory process to align on Jhpiego’s capacity in the market shaping space via desk review and interviews with staff, and to develop their value proposition in the market shaping space. The final deliverable for this work included: 1) a Market Shaping Primer, 2) an Opportunity Assessment Report and Framework.

**Project Title: Global Condom Strategy**

**MARKET DEVELOPMENT**

**Donor/Client:** Bill & Melinda Gates Foundation (BMGF)

**Timeline:** 2017– Present

**Project Description:** BMGF, working with the Global Condom Working Group (CWG) and The Global Fund, hired MGH with the task of assessing condom markets in Africa, and making recommendations to donors and implementers to improve those markets.

**Results/Key Achievements:** MGH worked closely with the Global CWG (UNAIDS and UNFPA co-chairs, as well as BMGF, GFATM, USAID, DfID, WHO, MSI, PSI, Planned Parenthood and others) to conduct landscape analyses of eight condom markets in Africa, and develop strategic guidance on how to make those markets more equitable and sustainable. After the initial recommendations were accepted, we prepared a strategy for aligning donors around principles of good condom programming, which has been accepted as a guiding document by the three largest condom donors: USAID, the Global Fund, and UNFPA. Currently MGH is providing technical assistance to countries in designing their condom strategies, including hosting remote workshops with key stakeholders, providing input on budgets and strategic plans, and supporting the rollout of those plans.

**Project Title: Identifying supply side factors impacting access to menstrual health products in sub-Saharan Africa and Asia**

**MARKET  
DEVELOPMENT**



**Donor/Client:** Reproductive Health Supplies Coalition (RHSC)

**Timeline:** Feb 2021 – June 2021

**Project Description:** MGH was hired to work with RHSC and the Menstrual Health Working Group to conduct an assessment of the supply chain for menstrual health products at the global level, with deep dives in four representative countries. The goal of this work is two-fold—to share key findings on regional and country commonalities and differences in the key constraints to the market, hindering the scale-up of high quality affordable menstrual health products; and to develop a conceptual framework that allows key stakeholders including donors, partners and governments to easily assess which menstrual health business models and market actors to invest in based on where a country falls on a spectrum of market maturity.

**Results/Key Achievements:** The MGH team completed a detailed desk/literature review of existing successful MH interventions and constraints in the market, as well a number of interviews with global menstrual health experts and stakeholders. We also completed thorough deep dives via in-country consultants in Nigeria, Kenya, Tanzania and India. We then developed insights from this work and iterated on a conceptual framework via a virtual workshop with key menstrual health experts. A final narrative report included key findings and guidance on how to use the conceptual framework was published on the RHSC website in July 2021. This work is now being used to guide investments in menstrual health across Asia and Africa.

**Project Title:** Go-to-Market Strategy for the Dapivirine Vaginal Ring (DVR)

**MARKET DEVELOPMENT**

**Donor/Client:** International Partnership for Microbicides (IPM)

**Timeline:** 2019– 2020

**Project Description:** The monthly DVR, an intravaginal silicone ring, is the first topical HIV prevention method that reduces the risk of HIV-infection and offers a discreet and long-acting alternative to daily oral PrEP. MGH was contracted by IPM to analyze available data to develop insights and information gaps relevant to product introduction. MGH drew on experiences for analogous products to assess IPM’s progress against global and country-level execution plans to identify prioritized activities for the pre-introduction planning, launch and market testing, and scaling phases.

**Results/Key Achievements:** Final recommendations included selecting and building a viable partnership model and a plan to mobilize resources to support product introduction in prioritized countries. Insights regarding possible partnership models and relative strengths and considerations of potential partners helped to inform collaboration with donors, host governments and other country-level stakeholders.

**Project Title:** Go-to-Market Strategy for the Dual Prevention Pill (DPP)

**MARKET DEVELOPMENT**



**Donor/Client:** Children’s Investment Fund Foundation (CIFF)

**Timeline:** 2019 – present

**Project Description:** The DPP is a co-formulated daily oral pill that combines the benefits of contraception and oral PrEP. MGH supported CIFF with the development of a go-to-market strategy for the DPP. Design work outlined priorities and a high-level strategy required to support successful product introduction in the private sector in priority countries. We identified high potential delivery channels, and likely financing pathways, while anticipating supply chain challenges, and mapping regulatory and policy hurdles, to ensure smooth private sector introduction. We also landscaped 4 countries and developed country-specific recommendations and plans.

**Results/Key Achievements:** MGH helped position the DPP as an important addition to user-centered and –controlled choice, protecting women from HIV and unintended pregnancy. The work informed the assembly of a diverse coalition of product introduction partners, manufacturers, and national stakeholders to prepare the product for introduction in 2023.

**Project Title:** Evaluation of Ivermectin, Supply, Costing and Pricing

**MARKET DEVELOPMENT**

**Donor/Client:** ISGlobal (with Unitaid funding)

**Timeline:** Mar– July 2021

**Project Description:** Ivermectin is a drug with game-changing potential as a result of its many current or possible indications (neglected tropical diseases, malaria). However, the market for ivermectin faces some unique challenges. MGH was hired to support ISGlobal to better understand the manufacturing environment for the large-scale supply of ivermectin, including understanding where and how the product is being manufactured, distributed, stocked, and allocated at global, regional and country level, while also identifying and addressing key supply side barriers.

**Results/Key Achievements:** Our final deliverable included a mapping of manufacturers, an assessment of key processes including regulatory hurdles, and timelines required for manufacturers to be ready for large scale supply of ivermectin, a gap analysis on current demand vs. supply for ivermectin for malaria, a costing and pricing analysis, and a risk assessment. All of this has now positioned ISGlobal to identify key barriers to manufacturing ivermectin at scale, and to make recommendations for ways to incentivize manufacturers, donors and other relevant market actors to address key market failures and prepare large-scale and sustainable production that may be needed in the near future.

**Project Title:** Go-to-Market strategy for Phexxi

**MARKET DEVELOPMENT**



**Donor/Client:** Evofem Biosciences

**Timeline:** 2020 – present

**Project Description:** Evofem recently received USDA approval for its vaginal contraceptive gel, Phexxi, which it has launched in the US and Europe. With new funding from Adjuvant Capitol, Evofem has committed to launching Phexxi in LMICs.

MGH has worked with Evofem & Adjuvant to identify priority countries for launch, develop launch strategies, and seek donor support to subsidize the price to consumer of this on-demand, woman-controlled method.

**Results/Key Achievements:** LMIC priority countries selected; rest-of-world brand and marketing materials under development; regulatory landscapes and launch planning in place (with some registrations to date); donors interested in supporting the product in low-income countries; distribution partners selected in middle income countries.

**Project Title:** Go-to-Market Strategy for long-acting injectable Cabotegravir (CAB LA) for PrEP

**MARKET DEVELOPMENT**

**Donor/Client:** ViiV Pharmaceuticals

**Timeline:** 2021– Present

**Project Description:** ViiV Pharmaceuticals has contracted MGH to support the development of a comprehensive go-to-market strategy for CAB LA for PrEP in LMIC markets. The focus of this project is around conducting detailed landscape assessments in priority countries in Sub-Saharan Africa and Southeast Asia.

**Results/Key Achievements:** MGH developed a Product Introduction Framework for CAB LA for PrEP in LMICs and conducted in-country landscape assessments in five priority countries in Sub-Saharan Africa. We held a launch planning workshop with the ViiV Product Access Team to plan for product introductions activities that are expected to kick off before the end of 2022. We also supported ViiV in developing a strategy for community engagement and advocacy – globally and more specifically in priority LMICs.

**Project Title:** Expanding Effective Contraceptive Options (EECO)

**MARKET DEVELOPMENT**

**Donor/Client:** WCG Cares, funded by USAID

**Timeline:** 2013– Present

**Project Description:** This 10-year project introduces new contraceptive technologies in target markets in sub-Saharan Africa and Asia, with a focus on meeting the needs of women and girls for preventing pregnancy with a range of method choices. Working with



product developers as well as governments, normative bodies such as WHO, regulatory agencies in project countries in Africa and Asia, implementers, and users, EECO has introduced and tested a number of products and documented lessons learned.

**Results/Key Achievements:** The EECO Project has developed and curated a number of lessons for how to bring new contraceptives to market in LMICs, particularly in Africa. With a small team and limited budget, EECO piloted six new products in seven countries.

