



USAID | **ZAMBIA**
FROM THE AMERICAN PEOPLE

COMMUNICATIONS SUPPORT FOR HEALTH (CSH) PROGRAMME

PRIVATE SECTOR ENGAGEMENT ASSESSMENT REPORT

Contract no: GHS-1-007-00004-00, ORDER NO. 1-05-07-0000

DECEMBER 2014

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Contents

I. Background	1
II. PSE Assessment Design and Methodology	2
Assessment Objective	2
Methodology	2
Limitations	2
III. IDI Findings	3
Company Point Person Interviews	3
<i>Company CSR Engagements</i>	3
<i>Views on PSE Engagements in Health</i>	3
<i>Views on CSH Campaign Engagements</i>	6
<i>Recommendations for Future Engagements</i>	6
CSH Director Interview	7
<i>CSH Approach to PSE</i>	7
<i>Company Motivation for Engagement</i>	7
<i>Challenges CSH Faced</i>	8
<i>Successful PSE Highlight</i>	9
<i>Lessons Learned and Recommendations for Future Partnerships</i>	11
IV. Costing Analysis Findings	12
General Findings	12
Safe Love Campaign	15
STOP Malaria Campaign	16
Mothers Alive Campaign	16
First 1,000 Most Critical Days Campaign	16
V. Summary of Findings	16
VI. Appendices	18
Appendix A: Company Point Persons In-Depth Interview Guide	18
Appendix B: CSH Private Sector Engagement Director Interview Guide	21
Appendix C: Costing Guide	22
Appendix D: DSTV Africa Magic Market Regions	25

TABLES

Table 1: Companies That Provided Support to CSH Campaigns	1
Table 2: CSH PSE Cost Estimates.....	13

FIGURES

Figure 1: Manzi Valley Delivery Routes	11
--	----

I. Background

The Communications Support for Health (CSH) project aims to strengthen the capacity of the Government of the Republic of Zambia (GRZ) to manage effective information, education, and communication/behaviour change communication (IEC/BCC) activities. The four objectives of the CSH project are to

- Strengthen national health communication campaigns,
- Increase GRZ's use of evidence-based health communication approaches,
- Strengthen local capacity to support sustained implementation of IEC/BCC activities, and
- Increase coordination of IEC/BCC activities among United States Agency for International Development (USAID) partners.

Since 2010, CSH has collaborated with GRZ to implement four health communication campaigns: Safe Love, STOP Malaria, Mothers Alive, and First 1,000 Most Critical Days. In order to expand the reach and impact of these initiatives, CSH sought out partnerships with private companies both in Zambia and globally. CSH, as part of this Private Sector Engagement strategy, ultimately solidified 13 such partnerships, representing both in-kind and monetary support. In-kind support included free transportation and distribution of birth plans to health facilities, sponsorship of a malaria board game for schools, donated or discounted advertisements, and airing of *Love Games* (a Safe Love campaign edutainment TV series) online and on broadcast channels. CSH staff also reached out to other USAID missions in sub-Saharan Africa for assistance in reaching national broadcasters outside of Zambia to further expand the reach of the TV show.

To date, the following companies have supported CSH campaigns (see Table 1).

Company	Type of Support
DSTV / Africa Magic (M-Net, MultiChoice)	TV broadcasting
First Quantum Minerals Ltd.	Funding of materials' printing
Fresh View Cinemas	Funding of discounts for screenings, advertisements, and refreshments
Lafarge	<i>Love Games</i> launch support
Natural Valley (Manzi Valley)	Transportation of materials Donation of water for two events
NBC Namibia	TV broadcasting
Reel African	Online broadcasting
Total Zambia	Funding of campaign materials Donation of advertising space
TVC Nigeria	TV broadcasting
VoxAfrica	TV broadcasting
Yori TV	Online broadcasting
Zamtel	TV broadcasting Radio promotion
Zuku Entertainment	TV broadcasting

In addition, CSH is in talks with a Paris-based company (ONYX) to translate *Love Games* into French and introduce it to francophone Africa., CSH has also met with two retailers to negotiate the selling of a baby feeding bowl—one of the key campaign products under the First 1000 Most Critical Days campaign—at their outlets, as well as a local food producer that may assist with in-store merchandising.

II. PSE Assessment Design and Methodology

Assessment Objective

CSH designed an assessment that would document CSH’s PSE experiences and provide an overall evaluation of the support that CSH campaigns received. Further, the assessment sought to reveal company perceptions on their engagement with CSH and views on contributing to health communication campaigns in GRZ. The stated objectives of the assessment were to

- Assess the existing policy framework for accessing PSE in health campaigns,
- Document best practices for private sector support within the Corporate Social Responsibility (CSR) framework, and
- Cost the private sector support received for each of the CSH campaigns.

Methodology

The assessment used a two-pronged approach. First, the assessment used qualitative methods through in-depth interviews (IDIs) with key informants: (1) point persons from companies that have supported CSH campaigns and (2) the CSH PSE Director. Interviewers used interview guides to conduct one-on-one in-person or phone interviews that asked about company CSR initiatives and perspectives on social investments, company experiences with supporting CSH campaigns, and recommendations for future engagements (see Appendix A). The interviews with company point persons were taped, transcribed, and analysed for emerging themes that related to the identified assessment objectives. Findings from the CSH PSE director interview were based on notes that were recorded during the interview (see Appendix B).

Second, the assessment employed qualitative measures to calculate the monetary value of all the private sector support that CSH received in support of its health campaigns. This calculation included financial and in-kind support. CSH staff reviewed financial records and contract agreements, reached out to companies, and used a guide to direct the collection of information (see Appendix C).

Limitations

This evaluation faced limitations that stemmed from challenges in scheduling interviews. Of the nine private sector key informants who were identified and approached for interviews, only four could confirm a time and participate in an interview. Cost information, however, is included for all partners.

III. IDI Findings

This section covers findings from the IDIs and presents the qualitative results of an analysis of responses. The first subsection contains assessment results from interviews with company point persons. This subsection is followed by a separate presentation of findings from the IDI with the CSH PSE Director.

Company Point Person Interviews

Participants of these interviews included representatives from four companies that supported CSH health campaigns. Interviewers asked participants to discuss their company CSR initiatives and reasons for supporting health campaigns and to share their perspectives on the health-sector PSE environment. Additionally, company point persons were asked to talk about lessons learned and challenges faced, discuss the results of their support of CSH campaigns, and provide recommendations for future engagements.

Company CSR Engagements

All of the companies had participated in CSR activities, and all but one reported working in environments that encouraged social investment. Most had engaged in supporting education activities (e.g., sponsoring a spelling education competition, donating books to school, and building libraries) or clean water initiatives (e.g., donating bottled water for events and building boreholes and latrines). Other activities included supporting youth activities, such as sports events, or providing free or discounted tickets to youth and orphans; contributing to a conservation foundation and free clinics; and sponsoring traditional ceremonies. One respondent stated that his or her company provided only in-kind support as cash contributions were often misused.

When asked about their companies' reasons for supporting CSH health campaigns, all indicated that they had business products or services compatible with CSH campaign needs. One respondent stated that his or her company was able to distribute CSH campaign material to clinics as staff could easily carry the material in company vehicles that travelled across Zambian districts. Another respondent said it was easy to support the Safe Love campaign because the company screens movies—primarily for youth—so providing free advertisements and discounted tickets to its audience members made sense. A mass communication company representative shared that supporting *Love Games* was a good fit for that company's services. Respondents also mentioned liking CSH campaign materials or content, with all mentioning that CSH presented a good product. Others specifically mentioned liking the use of local actors, a campaign's focus on multiple issues, and the seeming effectiveness of CSH interventions.

We are also limited with resources ... [but could offer] logistical support [as] our vehicles are going out to all areas in Zambia, and what you need ... [to have carried] doesn't weigh much.

We have on-screen advertising, so that was a perfect platform. We would screen the Mulange one-on-one ads in each of our cinema. We used our platform of the big-screen cinemas.

It's a good programme. We saw that ... [the materials] will be put to good use as they are going to educate people.

Two respondents mentioned that the targeted campaign audience matched their business demographics, with one adding that it was also a good fit for his or her brand. This respondent elaborated that his or her company was *a lifestyle brand* and that since *Love Games* deals with challenging life situations and choices, it was a good fit. Supporting a campaign that would lead to healthier customers, this respondent added, would result in long-term profits for the company.

It's mostly young teenagers to adults [who are affected by the health topics addressed in the Love Games], so I think the Safe Love campaign was a perfect match for us. [It is a good match] because the messages that were being put across were things that affect the people that come to watch the movies—the people that come here.

You need healthy customers who will live longer ... because when you don't have health you won't much make revenue from them. So when you look at the life cycle of the customer, it's in your interest that they are actually living healthy lives ... the profits are in the long-term view ... so that's what private sector needs to look at when they are investing in the health sector.

Lastly, one respondent stated that his or her company had supported something similar in the past, enjoyed the experience, and was therefore happy to help distribute *Love Games*. Another simply stated that it was for a good cause and *the right thing to do*.

Views on PSE Engagements in Health

Interview participants shared their perspectives on the main opportunities for health-sector PSE in Zambia and the risks or challenges that come with providing such support. All respondents expressed that, because Zambia had a lot of need, there were plenty of available opportunities. Two stated that they could speak on the basis of only limited awareness or experiences but felt there was a general need to support youth-, malaria-, and HIV-related activities—they did not elaborate further on the specific types of needed support. Additionally, two respondents felt that PSE offered good opportunities for private companies to work together. *For example, Shoprite could give nappies to the child clinic, Manzi can come in and provide water to the clinic and carry goods to the clinic, and another company can come in and maybe clean the clinic*, shared one respondent.

All respondents identified various challenges or risks associated with health-sector PSE. Three company representatives shared that not being able to easily see or show a return on investments presented challenges. One respondent said, *You want to help but then it has to be seen by someone ... we have to have the press if we have to donate to some project.*

One broadcasting company representative expressed that engaging in health-sector support was risky for his or her company as such engagement made it difficult to maintain the type of positive brand the company would like to present—one that balances its presentation of Africa and shows positive over negative content.

You have brands which really need to show that they are vibrant and strong. From a private sector view, ... [when you] associate yourself with too many health problems ... your brand turns to support the gloomy picture that people have associated [with] Zambia.

There are positive stories to tell. That's why for our brand we emphasize ... show[ing] very positive things about our customers and their communities.

Other respondents believed that challenges came with collaboration and, for companies that have already invested in other areas, finding additional finances.

Defining and Measuring Successful Engagement

Respondents discussed how their companies defined and measured the success of their PSE activities in health. Three of the respondents stated that their success was measured in increased positive associations with their brands; specifically, they checked if the support increased customer or beneficiary perceptions of their company being a caring brand. Two indicated that they engaged in market research (questionnaires and observation research). One respondent stated that his or her CSH engagement would be measured by the use of distributed items and the knowing that the materials affected the lives of recipients; however, the respondent elaborated that the company was not aware of the success of its engagement as it had not received any follow-up information from CSH.

It is difficult for me to give an answer because I don't know what happened after we made a delivery. There was no follow-up, so I don't know. I haven't been given a follow-up tip. Was it a success or not? Was the project a success? I don't know.

You see that people are walking into this office to ask for sponsorship. Ever since we started doing these things, we see that there is a lot of attractiveness—from whether it's government institutions or private corporations or cooperating partners or just individuals wanting to work with the brand. That's how we measure success.

Effective Contribution and Partnerships

Respondents were asked to share the lessons they had learned about the conditions needed for effective contribution to health communication campaigns. Company point persons offered the following responses:

- Establishing good communication is key as it ensures that things proceed smoothly.
- Having a clear understanding of expectations is important.
- Ensuring that companies are very specific about the type of CSR that they would like to support is imperative.

When asked about their views on the needed conditions for fostering effective private sector partnerships with CSH and GRZ, one respondent mentioned the need to have clear lines of communication, plus having a clear understanding of what support is needed and the expectations. The other respondents did not provide any insight.

Views on CSH Campaign Engagements

Respondents reported that their companies experienced few or no challenges with supporting CSH campaigns. One respondent shared that, at times, the approval process CSH had to go through with USAID slowed down the process and required the company to wait before it could carry out an activity. Another said that the challenge his or her company faced was working with its own limited budget and lots of competing needs—he or she felt this was the case for most small companies.

The challenges were a bit trivial ... it's been two years, and it (the PSE) was new for us. It was really just a learning process and a time of growth as well for us because we opened about three years ago. So it was really just a learning process. There were mistakes made, but I think that everything came together in the end.

In addition, respondents stated that there were gaps in the public health services that CSH and GRZ provided that could be filled by private sector support. Two felt that more resources were needed to support Zambian health communication campaigns and that private companies could do much to help reach audiences. One respondent was not aware of other GRZ or CSH health services and could, therefore, not provide an answer.

Recommendations for Future Engagements

Respondents provided some suggestions on how CSH could improve its PSE practices. Three respondents suggested that CSH improve communication by providing progress and impact reports that highlight the results of company investment in campaigns. One elaborated that companies needed these documents to substantiate the value of their CSR engagement with boards and investors; he or she explained, *Without any concrete support or evidence, they [board members and investors] will say you did this last year ... and then they just tell you this is what you need to do.* Others stated:

Write simple reports to show how [our] help has been [making a difference] and how it has impacted communities.

I don't know what happened after we made a delivery ... we made a delivery, and we don't know what happened. What are the plans, and what happened after that? I have no idea. If I had an idea, I might be able to provide more and more support towards that project. So ... follow up [with us] on the progress of the project.

Additional suggestions included collaborating more closely and reaching companies earlier so they can plan for contributions and include funding in their budget cycle.

Notably, one respondent shared that he or she had no recommendations as the process worked very well for that company: *It has been exceptional because there has always been communication. Even with misunderstandings, we always found a way of coming to a solution as quickly as possible.* Another shared that his or her company discovered that the engagement provided it with great visibility and networking opportunities.

Company representatives were also asked to provide recommendations for other USAID projects or GRZ campaigns that may want to engage the private sector. One respondent stressed the importance of highlighting the benefits that companies would receive supporting health campaigns and added that that is how they are able to get additional CSR resources. Additionally, this respondent recommended that campaigns develop products that are attractive and can captivate company audiences, reflect positively on brands, and provide companies with good exposure. Other suggestions included the following:

- Ensure close coordination amongst all parties.
- Solicit logistical (transportation) support from companies as it is easy to provide.
- Continue developing impactful campaigns.

CSH Director Interview

The CSH PSE director was asked to discuss the approach CSH used to engage private companies, challenges CSH faced in the process, and lessons CSH learned from the experiences. This section covers findings from the CSH director interview, as well as documents (strategy documents, quarterly report summaries, agreements, and notes) that the Director referenced during the interview and then shared afterwards.

CSH Approach to PSE

CSH's PSE sought private company partnerships that would expand the ability to disseminate campaign messages and materials. To facilitate this and provide direction, CSH created a dedicated directorate for PSE. CSH's approach centred on encouraging private companies to engage in health-sector CSR contributions that would provide social benefits and returns on company investments. The CSH approach also focused on engaging with companies that would be interested in longer-term partnering over one-off support.

CSH staff relied on existing CSH staff relationships and researched companies to identify suitable partners. Staff examined past CSR activities and the priorities of companies, considered opportunities for engagement, and presented potential engagements as investment opportunities—for the companies and CSH—that would be built on equal business partnership and collaboration.

Outreach to companies included phone calls, e-mails, and face-to-face meetings. CSH staff and interested companies identified potential support and negotiated the terms of engagement. To formalize partnerships, CSH used Memorandums of Understanding (MOUs) and licensing or general agreements that outlined agreed-upon expectations, stated the benefits of the engagements, and included the monetary value of any in-kind or financial support. CSH found that it had to depend on written correspondence and informal arrangements to accommodate companies that had reservations about signing formal agreements.

Company Motivation for Engagement

To encourage buy-in, CSH staff stressed the benefits of collaboration, the value of leveraging complementary company services or products, and CSH's existing contribution and investment in

quality products. CSH found that companies were primarily motivated by the business benefits that would result from supporting the health campaigns, specifically, how their brands would be profiled. Companies that had existing CSR programmes and had supported other causes were more likely to participate. Additionally, companies that already had some existing relationship with CSH or a CSH staff member more commonly expressed interest in providing support—some partnerships, for example, resulted from established relationships with the CSH PSE Director. CSH discovered that, although some companies had existing CSR initiatives and could align their CSH support with their existing CSR programmes, many did not have well-defined or strategically focused programmes.

Further, CSH found that all but two companies were interested in and persuaded to provide multiple contributions or longer-term campaign support over a singular contribution. One company committed to one-off support. Another company had plans for future support but was ultimately unable to provide support due to company disbursement issues.

Additionally, staff found that the amount of time it took to engage companies varied—with some committing to support quickly and others taking months. Companies with existing CSR initiatives and committees tended to require a longer time to engage as details first needed to go through committee members. Having or building a relationship with the right person often helped quicken the process.

Challenges CSH Faced

CSH staff encountered some challenges to engaging and on-boarding companies. First, CSH experienced contracting challenges. Although CSH aimed to use written agreements or MOUs, a number of companies had concerns about signing legal documents, and for some—particularly international companies—this concern required the involvement of companies' legal departments. This challenge extended the amount of time needed to secure campaign support, required the redrafting of agreements, and sometimes resulted in fairly vague or not finalized documents. The contracting challenges also emanated with CSH not being able to push for or enforce some expected yet unfulfilled campaign support.

Further, for the *Love Games* TV show, some broadcasting contract terms made acknowledging sponsorship difficult once support was identified. This challenge required that CSH staff meet with senior management of the broadcasting stations, and at times rely on the existing positive relationship of other contributing parties, to negotiate allowances. Exclusivity requirements by distributors also often conflicted with CSH's aim to widely circulate the edutainment show and also delayed contracting. CSH was able to streamline the process and sign agreements with international distributors by securing a copyright to the show.

Second, CSH faced some unforeseen delays to engaging companies or implementing plans that would facilitate support. In one case, after relationships had been built to facilitate engagement or agreements drafted, employee turnover set back efforts and prolonged the time needed to secure support. Delays also occurred when businesses that had been interested in sponsoring *Love Games* missed their brand placement opportunities due to delay in agreeing on stipulated contract terms; however, some were able to plan for ample visibility in time for placement via

Love Games Live. Other setbacks occurred from delays in product production (e.g., receipt of the First 1,000 Most Critical Days campaign's feeding bowl prototype) and technical glitches (e.g., incompatible file formats and file delivery difficulties for *Love Games*). CSH also learned that some smaller companies were hesitant to clearly communicate their lack of intention or inability to support CSH campaigns, an experience common with Government-related projects.

Third, CSH did not have the means to directly accept funds from companies. Companies that wished to provide monetary support to campaigns had to agree to pay vendors directly or first work with another non-government organization (NGO) that was willing to pay the vendor for the needed campaign support. Some companies were reluctant to work directly with vendors as this practice was not in line with their corporate giving and did not allow their contributions to be tax exempt. At times this reluctance resulted in CSH having to forgo or refuse contributions. For *Love Games* support, this reluctance also led CSH to prioritize show distribution offers over exclusivity requests.

Fourth, efforts to secure some campaign support was delayed or inhibited due to the fiscal years of some companies. During the first year, for example, companies that followed the calendar year had already allocated their 2012 funds, and those that followed an October-to-September year requested that CSH return at budgeting time.

Finally, some initiatives stalled when companies faced disbursement issues or could no longer provide the support they had committed to the campaigns. In a few cases, CSH facilitated a resolution that allowed planned activities to continue.

Successful PSE Highlight

An engagement with Natural Valley served as a prime PSE partnership example. Natural Valley, a Zambian company that supplies bottled mineral water under the Manzi Valley brand, used its extensive distribution network to provide CSH with distribution services. The CSH director highlighted that the company's support reached across multiple campaigns, filled outreach gaps, and expanded campaign reach, and that Natural Valley has the potential for sustainable, long-term partnership with CSH/GRZ.

The Ministry of Community Development, Mother and Child Health (MCDMCH) identified Natural Valley as a distribution partner after the company expressed interest in helping GRZ reach areas that had been beyond project reach as a result of budget and mandate limitations. Due to the high cost of fuel and transportation in Zambia, a partnership with Natural Valley offered CSH a comparative advantage for delivering campaign products; Natural Valley allowed CSH to benefit from its comparative advantage by carrying campaign products in its delivery trucks, at no cost, to target areas. Natural Valley's extensive delivery route throughout Zambia provided a prime opportunity for reaching areas that had been beyond CSH's reach (see Figure 1 for Manzi Valley's delivery routes).

To date, Natural Valley's distribution support has reached across three campaigns. In partnership with MCDMCH, the company supported the Mothers Alive campaign by delivering more than

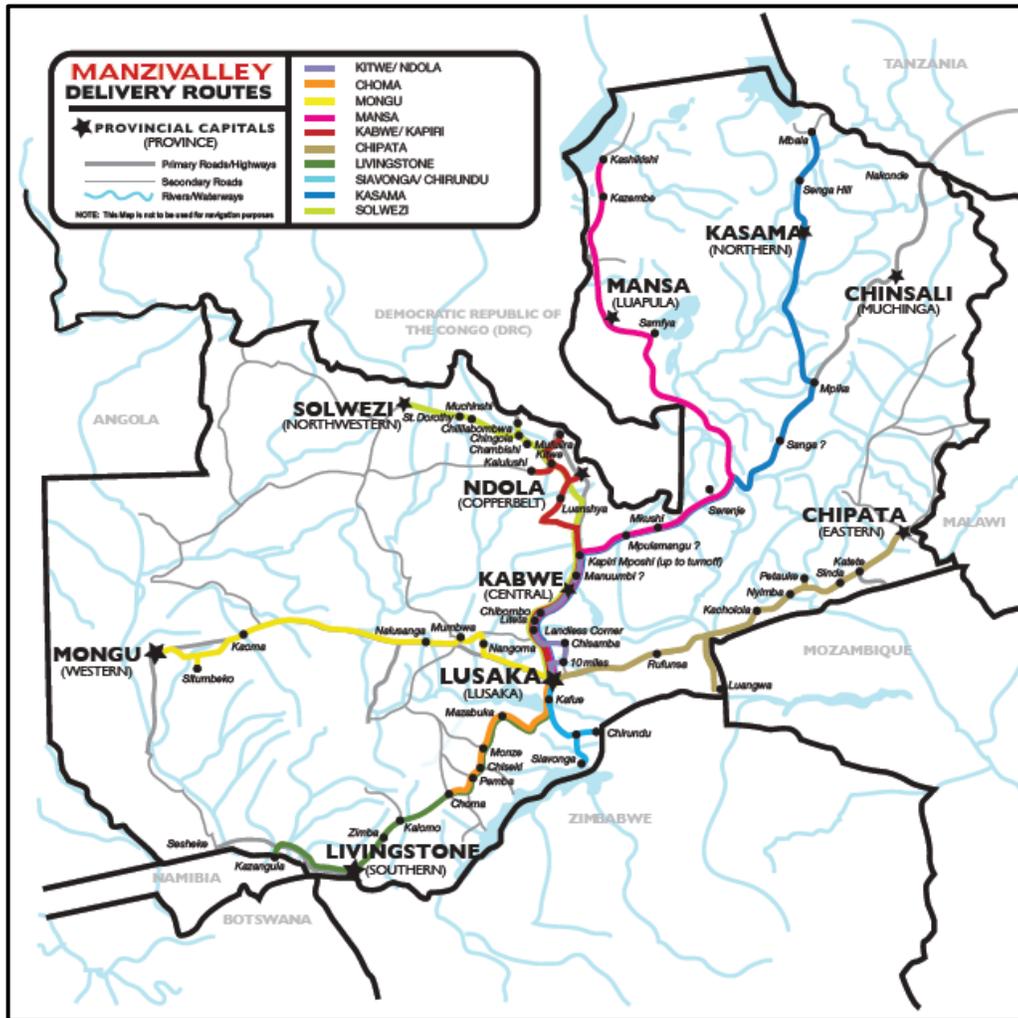
84,000 birth plans to health facilities across Northern Province and Muchinga Province (Mpika District and Chinsali District). For the STOP Malaria campaign, Natural Valley donated 350 colouring books about malaria prevention to schools in Solwezi. This engagement involved working in partnership with First Quantum Minerals (FQM): FQM funded the reprinting of Manzi Valley’s coloring books and financed the reprinting of a CSH board game about malaria. Further, for Natural Valley, the Mothers Alive engagement included work with an additional company, Total Zambia; Total Zambia provide additional supplies (a tool kit that included rulers, pencils, and games). More recently, Natural Valley supported the First 1,000 Most Critical Days campaign through the delivery of campaign materials to Northern Province (Kasama and Mbala) and Luapula Province (Samfya and Mansa), as outlined in Table 2 below. The company also supported CSH by donating bottled water for two programme events (an open house and a meeting).

Table 2: First 1,000 Most Critical Days Campaign Deliveries

<i>Delivery Locations</i>	<i>Growth Reminder Cards</i>	<i>Menu Games</i>	<i>Menu Placemats</i>	<i>Playing Card Sets</i>	<i>Feeding Bowls</i>
Mbala	500	5	480	5	130
Kasama	1,350	21	670	21	300
Samfya	500	5	480	5	130
Mansa	500	5	480	5	130

Natural Valley reported being pleased with its engagement and is open to providing future transportation support. This partnership presents an opportunity for long-term campaign support and sustainable PSE engagement.

Figure 1: Manzi Valley Delivery Routes



Lessons Learned and Recommendations for Future Partnerships

The CSH director outlined the lessons learned from the PSE initiative and offered a number of recommendations for future projects:

- Establish a staff position (e.g., PSE directorate) at the start of the PSE initiative to facilitate early relationship building and strategic direction.
- Engage companies early to allow time for unexpected delays and to align plans with varying fiscal years.
- Engage companies at the early product design phase to support buy-in.
- Have a mechanism that allows the project to directly accept monetary contributions that can be reinvested into campaign activities. Create a PSE account for contributions from the private sector.
- Always engage companies from a business mindset and not from an emotional or an NGO point of view. This requires speaking the language of the private sector: Have data (e.g., show how many people will be reached), show samples of products with company logos

on them, highlight how the company brand will be prominently profiled, and find other ways to establish trust.

- Establish and maintain personal relationships with company staff, since these relationships served as, and remain to be, the key influencers of buy-in. Personal relationships are needed to shepherd plans into activities.

IV. Costing Analysis Findings

This section covers the findings from a costing analysis that aimed to understand the nature and level of support that private companies provided to CSH campaigns. The financial calculations include monetary and in-kind contributions and present what CSH would have paid to get content aired, products developed or distributed, and campaign advertising placed.

General Findings

CSH relied on in-kind donations due to an inability to accept monetary contributions from private companies. The Safe Love campaign received the most contributions due to high interest in the popular *Love Games* TV series. As a result, the majority of support went towards distribution and broadcasting. Across all campaigns, the total amount of support provided to date is over \$678,886 (U.S. dollars).¹ CSH expects additional support from an engagement with a drafted MOU and agreement that has not yet been finalized; once arrangements are completed, this support will provide an additional USD \$161,300 and increase total contributions to over USD \$840,186 (see Table 3). The total amount will be even higher if a proposed retail component for the First 1,000 Most Critical Days campaign (the availability of a baby feeding bowl in two retail stores) comes to life. The first tranche of bowls for packaging and retail numbers 20,000 units.

¹ The amount of support given to the CSH campaigns is based on cost estimates for each engagement.

Table 3: CSH PSE Cost Estimates

Company	Area of Support	Nature of Support	Calculation Breakdown²	Cost Estimate
DSTV / Africa Magic (M-Net, MultiChoice)	Safe Love (<i>Love Games</i>)	Seasons 1 and 2 of <i>Love Games</i> aired across the African continent (in 45 countries)	\$1,000/episode—Southern Africa market ³ \$15,385/1 hour episode and \$7,693/30 minute episode (two 1 hour and 11 30 minute episodes/season)—West Africa, East Africa, and Central Africa markets ⁴	\$256,786
First Quantum Minerals Ltd. (FQM)	STOP Malaria	Reprinting of CSH malaria board game and a Manzi Valley colouring book (with FQM logo) for malaria initiative in Solwezi schools, in partnerships with Natural Valley	\$3,800—board game \$1,400—colouring book ⁵	\$5,200
Fresh View Cinemas	Safe Love (<i>Love Games</i>)	Discount for cinema screenings of <i>Love Games</i> trailers at two locations for three months	\$1,800/month discount	\$5,400
	Safe Love (<i>Love Games</i>)	Discount for adverts on screen and refreshments at two locations for three months (Mulange one-on-one ads and <i>Love Games</i> family planning trailer at student events)	\$900/month discount \$300 discount \$500 valued free trailers	\$3,500
Lafarge	Safe Love (<i>Love Games</i>)	Payment for reduced screening cost for <i>Love Games</i> launch at Fresh View Cinemas	Based on December 2012 value at 20 million kwacha (before currency rebasing)	\$3,850
Natural Valley (Manzi Valley)	STOP Malaria	Captured under FQM	—	—
	Mothers Alive	Transportation of birth plans at no cost, in partnership with MCDMCH	Based on two CSH or hired vehicles, round-trip fuel estimate, and driver allowances	\$1,800
	First 1,000 Days	Transportation of campaign materials to Northern and Luapula provinces	Kasama—\$2,000 Mansa—\$1,500 (based on two CSH or hired vehicles, round-trip)	\$3,730

² All calculations in this table are shown in U.S. dollars (USD), except where otherwise indicated.

³ This amount reflects the amount of money that CSH could not accept from DSTV for licensing content (so the show could air in the Southern African region) due to not having a mechanism for accepting private sector funds.

⁴ This amount reflects the amount of money that CSH would have had to pay DSTV to have the show air in the West Africa, East Africa, and Central Africa through DSTV Africa Magic.

⁵ This colouring book is a Natural Valley product that was reprinted with an FQM logo and is not a CSH campaign product.

Table 3: CSH PSE Cost Estimates

Company	Area of Support	Nature of Support	Calculation Breakdown²	Cost Estimate
			fuel, and driver allowance estimates) Kasama to Mbala—\$135 Mansa to Samfya—\$95 (based on one CSH or hired vehicle and round-trip fuel estimates)	
	CSH programme	Donation of 350 bottles of water to CSH open house and close-out event	\$0.63 per bottle	\$220
NBC Namibia	Safe Love (<i>Love Games</i>)	Broadcast of <i>Love Games</i> on Namibian national TV and promotion (show trailers) for two seasons	\$24,000—TV show airing/season \$20,000—after show airing/season \$6,000—trailers/season (based on ZNBC rates) ⁶	\$100,000
Reel African	Safe Love (<i>Love Games</i>)	Online distribution of <i>Love Games</i> on Hulu Premium and YouTube channels	—	n/a ⁷
Total Zambia	Safe Love	Donation of space for Safe Love adverts at two fuel stations	\$350/site	\$700
	STOP Malaria	Donation of student malaria kits to Solwezi schools, in partnership with FQM	—	n/a ⁸
TVC Nigeria	Safe Love (<i>Love Games</i>)	Broadcast of <i>Love Games</i> on Nigerian satellite and terrestrial distributor	TVC rate at \$1,100/episode One-time replacement fee cost \$500	\$29,100
VoxAfrica	Safe Love (<i>Love Games</i>)	Distribution and airing of <i>Love Games</i> in UK and Europe	\$7,600—broadcast only, based on rate card for 25-minute show	\$197,600
Yori TV	Safe Love (<i>Love Games</i>)	Online airing of <i>Love Games</i> on web-based TV channel	—	n/a ⁷

⁶ The costing for the NBC Namibia engagement was not made available by the time this report was finalized. As a result, these rates are based on Zambia National Broadcasting (ZNBC) rates, a similar market in a neighbouring country.

⁷ This online channel does not charge content producers to air materials on its platform.

⁸ CSH facilitated this donation, but it was not part of the STOP Malaria campaign. Kits included rulers, pencils, and malaria games and were branded with FQM logo.

Table 3: CSH PSE Cost Estimates

<i>Company</i>	<i>Area of Support</i>	<i>Nature of Support</i>	<i>Calculation Breakdown²</i>	<i>Cost Estimate</i>
Zamtel	Safe Love (<i>Love Games</i>)	ZNBC TV broadcasting of <i>Love Games</i> season 2, <i>Love Games Live</i> after the TV show, TV trailers, and radio promotion	\$24,000—TV show airing \$20,000 after show airing \$6,000—trailers \$1,500—radio (based on ZNBC rates)	\$51,500
Zuku Entertainment	Safe Love (<i>Love Games</i>)	Broadcasting on subscription satellite TV in Kenya, Tanzania, and Uganda,	\$750 licence fee estimate \$500–\$1,000/episode (based on Zuku Entertainment estimates)	\$19,500
Total Contribution Value (without pending ONYX support)				\$678,886
ONYX	Safe Love (<i>Love Games</i>)	Translation of <i>Love Games</i> into French and its introduction to francophone Africa (Benin, Cameroun, Democratic Republic of the Congo, Ivory Coast, Gabon, Mali, Senegal)	Dubbing—\$100/1 minute Promotion—\$12,452 x 7	\$161,300 (pending)
Total Contribution Value (with pending ONYX support)				\$840,186

Safe Love Campaign

The Safe Love campaign received in-kind support from 11 companies, with contributions totalling more than USD \$667,936 (and over USD \$829,236 with an upcoming contribution). The majority of Safe Love campaign support went to *Love Games*. The *Love Games* show provided broadcasters and distributors with attractive programming and high-quality content. In addition, the opportunity was convenient as it came at little-to-no cost for interested parties. The series was provided for free, and broadcasters were required to promote USAID branding and accept no exclusivity. An exception was made on the pending agreements with ONYX, a company that plans to translate the show into French at a considerable investment. To accommodate this, CSH was open to an 18-month exclusivity agreement.

An agreement with DSTV resulted in an in-kind donation that totalled approximately USD \$256,786. This engagement expanded the Safe Love campaign's reach by allowing the airing of *Love Games* through DSTV channels and DSTV Africa Magic. This resulted in the show airing in regions across the African continent, covering 45 countries in South, West, East, and Central Africa (see Appendix D).

STOP Malaria Campaign

The STOP Malaria campaign received in-kind contributions from three companies that collaborated to provide a malaria board game, a colouring book, and an education kit to Solwezi schools. A total of USD \$5,200 of private sector support supplemented this campaign.

Mothers Alive Campaign

The Mothers Alive campaign was supported by one company, Natural Valley, with in-kind contributions totalling USD \$1,800. Natural Valley, the supplier of Manzi Valley water, used its extensive distribution network to deliver birth plans for the campaign to areas that were beyond the project's reach. This distribution was done in partnership with the MCDMCH after the company approached MCDMCH and suggested support. The company is open to the future transportation of materials and presents an opportunity for sustainable, longer-term engagement.

First 1,000 Most Critical Days Campaign

The First 1,000 Most Critical Days campaign was recently supported by Natural Valley through the distribution of campaign materials to Northern and Luapula provinces. The estimated value of this in-kind donation is USD \$3,750.

In addition, this nutrition campaign will likely receive further support in the near future. As mentioned earlier, CSH is in the process of arranging that two retailers sell the campaign's baby feeding bowl at their retail outlets. The feeding bowls would be sold in higher-end stores under a buy-one/give-one pricing model: the additional bowls would be donated to mothers, through antenatal clinics. These discussions have also included the pending support from a local food producer that has agreed to assist with in-store merchandising. To-date, CSH has secured a barcode for the bowl's packaging in hopes that this will speed up the retail component and contribute to sustainability.

V. Summary of Findings

Overall, the findings of this assessment revealed that Zambian private companies are interested in supporting health-sector campaigns and social investments. The IDIs with company point persons and the CSH PSE Director showed that companies see value in contributing to health campaigns and that decisions to support efforts are primarily driven by partnerships that offer compatible high-quality products and benefits to the company brand. Highlighting potential benefits (through ongoing progress and impact reporting) and working under trusted relationships initiated and encouraged future engagements.

The costing analysis showed that companies were willing to provide multiple contributions and some long-term campaign support. Having a popular or attractive product or compatible services determined where companies preferred to direct their support.

The challenges that companies and CSH experienced with delays, contracting, fulfilment, reporting, and the absence of a mechanism for collecting funds show that PSE practices in

Zambia need to be improved and standardized. Nevertheless, when reflecting on their company's health-sector engagements, company point persons saw a need for added health-sector campaign support and believed that the private sector could help CSH reach additional audiences. Furthermore, they saw the potential business and societal benefits to such engagement.

These findings suggest that, in the future, projects should engage early with companies and focus on highlighting the business benefits as well as offering attractive products that match company services. Further, to maximize contribution and engagements, projects should ensure that they have the means to collect CSR-directed funds.

VI. Appendices

Appendix A: Company Point Persons In-Depth Interview Guide

PRIVATE SECTOR SUPPORT ASSESSMENT IN-DEPTH INTERVIEW GUIDE

INTRODUCTION

Good morning/afternoon. My name is _____. I work for the Communications Support for Health (CSH) programme based in Lusaka.

If asked: CSH is a USAID-funded programme that fosters sustained individual and collective action for health through effective activities in information, education, and communication/behaviour change communication.

Today, we're going to discuss your opinions on private sector support and, in particular, support that has been rendered to CSH/Government of the Republic of Zambia (GRZ) health communication campaigns. This will help CSH/GRZ understand overall perceptions of support provided by the private sector towards the CSH/GRZ campaigns.

I want to let you know that I'm not a health communication expert, and I am not an expert on the subject matter we are going to discuss today. However, I am a trained interviewer. I want to hear your honest opinions about the topics we will discuss today. There is no right or wrong answer to the questions I'm going to ask. Therefore, please relax and enjoy the discussion.

Please keep in mind that your participation in this discussion is completely voluntary. If for any reason you wish to leave the discussion, you may do so. However, CSH greatly values your opinions and therefore does encourage you to take this interview.

INTERVIEW GUIDELINES

Before we begin, I'd like to review some important points about this interview.

- You have been invited here to share your views, experiences, and opinions.
- Your answers will be confidential, so feel free to say exactly what is on your mind. Nothing will be attributed to any particular person in our report.
- There are no right or wrong answers.
- This interview will be audio recorded. This allows us to thoroughly capture everything that is being said, and we will include the information in a report to our client.
- However, I'll also be taking notes as we speak to help me refer back after the interview.
- Please feel free to excuse yourself from the conversation at any time for any reason. However, I'll really appreciate it if we can complete the entire interview.

Section 1: Corporate social responsibility

1. Does your company have a corporate social responsibility strategy?
If yes, please describe your company's corporate social responsibility strategy.
 2. CSH is implementing the following campaigns in collaboration with the Government of the Republic of Zambia (GRZ) through the Ministry of Health (MOH) and the Ministry of Community Development and Mother and Child Health (MCDMCH):
 - a. *Safe Love* campaign
 - b. STOP Malaria campaign
 - c. Nutrition campaign
 - d. Mothers Alive campaign, including a Saving Mothers, Giving Life sub-component
- What are the main reasons your company chose to support these CSH/MOH/MCDMCH campaigns?
 - Does your company encourage social investment, such as within the health sector?
 - How did your company decide what type of support to provide to the campaign?

Section 2: Policy environment

1. What do you see as the main opportunities for the private sector to engage within the health sector in Zambia?
2. What are the main challenges or risks associated with the private sector engagement within the health sector?
3. What are the main challenges or risks associated with the private sector engagement within the health sector?

Section 3: Results of private sector contributions to health communication campaigns

4. What are the lessons learned in creating and supporting enabling conditions for an effective contribution of the private sector to health communication strategies (e.g., support to CSH campaigns)?
5. How does your organisation define results/success of its private sector engagement, and how are results measured (e.g., value-added company image, "contribution to health indicators")?

Section 4: Recommendations for best practices in private sector support engagement

6. What conditions do you think need to be in place to foster an effective partnership between your company and with CSH/GRZ?
7. Do CSH/GRZ campaigns offer a broad range of services, or are there gaps that can be filled by the private sector in ensuring that target audiences can be reached? Please explain your response.
8. What challenges has your company faced in providing support to the CSH campaigns?
9. Is there anything CSH/USAID can do to improve how we engage with the private sector?
10. What would you recommend for future support to campaigns similar to those of CSH that maybe implemented by USAID projects or GRZ?

Appendix B: CSH Private Sector Engagement Director Interview Guide

1. When and how did the Communications Support for Health (CSH) private sector engagement begin?
2. What process(es) was/were used to identify and select companies? What criteria, if any, were used?
3. How many companies were selected to be approached?
4. What approach(es) was/were used to initiate discussions with the identified private sector companies?
5. What challenges, if any, were faced in approaching the companies?
6. On average, how long did it take to engage companies and get them on board?
7. Was all the campaign support that the private companies provided in-kind support, and if so, why was this the case? Was there any other type of support (e.g., financial)?
8. For each company, how was the form of support decided upon (e.g., identified and suggested by CSH/Todd, identified by companies and negotiated)?
9. What influenced the buy-in (e.g., desire to provide support) from these companies? Were there marketing benefits or perks for the companies? Was this part of their existing corporate social responsibility (CSR) strategy (did you attempt to align support with their existing CSR, or did you try to expand/build them)?
10. What motivated companies to participate, and what discouraged them? What initial concerns did the private companies have?
11. How were the agreements made and put into place? Were there any formal documents (e.g., memorandums of agreement) drafted and signed?
12. What challenges did the project face with accepting private sector support? How were these overcome?
13. What structures needed to first be in place before support could be accepted or used (e.g., an existing CSR, staffing, company size/reputation)? What changes were needed?
14. What challenges did the project face when it came to implementation/using the agreed-upon support? What was the cause, and how was this overcome?
15. Were certain sectors easier or more challenging to work with? Which ones, and why?
16. Do you have any recommendations for future projects on how best the private sector should be engaged?
17. Is there any further background information that would be useful to include within our report?

Appendix C: Costing Guide

Key Questions for Costing Private Sector Support to CSH/GRZ Campaigns

The following questions provide a framework for quantifying the private sector support for implementation of CSH/GRZ campaigns. These key questions will help to elicit key and quantified information. The initial questions under each section provide an entry point for understanding the level and nature of support that have been provided to each of the CSH/GRZ campaigns.⁹ Though not exhaustive, they provide the route for further investigation. However, it is important to provide some background on the policy framework for private sector partnerships with USAID; the CSH PSE Director and Finance and Administration Director are therefore identified as key informants for generating this information.

Safe Love Campaign

1. What support has been provided by the private sector to the *Safe Love* campaign/*Love Games*? Please describe the support provided:
 - a. In-kind support
 - b. Financial contribution
 - c. Other (specify type)
2. What is the kwacha/U.S. dollar translation of support provided to the *Safe Love* campaign for each of the identified components?
 - a. In terms of CSH benefits, what costs were shared by Fresh View Cinemas agreeing to screen the *Love Games* launch at a discounted rate?
 - b. What costs were saved by discounts and refreshments on adverts for the Mulange one-on-one adverts?
 - c. What costs were saved by discounts and refreshments on adverts for screening *Love Games* at university student events?
 - d. What was the total amount saved from these types of support?
3. What is the net benefit of private sector support for airing of *Love Games* series one and two by Zamtel Limited (costs saved and discounted minus the actual cost of screening *Love Games* on ZNBC)?
4. What is the net benefit of private sector support for screening of *Love Games* series one and two by DSTV/Africa Magic (costs saved and discounted minus the actual cost of screening *Love Games* by DSTV/Africa Magic in 45 countries)?
5. *Optional*—What is the cost per household reached in terms *Love Games* production across Africa (estimated cost of production/estimated reach of households across Africa via DSTV viewership)?

⁹ The First 1,000 Days engagement is a recent engagement effort that was not fully developed at the time the guide was drafted and is therefore not outlined in this guide.

STOP Malaria Campaign

1. What support has been provided by the private sector to the STOP Malaria campaign? Please describe the support provided:
 - a. In-kind support
 - b. Financial contribution
 - c. Other (specify type)
2. What is the kwacha/U.S. dollar translation of support provided to the STOP Malaria campaign for each of the identified components?
 - a. What costs were saved when Total Zambia donated malaria student kits for a school event in Solwezi?
 - b. What costs were saved when Manzi Valley donated malaria colouring books for a school event in Solwezi?
 - c. What was the total amount saved from these types of support?
3. What is the cost per student reached through distribution of malaria student kits (estimated cost of production/number of students provided with the malaria student kit)?
4. What is the net benefit of private sector support for distributing the malaria board game by First Quantum Minerals (costs saved and discounted minus the actual cost of distributing the malaria board game)?
5. What is the net benefit of private sector support for distributing the malaria board game by First Quantum Minerals (costs saved and discounted minus the actual cost of distributing the malaria colouring book)?

Mothers Alive Campaign

1. What support has been provided by the private sector to the Mothers Alive campaign? Please describe the support provided:
 - a. In-kind support
 - b. Financial contribution
 - c. Other (specify type)
2. What is the kwacha/U.S. dollar translation of support provided to the Mothers Alive campaign for each of the identified components?
 - a. What costs were saved when Manzi Valley distributed 1,000 birth plans to Chinsali and Mpika district health offices in partnership with the Ministry of Community Development and Maternal and Child Health (MCDMCH)?
3. What was the net benefit of distribution of 1,000 birth plans to Chinsali and Mpika district health offices in partnership with MCDMCH (costs saved and discounted minus the actual cost of transporting 1,000 birth plans)?

General questions across the different campaigns

1. What is the most common form of support provided across the campaigns, and why?
2. What is the total amount of support provided, and in what forms was this support provided?

Appendix D: DSTV Africa Magic Market Regions

DSTV Africa Markets

<p>Region: West Africa</p> <p>This market includes the following countries:</p> <ul style="list-style-type: none">○ Benin○ Burkina Faso○ Cote d'Ivoire○ Cape Verde○ Ghana○ Gambia○ Guinea Bissau○ Guinea Conakry○ Liberia○ Mali○ Niger○ Nigeria○ Sierra Leone○ Senegal○ Togo	<p>Region: East Africa</p> <p>This market includes the following countries:</p> <ul style="list-style-type: none">○ Burundi○ Comoros○ Djibouti○ Eritrea○ Ethiopia○ Kenya○ Rwanda○ Sudan○ Somalia○ Tanzania○ Uganda
<p>Region: Central Africa</p> <p>This market includes the following countries:</p> <ul style="list-style-type: none">○ Cameroon○ Chad○ Congo Brazzaville○ DRC Congo○ Gabon○ Central African Republic○ Equatorial Guinea○ Sao Tome e Principe	<p>Region: Southern Africa</p> <p>This market includes the following countries:</p> <ul style="list-style-type: none">○ Angola○ Botswana○ Lesotho○ Mauritius○ Mozambique○ Malawi○ Namibia○ South Africa○ Seychelles○ Swaziland○ Zambia