VALOR

**Virtually
Accelerating
Linkage
of Men to
Reframed
HIV Services**

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Optimizing the uptake of first time HIV testing and enrollment on care among undiagnosed and unlinked men aged 20-35 through reframed, empathy-powered HIV messaging and virtual navigators.

Nigeria: Akwa Ibom and Cross River States

Introduction

Reaching Impact, Saturation, and Epidemic Control (RISE) is a five-year global project funded by the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and the U.S. Agency for International Development (USAID). RISE works with countries to achieve a shared vision of attaining and maintaining epidemic control, with stronger local partners capable of managing and achieving results through sustainable, self-reliant, and resilient health systems. In Nigeria, RISE supports HIV case finding, HIV prevention, treatment programming, and viral load suppression services in four states (Adamawa, Akwa Ibom, Cross River, and Adamawa). This document describes a programmatic initiative (VALOR) designed to improve HIV case finding and linkage to care among Nigerian men through the RISE project.

RISE saw emerging opportunities inherent in the COVID-19 context to virtually support men to get tested and re(linked) to care and treatment through community-based testing services. The resulting intervention, VALOR, uses private-sector- style social-media marketing to promote a virtual VIP Guide and referral service implemented through the WhatsApp messaging platform. With support from a VALOR VIP Guide, men ages 20-35 can privately work through their fears and concerns learn about the U=U and better-than-ever anti-retroviral treatment (ART) before getting tested. At the same time the guides use appreciative coaching techniques to validate and affirm men's demonstrated courage-helping them to reframe testing as an act of valor and referring them to community-based services (and self-testing, when it becomes widely available). If a man tests positive, the VIP Guide becomes a counselor, coach, and case manager supporting him throughout his treatment journey. The RISE team used a modified "lite" Human-Centered Design-inspired (HCD) approach to design communication materials, develop a compelling brand, and inform the virtual coaching apparatus.

VALOR was designed and implemented in an accelerated four-month demonstration from July through October 2020. The VALOR effort was unique in many ways, and thus, this case study documents the following aspects of the initiative:

1. How VALOR was built and implemented in four months in the midst of the COVID-19 pandemic.

2. The application of client-centered marketing approaches to demand generation, including Human-Centered Design, and brand and marketing best practices.

3. Insights gleaned about Nigerian men and their feelings about HIV services, and how these insights were addressed.

4. Lessons learned from an all-virtual approach to demand generation and enhanced care and recommendations for future scale up.

The learnings and results
are intended to contribute to a growing body of evidence guiding implementers and stakeholders seeking to effectively promote and deliver HIV and other health services to men at scale.

Background: Why VALOR

Reaching men with HIV prevention and treatment services remains an important priority in the global HIV epidemic response. In many contexts, men utilize health care services less than women. For example, the population-based HIV impact assessment (PHIA) highlighted the disparity in HIV testing amongst men and women, with men lagging behind women in the first 90. In Lesotho, 76.6% of men were aware of their HIV status compared to 84% of women, while in Tanzania 52.2% of men and 64.9% of women were aware of their HIV status[1,2]. In Nigeria, only 60% of men 15 years and older living with HIV are on ART. [2,1]

01

[1] Tanzania HIV Impact Survey. A population-based HIV impact assessment final report. THIS 2016-2017. https://phia.icap.columbia.edu/wp-content/uploads/2019/06/FINAL_THIS-2016-2017_Final-Report_06.21.19_for-web_TS.pdf

[2] Thin K, Frederix K, McCracken S et al. Progress towards HIV epidemic control in Lesotho. AIDS 2019. 33(15):2393-2401
[2,1] UNAIDS Data 2019 available online: https://www.unaids.org/en/resources/documents/2019/2019-UNAIDS-data

1.1

Nigeria's Gender Gap

Shortly after RISE' launch, the implementing team saw a clear gap emerging between men and women's uptake of HIV services. Women's uptake of treatment and care services was nearly twice that of men, with men lagging behind women across the treatment cascade.

Age	Female	Male
<1	7	5
1-4	297	265
5-9	450	490
10-14	413	408
14-19	734	237
20-24	2.768	393
25-29	5.194	1.036
30-34	6.571	1.979
35-39	5.532	2.617
40-44	4.099	2.518
45-49	2.678	1.841
50+	3.932	3.018

■ Female ■ Male

Number of adults and children currently receiving antiretroviral therapy (ART)
Gender Gap in the 20-35 age bracket
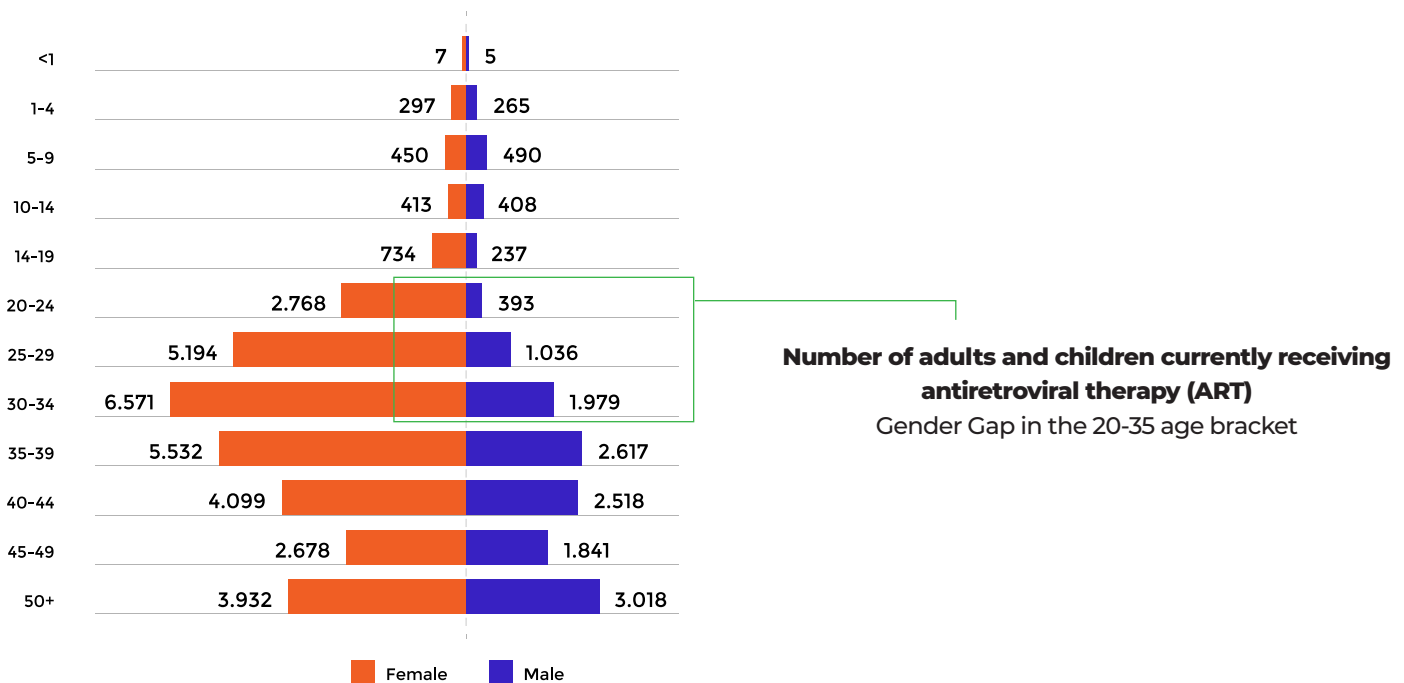
Figure A. Proportion of Eligible Men on Treatment in Target States (as of March 2020)

2.394
On treatment

41% **59%**

HIV + MEN 20-34 IN AKWA IBOM

3.454
Need treatment

325
On treatment

24% **76%**

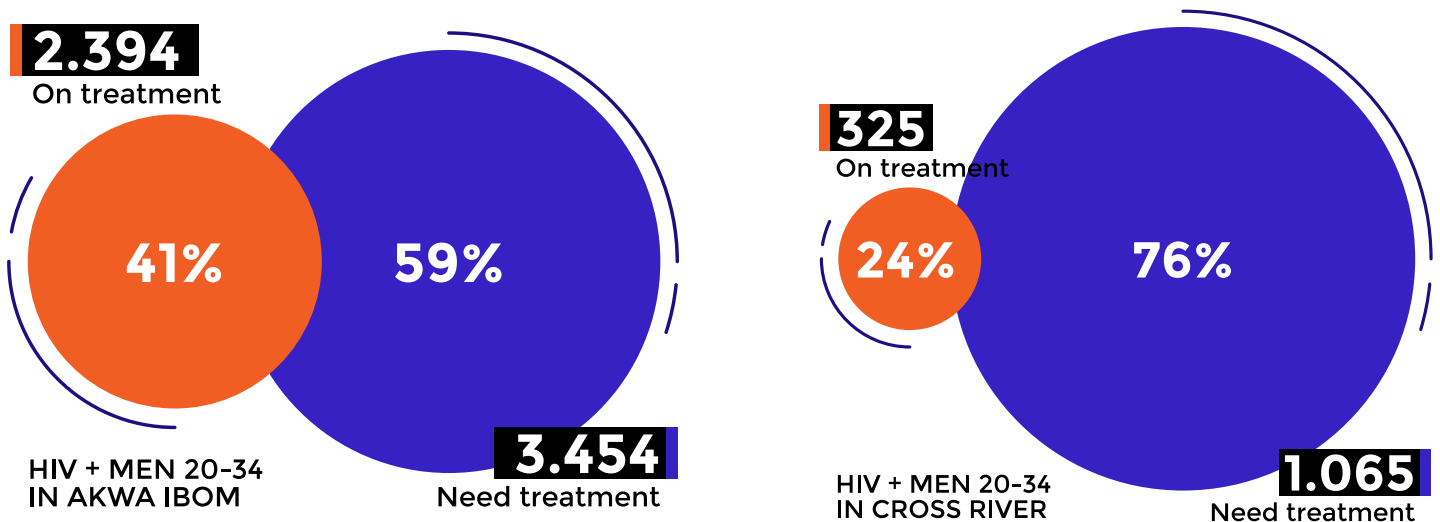**HIV + MEN 20-34 IN CROSS RIVER**

1.065
Need treatment

Figure B. Number of eligible men and women on treatment by age category

1.2

Why There Is a Gap

Factors hindering the use of health services among men have been well documented globally. Conflicts between clinical hours and work, a feeling that health services are "for women," and a need for privacy are reasons men commonly cite for not accessing health services. [3] While many men provide logistical or convenience-related reasons, it is also well documented that norms of masculinity result in men being socialized to conceal — or even deny — vulnerability. [4,5] Studies in sub-Saharan Africa have found that men often feel embarrassed to visit health services due to masculinity norms that associate health-seeking with weakness[6]. Additional barriers to men's participation in ANC/PMTCT include shame of learning one's HIV status (especially in the case of a positive result) and fear of community stigmatization. [7] In addition, recent HCD sprints in Zambia and Malawi and work from IPSOS/AVAC/PSI conducted in South Africa under MenStar[7.1], have illuminated the damaging role internalized trauma, shame and social/cultural conditioning can play in preventing men from accessing care. The work also found that men are often fearful that they will not have the capacity to cope with a positive diagnosis.

> "It's not the test I am afraid of. It's what happens after the test. I'm not sure I have the courage to deal with all of that." - VALOR VIP focus group member

Specifically, these exercises revealed that many at-risk men see a positive HIV test as a gateway to loss, disgrace, and isolation. Men fear a positive result will be a cliff-dive, as everything enjoyable and worthwhile in life is changed in a moment. [8] Testing and HIV services may also trigger latent trauma experienced in the early HIV epidemic. Shocking, fear-based prevention messaging is still fresh in men's minds, as are memories of loved ones taking older drug regimens which came with many pills and significant side-effects. While men recognize that discrimination has decreased, and HIV is no longer considered a "death sentence," paralyzing trauma, shame and fear (compounded by the fact that the aforementioned feelings are not "allowed") often leads men to avoid and deny the need for HIV services. In addition, many men live in total denial of the risks, and/or misplaced faith in their ability to intuit who is a "safe" partner. [9,10] Many of these findings were supported by RISE's own research conducted among providers working in RISE-supported clinics[11]. To address this gap, the RISE team began a concentrated effort to make services more "man friendly" in Nigeria. Just as these shifts were taking root, the global COVID-19 pandemic erupted.

> "What is the point of living longer if you have to give up everything that makes life worth living? I'd rather not know and continue."- VALOR VIP focus group member

[3] 'Clinics aren't meant for men': sexual health care access and seeking behaviors among men in Gauteng province, South Africa. Leichliter JS, Paz-Bailey G, Friedman AL, Habel MA, Vezi A, Sello M, Farirai T, Lewis DASAHARA J. 2011; 8(2):82-8.
[4] Masculinity as a barrier to men's use of HIV services in Zimbabwe. Skovdal M, Campbell C, Madanhire C, Mupambireyi Z, Nyamukapa C, Gregson SGlobal Health. 2011 May 15; 7():13.
[5] Mburu G, Ram M, Siu G, Bitira D, Skovdal M, Holland P. Intersectionality of HIV stigma and masculinity in eastern Uganda: implications for involving men in HIV programmes. BMC Public Health. 2014. October 11;14:1061 10.1186/1471-2458-14-1061
[6] 28. Tumaini M. Nyamhanga, Eustace P.Y. Muhondwa, and Rose Shayo, "Masculine attitudes of superiority deter men from accessing antiretroviral therapy in Dar es Salaam, Tanzania," Glob Health Action 2013, no. 6 (2013): 21812. http://dx.doi.org/10.3402/gha.v6i0.21812.
[7] F Morfaw , L Mbuagbaw, L Thabane, C Rodrigues, AP Wunderlich, P Nana, and J Kunda, "Male Involvement in Prevention Programs of Mother to Child Transmission of HIV: A Systematic Review to Identify Barriers and Facilitators," Syst Rev 2, no. 5 (Jan 16, 2013). doi: 10.1186/2046-4053-2-5.
[7.1] **Menstar:** Menstar Coalition is a collaboration between Children's Investment Fund Foundation, The Elton John AIDS Foundation, Gilead Sciences, Johnson and Johnson, PEPFAR, The Global Fund and Unitaid committed to achieving control of the AIDS epidemic by 2030 through understanding and meeting men's needs. Link here: menstarcoalition.org.
[8] Malone, S. Breaking the Cycle of Transmission: Increasing uptake of HIV testing, prevention and linkage to treatment among young men in South Africa. Webinar. 2019 April 17.
[9] Dotson, M. Design Sprint Report: Empathy-Powered care to increase uptake of HIV testing and linkage to care among Zambian Men. 2019 October 14.
[10] Dotson, M. Technical Exchange: Malawi Gateway HCD and Empathy-powered messaging. 2019 November 21.
[11] RISE Nigeria is implemented in 4 states: Adamawa, Cross River, Niger and Akwa Ibom. VALOR was implemented in Akwa Ibom and Cross River State

1.3
COVID-19: An Unexpected Opportunity

The devastating effects of the COVID-19 pandemic hit fast. Health service delivery was significantly disrupted due to safety concerns with COVID-19 transmission. Curfews, social distancing mandates, quarantining, and travel/movement restrictions all limited face-to-face contact. People living with HIV, especially men, were even less likely to seek community testing services or visit a clinic for testing and treatment.

To address these challenges, RISE rapidly shifted focus to community-based services designed in a way that would minimize interpersonal contact. RISE retooled supportive supervision and relevant capacity building sessions for providers for online platforms like ECHO and Zoom. These sessions helped the Government of Nigeria staff understand the rationale for longer patient appointments, required review of clinic visits, as well as the importance of instituting stricter visitor controls to minimize the potential for COVID-19 transmission. RISE also optimized remote models of support as guided by multi-month dispensary (MMD) for three or six months, client treatment support calendars as well as partner "spoke" clinical platforms for clients to check in for minor complaints.

Figure C. VALOR Brand informed by context and regional learnings

The pandemic also unexpectedly created an opportunity for the RISE team to improve service delivery outcomes among men. Virtual mobilization and outreach methods were known to be preferred among men and now they represented the best way to minimize risk for COVID-19. Drawing on recent success in the region using virtual platforms to mobilize men for voluntary medical male circumcision services in South Africa RISE sought to find ways to reach men through targeted, on-demand digital communications, virtual supportive pre-test counselling and referrals to community-based service delivery points.

And thus, VALOR (Virtually Accelerating Linkage of Men to Reframed HIV Services) was born.

Key takeaway

While the COVID pandemic has upended traditional health service delivery, it has also accelerated opportunities to bring services closer to men in settings outside of the clinic and through virtual communications platforms.

VALOR: What We Wanted to Do

VALOR has four primary objectives linked to increasing men's access to the HIV treatment cascade:

1. Increase in number of men 20-34 newly diagnosed with HIV in VALOR geographies (TST_POS)
2. Increase testing yield among men 20-34 in VALOR geographies
3. Increase in ART enrollment among men 20-34 in VALOR geographies (TX_NEW)
4. Increase in linkage of unlinked men aged 20-34 in VALOR geographies (TX_RTT)

02

Secondly, VALOR has the potential to address and target key norms surrounding HIV among men; communication and disclosure around testing with their non-primary partners and improved retention in HIV treatment and care.

Based on identified gaps in the HIV treatment cascade, VALOR targeted men in two (local government areas) LGAs: Akwa Ibom and Cross River State in Nigeria.

VALOR aimed to achieve the outcomes above through a two-pronged strategy. First, we wanted to target men through social media advertising with compelling, empathetic demand generation messaging that compels men to think twice about whether they are at risk and addresses their concerns about having the courage to cope — whatever the result.

We envisioned that VALOR would:

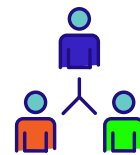|			
Speak to new and improved drugs, "U=U", and the fact that "life goes on"	Speak to the emotional needs and desires of Nigerian men	Be sensitive to avoid perpetuating toxic gender norms, and seek to present aspirational norms	Invite men who are curious to connect with a VIP guide via WhatsApp

Second, we wanted to engage men who are thinking about HIV testing (or thinking of returning to care) by offering a supportive relationship with a virtual VIP Guide who:

Screens for HIV risk	Links men to appropriate community-based HIV services and provides information about available options for self-testing	Supports men through the challenge of revealing sexual contacts, partner disclosure, drug (re)initiation, and habit-forming practices

By bringing case managers who are themselves living positively with HIV at the beginning of the testing/ART initiation process (instead of engaging them after a man has tested positive), VALOR sought to create a dialogue around coping with test results, before men engage in avoidant decision-making patterns around testing and/or ART initiation. The hope is that a safe, supportive, one-on-one conversation delivered before men show up for a test would provide encouragement and increase the likelihood of engaging in healthy testing practices. Our hypothesis was that these efforts would minimize inefficient "worried well" testing behaviors and provide the support services at-risk men need to get tested.

Additionally, building a relationship with a trusted case manager (similar to a 'guide' or a 'coach') would allow RISE to follow-up on testing and ART linkage, as well as support clients with challenging behaviors like revealing partners for contact tracing, disclosing their status to family, etc. We thought the virtual environment might create a greater feeling of confidentiality and privacy and that clicking an ad to contact a guide would represent a much lower barrier than going to a testing site.

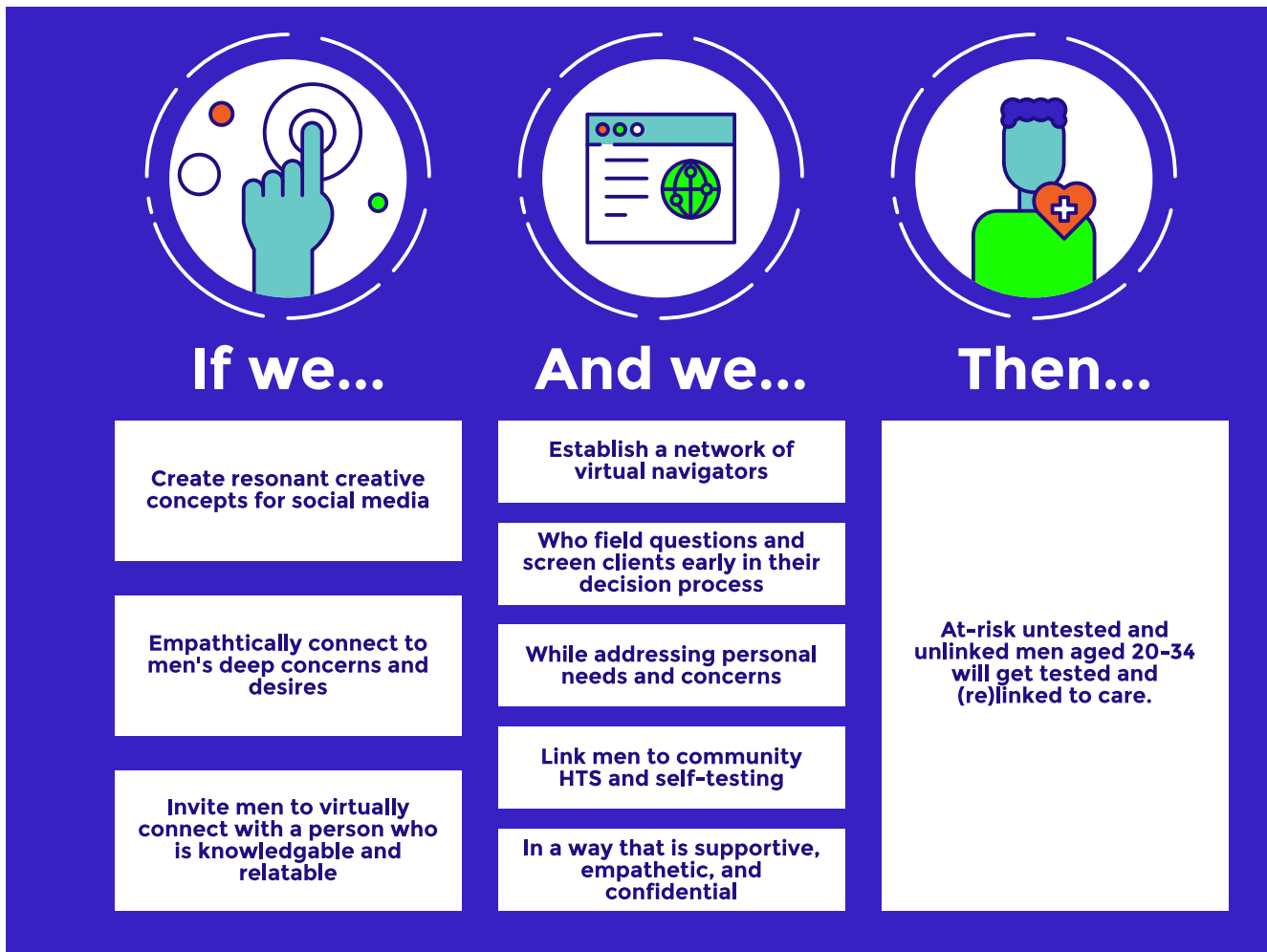**The graphic below summarizes VALOR's Theory of Change:**

If we...

Create resonant creative concepts for social media

Empathtically connect to men's deep concerns and desires

Invite men to virtually connect with a person who is knowledgable and relatable

And we...

Establish a network of virtual navigators

Who field questions and screen clients early in their decision process

While addressing personal needs and concerns

Link men to community HTS and self-testing

In a way that is supportive, empathetic, and confidential

Then...

At-risk untested and unlinked men aged 20-34 will get tested and (re)linked to care.

**Figure D. VALOR's Theory of Change**

2.1

VALOR: How We Did It

2.1.1 Intervention Design

Fundamental to VALOR's success with its Theory of Change is the application of proven approaches to program design and implementation. From the beginning, the VALOR team applied two private sector approaches:

- Human-Centered Design
- Marketing and branding best practices.

While adapted for the COVID-19 operating environment, both approaches were used to guide the overall strategy, content design, and procedures for routine monitoring and the final evaluation — all centered around an innovative, user-based framework.
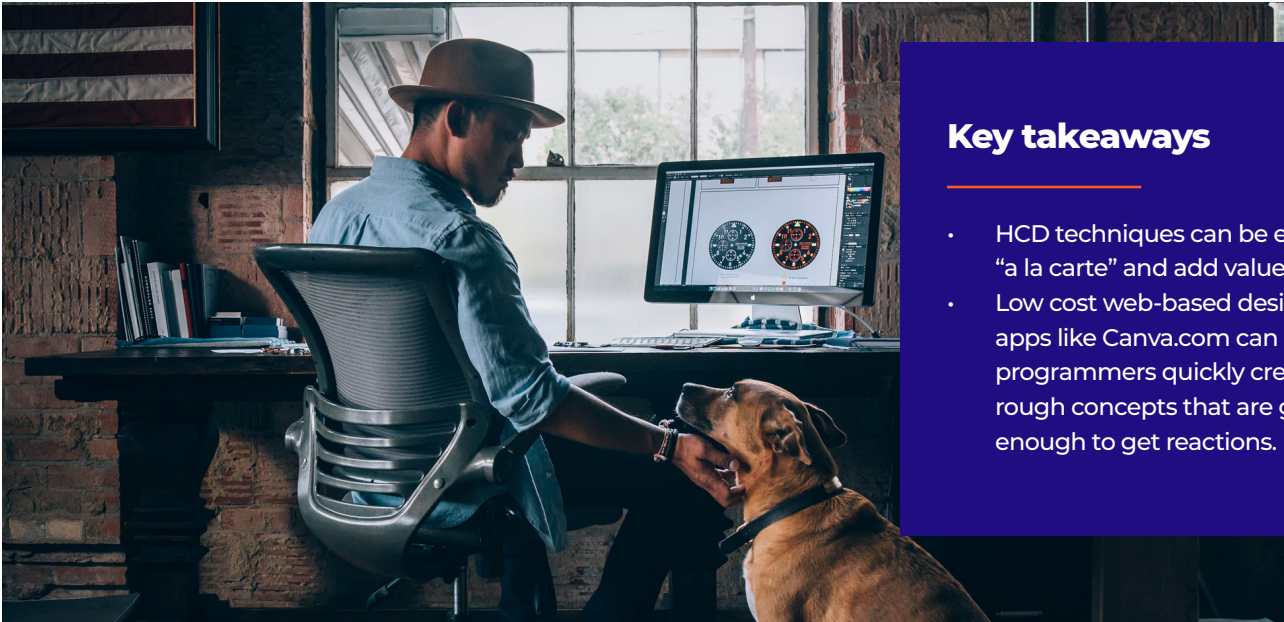
Key takeaways

- HCD techniques can be engaged "a la carte" and add value.
- Low cost web-based design apps like Canva.com can help programmers quickly create rough concepts that are good enough to get reactions.

Human-Centered Design "Lite": How we used it in VALOR

Because we know that HIV-testing for men is confounded by layers of emotion and vulnerability, and recognizing that humans are largely emotional decision-makers, the VALOR team decided to apply techniques from Human-Centered Design: a problem-solving process that emphasizes cultivating an empathetic understanding of men's feelings around HIV testing concepts to uncover key insights intended to inspire creative responses.

The HCD approach uses insights to quickly establish change hypotheses. These hypotheses are then directly tested using methods such as getting men to react to mocked up communications materials. Rather than pre-testing for understanding, we tested to learn, iterate in real-time, and generate more nuanced insight. While HCD can be a prolonged process, we built on insights from the HCD framework and research already conducted with men across the continent to develop our first hypotheses and prototypes. We then modified the hypothesis based on focus group responses and critiques. To reduce time and expense, we used a free yet effective design platform called Canva.com to mock up prototype ads using stock photography.

The table below provides an example of how the HCD process manifested in VALOR:

Insights from other projects	Our Hypothesis	Result	Iteration
Men do not fear the test itself; they fear they do not have the coping capacity to deal with a positive result. (MenStar). Men value courage and courage is claimed through doing hard things. (Jhpiego Programmatic design sprints in Zambia and Malawi).	Men will be compelled by the idea that a man can prove to himself that he is courageous through facing an HIV test (benefit of testing is a feeling of pride in your courage).	Discussion of the visual over WhatsApp with men in our targeted audience led us to understand that men see courage more as a result of social support than individual grit. They feel great pride in overcoming difficult things, but equate courage to social support and being "encouraged" by caring friends.	All campaign materials seek to communicate warmth, togetherness and caring. VALOR VIP Guides are described as being caring friends who will help you connect with courage.

In short, throughout the development of VALOR, we used prototypes, sought empathetic insight, iterated strategies and materials quickly by listening to focus group participants, and adjusted concepts based on ongoing feedback.

Fundamentals of Branding and Marketing: How we used them in VALOR

Because VALOR exists within a crowded media market and promotes contacting a WhatsApp VIP Guide service, we took inspiration from the Brand and Marketing Best Practices Framework (https://mannglobalhealth.com/microsite/index.php), which is based on five fundamentals of excellence in branding and marketing. Given our accelerated project timeline, we used these best practices as guidelines and applied them with a streamlined approach. For simplicity, we have grouped these fundamentals into two categories — creative strategy and operational excellence — described below.

Creative Strategy: This best practice category involves everything that goes into the execution elements that the audience experiences. It involves developing an in-depth understanding of the target audience and designing both a cohesive brand and a tailored campaign strategy to effectively reach this audience. The key practices we wanted to apply from this area of communications strategy are outlined below:

(1) Is the creative execution grounded in learning from our audience: Nigerian Men?

Using HCD-Lite as our process, we often started with concepts and insights from similar projects in other African countries to build an initial framework for target research. We then used these insights as catalysts for conversation, refining them with input from Nigerian men. Similarly, when we were uncertain about images or copy produced by our creative agency, we quickly organized virtual research sessions over WhatsApp to receive immediate and relevant feedback from our target audience before we launched the creative.

(2) Does the creative execution resonate with Nigerian men?

Key takeaways

Who are you talking with more? Each other, or your audience? Find ways to get audience feedback and suggestions throughout the creative process — not just when pretesting before launch.

Based on our experience, we felt strongly that the VALOR campaign should not only "work" for Nigerian men, but it needed to **resonate** — **to speak to their experiences, evoke emotional responses, and inspire action** to test and treat. Through discussions of rough concepts, we discovered three overall benefits that we knew made sense to men:

1. Claim your courage
2. Enjoy life fully
3. Keep what you love

<div style="background: navy; color: white;">

Key takeaways

Informing is fine. Inspiring is better. Seek to evoke an emotional response that rings true to the audience's deep hopes and fears.

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We then evaluated how these messages resonated with men by eliciting and integrating feedback. We also learned in our formative research that the idea of just 'one-pill-a-day' was new information that men didn't know - and that it inspired them to think differently about HIV testing and treatment. We hypothesized that combining this reason to believe with a strong benefit (enjoying life fully, keeping what you love, etc.) would resonate — and put plans in place to test our hypothesis.

Operational Excellence: This best practice category involves the behind the scenes aspects that the audience will never experience directly, but that make the initiative successful, including measurement and governance. While it is often a challenge to attribute project success to marketing programs, the benefit of designing and running our campaign through Facebook is that we have access to and can gather weekly campaign data to analyze and evaluate the effectiveness of specific Facebook ads run during our campaign. The second aspect of this best practice category is governance, including clear organizational structure, processes and decision making, team capabilities, and rewards and incentives.

The principles we applied from these best practice areas include:

1. **A continuous learning approach to research and measurement:** We used our audience research, Facebook data, and input from VIP guides to inform and test hypotheses. For example, when we learned that the VIP guides were receiving chat requests from outside the target regions, we decided to significantly reduce our audience size to focus on one specific local government area (LGA) in each state. We tested this approach for two weeks before deciding to target the total state, as we were not reaching a broad enough audience to get meaningful data on advertising effectiveness from the weekly Facebook reports.

2. **Team agility:** For example, we initially planned to wrap up the campaign in six weeks, but soon learned that we needed more time to sort through technical issues with Facebook; so we "flowed to the work" — spending more time digging into the data or working through administrative issues depending on the circumstances. We continuously adapted our creative approach based on Facebook requirements and early learning from our research.

VALOR was designed to use and gather data throughout the design and implementation processes in order to rapidly respond to user feedback and iterate on the go. In addition to utilizing HCD strategies along with branding and marketing best practices, we used treatment cascade guidelines (95 95 95) to guide our data collection. Throughout implementation, these frameworks guided and informed our data collection systems in the following ways:

Human-Centered Design – We used HCD prototype testing results to inform and guide our brand positioning strategy and develop effective marketing content.
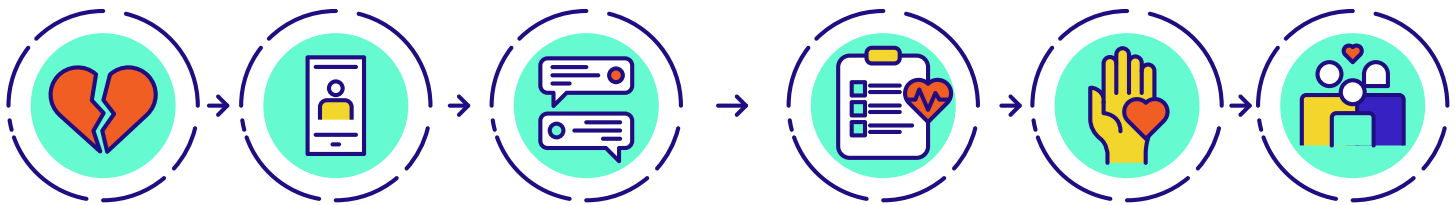
Marketing and Branding Best Practices – We looked at industry-established key indicators to monitor program progress (i.e. men reached) and outcomes (i.e. which ads had higher response rates).

95-95-95 – VALOR tracked data all the way through client referral to testing and initiation on ART – essentially the first two 95s on the treatment cascade. The extent to which referred clients who tested positive and linked to and then kept in care was tracked by RISE.

See Figure E Below.

Figure E. Data Collection Opportunities Throughout Design, Implementation and along the Treatment Cascade

VALOR Measurement Activity			RISE Measurement Activity		
Prototype Testing	Social Media Placement	Interaction with case managers/referrals	HIV Service Delivery	Follow-up	Long term care management
Gathered feedback from target men on rough ideas and creative concepts	Tracked key performance indicators through social media for reach and engagement	Tracked numbers of contacts with case managers Regularly gathered feedback from VIP Guides and made iterations in media buys and introductory messaging with new clients	Tracked numbers of men referred to HIV testing and treatment		

2.1.2 Gender Transformation: How We Applied It in VALOR

Lastly, VALOR was designed with a view to be Gender Transformative.

With any intervention targeting men, it can be tempting to exploit tropes that perpetuate the harmful gender dynamics and drive the HIV epidemic, or to unconsciously fall back on them. Thus, throughout the project cycle, from assessment and design, to monitoring and rapid evaluation, we continued to reflect on the gender equality continuum framework (below) to ensure that we were not exploiting gender norms, i.e., reinforcing harmful masculinities, and integrating gender transformative messaging. At times this was tricky — for example, we were tempted to try a "men as protector" concept, and went so far as to test an image of a boxer who had just won a championship. These could have perpetuated tropes of men supporting their households alone or being prone to violence. Additionally, while consulting with the audience members in our advisory WhatsApp groups (see more in Section 4), we were surprised to discover that men reported feeling motivated by visuals that featured more gentle and affectionate images. We have also been careful to show women and men as equal partners, mixed groups of friends, etc. Having some creatives showing only men has ensured the campaign has not been completely heteronormative.
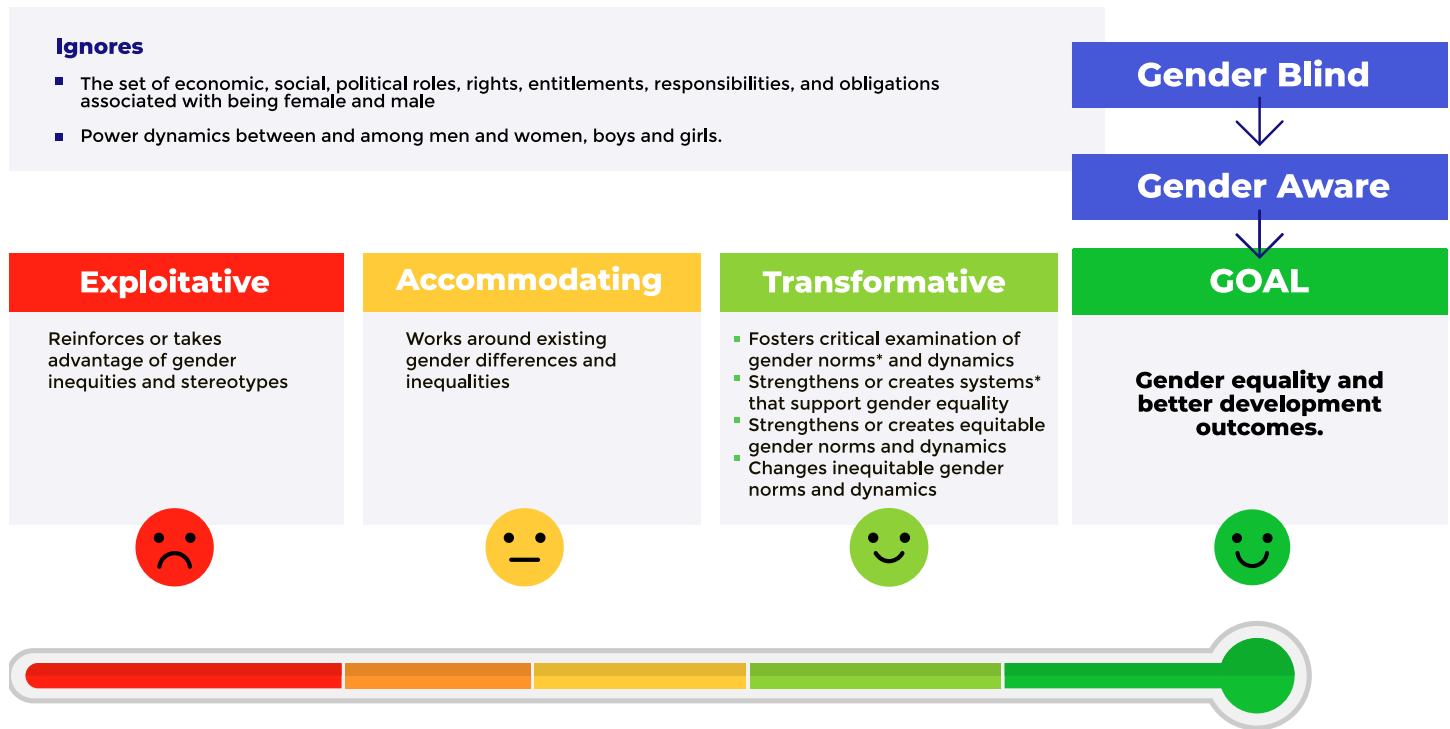
Gender Integration Continuum

Ignores

- The set of economic, social, political roles, rights, entitlements, responsibilities, and obligations associated with being female and male
- Power dynamics between and among men and women, boys and girls.

Gender Blind

Gender Aware

Exploitative	Accommodating	Transformative	GOAL
Reinforces or takes advantage of gender inequities and stereotypes	Works around existing gender differences and inequalities	- Fosters critical examination of gender norms* and dynamics - Strengthens or creates systems* that support gender equality - Strengthens or creates equitable gender norms and dynamics - Changes inequitable gender norms and dynamics	**Gender equality and better development outcomes.**

*Norms encompass attitudes and practices
* A system consists of a set of interacting structures, practices, and relations

Figure F. Gender Integration Continuum

2.1.3 Getting It Together: The Team and Workplan

The VALOR program was conceived under extraordinary circumstances as the global community continues to battle the Coronavirus pandemic. The entire timeline, from initial design phase to program launch, spanned less than three months. The entire campaign ran for just over three months-from September to November.

While the VALOR timeline was ambitious, the implementation team was unique and highly skilled; comprised of technical experts with years' experience in HIV clinical service, community health delivery systems, branding and marketing, social behavior change, human centered design and graphic design. Due to the pandemic, no members of the US or South Africa-based team could travel and as such, project coordination was conducted through routine online planning meetings, training, and remote strategy design sessions. The Nigeria RISE team was supported with technical assistance provided through two of RISE's resource partners: Anova Health and Mann Global Health. Additionally, a Nigerian advertising agency with digital expertise, Sprout Digital, was hired to lead the VALOR brand design, develop all creative assets, develop a media placement strategy and manage and monitor all ad buys on Facebook and Instagram and track weekly client engagement. The diversity of the team proved to be an asset.
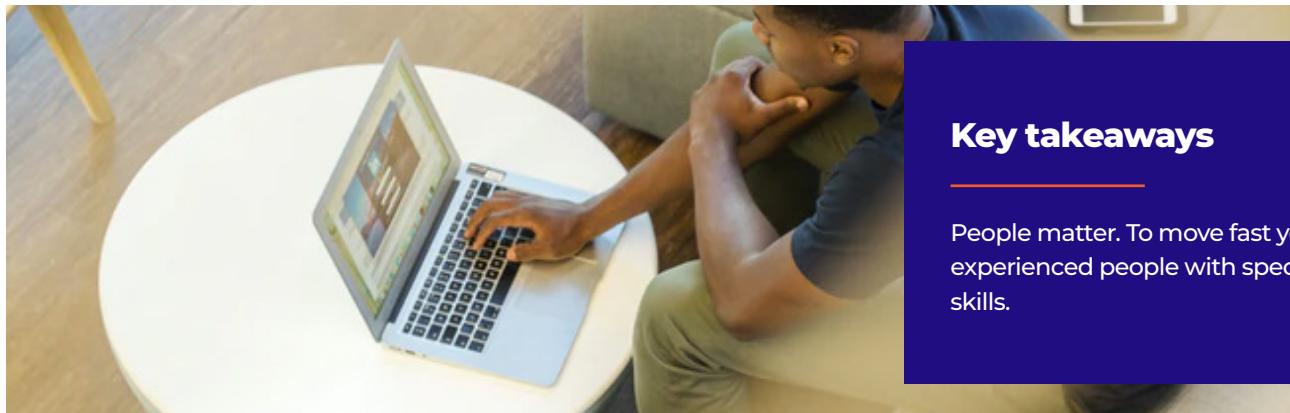
Key takeaways

People matter. To move fast you need experienced people with specialized skills.

Figure G. Program Implementation Schedule

Months	1	2	3	4	5
Initial Prototype Testing/Insight Gathering		X	X		
Hire and Brief Ad Agency			X		
Develop Brand Guidelines and logo			X		
Design Brand and Concept 1 Assets			X		
Train VALOR Case Managers			X		
Routine VALOR VIP Guide weekly mentoring			X	X	X
Test Prototypes in market Creative Concepts #1			X	X	
Test Prototypes in market Creative Concepts Round 2				X	X
Track reach and engagement					X

2.1.4 Key Partnership: Local Creative Agency

The VALOR team identified and hired a Nigerian-based creative agency, Sprout Digital, who became an extension of the implementation team. Sprout was identified through a competitive procurement process launched locally and ultimately chosen because of their years' of experience in digital marketing and diverse experience working with both private-sector and non-profit clients. The day-to-day management of Sprout was led by our partner, Mann Global Health, due to their prior experience with implementing social and behavior change and commercial marketing campaigns.

The agency's scope of work was to develop, design, and execute the VALOR communications campaign which included: brand design, media plan, creative assets that drive men to contact VALOR VIP Guides via WhatsApp. The specific deliverables were:

Refine VALOR VIP brand identity	Recommend social media plan for Facebook and Instagram	Create content and make weekly posts for Facebook campaign	Create two campaign videos	Create campaign website	Launch and monitor campaign	Make weekly reports on identified Key Performance Indicators (KPIs)

Learning Plan

The learning plan outlined in the table below appears linear; however our learning was not. We were inspired by HCD principles — agility, multiple interactions, and involving the audience as much as possible. We conducted research as we needed learning, with each round of data collection enabling us to refine our assumptions and often leading us to add new questions. The following table summarizes our research learning objectives, approach and outcome.

03

Learning Objective	Research Approach	Outcomes
Who is the target audience?	Secondary data (regional design sprints for men's health programs, program documentation from projects in the region). Interviews with service providers Brand positioning/concept testing with Nigerian men.	See Getting to Know the VALOR Man for findings on barriers to testing and treatment, audience persona, and empathetic insights.
What brand positioning will resonate most with our audience?	Landscape assessment of existing men's health brands and HIV concepts. WhatsApp research with five groups of men (comprised of men from each state) using existing men's health brands and HIV concepts as stimulus.	See Brand Strategy section for three directions we explored and learning about Courage and VALOR. See also Brand Identity Brand, where we summarized learning about the overall brand look and feel.
What benefit(s) and reason(s) to believe resonate most with our audience?	WhatsApp research with five groups of men (comprised of men from each state) using existing men's health brands and HIV concepts as stimulus.	See Rapid Prototyping section for findings on benefits and reasons to believe. See also VALOR VIP Creative Concepts section for the communication strategy we briefed the creative agency.
How can we best reach our audience?	Insights from MenStar, WhatsApp research with Nigerian men, and secondary research on social media channel usage.	See social media communication.
Are there any issues with our creative executions? Will they resonate with the audience?	WhatsApp research with men in both states, using planned Facebook advertising as stimulus.	See pretested concepts.

Getting to Know the VALOR Man

In order to move quickly, the VALOR team applied a multi-pronged approach to gather insights and distill an understanding of the targeted men, relying on a combination of secondary data and remote consultations with men. We continued to build on this understanding as we went. Our initial audience insight was derived from design sprints conducted by Jhpiedo around men's desire for HIV testing in Zambia and Malawi, program documents from projects in the region, and RISE program learnings, including insights gathered from interviews with service providers working in RISE supported health facilities. See summary of these findings in Figure H.
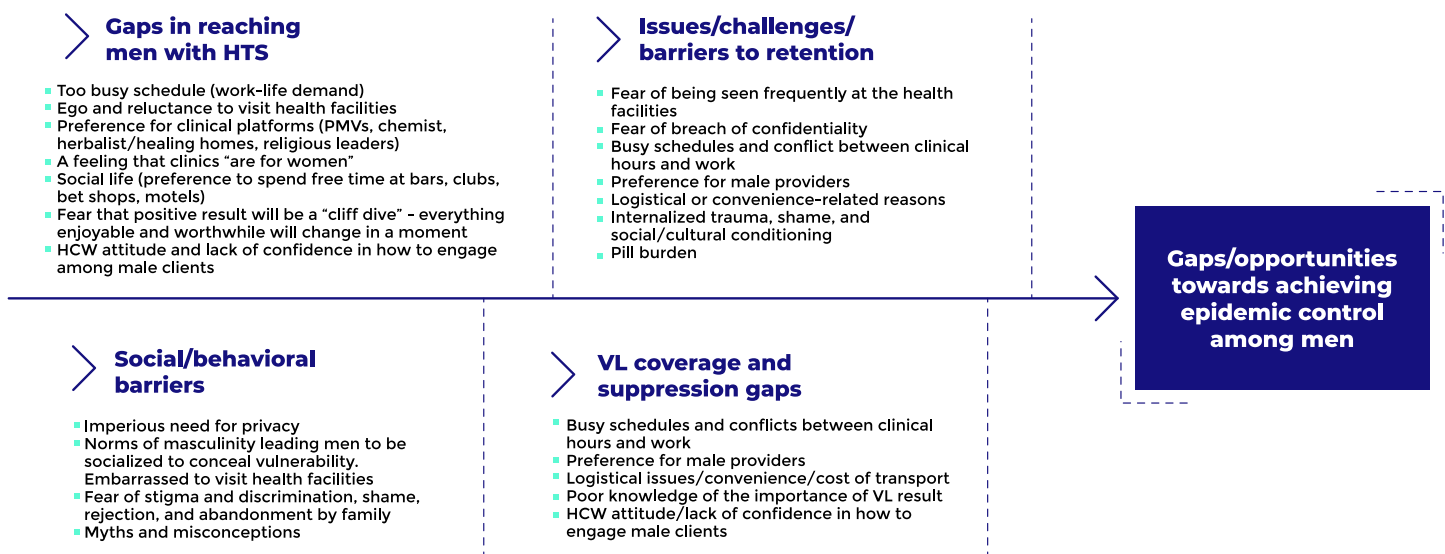
04

Key takeaway

Search far and wide for insight. Don't assume every context is 100% unique. Draw from your experiences when possible.

Figure H. Fishbone Diagram

Fishbone Diagram - Achieving Epidemic Control among Men

Gaps in reaching men with HTS
- Too busy schedule (work-life demand)
- Ego and reluctance to visit health facilities
- Preference for clinical platforms (PMVs, chemist, herbalist/healing homes, religious leaders)
- A feeling that clinics "are for women"
- Social life (preference to spend free time at bars, clubs, bet shops, motels)
- Fear that positive result will be a "cliff dive" – everything enjoyable and worthwhile will change in a moment
- HCW attitude and lack of confidence in how to engage among male clients

Issues/challenges/ barriers to retention
- Fear of being seen frequently at the health facilities
- Fear of breach of confidentiality
- Busy schedules and conflict between clinical hours and work
- Preference for male providers
- Logistical or convenience-related reasons
- Internalized trauma, shame, and social/cultural conditioning
- Pill burden

Social/behavioral barriers
- Imperious need for privacy
- Norms of masculinity leading men to be socialized to conceal vulnerability. Embarrassed to visit health facilities
- Fear of stigma and discrimination, shame, rejection, and abandonment by family
- Myths and misconceptions

VL coverage and suppression gaps
- Busy schedules and conflicts between clinical hours and work
- Preference for male providers
- Logistical issues/convenience/cost of transport
- Poor knowledge of the importance of VL result
- HCW attitude/lack of confidence in how to engage male clients

Gaps/opportunities towards achieving epidemic control among men

Source: RISE Nigeria

As we continued to engage men throughout concept and prototype testing, our understanding of the "VALOR man" evolved. As a team, we continued to challenge our own empathic understanding of the VALOR man. For example, originally, we believed that what men needed most was to find the courage within themselves to overcome their fear, especially fear of testing and of HIV. We learned that men believed courage was not something a man achieved alone, rather, it was built through the support of friends and loved ones. As a result, our understanding of the VALOR man transitioned from a man who saw courage as an individual challenge, to something achieved through the active support of friends and family.

Courage from this...
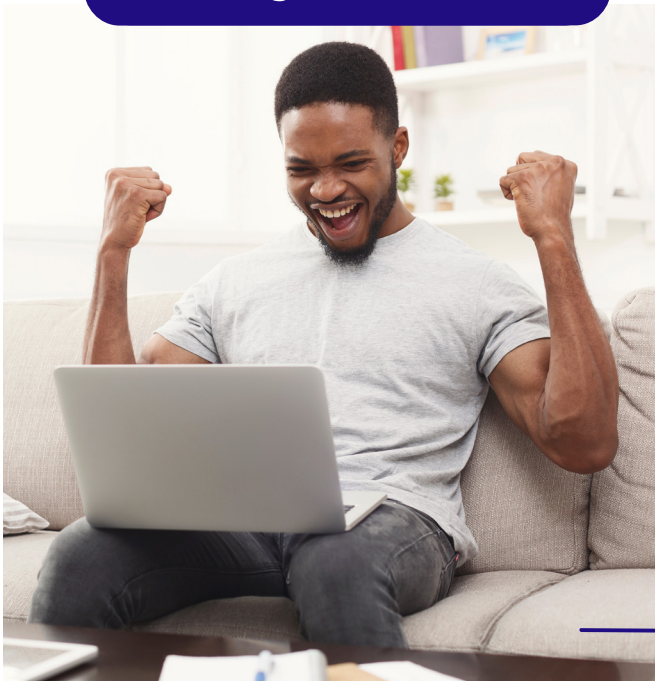
To this...

Figure I. The VALOR Man (Sam)

Sam suffers from mild anxiety related to not knowing his HIV status, but the fear of the consequences of testing HIV positive is far greater - losing his friends, his family and his love life. He secretly craves loving encouragement to overcome his fears, to help him gain the courage he needs to take the next step.

Sam is 27 years old and lives alone in a peri-urban area in Cross River State, Nigeria. He works long hours in his job as a driver, and spends his free time with male friends at bars, clubs and betting shops. Sam has heard all his life from family and friends that he cannot appear weak, so he works hard to hide any weakness because he fears being judged and isolated.

Sam has friends and a girlfriend, but he never talks honestly about the things he really craves in life: love, a good job, and simply to be told he is doing a good job at life. He is surrounded by people but feels alone — and he can't tell anyone about his loneliness because that would look weak.

Sam was tested for HIV once, years ago, and he knows it's something he should do, but he rarely seeks any health services. The hospital makes him feel very uncomfortable: If he is seen there too often, people will think he is sick and weak. Plus, that place is filled with women. Most of the nurses are women, and he does not feel the services are private in the way a man needs them to be. He's sure those women will judge him if he shares all of the risky things he may have done — but it's also very hard to talk to another man-especially when feeling insecure. Also, the clinic is inconvenient since it is closed when Sam is off of work, and hard to get to.

Sam also believes that if he gets tested for HIV again and is actually positive, that his life would be ruined. "It would be like falling off of a cliff," he explains. If news of his positive status spread, his girlfriend would leave him, his friends would be afraid and avoid him, and his family might push him away. He recalls scary images of people with HIV — and he remembers seeing his uncle get very sick and eventually die from HIV. He knows there is medication now, but he thinks the medication would require him to take many pills, would make him feel sick and lose weight. Sam believes that if he takes the medications, he won't be able to do the things he enjoys: drinking alcohol with friends, etc. He feels some anxiety about maybe being positive— he hasn't always had safe sex. But he believes that "what you don't know can't kill you" and the slight anxiety he carries about his unknown HIV status is nothing compared to the certainty of knowing he is going to die. Sam wonders "Is life even worth living if you feel sick, take pills all day, and are rejected by everyone you love?"

The thing nobody knows about Sam — his deepest secret — is how much he wants to be loved and shown love. When he is loved, he feels like anything is possible.

HCD Inspired Insight for Brand Vision

We took an iterative approach to develop the overall brand vision for the VALOR campaign by drawing on three early conceptual ideas, informed by secondary data and developed by the RISE team. The concepts that we ultimately used to test drew on some of these original ideas. These rough concepts are described in the table below:

05

The initial conceptual ideas included:

Conceptual Idea	Key Objectives and Selling Points
• YOUR moment is NOW (emphasis on individually being a "man among men")	• Young people will determine the future of Nigeria • All of us are being tested; some will rise to the moment • Getting HIV off your list can be simple – no matter the result
• Together we are strong (Ubuntu) (emphasis on serving the community—not being the weak link)	• Wellness matters more than ever • Do it for them (your loved ones) • Do it now
• Courage • Speaks to the emotional benefit of courage. • Where will your courage take you?	• If it was easy, it wouldn't be brave • You will prove to yourself that you have the courage to do this • When you've discovered courage, it's yours forever • Where will your courage take you? (U=U, better relationships with friends, being more confident, happy family/partner, etc.)

While we worked on identifying and hiring a creative agency, RISE's demand generation and Senior Marketing Technical Advisor used an amateur design application called Canva, to develop rough prototypes from a number of these conceptual ideas to test with targeted men. Before showing these to men from our target audience, she sought initial feedback from RISE's in-house graphic designer, who happens to be a young Nigerian man.

Limited by the obstacles brought on by the COVID-19 pandemic, our team could not work directly with focus groups of men to test prototypes, so we modified the Human-Centered Design framework to fit a more streamlined approach. Using **WhatsApp**, we facilitated five separate chat sessions with groups of ten men – five from each of the targeted states. The men were recruited through RISE's state teams and case managers. Using the prototypes as 'discussion starters', we gained additional insight to build our brand vision, positioning and to inform the brand identity. We included all the insights gathered in these sessions in the final creative brief once we had the agency on board.

Defining Courage

At the outset, we believed the notion of courage to overcome fear would be an important concept to build upon. As a result, we asked men to define how they understood courage and what it meant to them. We also asked them to explore times in which they themselves had demonstrated courage.
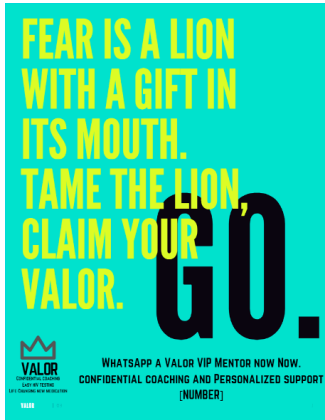
> **"I think for me, [courage] is a word I could render...that men can still achieve their dreams. They need to be talked to." Focus Group Discussion 1**

VALOR as a Brand name? VALOR is an acronym (Virtually Accelerating Linkage of Men to Reframed Valor Services) and the project's working title. However, we also knew that to reach the levels of engagement we aimed for, our brand name would need to resonate personally with a range of Nigerian men. To address the need for a strong brand name, we were intentional about asking our male target audience for their unconscious impressions, emotional associations, and potential unintended connotations, or meanings, for the brand name "VALOR." **Men said:**

> **"Valor means strength of mind"**
> **Focus Group Discussion 2**

> **"Valor could mean characteristics of a man."**
> **Focus Group Discussion 2**

What We started with	What They Said
	To men, VALOR means: • Will power • Strength of mind • Courage • Strength of character, 'spirit of bravery' • Strength of mind, determination in the face of danger The image of the crown communicated: • Strength • Respect • Being important • Being a king Some men also saw a mountain range through the crown and interpreted it to mean going through the ups and downs of life.

> We decided that the VALOR name resonated and would serve as an effective and compelling brand name for the program.

What should we call our Virtual Case Managers?

Drawing on experiences from the region, we thought the term navigator, coach, or buddy, might work well. However, we discovered that many men preferred the term 'guide'. Our target audience communicated that while this person should be seen as a relatable peer, they must also be trustworthy and experienced to 'guide' them through the stressful nature of seeking and receiving HIV-related services.

Incidentally, there wasn't consistency among the men about whether the 'guides' should be male or female. Ultimately the selected guides were both men and women. Men were also not concerned about the guides' HIV status.

Our target audience also expressed that most health services didn't cater to their needs, didn't make them feel special and in fact, made many feel uncomfortable. Taking these perceptions into account, we felt an important distinction to our VIP Guides was that they offered a custom VIP service to men.

As a result, we settled on a name for the VALOR case managers: VIP Guides. Our Case managers were guides who were enabling targeted men to engage with us through a confidential, high quality service that treated them differently than other services because we understood their unique needs as men. VALOR would treat them like VIPs.

5.1 Rapid Prototype Testing on Creative Concepts and Messaging

Once we felt confident in our primary messaging concept: 'Courage', our brand name: VALOR, and the name for our case managers: VIP Guides, we began testing potential benefit statements using a rapid prototype approach, once again using WhatsApp chats with small groups of men.

One preliminary question we wanted to understand for an effective marketing and communications campaign was: "What are some of the most important benefits of new treatment for men like you?"

After showing members of our target audience the initial mock-ups with specific messaging around the new treatment regimens, we found a relevant insight around benefits. The men expressed how important it was for them to discover that new treatment and medication regimens for HIV now involved just one pill a day - a significant new benefit compared to older regimens requiring multiple pills daily.

Benefit Concept: One Pill a Day Makes HIV Untransmissible

Rapid Prototype 1: Zero Risk of Passing it ON

"My first impression over the image is that the virus can be curtailed and there is hope for those living with it...provided they get tested earlier and know their status."

(Man, 20-35 Cross River State)

What many men remarked about this ad was the 'new and improved' messaging. One man noted the importance of being 'in the know' with this compelling new information about easy treatment.

This concept appealed because **"even lovely people, there are things they don't know."**

Rapid Prototype 2: Undetectable is Untransmissible (U=U)

U=U – A national campaign had recently launched in Nigeria, promoting the concept that an undetectable viral load is also untransmissible. This conceptual idea was gaining traction throughout the region with other Treatment as Prevention efforts. As a result, we tested the concept using a prototype that leaned on that key benefit and message. See below.

Iteration 1 (discussed with men)

Iteration 2 (revised with insights)

Iteration 1:

This concept was well received and sparked a lot of discussion. The men said they were very curious to learn more.

Iteration 2:

Updated concept taking all feedback into account, which included emphasizing the most compelling point for men, 'one pill a day'. We also modified the call to action to be more concise and clear. Note: this test was done before we settled on, 'VIP Guides' or the final Brand VALOR VIP.

Rapid Prototype Benefit Concept 3: Courage and Keep what you love – your partner

After hearing from men that they were concerned of losing their love life or the hope of finding love and having sexual relationships if they tested HIV positive, we tested a prototype message that combined the idea of courage to get tested and the benefit of keeping your love/sex life.

Confusion about what is coming between you... not clear it was between you and partner. Prefer confidential to man-to-man.

Updated concept taking all feedback into account, increasing urgency with "shap shap."

There was some confusion about this prototype in the copy and the key promise. As a result, we made revisions according to men's feedback and added local pidgin to make it more relatable.

While each of these conceptual ideas sparked some interest and conversation among the men, the functional benefit of the new treatment – that it was one -pill-a day and therefore easier to take got the strongest positive reaction across the board. To men, this easier treatment was an important benefit of VALOR.

"One pill a day?... Wow that's great! I was thinking it is like 4-5 a day."

"Just like taking a tablet, a multivitamin a day."

"Really, really great!"

At the same time, the combination of an easier treatment regimen and the notion that the new treatment could make HIV untransmissible was surprising. To some respondents, it seemed to be a game-changer and provided a convincing argument for life not changing; one of men's biggest concerns.

Brand Identity – Look and Feel

We began by asking important strategy questions to inform the brand identity, including:

1. What is the optimal way to represent the VALOR brand identity through images and text?

2. What taglines would work best? What would be most meaningful to men like you? What words and terms are clear and which are confusing? We presented several options for feedback:

    *   Man-to-man coaching
    *   Confidential
    *   Easy HIV testing
    *   Powerful Drugs/treatment

Where we landed – VALOR Brand Vision and Identity

Our aim was to develop a brand for VALOR that utilized best practices from real-world branding and marketing frameworks. That meant creating a brand that has a clear vision; one that resonates with our target audience and is brought to life — through carefully designed and crafted communication materials, in a way that is both aligned with the brand vision and uniquely engaging.

Initial feedback indicated to us that our logo concept, that uses a crown as our brand icon, resonated well with men and aligned with the VALOR name and so we started from there. One insight expressed to us during the prototype sessions was that, for some men, the VALOR crown graphically represented the 'ups and downs' of HIV treatment and care.

See Figure J. Evolution of VALOR Brand
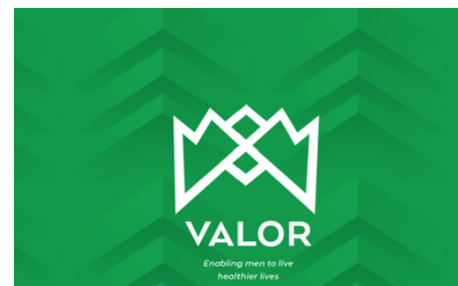
*See Brand Guidelines from Sprout in the Appendix.*

We finally settled on one brand identity once the agency was contracted. Because brand execution is more than just a logo, the final brand was comprised of the three key components:

1. **Brand vision -** a judgment free, confidential and safe space for men's health.
2. **The Brand Identity** including logo, tagline, color palette, font choices, etc.
3. **Brand Behavior** which we achieved through training and support supervision for the VALOR VIP Guides that reinforced the brand vision.

Note: this is discussed in the VALOR VIP Guide section later in the report.

Additionally, through the tagline, 'connect with courage, no judgment' we emphasized the key benefit to men that is both functional and emotional – that VALOR eases men's discomfort with services and that are non-judgmental and supportive.

The final VALOR brand was integrated through all of the VALOR touchpoints: social media, online referrals, and the VALOR VIP Guide interactions.
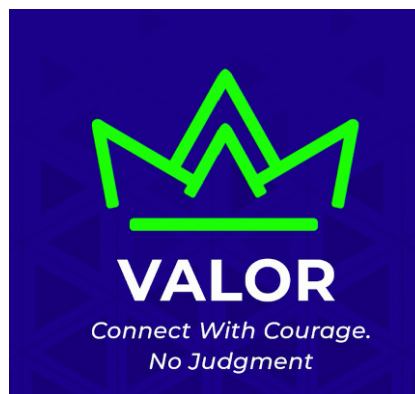
VALOR VIP - Big Creative Concepts

In addition to refining the VALOR brand, we reviewed our audience understanding and insights and identified three emerging themes in the insights. Each lent itself to a unique creative idea. As a result, we distilled the list of originally proposed creative concepts into three creative ideas that formed the basis of our creative agency brief which we tested in market through separate rounds of social media advertising on Facebook.

06

Conceptual Idea #1: Claim Your Valor

Concept Inspiration

- Feelings of fear and shame — and courage are part of the human experience.
- When we imagine doing something that scares us, we think that it requires courage. However, instead of feeling courageous, we often feel fearful, overwhelmed, and immobilized.
- This can be particularly problematic for men, who experience shame and self-stigma because "men aren't supposed to be afraid."

Driving Insight: When I think about getting tested for HIV, I feel fear and I'm overwhelmed and immobilized. Because of that fear, I feel shame because, 'men aren't supposed to be afraid'.

Benefit: Feel courageous.

Reason to Believe: VIP Guide offers support and encouragement to conquer your fears.

Example Call to Action: Take the first step to courage – click on this link to chat with a confidential VIP Guide about testing and treatment.

Conceptual Idea #2: Enjoy Life Fully
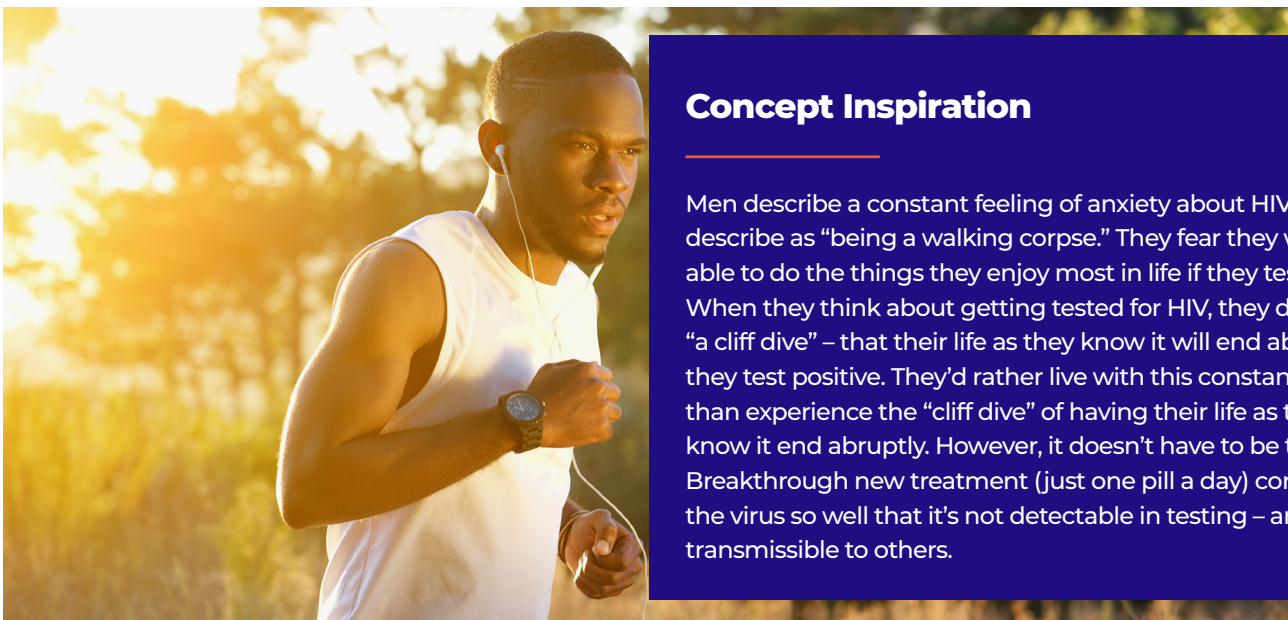
Concept Inspiration

Men describe a constant feeling of anxiety about HIV that they describe as "being a walking corpse." They fear they won't be able to do the things they enjoy most in life if they test positive. When they think about getting tested for HIV, they describe it "a cliff dive" – that their life as they know it will end abruptly if they test positive. They'd rather live with this constant anxiety than experience the "cliff dive" of having their life as they know it end abruptly. However, it doesn't have to be this way. Breakthrough new treatment (just one pill a day) controls the virus so well that it's not detectable in testing – and not transmissible to others.

Driving Insight: I live with constant anxiety that I might have HIV – that I might lose the things that I enjoy most about life. But this anxiety is also preventing me from truly enjoying my life.

Benefit: Fully enjoy your life. Examples of "enjoying life" include: going out and drinking with friends, achieving their ambitions at home and work.

Reason to Believe: Breakthrough, easy, life-changing treatment controls the virus so you can truly enjoy your life.

Example Call to Action: Click on this link to chat with a confidential VIP Guide about testing and treatment.

Conceptual Idea #3: Keep what Matters
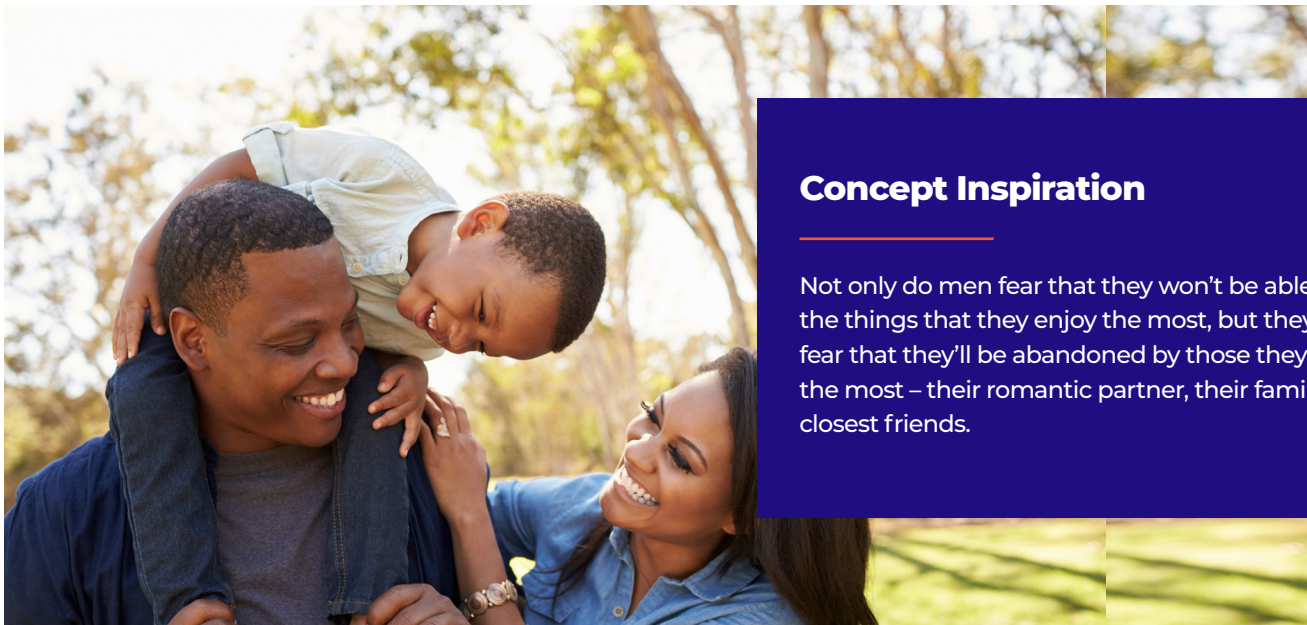
Concept Inspiration

Not only do men fear that they won't be able to do the things that they enjoy the most, but they also fear that they'll be abandoned by those they love the most – their romantic partner, their family, their closest friends.

Driving Insight: I know I should get tested for HIV, but I'm afraid that life as I know it will change. I'm worried that I'll lose the people who mean the most to me.

Benefit: VALOR helps you to be loved – nothing will come between you and your loved ones – not even HIV.

Reason to Believe: Just one pill a day controls the virus so well, you will be able to continue to enjoy your most valued relationships.

Example Call to Action: Click on this link to chat with a confidential VIP Guide about testing and treatment.

Executing VALOR VIP Through an Integrated Strategy

VALOR VIP was built as an integrated, multi-channel program designed to link and/or relink men in Akwa Ibom and Cross River state to the treatment cascade, with a specific focus on the first two 95s – diagnosis through HIV testing and linkage (or relinkage) to HIV treatment and care.

Rather than using information heavy messaging, VALOR targeted men online with compelling communication appeals designed using branding and marketing best practices.

07
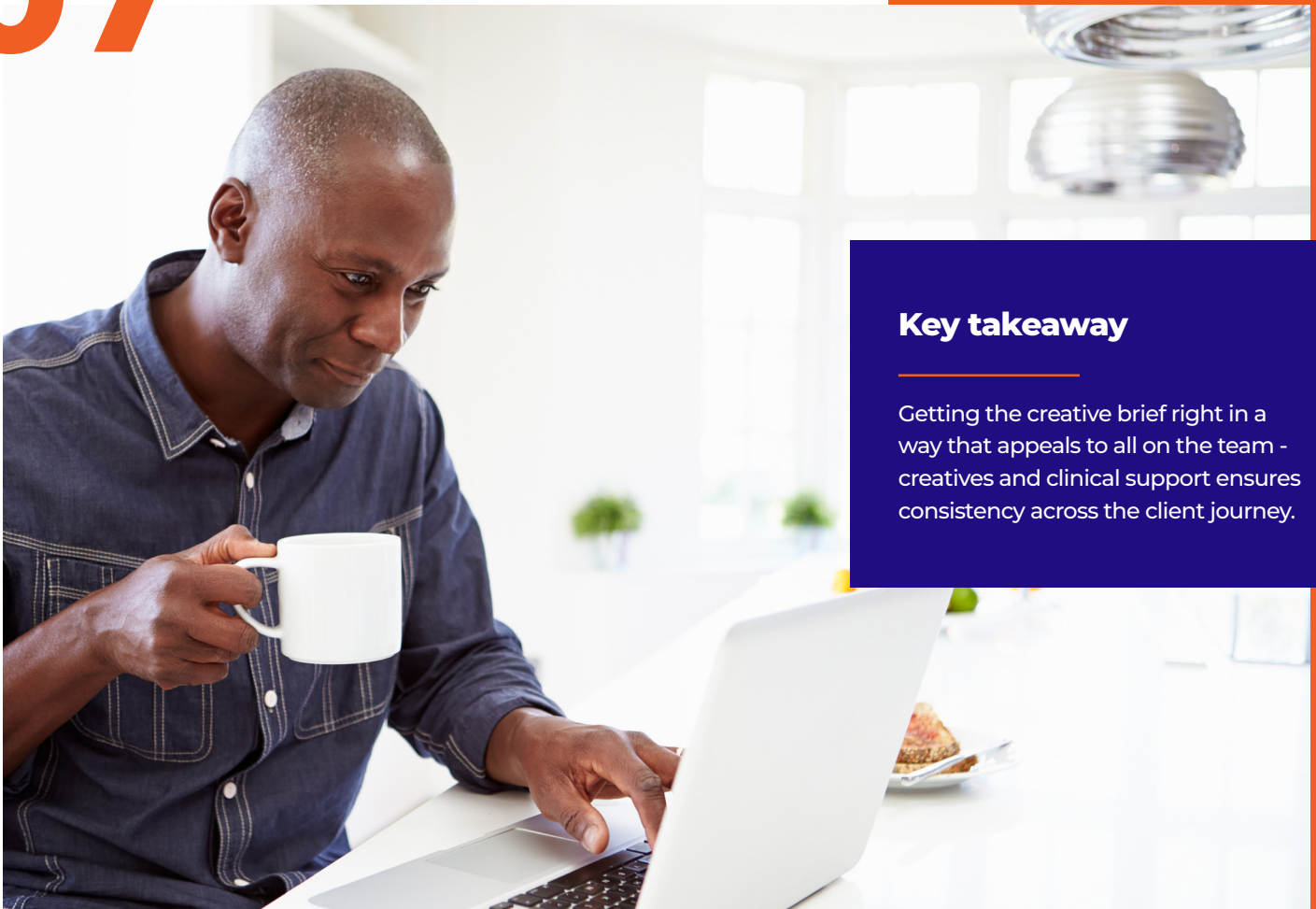
Key takeaway

Getting the creative brief right in a way that appeals to all on the team - creatives and clinical support ensures consistency across the client journey.

We worked to ensure the VALOR VIP brand was delivered consistently throughout all touchpoints and was sensitive to men's needs without perpetuating negative gender norms.

Our aim was to motivate men to contact the VALOR VIP Guides and get linked to HIV testing, treatment and care, by building brand awareness, communicating the unique benefits VALOR VIP offers and inspiring men to engage with the brand.

Using social media to make initial contact, VALOR engaged targeted men who were considering HIV testing (or thinking about returning to care) in a supportive relationship with a virtual case manager, a VALOR VIP GUIDE, who could:

- Screen men for HIV risk
- Link men to the appropriate community-based HIV services and/or self-testing options
- Support men through the challenge of revealing sexual contacts, partner disclosure, drug (re)initiation, and habit forming if needed
- Challenge toxic gender norms

See Figure K.

Over the course of eight weeks, we tested and iterated on our three initial concepts: Claim Your Valor; Enjoy Life Fully, and Keep What Matters. We were able to track which messages were more likely to drive men to contact VIP Guides through WhatsApp, as well as the number of referrals made by our VIP Guides to HIV testing and ART care programs. See the Program Results section for more details. Note: At the time of this report, the number of referrals completed has not yet been confirmed via data from the related health facilities.

Figure K. VALOR was delivered through a combination of digital ads, with live case managers

Social Media Marketing

Virtual navigation to case managers (reverse this graphic or similar with 3rd graphic)

VIP Guide delivered virtual support and referrals

7.1 Social Media Communication for VALOR VIP – 1st 95

Building on MenStar's work and responding to insights from local focus group discussions, we chose social media as the primary channel for VALOR communication. Internet access, mobile penetration and social media use among Nigerians is high and particularly for men. Over 83% of the Nigerian population has access to the internet and among those with internet access, 99% use social media platforms. Facebook, YouTube and Instagram are the most popular social media platforms and 94% of the Nigeria population uses WhatsApp regularly.

Figure L. Most-Used Social Media Platforms

Social Media Communication for VALOR VIP – 1st 95

MOST-USED SOCIAL MEDIA PLATFORMS
Percentage of internet users aged 16 to 64 who report using each platform in the past month

Platform	Percentage
WhatsApp	94%
Facebook	87%
Youtube	78%
Instagram	67%
FB Messenger	66%
Twitter	50%
LinkedIn	33%
Snapchat	26%
Pinterest	21%
Skype	14%
TikTok	13%
WeChat	5%
Reddit	5%
Viber	5%
Tumblr	4%
Slack	3%
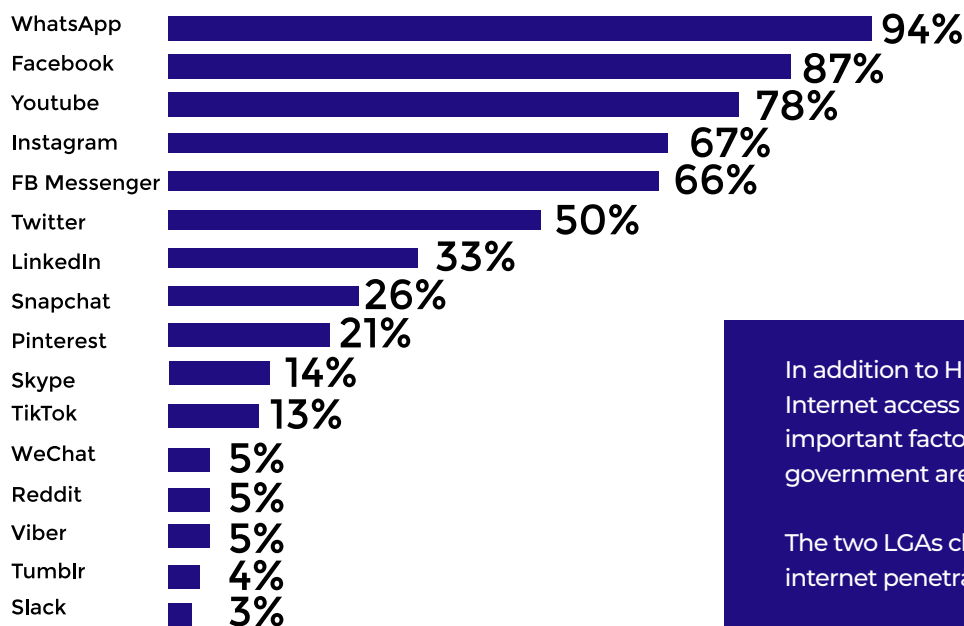
In addition to HIV burden and treatment gaps, Internet access and social media use were important factors in our selection of target local government areas (LGAs).

The two LGAs chosen were known to have greater internet penetration in comparison to other areas.
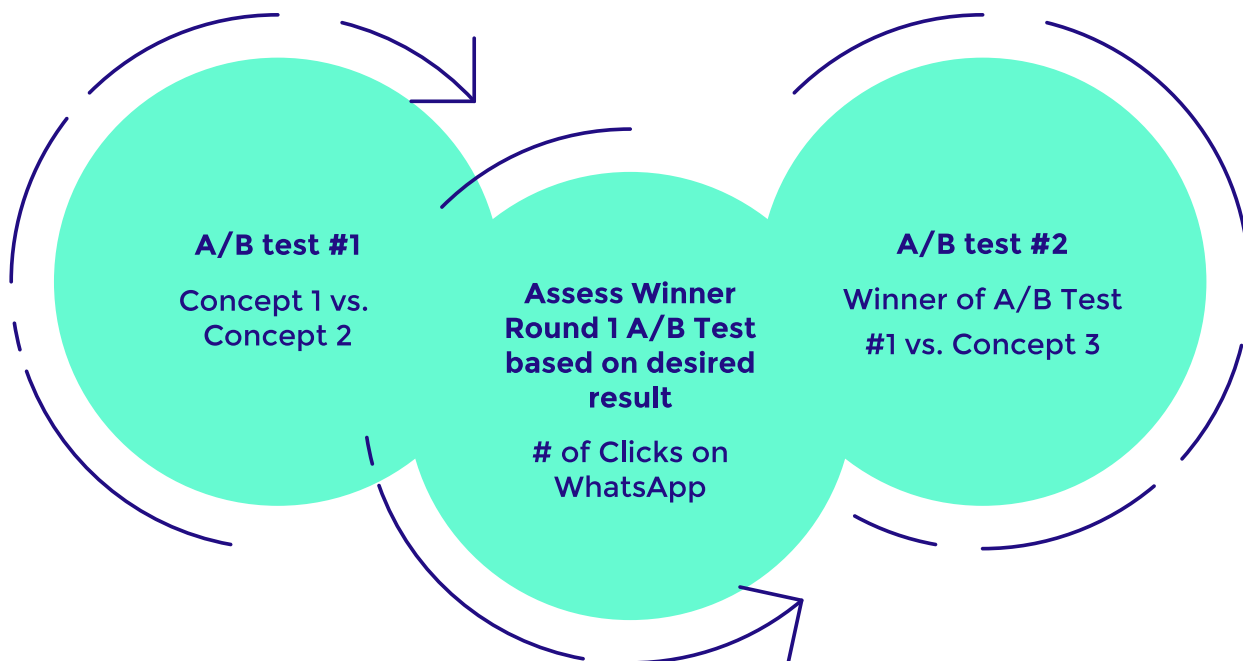
Source: HootSuite - June 2020

Among all social media platforms, we learned Facebook was the most consistently used among men. We confirmed this during our initial consultations with men in the chosen LGAs. While we used Instagram with the same creative content used on Facebook, we chose not to invest in any ad spend on Instagram upon learning that Instagram penetration among men in our target LGAs was low.

Campaign Testing in Market

Our original aim for market-testing was to conduct A/B ad tests for each of the three creative concepts via two rounds of testing on Facebook. We would then carefully track which creative concept performed best. We tracked and evaluated performance using two key indicators:

1. **Click through rate,** number of men exposed who clicked anywhere on the ad.
2. **Clicks on the WhatsApp link to contact a VIP Guide.** Our intent was that we would conduct this A/B testing of rapidly created prototypes through a process drawing on an HCD approach: develop sacrificial concepts, don't get too attached, gather feedback, insight, and rapidly iterate**. See Figure M**

Figure M. Original A/B Creative Testing Plan

A/B test #1

Concept 1 vs. Concept 2

Assess Winner Round 1 A/B Test based on desired result

# of Clicks on WhatsApp

A/B test #2

Winner of A/B Test #1 vs. Concept 3

For a number of reasons, we had to change our approach. Due to limitations brought on by COVID-19, we were unable to fully utilize all methods associated with the HCD framework. The restrictions made collaborating with real users during our phases of prototyping and iteration virtually impossible. While we were able to glean some feedback on broad creative ideas, much of the feedback was limited to very early drafts and was not accessible throughout the full iterative process. Because of our constricting timeline and pressure to launch the program, we were unable to change or refine our ads with as much freedom as we had hoped for.

Lastly, we faced a big challenge after learning that at the time of developing this campaign, Facebook had specific regulations regarding ad quality and composition. All approved ads had to meet an 80/20 image to text ratio in order to be approved for placement on the platform. Many of our initial mockups did not meet these criteria. So, we adapted.

The agency, now on board and fully briefed by our team, took our initial concepts and developed draft ads which met Facebook's criteria for the first two concepts: **Claim Your Valor and Enjoy Life Fully**. Additionally, we now had a final brand and tagline that was placed on each ad. We pretested these more refined concepts using a more traditional marketing approach – through a panel of representatives from the target audience, men in Cross River State and Akwa Ibom aged 20-34. Using WhatsApp chat, we requested feedback on the concepts to understand which of each of the concepts were preferred, whether there was language or images that were inappropriate, confusing or not locally relevant.

Pretested Concepts

Concept 1: Courage/ Claim your Valor

We tested two ads under this conceptual idea. The second, 'The Boxer' was an attempt to get further input on an ad built on an image that had received some positive feedback in the initial sessions with men.

Huggers

Men liked this ad the most. Noting, "it shows a sign of oneness, indiscrimination, love, hospitality, brotherliness, not minding the status of the individual."

"It shows the support and encouragement an HIV positive patient needs."

The Boxer

This ad was not as resonant. Men felt that 'Courage' is best demonstrated as 'support from others' and that the fact that the man was alone in this picture and that it was dark didn't reflect support or optimism that they needed to feel. For them, Courage is not an individual concept but is something one gains upon getting support from others.

Figure N. The virtual focus group allowed men to send images of support via text messaging.

Concept 2: Enjoy Life Fully

The agency presented the creative concept of 'Enjoy Life Fully' using two different approaches. The first, Lovers, conveyed the idea that enjoying life means having the intimate relationships you want. Or 'Chop Life' a local term meaning 'Live it up.'
In this one, a more carefree direction. Enjoying life may mean that the party doesn't have to end.

Lovers

VALOR Akwa Ibom
September 9 · 🌐 · · ·

Live your dreams, even with HIV.

With just one pill a day, new treatment helps you live your life fully.

Want to know more?

Text/Whatsapp
09018995777 to speak privately with a Valor VIP Guide today.

LIVE YOUR DREAMS, EVEN WITH HIV.
With just one pill a day, new treatment helps you live your life fully.

Text/WhatsApp today.
08029376463
Akwa Ibom
09018995777
Cross River

VALOR
Connect with courage.
No Judgement.

VALOR Akwa Ibom
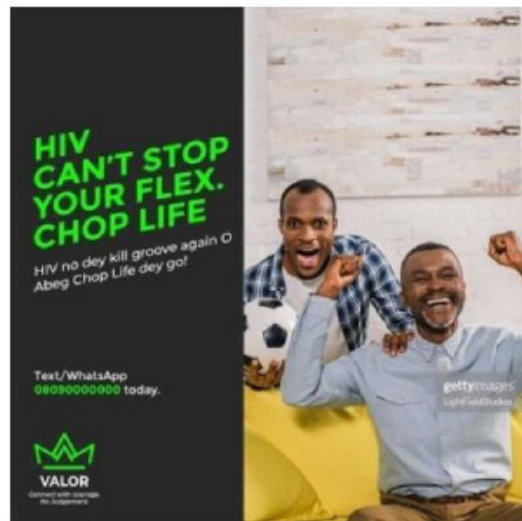Medical & Health   Contact Us

Chop Life!

VALOR Nigeria
Sponsored · 🌐 · · ·

No dulling, HIV no be big wahala again so abeg continue to dey chop life. Living with HIV is now so much easier with the life changing 1 pill a day treatment. Contact a VALOR VIP guide to get free testing and treatment for HIV.

HIV CAN'T STOP YOUR FLEX. CHOP LIFE
HIV no dey kill groove again O
Abeg Chop Life dey go!

Text/WhatsApp
08090000000 today.

VALOR
Connect with courage.
No Judgement.

WA.ME
GET ONE ON ONE SUPPORT   CONTACT US

Lovers: This ad was the overwhelming favorite. "I prefer this. It sends a clear message that HIV is not a death sentence. You can still flex, be loved, and fulfill your dreams. Also, it pronounces the drug and VALOR Nigeria which are the main reasons for the ad."

Chop Life: Most men had strong negative reactions to this ad, and it was the overall least preferred of all four creatives. Men felt the tone was inappropriate and that the carefree element of enjoy life was perhaps overstated.

"I Like this particular one, shows a connection between the client and the care giver, the words are totally convincing, and the pictures backs it up with the evidence of affection."

"I feel the freedom here is exaggerated... feel free to chop life... I can continue sleeping with my girlfriends because I feel very free and happy dat I have my drugs."

"It shows I can have HIV and live a fulfilled life, have a family."

"Sends the wrong message- like keep having unprotected sex - also doesn't talk about the pill."

As a result of this pre-test feedback, we launched VALOR with the two most preferred ads: 'Huggers' and 'Lovers'.

Media Placement Strategy

The first round of the VALOR VIP Facebook ads was launched on September 3rd, 2020, and was originally intended to run for seven to ten days. This round of testing was run on a newly created Facebook Nigeria page, with links to WhatsApp lines that connected users directly to the respective VIP Guides for each state – one for Akwa Ibom and one for Cross River State.

At this point in our market-test, we encountered some barriers to our intended plan: while we observed interest being generated among men in our target-audience, Facebook limited our ability to provide links to two WhatsApp numbers for any one Facebook page. As a result, in the initial launch, anyone who clicked on the WhatsApp link in either Cross River or Akwa Ibom, was sent to the VIP Guide in Akwa Ibom.

To fix this problem, we built two separate Facebook pages – one each for each state but maintained the Facebook Nigeria page as well. As a result, we ended up running these initial ads for five weeks on Facebook. Because some men, albeit a much smaller group, said they used Instagram, we replicated the Facebook ads on Instagram as free posts.

For the media buying plan, please see Appendix.

Additional Media

Because the length of time for the placement for our initial ads was greater than intended, we created additional content in the form of posts with captions. These were not paid ads and were therefore not limited by Facebook's composition requirements, but we aimed to ensure they were compelling and in-line with the VALOR brand message. These posts also enabled us to reduce the potential fatigue resulting from too much exposure to the same ad and they allowed us to continue to communicate with men who had liked our pages with additional content and information.

We placed additional Facebook posts that were not paid ads, that ran between September 3, 2020 and early December, 2020 on all three of the Facebook pages.

Additionally, in order to continue building the VALOR VIP Brand as a confidential, safe, and supportive resource we developed two short videos to launch on Facebook, which introduce the VALOR VIP Guides to our target audience.

7.1.1 Social Media Communication for VALOR VIP – 1st 95

Lesson Learned 1. The Right Team on The Bus is Necessary for Rapid Results

We were able to design and implement this branded campaign in less than five months but only because of the strength and expertise of our team. Our technical team was comprised of individuals with years' experience in human centered design, clinical services and community delivery models, digital technology, brand, development, marketing and social behavior change. Additionally, we worked with a local creative agency expert in the Nigerian market and digital marketing space.

Recommendation

The composition of our team was an asset but assembling such an experienced team is rare. We'd recommend that similarly tasked projects seek to combine both a team of highly skilled experts with a longer timeline which would enable more time for gathering insights, prototyping and /or testing and making revisions based on feedback. Additionally, any similar project team should have a clear project coordinator with authority to make decisions, direct inputs and strategic direction with a view to ensuring communication and case management support are delivered in a complementary fashion.

Lesson 2. Get the Brief for the Agency Right

We went several rounds with the creative agency in presenting our creative brief. A creative brief is a short, written document that serves as a guidepost for creative deliverables. It is used by a creative agency (i.e. ad agency) to develop messages and materials (e.g. drama, film, narrative, ad copy, websites) that fit within a campaigns overall strategic approach. When the agency presented the first round of creatives, we thought they had missed the mark. When we reviewed the content of our initial brief, however, we realized we weren't consistent. We used the initial prototypes and men's feedback in the brief but hadn't fully distilled this into what became three distinct conceptual ideas driven by all of the insights we'd gathered from and about men's needs. When we finally thought further about how we understood our target audience we represented the brief and got dramatically improved results from the agency.[12]

Recommendation

Tweak and distill the creative brief for the agency with a focus on the fundamentals of good audience insight, which according to brand and marketing best practices : 1) Future a tension, (an emotional struggle) that the audience is grappling with 2) Are true but not necessarily obvious to everyone 3) Driven by emotion, rather than facts 4) Inspire the audience to think differently about the issue at hand. Once the brief is nailed, stay consistent in all communication with the agency.

[12] How To Guide: How to Write a Creative Brief. Johns Hopkins University Center for Communication Programs. Sourced online: https://www.thecompassforsbc.org/how-to-guides/how-write-creative-brief. December 2020

Lesson 3. Get Conversant with the Digital Data Lessons and Have a Corrective Action Plan

We found an opportunity to improve campaign performance based on Facebook data but we could have easily missed it. If we had noticed it earlier, we might have been able to make changes sooner. For example, we noticed a significant difference in engagement data between the two states and in the sprint to execute the campaign we accepted the agency's explanation. We didn't understand what was driving the difference (a variety of factors - see Measurement Section for Details) until we really dug into the numbers while writing this report.

Recommendation

Ensure one person on the team has responsibility for optimizing campaign performance and brings a high level of data skepticism and rigor to this work. This person is responsible for analyzing and reporting on weekly Facebook data and managing the agency creative process (including approving creative) and any changes to the media buy. Implement a weekly meeting at which this person presents the campaign analysis and recommendations for optimization to key stakeholders; this forces discipline in data analysis, continuous improvement, social media mastery, and teamwork.

Lesson 4. Understand the constraints of the digital channel you choose and build that into the strategy

Facebook has a number of rules that impact the way in which the platform can be used for advertisement. For example, at the time of our launch, Facebook had a strict rule requiring all ads to have an 80/20 composition - visual to copy. Any ad that did not meet this requirement was not accepted on the platform. Facebook also limits how links to numbers, like WhatsApp are used on its page and in its ads. For example, a Facebook page only allows one WhatsApp number at a time. Additionally, social media as a channel is easily subject to fraud. When some men only saw the VALOR brand on Facebook and not anywhere else like radio, billboards, in clinics, while they were intrigued by the ad, some questioned whether it was legitimate.

Recommendation

Fully understand the parameters of the chosen digital platform and recognize the rules are frequently changing. As of this writing, Facebook eliminated its 80/20 requirement for ads. Also, most digital consumers are quite savvy and bombarded with fraudulent or intrusive advertisements on digital. Fully understand how your audience perceives your chosen digital platform in terms of its credibility and identify where and how other communication channels may be needed to strengthen your message's credibility and trust among the audience.

7.2 Challenges and Lessons Learned With Communication

While the communication strategy and messages were being developed, VALOR worked concurrently to build its case management team - the VALOR VIP Guides.

Due to COVID-19, opportunities for initial in-person contact during which an individual would typically be referred to a case manager were limited. The VALOR VIP Guides services would be unique in that they would provide in-person support, through a virtual platform, much earlier in the cascade. This support was initiated through WhatsApp and delivered on an ongoing basis through mobile phone-based support.

Important to RISE was that this specifically tasked case management team could integrate their work into existing RISE services. As a result, RISE took deliberate steps to ensure the VIP Guides selected, their operating procedures, training and support were all integrated into the RISE system and in line with RISE standards of care.

Intended Valor VIP Guide Client Flow

Figure O. Introductory Client Flow

Client contacts a VALOR VIP Guide through WhatsApp. → VIP Guide builds relationship and trust with client → VIP Guide assesses client health needs → VIP guides facilitate linkage between client and available services → VIP Guides follow up with client to provide support as needed

VALOR VIP GUIDES ADHERE TO THESE KEY PRINCIPLES AND VALUES

- Supportive to all clients without prejudice to their service needs, gender or sexual orientation.
- Maintain client confidentiality.
- Ensure client autonomy in getting information and in navigating services.

Selecting the VALOR VIP Guides

The VALOR VIP Guides were envisioned as a unique work force within the existing RISE case management team. The new VALOR VIP Guides would have additional responsibilities added onto their ongoing case management work. While this presented unique challenges that the team worked to resolve, it also helped to ensure their work was integrated into ongoing RISE services.

Through a consultative process, the RISE team selected existing case managers who met specific criteria to take on additional responsibilities to support VALOR. Information about VALOR was first shared with case manager coordinators and the case manager teams from both implementing states. Volunteers who were interested in participating then engaged with RISE Nigeria management and final selections were made in each state based on interest, availability, and best fit (e.g. those who were currently providing support to newly diagnosed clients and working to keep longer termed ART clients retained in care). We also used the feedback gathered from our consultative discussions with men to refine the selection criteria (e.g. both men and women were acceptable, HIV status was not relevant).

Key Characteristics for VIP Guide

- Empathetic.
- Open minded.
- Flexible.
- Patient with clients.
- Authentic enthusiasm towards ensuring access to care especially for men.
- Comfortable with the use of technology.
- Very good at typing on a phone quickly.
- Caring and supportive through conversation.
- Ability to have a natural real time conversation.
- A fast and quick thinker.
- Able to maintain confidentiality and privacy.
- Good at navigating the system.

Four VALOR VIP Guides were ultimately chosen, along with two coordinators.
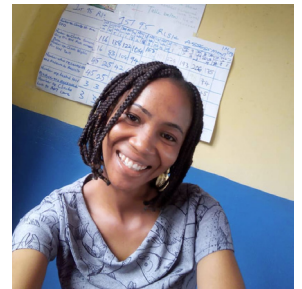
VIP Guides

Chinwoke Umejesi, Cross River State
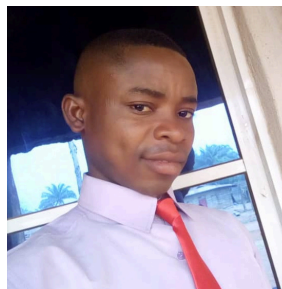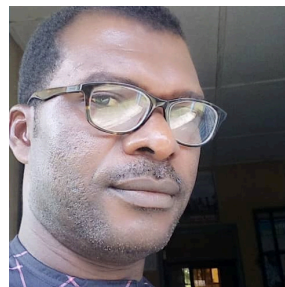

Ogar Anthony Onah, Cross River State

Ifiok Ekanem, Akwa Ibom

Joy Hannah Castill, Akwa Ibom

Coordinators

Joy Hannah Castill, Akwa Ibom

Hillary Cross, River State

Expectations of the VALOR VIP Guide

Through consultation with existing case managers and technical support partners, we developed a set of expectations for the VALOR VIP Guides. These expectations were crafted to ensure their activities were in-line with existing RISE service delivery protocols and project values, were guided by the policies and standards of Nigeria Federal Ministry of Health (FMOH) and in line with the VALOR brand vision.

Key duties and responsibilities

- Manage the phone and respond to clients in a timely fashion
- Ensure that the phone is always charged and on during the specified times
- Build virtual relationships with clients to support them to access care
- Refer clients to facilities and services that best respond to their health needs
- Provide clients with relevant information to assist clients to access care
- Keep updated records and reports of client engagements
- Ensure and maintain privacy of all client records (conversations)
- Ensure that all data is documented properly

VALOR VIP Guide Operating Procedures

Once the Guides were identified, we interviewed each of them to understand their work environment and needs. With this understanding, the VIP Guides were essential partners in finalizing the implementing standard operating procedures (SOP) for VALOR, ensuring that activities spoke to their existing roles and the realities of implementing virtual services at each of their sites.

It was important that the Guides had a set operating schedule that was consistent across locations. This schedule was designed by the guides themselves and informed by what was feasible given their existing workload, availability, and the times during which they felt would best serve the target audience (I.e. evenings and Saturdays). Additionally, this schedule was also cross-walked with the VALOR brand. For example, in order to deliver on private, confidential and non-judgmental services, the VIP Guide had to be in a position to speak with clients when and where this was possible (not out socializing or in a public space) so designating specific times of service was important. As a result, the VIP Guides assigned themselves to a weekly roster to support the VALOR WhatsApp line. The schedule was based on their availability and existing workload as well as the agreed upon hours of operation including weekdays until 8pm and Saturday Mornings.

Male clients were directed to contact the VALOR VIP Guides via WhatsApp. So, each VALOR Guide team was assigned a dedicated smartphone equipped with WhatsApp for Business. A VALOR VIP profile was set up on each phone, which was automatically and securely backed up and accessible only by RISE Nigeria Management. The phones were kept locked and only accessible to VIP Guides, coordinators, and the RISE Nigeria manager overseeing VALOR VIP. VIP Guides would hand the phone off to their partner VIP Guide at the beginning of their shift in person with guidance on needed client follow up and a summary of any unresolved issues. Because of COVID-19 precautions, this handover was done observing safety protocols including masks and handwashing requirements.

VALOR VIP Guide Training, and Mentorship

Ensuring the VALOR VIP Guides had what they needed to do their jobs, took a multi-layered approach delivered through digital platforms; Zoom and WhatsApp. Support consisted of an online introductory training, weekly mentoring and troubleshooting sessions and support from a diverse team of RISE technical advisors experienced in implementing similar activities delivered through a series of virtual meetings conducted on an as-needed basis. Each VIP Guide technically reported to a coordinator located at the RISE health facility they were assigned to.

VIP Guide Training

The VIP Guides were onboarded with an initial one and a half day online training facilitated by the RISE Nigeria and the RISE technical support teams. This training, conducted over Zoom, was developed specifically to accommodate availability of the multi-site team and the rapid project implementation schedule.

The training objectives were:

1. Establish buy-in for and finalize the VALOR VIP team, structure, and procedures.
2. Translate existing in-person case management skills and practices into the implementation of a consistent and efficient virtual client workflow.
3. Explore strategies and skills related to the implementation of strong customer service and counseling skills through virtual platforms.

During the training, the VIP Guides were also introduced to the VALOR VIP Brand and the plans for the communication strategy.

The training was limited to one and a half days due to existing project activities. Additionally, since COVID-19 required socially distanced, online approaches, we knew multiple days would not offer an optimal learning environment. As a result, the RISE technical support team integrated more frequent follow up and mentorship activities with the VIP Guides throughout the remainder of the project. These sessions were tailored to meet each guide where they were with regard to their individual strengths and weaknesses. Practice sessions were tailored to address specific challenges to strengthen the VIP Guide's skills in counselling techniques. These included active role plays using real-life scenarios derived from previous experiences working with clients.

Using the guidance from these sessions, the VIP Guides developed scripts and conversation guidelines to refine their client communication procedures.

VALOR VIP Guides were each supported by a local coordinator in each state. Ideally, these coordinators were tasked with supporting the Guides to implement existing client service delivery protocols, and help with routine monitoring and data collection. The coordinators would then be supported by RISE Technical advisors who would engage them through virtual meetings, daily sessions, data analysis, and evaluation. Due to VALOR VIP Guide's rapid start up and competing demands, this support was not optimal and was identified as an area to improve on in the future.

See Training Synopsis in the Appendix

Launch and Implementation of VALOR VIP Guides

The VALOR VIP Guide team was notified of the campaign launch date and that once ads started; they should expect to be contacted by new clients. VIP Guides were tasked to routinely collect data on client contact and referral by client age and location (local government area - LGA) specifically:

1. Number of new clients contacted through WhatsApp
2. Number of clients referred for HIV testing
3. Number of HIV positive clients referred for ART

Additionally, the VIP Guides also asked clients to indicate the reason why they contacted VALOR VIP service. Occasionally, the VIP Guides would ask clients if they had heard of VALOR VIP on Facebook, but this was not consistently asked. This data was regularly reported to the RISE Technical support team and reviewed for trends to identify any gaps.

Each week, the RISE Technical Support team attempted virtual meetings through WhatsApp to collect weekly data and to troubleshoot any gaps in weekly statistics.

See Training Workflow and Synopsis in Appendix

7.3 Delivering on the VALOR Brand to Initiate Virtual Support Through VALOR VIP Guides

Lesson Learned 1: VALOR VIP work created additional burden to a busy case management team.

VALOR VIP Guides were chosen from the existing RISE case management team and had additional duties. While they were responsive to the VALOR VIP program, they often did not have time for regular reporting or for the regular support supervision and feedback meetings.

Recommendation

The VALOR VIP Guide should be a standalone job as much as possible, defined with a formal job description or a plan to integrate it into existing jobs with commensurate compensation and support.

Lesson Learned 2: Clients needs for access to Guides should be aligned with the Guides' needs and with brand vision.

VALOR Guides had the phone for part of the weekend but otherwise did not answer the phone or respond to texts for the remainder of the weekend and after a certain hour. Callers who contacted VALOR outside of regular service delivery hours received an automatic response that thanked the person for making contact, stated the regular services hours, and indicated that someone would get back to them during regular service hours. This may have frustrated some potential clients. Interim data indicated that clients were more likely to attempt contact through WhatsApp after 3pm.

Recommendation

In future implementation, Guide availability and phone access should be based on an understanding of when clients are most likely to contact the service.

Lesson Learned 3: Identify optimal organizational structure for the support team first.

The organizational structure of the VALOR VIP Guides, the coordinator support team and RISE-based support system was developed within RISE's existing program structure since VALOR was launched in the fourth quarter of the fiscal year. As a result, we looked for ways to find solutions while the program was being implemented.

Recommendation

It is best if the organizational support structure and reporting structure is developed before the campaign launches and refined as the program progresses. Involving more state-based personnel is also important. For the future, RISE is looking for ways to more strategically involve other RISE staff including state-based managers, and to identify a mentor in the RISE Nigeria main office.

Lesson 4: Gaps between campaign kickoff and personnel training should be prevented.

There was a gap between the VIP Guide's training and the start of their work due the time it took to bring the agency on board and test and revise the creative concepts. As a workaround, the VALOR filled with mentoring sessions delivered by the RISE Technical support team.

Recommendation

It's ideal that case managers can immediately apply their skills after training. Before conducting training, allow enough time to finalize all creatives including audience testing so that when the training ends, the program is ready to start immediately.

Lesson 5: Not all men want services in their local area, and some want additional health services other than HIV testing and treatment.

Recommendation

Ensure Guides have a comprehensive resource guide to refer to services including other men's health services and services offered at clinics outside of the LGA's or outside of the RISE supported clinics. Ensure those referral sites are aware of the program and that they may see some referrals as a result of the program.

Measurement and Key Performance Indicator

VALOR Facebook Campaign Results

As stated earlier, VALOR's primary objective is to increase men's access to the HIV treatment cascade. Specifically, VALOR seeks to increase access to HIV testing and treatment services among men 20-34 living in select LGAs in two states in Nigeria - Akwa Ibom and Cross River State. With Facebook advertising at its core, targeted men were engaged with virtual case managers - VALOR VIP Guides on WhatsApp and, as appropriate, referred to community-based services. This section summarizes the results from Facebook advertising performance and preliminary referral results as reported by the VIP Guides.

08

As of the time of this report (December 2020), the campaign has been running for nine weeks and has spent slightly more than half the campaign budget (to date we have spent $1,280 on Facebook advertising, out of a total budget of $2,000). While we had initially expected to complete the campaign during a six-week period, we chose to reduce the rate of spending to optimize performance as we sorted through technical issues and experimented with audience targeting and Facebook campaign objectives. The campaign will continue to run – and the team will continue to evaluate and optimize performance – until the budget is spent (expected in early December 2020), whereby it is anticipated that the RISE country program will continue to support the program.

Summary:

We evaluated campaign performance with two sets of metrics. The first derived through Facebook data, tracking demand, and the second summarized through VIP Guide referral data.

The three metrics tracked through Facebook performance included:

1. **Reach:** Did the Facebook campaign reach enough men who are likely to be HIV+?
2. **Interest:** Through Facebook ads, did we captivate their interest such that they were absorbed by the content?
3. **Engagement:** [13] Did we engage them enough through the Facebook platform to want to connect with a VIP Guide?

We also included an additional engagement metric, which is based on VIP guide reporting, and indicates whether we were able to successfully connect men to a VIP Guide via WhatsApp. Finally, we also tracked the number of men who were referred and the number who accessed the referred services as measured by self-reporting and to some extent referral verification from the health facility records. This data is summarized in the overall results snapshot table below.

Overall, the Facebook campaign has been successful in the first two metrics — reaching men and capturing their interest. We hypothesize opportunities to further improve interest, based on our analysis of each of the four ads that we have run to date. The campaign has been moderately successful in the third metric — engaging men to connect with a VIP Guide. However, we identified important learning and know what needs to be done to improve performance on this metric. A summary of our learning and recommendations follows at the end of this section.

Metric	1. Reach	2. Interest	3. Engagement		4. Referred	5. Accessed Services
			# of men who clicked on WhatsApp	# of men who engaged a VIP Guide		
Inputs	Media plan that reaches the audience	Creative that resonates	- Facebook ad objective Creative that resonates - User-friendly interface	- Brand is trusted (not a social media scam) - Guides respond promptly	VIP Guides establish trust with male clients	VIP Guides inspire clients to want to follow through and seek services
Measure	- Facebook reach - Impressions	Click-through-rate (CTR)	- # of men - Advertising cost per action (CPA)	- No. of men - Advertising cost per action (CPA)	# of men	# of men
Results	179,968 men reached 1,243,223 impressions	1.47%	11,544 men $0.82 CPA	218 men $5.87 CPA	64	42

[13] For this purpose of this report, we are defining engagement as the number of men who take an action to connect via WhatsApp. Facebook defines engagement as the number of ad viewers who engage with the ad (we are using a different definition from Facebook).

Campaign performance summary: Three metrics

1. Reach

Based on results to date, VALOR reached 208,099 men between the ages of 20-34 in Akwa Ibom (199,699 men) and Cross River (88,430). The campaign delivered over 1.2M impressions, suggesting most viewers were exposed to campaign content multiple times.

Measure	Definition	Benchmark	Results	Comments
Reach	Reach indicates the number of people who were exposed to the campaign.	n/a	208,099	
Impressions	Indicates how many times an ad or Facebook page was seen, each person reached may see an ad multiple times or may see multiple ads.	n/a	1,243,223	1,176,729 impressions on Facebook ads 66,494 impressions on Facebook pages

2. Interest

The Facebook campaign has been successful in captivating the audience's interest, as measured by click-through rate (CTR) — VALOR delivered a CTR of 1.47%, well ahead of the health industry benchmark of 0.83% [14]. We also reported on Facebook followers and likes; however, this was not a primary focus of the campaign (to date we spent 85% of total advertising dollars on Facebook ads to drive men to engage via WhatsApp vs. 15% to drive men to like and follow VALOR Facebook pages).

Measure	Definition	Benchmark	Results	Comments
Click-through rate (CTR)	Indicates interest in the ad and is a standard performance metric that enables comparison across ads and weeks - and across campaigns[15]. CTR is calculated by dividing total "clicks" by total impressions.	0.83%[16]	1.47%	CTR has been consistently above 1% throughout the campaign, suggesting strong interest in the VALOR VIP message.
Followers	Number of people who follow a VALOR Facebook page	n/a	1,005	VALOR results reported at left are for the Akwa Ibom Facebook page, which has the most likes and followers (CR is ~830 and Nigeria is ~450). We focused on clicks and CTR as a more useful indicator of interest, as it allows for comparison across ads that have different levels of reach.
Likes	Number of people who like a VALOR Facebook page	n/a	998	

2 a. Individual Ad Performance

At the time of this report, the project had invested advertising dollars to support four ads (an additional two ads and two videos are forthcoming). Based on click-through-rate (CTR), which is the best indicator of interest in an ad, the ads that feature a couple (Lovers and Chop Life) performed stronger than the ads that featured men supporting each other, suggesting that romantic or sexual relationships more effectively capture men's interest. We also note that the second two ads (Courage and Chop Life, which ran from Sept 27 - Oct 31) performed slightly better than the comparable ads that we initially ran (Huggers and Lovers, which ran from August 30 - Sept 25). This may be attributed to the fact that the second set of ads feature younger, more aspirational models, or perhaps the fact that the ads feature more colloquial language ("HIV no be big wahala again").

[14] This benchmark is based on US data, as there are no benchmarks for Nigeria. However, our agency, Sprout Digital, reports that Nigerian campaigns typically perform worse than the US benchmarks. Facebook Ad Benchmarks, Wordstream.
[15] CTR is calculated by dividing the number of clicks by the number of impressions (number of times the ad has been viewed).
[16] The benchmark CTR for health ads is 0.83%, as reported by Wordstream

Performance Snapshot - By Ad (August 30 - October 31, 2020)[17]

		Huggers	Lovers	Courage	Chop Life	FB Page	Total
Reach	Reach (reflects highest weekly reach for each ad)	73,768	72,394	51,394	54,284	5,778	208,099[18]
	Impressions	455,287	456,576	189,887	270,681	60895	1,243,223
Interest	Clicks (CTR)	4940 (1.09)	7001 (1.53)	2660 (1.40)	2660 (1.40	5548 (2.05)	20,149 (1.47)

VALOR Facebook Ads

Huggers

VALOR Akwa Ibom
September 9 ·

The courage is in you already, our VALOR VIP Guides will help you tap into it and find the strength to get tested for HIV.

Text/Whatsapp
09018995777

GET PRIVATE, ONE ON ONE SUPPORT FOR HIV TESTING & CARE FROM A VALOR VIP GUIDE

Text/WhatsApp today.
08029376463
Akwa Ibom
09018995777
Cross River

VALOR
Connect with courage.
No Judgement.

VALOR Akwa Ibom
Medical & Health   Contact Us

👍❤️😮 792   2 Comments

Lovers

VALOR Akwa Ibom
September 9 ·

Live your dreams, even with HIV.

With just one pill a day, new treatment helps you live your life fully.

Want to know more?

Text/Whatsapp
09018995777 to speak privately with a Valor VIP Guide today.

LIVE YOUR DREAMS, EVEN WITH HIV.

With just one pill a day, new treatment helps you live your life fully.

Text/WhatsApp today.
08029376463
Akwa Ibom
09018995777
Cross River

VALOR
Connect with courage.
No Judgement.

VALOR Akwa Ibom
Medical & Health   Contact Us

👍❤️😆 906   15 Comments 6 Shares

[17] See Appendix A for the performance summary for each week.
[18] The total reach is not equal to the sum of all ads, as any man likely saw multiple ads.<

Huggers

VALOR Akwa Ibom
September 28 · 🌐

You've got a friend and confidant in us for everything HIV related. VALOR VIP Guides are always available to help you get access to private testing and treatment.
.
Text/WhatsApp
wa.me/2348029376463

YOU'VE GOT A FRIEND TO SUPPORT YOU ON YOUR HIV JOURNEY.
Living with HIV no be big wahala again.

Wondering how?
Text/WhatsApp today.
08029376463
Akwa Ibom
09018995777
Cross River

VALOR
Connect with courage.
No Judgement.

VALOR Akwa Ibom
Medical & Health   Learn More

👍❤️ 280   6 Comments 1 Share

Lovers

VALOR Akwa Ibom
September 28 · 🌐

No dulling, HIV no be big wahala at all again o. With new-1-pill-a day treatment, life can go on as normal.

Sounds too good to be true right? Just text/Whatsapp a VALOR VIP guide to learn more about how it works.
.
.
WhatsApp
wa.me/2348029376463 (Akwa Ibom)

HIV CAN'T STOP YOUR FLEX. CHOP LIFE
Living with HIV is really not that stressful again.

Wondering how?
Text/WhatsApp today.
08029376463
Akwa Ibom
09018995777
Cross River

VALOR
Connect with courage.
No Judgement.
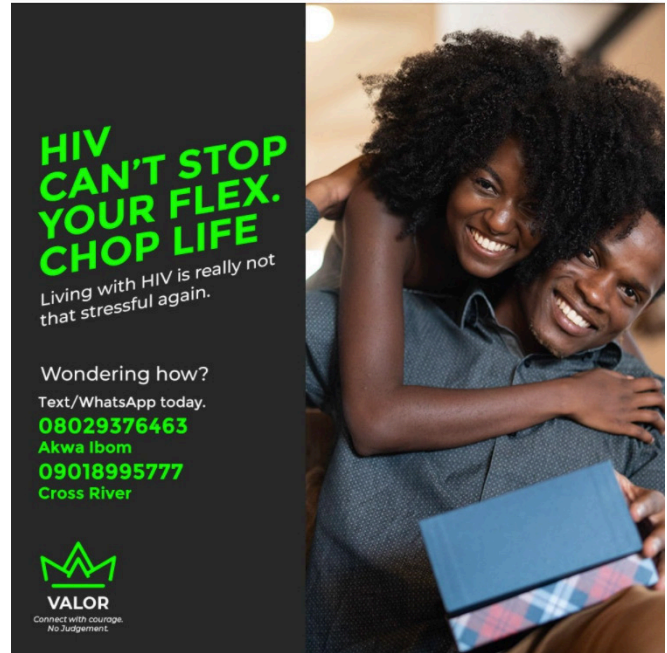
VALOR Akwa Ibom
Medical & Health   Learn More

👍❤️😮 334   30 Comments 4 Shares

3. Engagement

We measured two components of engagement — 1) "Engagement with WhatsApp" — the number of men who took an action (e.g. clicked on a link to start a conversation via WhatsApp), and 2) "Engagement with a VALOR VIP Guide" — the number of men who communicated with a guide. It may seem that these numbers should be the same. However, they differ for a variety of reasons (e.g. some men clicked "contact us via WhatsApp" but did not follow through to engage a VIP Guide). While the second measure is the most important, we report on both measures to document our performance and provide learning and benchmarks for future replication.

Campaign performance varied depending on the Facebook advertising objective used. For example, when setting up an ad in Facebook, the advertiser must select a campaign objective (e.g. awareness, app downloads, likes, etc.). Based on the objective, Facebook uses its algorithms to target those in the defined audience whom it believes will be most likely to perform the stated objective.

Summary of VALOR Facebook campaign objectives

Campaign Objective	How it works	Why we used this objective
Messaging Conversations	Targets audience members who are most likely to initiate a conversation (e.g. via WhatsApp)	This is the ideal campaign objective. However, due to technical issues we were not always able to use it.
Link Clicks	Targets audience members who are most likely to click on an identified link / button in the ad (e.g. "contact us via WhatsApp").	We used this when we were not able to use messaging conversations.
Landing Page Views	Targets audience members who are most likely to wait for a WhatsApp landing page to load (FB directed users to a WhatsApp landing page instead of going directly to WhatsApp).	We experimented with this objective when the link click objective was not connecting users directly to WhatsApp.

Between the launch, September 3rd, through December 4th, VALOR engaged a total 218 men with a VIP Guide at an advertising cost of $5.87 per engagement [19]. Compared to the health industry benchmark of $12.31[20], this seems to be a strong result. However, performance was much stronger when we used the Messaging Conversations Objective (almost half of VIP Guide engagements were driven by this campaign objective, at a cost of $1.46 per engagement).

Unfortunately, due to a technical issue (Facebook prevented us from setting up a WhatsApp link for several weeks, once this issue was resolved, Facebook prevented us from setting up two WhatsApp links (we were only able to create a direct link to WhatsApp in Cross River). In the future, if VALOR or similar projects are able to optimize and use only the Messaging Conversations campaign objective, one could engage almost 1,370 men with a VALOR VIP Guide, based on our advertising placement budget of $2,000 ($2,000 / $1.46 = 1,369).

Performance Snapshot - Engagement

Facebook Campaign Objective	Engagement		Advertising Spending
	A # of men who clicked to engage (advertising cost per action) Source: Facebook reports	B # of men who engaged guide (advertising cost per action) Source: VIP Guide data collection	
Objective 1 Messaging Conversations	81 ($2.06)	-104 ($1.46)	$167.08
Objective 2 Link Clicks	1,473 ($0.59)	85 ($10.20)	$866.22
Objective 3 Landing Page Views	0	19 ($2.69)	$51.08
Total all Ad Objectives	**1,554 ($0.70)**	**218 ($4.96)**	**$1080.38**
Total including spending on Facebook page	**1,554 ($0.82)**	**Engaged 218 ($5.87)**	**$1280.30**

[19] This cost represents the Facebook advertising spend. It is not intended to be a measurement of return on investment (it does not include full program costs); the measure is intended to help us compare and understand the effectiveness of each Facebook campaign objective. It provides a benchmark for future Facebook campaigns in terms of ad spend.
[20] This benchmark is based on US data in the healthcare industry; CPA would vary depending on the desired action (clicking a link is an easier action than buying a health insurance policy); however, in the absence of comparable program benchmarks, we provided this number as a rough point of reference. See Wordstream.

As noted above, there is a discrepancy between the number of men who clicked to engage with a VIP Guide and the number of men who actually engaged with a VIP Guide (columns A and B above). For the messaging conversations and landing page views campaign objectives (objectives 1 and 2 above), we saw more men engaged with a VIP guide than the number of men who clicked to engage on our ad. This can best be explained by the fact that the ads also featured the WhatsApp number (which was also listed on our Facebook page), so it was possible to contact a guide by calling the number as well as clicking on the button on the ad. Conversely, the link click objective (objective 3 above) generated many more "clicks" to engage than actual engagements. We believe this can be explained by two factors:

1. The appropriateness of the link clicks objective: The link click objective targets users whom Facebook believes will click on a link, which is not the same as targeting users who will engage in a conversation. For this reason, we believe that this objective reaches users who ultimately may not be interested in connecting with a VIP Guide.

2. User interface issues: Because we were not able to directly link the call to action button directly to WhatsApp, users who clicked "contact us" were directed to a WhatsApp landing page, which then required an extra step to click an additional button to connect via WhatsApp. Based on user experience best practices, this additional step, plus the inconvenience of waiting for the landing page to load, was a likely deterrent.

Challenges and Lessons Learned With Measurement

While the campaign has been "live" for only nine weeks, we nonetheless had important learning and recommendations that may prove useful for other teams contemplating similar social media campaigns.

09

Facebook Advertising

1. **Technical Issues with social media channels:**

    a. **Issues with being a "new advertiser on Facebook"** - the RISE/ VALOR project team had originally set up the Facebook business account; however, as a new advertiser, we were unable to use the feature that would allow us to link to WhatsApp. Sprout Digital, the social media agency, relaunched the page under their business account, which enabled us to move forward.

    b. **Challenges getting issues resolved with Facebook -** Facebook unexpectedly - and for no reason we were able to understand - blocked the account in the second week of the project. In addition, Sprout Digital has been trying to get Facebook to resolve an issue that has prevented us from being able to set up a WhatsApp link directly from the ads posted to the Akwa Ibom Facebook page. As a result, we have had to use a less optimal Facebook campaign objective (link clicks vs. messaging conversations) that likely targets too broad of an audience and also forces the viewer to take an extra step of visiting a landing page before they can connect via WhatsApp.

    ## Recommendation

    1. When setting up a new Facebook business account and brand-new advertising initiative, allow for ample time (2-3 weeks) to test program functionality and resolve any technical issues that may arise.
    2. Ensure that creative agency partners have significant experience and expertise in the priority social media channel and that they have requisite permissions to link Whatsapp to the Facebook page.

2. **Facebook creative restrictions:** At the time of this campaign, Facebook would not allow ads where the text takes up more than 20% of the ad image. Facebook recently announced that this policy would change, but advises advertisers to try to limit text, as their data suggests that ads with text that takes up less than 20% of the space perform better. We worked around this restriction by using the caption part of the Facebook post for advertising copy.

    ## Recommendation

    1. Design creative with minimal copy.
    2. It may be helpful to create more ads than needed, as this allows for flexibility if there is an issue with one of the ads and enables content that can be posted to the page as an "organic post" (a post that is not supported by advertising dollars).

3. **Trust issues with social media campaigns:** We intentionally focused this campaign on social media, because the COVID-19 pandemic made production of other channels more difficult and because we knew our audience uses WhatsApp and Facebook. However, during the course of the campaign, we learned through the VIP Guides that many men are suspicious of social media scams, and even more so if they don't see any campaign messages on other communication channels. This may have prevented some men from connecting with a VIP Guide.

> ### Recommendation
>
> Even if social media is the most important marketing vehicle, other vehicles, such as radio, out of home billboards, influencer endorsement, etc., can be important to drive brand awareness, trust, and credibility.

4. **Facebook Campaign success factors:** Success in a Facebook campaign is a function of overall spending (to reach enough people and deliver enough impressions), creative that resonates with the audience (to captivate their interest), and the campaign's chosen objective (to enable Facebook's algorithms to identify the people in the audience who are most likely to perform the desired action). We learned through this process some insights about the best-performing creative and campaign objectives, but have further learning that will happen after submitting this report, as we test additional creative and videos.

> ### Recommendation
>
> 1. Consider the learning cited above (e.g. featuring a couple worked better than featuring men supporting each other; the messaging conversations campaign objective worked best, etc.) when designing similar programs.
> 2. Develop a robust monitoring system to review weekly campaign performance, campaign results vs. prior weeks, and make program adjustments on a weekly basis.
> 3. Allow enough time in the program to develop and test hypotheses (it might take two weeks to formulate a hypothesis, two weeks to develop and approve creative, and one-two weeks to gather enough data to test the hypothesis).

Measurement

5. **Lack of Nigerian - or African specific - social media advertising benchmarks:** We set out to measure our performance vs. industry benchmarks for health campaigns. However, we learned that all of the benchmarks are derived from US campaigns. We relied on the expertise of Sprout Digital, who advised us that Nigerian campaigns often perform worse than the published (US-based) industry benchmarks; however, we would ideally want to measure ourselves against similar campaigns in Nigeria or neighboring countries.

> ### Recommendation
>
> There is an opportunity for an implementing organization or consortia to publish, track, and ultimately create benchmarks for region-specific social media campaigns in the health sector. In the meantime, continue to use the published (US-based) benchmarks as a rough guidepost.

6. **Standard definitions and language:** Throughout the course of the project we refined our understanding of Facebook definitions and metrics. While this worked out, it would have been easier if we started the project with shared understanding of key definitions (click-through-rate, advertising spending, etc.). Similarly, we noted that the VIP guides may not have had a shared approach to tracking "engagement." For example, in some instances, men that did not specifically ask to speak to someone about HIV testing or treatment services and merely said 'hi' or 'tell me more about VALOR' were not counted as 'engaged' whereas in other instances they were. This may have depressed some of our statistics and exaggerated the gap between reached and referred.

Recommendation

Make sure the definitions for each objective are clearly defined and discussed across the cascade with all actors - demand creation team and case management teams at project onset. As team understanding evolves and new definitions are added or metrics are refined, revisit these definitions with the entire team. Regularly troubleshoot and role play if necessary to make sure all variations of contact with clients are categorized properly.

7. **Verifying Referrals:** We measured referrals to services through the VIP Guides weekly reports. Additionally, we sought to verify these referrals by getting clinic data. Referral verification was difficult for a number of reasons, including many clients didn't give their real names or gave different names when they sought services. While the RISE team did conduct in-person orientation with service providers in RISE support clinics on VALOR and referral tracking expectations, some clients sought services at non-RISE supported clinics and as a result we were not always able to verify service delivery.

Recommendation

Ensure adequate resources are allocated to develop and test a sound referral tracking process, train all those involved in referral tracking in advance and conduct regular quality checks to trouble-shoot. RISE is implementing a unique identifier code system across all programs in early 2021 and this system will be applied to VALOR VIP.

8. **Measuring "halo" effect of messaging:** While we are looking at the campaign's direct impact on click through and WhatsApp contacts, it is possible that the campaign might inspire men to get tested without first contacting a VALOR VIP guide. When we looked at overall testing trends for the weeks preceding and following the launch of the Facebook campaign, we observed a jump in the number of men being tested, as well as a higher percentage of men testing positive. It is unclear whether this increase is due to exposure to the campaign. At the time of writing this report, we are working to include a question on the client intake form asking about exposure to VALOR and whether seeing the ad was a factor in their decision to seek services.

Recommendation

While the campaign channel is Facebook, measurement of campaign outcomes are not limited to Facebook measurements. Before launch, work with clinical partners to add exposure metrics to client intake.

9. Challenges and Lessons Learned With Measurement

Appendices

1 Valor VIP Training Work Flow

Section	Module	Title		Subsection	Description, workflow, outcome	Suggested Facilitator	Proposed Allocation (min)
1. Introduction	Module 1	Welcome	1.1	Welcome and Introductions	Set intention and tone for the training and begin orienting team members to each other and their backgrounds	Banjo	20
			1.2	Review of agenda, training objectives, expectations, and ground rules	Focus on delivering a frame work rather than going into too much details here, As well as include standard discussion on training ground rules	Dianne	15
			1.3	Team building	Begin establish the values and practices of the team, creating a participatory environment, generating enthusiasm, familiarity and energy	Manya	30
	Module 2	VALOR Introduction	2.1	Introduction to VALOR and Virtual navigation	Build enthusiam for brand using silimar introductory presentations already developed. Should be briefer overview as 4.1 will engage more deeply into findings from FGD and values generated from marketing exercises. Also, create excitement and enthusiasm for virtual strategies by responding to concerns and previous feedback from case managers (ex. Call4Care).	Banjo / Manya / Ben	20
			2.2	Team roles and responsibilities	Emphasize collaborative organogram instead of top down approach with focus on their implementation with support from us and VALOR team	Banjo / Dianne	15
			2.3	Case Management Discussion	Discussion to establish "A typical day" in the case manager's professional life. How do they see VALOR fitting into it, are there areas of concern? Areas that need to be changed? Can also review project timeline to ensure full buy-in and support and identification of possible gaps.	Dianne / Banjo	20
2. Sensitization	Module 4	The VALOR Brand	4.1	Exploring VALOR Brand Values and Client Expectations	This shouldbe an introduction exploration of customer service and VIP standards expected from VALOR, participatory discussions, group facilitiated exercise around brand values.	Donna / Manya / Dianne	15
			4.2	Review of communication and marketing messages and feedback from FGDs	Provide insight into the types of ways men will be entering the serivce so that guides can better understand their motivations	Donna / Manya / Dianne	15
	Module 5	Male Clients	5.1	Implementing virtual services for men	LInked from above. What are the types of issues they should be expected to deal with, are they comfortable with that? Shifting professional mindset to broader set of health and wellness needs beyond just HIV. Assess if additional training will be required.	Dianne / Ben	30
	Module 6	KP Clients	6.1	Introductory KP sensitivity and competence	We wont have time to include a full KP trianing, should be scheduled for follow up mentorship but this should substantially hit the basics in terms of info AND sensitization, assess additional required training	Dianne / Ben	30
	Module 7	Female Clients	7.1	Strategies for engaging female clients or partners	Communication and referral strategies for female clients engaging the serivce	Dianne / Ben	15
	Module 8	HIV Negative clients	8.1	Introductory PrEP sensitization modules	We wont have time to include a full PrEP trianing, should be scheduled for follow up mentorship but this should substantially hit the basics in terms of info AND sensitization	Ben / Johan	30
			8.2	PEP	details review of PEP protocol and referral strategies, sensitization around high risk behaviour	Ben / Johan	15
3. Implementation	Module 9	System Set Up and Initiation	9.1	VALOR VIP Phone set up and service initialization	Basic overview of operating the phone, storage etc.	Ben	10
			9.2	Review and overview of WhatsApp for business (profile, automated messaging, hours, etc	Introduce the basics of whatsapp just to make sure everyone is on the same page but also establish the rules and protocol for the business profile (dos, and don't kind of stuff like no changing profile picture, no mass messaging, etc)	Ben	10
			9.3	Desktop set up	Review of set up for coaches, using whatsapp for web, confirming that these things are all in place	Ben	5
			9.4	Protocols for operating the phone (roster, shifts, storage, etc).	Activity: Online worksheet to establish roster and schedule with each of the case managers and coordinators (can use later to include information on data reporting for	Dianne	10
	Module 10	Initial Contact	10.1	Overview of initial engagement steps	Review of basic objectives of this part of the dialogue with the client to provide structure for rest of module	Dianne / Donna	10
			10.2	Building relationships between the service, clients, and coaches	link this to relationship buidling and refer to above as well. Ask them for input on how they deal with it in their current work so link to their current skill sets. Include Empathy and sensitivity. Boundaries, their privacy, etc.	Dianne / Donna	15
			10.3	Identifying Client Needs	Refer to SOP steps	Dianne / Donna	15
			10.4	Collecting intro information clients	Refer to SOP steps on collection of VALOR referral infromation, demographics, etc. Why is this information important both for project and for engaging with client further	Dianne / Donna	15
	Module 11	Client Referrals	11.1	Overview of initial referral steps	Review of basic objectives of this part of the dialogue with the client to provide structure for rest of module	Dianne	10
			11.2	Review of referrals options, data base	Do they have everything they need, maps, etc. gaps in awareness?, review referral data base, what gaps are missin gin terms of services (men, women, KP, etc) are all	Dianne / Banjo	10
			11.3	Considerations when making referral	Tie into proactive application of customer service, activities to review different cases	Dianne	10
			11.4	Supporting clients through referral journey	getting buy in, making plan, looking for gaps, setting a follow up plan - basic SOP, Types of referrals - warm vs. cold	Dianne	15
	Module 12	Client follow ups	12.1	Overview of follow up procedures	Review of basic objectives of this part of the dialogue with the client to provide structure for rest of module (types of follow up conversations, planning if things go wrong, contining to support, etc).	Ben	10
			12.2	Consent for future follow up	Review and discussion of future contact consent, exploring privacy conversation, and what to do when following up	Ben	10
			12.3	Strategies for following up with other Guide's clients	Exploring issues around shift on VALOR and engaging/maintaining client relationships between coaches	Ben / Donna / Manya	15
			12.4	Areas to avoid when following up with clients	key areas to avoid when making client follow ups, negative impacts on customer service and privacy	Ben / Donna / Manya	10
			12.5	Concluding relationships	Setting boundaries and appropriate conclusion of client follow up relationships, key issues around terminating inappropriate clients	Ben	10
	Module 13	Data Collection, reporting, and management, and M&E	13.1	Why data collection is important	show how data is key both for client managmenet and project reporting Intention setting and show bigger picture, link importance of data collection to existing role, etc	Dianne	5
			13.2	review of protocol for data collection and management including review of tools and reporting timelines	activity could include case studies with live entry on their side into the reporting form	Dianne	20
			13.4	Review of M&E procedures and how data will be used	give overview of all M&E reporting and assessments so there is a clear understanding of how data will be used to modify and adaprt marketing strategies to better engage male clients	Dianne	10

Section	Module	Title	Subsection		Description, workflow, outcome	Suggested Facilitator	Proposed Allocation (min)
4. Specialization	Module 14	Privacy and confidentiality	14.1	Review of basic client confidentiality and privacy	This should be brief, my assumption is that they are already trained on protecting client confidentiality so perhaps we have them discuss more about their common practices and less of us lecturing about the basics	Ben / Banjo	15
			14.2	Exploring some of the challenges of maintaining privacy in virtual spaces	Here we need to translate privacy issues from in-person to virtual, i can include numerous examples from Call4care to provide more concrete context	Ben	10
			14.3	Key steps to maintain privacy and best practices	Review of how these best practices are applied (likely already referenced in previous modules on client engagement but good to have everything in one easy to reference space even if it is a bit of a repeat.	Ben	15
	Module 15	Counseling	15.1	Exploration and review of existing counseling practices	Participatory discussion, utilizing live examples from earlier in training	Dianne	10
			15.2	Review of VALOR specific counseling opportunities	Transitioning intial concerns into testing, translating face to face counseling with virtual, cascade-specific counseling opportunities	Dianne / Donna / Manya	20
			15.3	Introduction to Appreciative inquiry	Overview of AI in the context of VALOR VIP and how it can benefit men/VALOR, How can we integrate it into practice for VALOR VIP	Dianne / Donna / Manya	20
			15.4	Opportunties for the integration of AI	Overview of who we see AI fitting into the VALOR VIP process at each cascade, reviewing scripting from previous areas of the training	Donna / Manya	30
	Module 16	Customer Service / VIP	16.1	The importance of customer service in a virtual environment	Likely referenced throughout previous modules as well	Ben / Dianne / Donna / Manya	10
			16.2	What is good customer service, what is VIP	Pull together examples from implementation module and utilize illustrative examples from FGD feedback as well as broader presentations on customer service in general. Key sections on specific strategies for engagement, follow up, and communication. Include comparative examples of bad customer service, examples from call4care, heavy practical exercises.	Ben / Dianne / Donna / Manya	40
			16.4	Setting and maintaining expectations with clients	Managng relationships and expectations with clients to to feel VIP but maintain sustainability	Ben / Dianne / Donna / Manya	15
			16.5	Maintain good service with challenging clients	Review of sexual misconduct, high demands, when there are complaints. Provide illustrative examples (maybe we can even link this to their current context, how do they manage this)	Ben / Dianne / Donna / Manya	15
	Module 17	Planning Wayforward	17.1	Communication and next steps	Setting time and expectation for follow up engagemnets, ensuring data is ready to go on time, etc.	Banjo	15
			17.2	Mentorship	review of mentorship plan, discussion of next step topics, setting up whatsapp groups, etc	Dianne / Ben	5

2 VALOR VIP Training Synopsis

Overview

The VALOR VIP training is designed to support the effective and consistent roll out of the pilot VALOR VIP virtual navigation service. VALOR was implemented through RISE Nigeria in Akwa Ibom and Cross River states. The training will be conducted online during the week of 27 – 31 July with facilitation support provided by RISE. The primary audience for this training will be the four RISE Nigeria case managers, two case manager coordinators, and RISE Nigeria management who will be directly implementing VALOR VIP activities between July and September 2020.

Methodology and Structure

The training is designed to support existing RISE Nigeria staff to integrate VALOR into their existing workflows and responsibilities. These staff will only be partially reallocated to support VALOR, will have competing priorities for time and focus, and are currently exclusively focused on supporting HIV positive clients. With this in mind, the training has been structured to support the implementing team by:

- Creating opportunities to establish buy-in, build enthusiasm, and create meaningful ownership of the project
- Remain practical and concise while enabling Guides to continue existing responsibilities
- Integrate easily with existing skill sets and procedures
- Utilizing brief lectures, facilitated discussion, case studies, role plays, and other participatory learning approaches

The training is divided into four sections:

Section	Included Modules	Outcomes
1. Introduction	• Welcome and Team Building • Introduction to and Buy-in for Valor	• Establish team dynamic, values, and shared goals • Build understanding and buy-in for project framework • Generate enthusiasm and excitement
2. Sensitization	• Sensitization to VALOR brand and strategy • Sensitization to broader health and wellness needs • Sensitization to male clients • Sensitization to KP clients • Sensitization to female clients	• Establish shared values for the VALOR brand • Establish shared values for specific clients and their needs • Introduce key client-specific knowledge
3. Implementation	• VALOR VIP System Set up • Facilitating initial client engagement • Facilitating client referrals • Facilitating client follow up • Completing data collection and reporting	• Ensure the effective and consistent set up, implementation, and reporting for VALOR VIP virtual services
3. Specialization	• Privacy and Confidentiality • Customer Service / VIP • Counseling / Appreciative Inquiry • Practicals	• Translate existing practices and skills for virtual clients • Enhance communication and engagement skills to align with VALOR brand • Integrate AI strategies into existing counseling strengths • Reinforce and assess lessons learned

Post Training Mentorship

After the initial training, additional support and mentorship will be provided to implementing teams throughout the project implementation period. The goal of the mentorship period will be to a) reinforce lessons learned during the training, b) provide rapid technical support for issues arising during implementation, and c) provide additional or more detailed training as identified or required. The following mentorship strategies will be utilized:

1. **Daily Support for Implementing Teams –** each implementing team member will have access to one-on-one and group WhatsApp discussion groups with technical advisors experienced in the implementation of virtual navigation for male clients. Support will be provided real time to address client- and projected-related issues.

2. **Formal Mentorship discussions –** mentorship discussions will be conducted weekly with the VALOR VIP technical advisors and implementing staff. These discussions will be divided into three focal areas:

   a. **Troubleshooting –** Queries raised by both implementing team members and technical advisors will be addressed (i.e. issues with data reporting; challenges with PrEP communication).
   b. **Case Studies –** Implementing team members will be asked to present a unique or challenging client case from the previous week for facilitated group discussion.
   c. **Additional training –** Time will be allocated to address additional training topics or provide more detailed engagement on training topics covered in the initial training.

3 VALOR Campaign Overview

VALOR Campaign Overview

This section summarizes our weekly Facebook paid advertising campaign during the six week period for which we have data. While we also supported the VALOR campaign with Videos, Unpaid posts, and an Instagram campaign, this report is focused on the paid Facebook advertising. Audience research and published media usage data[1] indicated that Facebook was the social media platform that was most popular and used by most men in the target audience.

Social Media Campaign Snapshot

	Facebook				Instagram
Channel Strategy	Reach men on the social media channel where they are most likely to spend time and engage with content				Explore new channels beyond Facebook
Type of Media	Paid Advertising	FB Page Advertising	Videos	Unpaid Posts	Unpaid posts
Creative	6 Ads 2 ads for each concept: - Claim your valor - Enjoy life fully - Keep what matters	VALOR FB pages - VALOR Nigeria - VALOR Akwa Ibom - VALOR Cross River	2 Videos supporting 2 of the 3 concepts: - Claim your valor - Enjoy life fully	5 posts per week (see end of this section for examples of unpaid posts)	Repurposed content from Facebook Paid Advertising and Unpaid Posts
Creative Objective	Encourage men to connect with a VALOR VIP Guide via WhatsApp for confidential support for HIV testing and treatment	Drive Awareness of Valor and encourage men to like and follow the Valor page		Reinforce Valor's advertising message and maintain fresh content	Drive awareness of Valor beyond Facebook
Media Investment	$1,500	$300	$200	$0	$0

1. 94% of Nigerian internet users use WhatsApp, 87% use Facebook, and 67% use Instagram, Hootsuite 2020
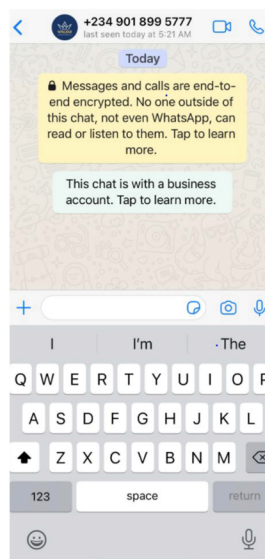
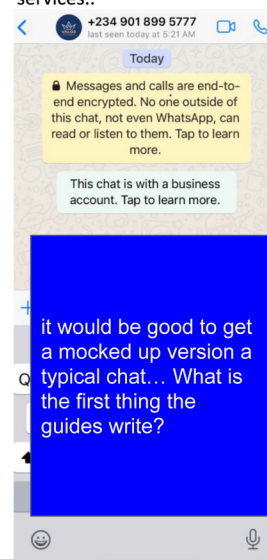## Facebook Campaign - Audience Experience

Viewer sees ad on textbook and clicks either the whatsapp number directly or the "learn more" button to connect to WhatsApp
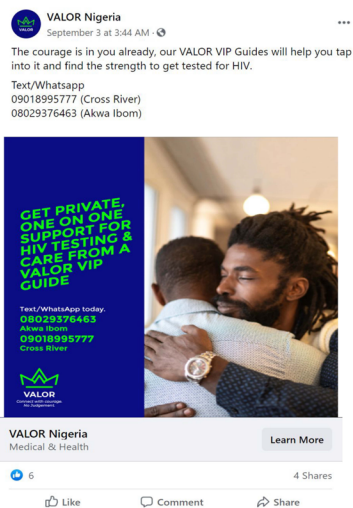
Viewer is connected directly with a WhatsApp chat window

VALOR VIP Guide engages with men via WhatsApp chat and directs them to services..

it would be good to get a mocked up version a typical chat… What is the first thing the guides write?

weekly campaign summary

August 30 - October 10

Weekly Summary - Overview

The following section includes 2 pages for each week

Page 1 features the Facebook advertising that ran during that week, accompanied by a text summary that explains the media buy, audience experience, and any issues the team encountered.

Page 2 features the Facebook performance indicators, explained below:

Reach Indicators

Reach: Indicates how many unique people were exposed to each ad.

Impressions: Indicates how many times the ad was seen, taking into account that any unique viewer may see the ad multiple times. For this reason, impressions will always be larger than reach.

Interest Indicators

Clicks: Reflects interest in the content, includes likes, shares, and any other click on the ad. We chose to report on clicks vs. likes because clicks is a more comprehensive measure of interest. Using clicks also helped us use click-through-rate (CTR) to compare performance between the ads and with other campaigns

> Click-Through Rate (CTR): A standard performance metric enabling comparison across ads and weeks (and to other campaigns). The CTR formula is clicks divided by impressions.

Engagement Indicators

No. of men who clicked to engage: Reports on the number of men who clicked on a link to connect with a VIP Guide via WhatsApp

No. of engagements with a VIP Guide: Reports on the total client engagement with VALOR VIP Guides through phone, SMS, or WhatsApp per unique service issue (reported by VIP Guides)

No. Referrals: Total number of male clients who were referred to HIV testing, treatment, and/or prevention services by a VALOR VIP Guides (reported by VIP Guides)

No. Accessed services: Total number of male clients who accessed services for HIV testing, treatment, and/or prevention, based on self reporting and to some extent referral verification by health facility records (reported by VIP Guides)

Week 1: August 30 - Sept 5 -- VALOR Creative
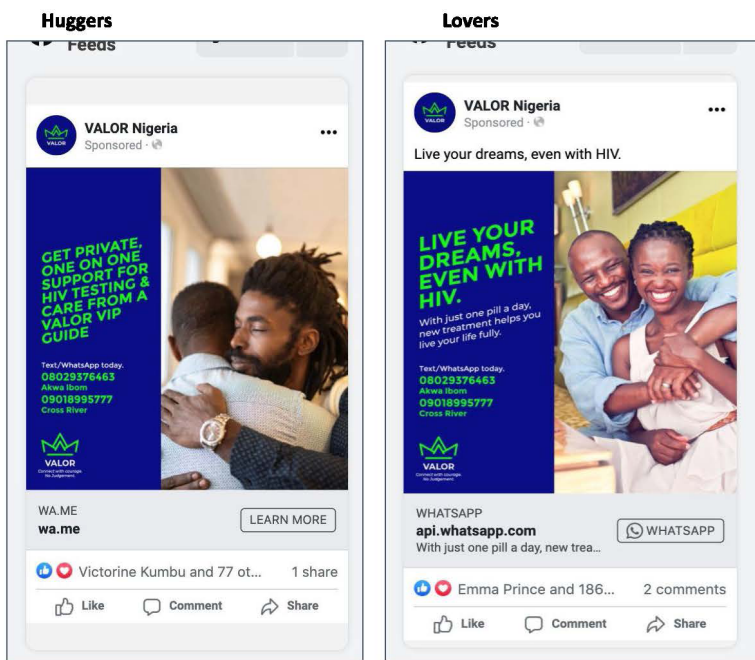
Huggers

Lovers

Week 1 Highlights

Advertising: Two ads - Huggers and Lovers - launched on the Valor Nigeria Facebook page on Thursday, September 3rd. They ran for 2 days (Thursday and Friday) during the first week, as all Valor ads ran Monday - Friday to coincide with VIP Guide availability during the work week. The image at far left is the "Huggers" ad that was promoted to men in Cross River; the image immediately to the left is the "Lovers" ad promoted to men in Akwa Ibom (both ads were promoted to men in both states; for simplicity we are showing one ad from each state)..

Audience Experience: Viewers who clicked on the WhatsApp number in the Facebook caption above the ad were taken to the appropriate WhatsApp chat (either Cross River or Akwa Ibom). However, due to Facebook constraints about the number of WhatsApp numbers that could be linked to a page, we were only able to link one WhatsApp number to the button, which is why the button on the Cross River ads is "learn more" (which takes the user to a landing page that links to the WHATSAPP chat) while the Akwa Ibom ads featured the WhatsApp button.

Issue Resolution: To enable all viewers to link directly to their state specific Valor VIP Guide via WhatsApp, Sprout Digital recommended setting up separate Facebook pages for each state.

Week 1: August 30 - Sept 5 -- VALOR Results

Week 1 Performance

VALOR got off to a strong start, delivering over 80,000 impressions (38,999 in Cross River and 43,496 in Akwa Ibom) in two days (the campaign launched on Thursday, Sept 3 and the ads were supported until the weekend). CTR exceeded the benchmark of 0.83% for both ads and VIP Guides reported 38 conversations, which seemed to suggest strong interest and engagement, especially in Akwa Ibom, where there were 33 conversations with VIP Guides.. We questioned why there weren't as many VIP Guide conversations in Akwa Ibom, but since it was only the first week of the campaign, we looked forward to seeing strong results in the coming weeks. As we began to prepare this final report we went back to carefully analyze weekly performance and again questioned why engagement in Cross River (based on WhatsApp links) had been so strong in week 1. We determined it was because we had set up the ads targeted to men in Cross River with a different campaign objective, which drives a large number of men to click on the link, but does not translate to a higher level of engagement with VIP guides, which we determined after further testing this objective later in the campaign..

|			Cross River		Akwa Ibom		VALOR Nigeria FB Page
			Huggers	Lovers	Huggers	Lovers	
Data source: Facebook report	Reach	Reach	12,537	11,704	12,901	13,680	148
		Impressions	18,276	20,723	21,312	22,184	206
	Interest	Clicks (CTR)	214 (1.17%)	249 (1.20%)	395 (1.85%)	500 (2.25%)	45 (21.84%)
	Engagement	No. of men who clicked	117	177	15	11	n/a
Data source: VIP Guides	Engagement	No of engagements w/ VIP Guides	5		33		
	Referred	No. Referrals	0		3		
	Accessed Services	No. Accessed Services	0		3		

Week 2: Sept 6 - 12 -- VALOR Results

Week 2 Performance

Given that Facebook had blocked the account for most of this week, there was very little activity -- and therefore limited results. There were no WhatsApp links to VALOR VIP Guides during this week, nor were there any WhatsApp conversations reported by the VALOR VIP Guides.

			Cross River			Akwa Ibom		
			Huggers	Lovers	FB Page	Huggers	Lovers	FB Page
Data source: Facebook report	Reach	Reach	469	450	381	723	744	1,709
		Impressions	563	539	520	856	863	2,577
	Interest	Clicks (CTR)	4	8	60	2	7	160
	Engagement	No. of men who clicked	0	0	n/a	1	0	n/a
Data source: VIP Guides	Engagement	No of engagements w/ VIP Guides	0			0		
	Referred	No. Referrals	0			0		
	Accessed Services	No. Accessed Services	0			0		

Week 3: Sept 13 - 19 -- VALOR Creative

Huggers

Lovers
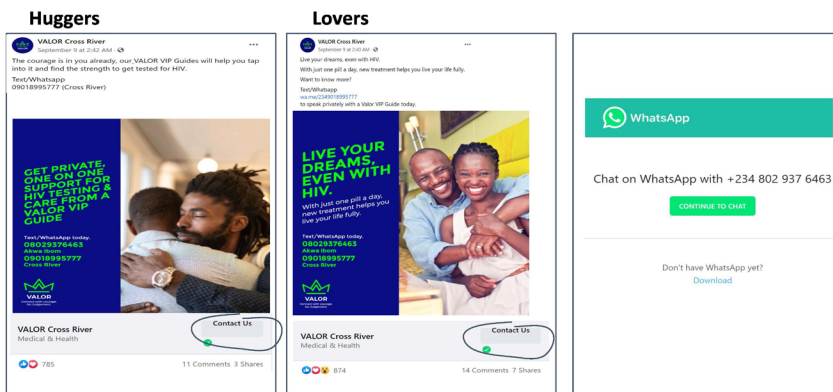
Week 3 Highlights

Advertising: This was the first week that we had advertising spending to drive visibility of the ads on the new the Cross River and Akwa Ibom Facebook pages. (Cross River is featured at left; the same ad ran on the Akwa Ibom FB page, the only difference was the WhatsApp number listed in the caption above the ad).

Audience Experience: The separate Facebook accounts for each state should have enabled viewers to connect directly with the WhatsApp chat by clicking on "contact us." However, all viewers who clicked on "contact us" were directed to a landing page that featured the WhatsApp number. They could still chat with a VIP Guide by using the number or clicking on the "continue to chat" button on the WhatsApp landing page; however, we hypothesize that this "extra step" may have been confusing and may have deterred men from connecting with a VIP guide. VIP Guides reported that calls were coming from outside the targeted campaign areas.

Issue Resolution: Sprout Digital continued outreach to Facebook to connect the "Contact Us" button with the WhatsApp chat. We also discussed ways to better target the campaign to reach men in the targeted areas.

Week 3: Sept 13 - 19 -- VALOR Results

Week 3 Performance

In many ways week three represents the first real week of the campaign, as it is the first full week with advertising spending supporting the separate Facebook pages for Cross River and Akwa Ibom. We saw strong CTR across both ads and states, solid engagement (as measured by WhatsApp links and conversion rate of ~5%). Given what appears to be strong interest and engagement, VALOR VIP guide conversations and referrals seems low. For example, in Cross River there were 93 WhatsApp links, but only 14 conversations with VIP Guides. The drop-off is greater in Akwa Ibom (169 to 9).

			Cross River			Akwa Ibom		
			Huggers	Lovers	FB Page	Huggers	Lovers	FB Page
Data source: Facebook report	Reach	Reach	26,536	28,432	1,214	47,232	32,280	3,362
		Impressions	68,946	75,417	2,608	151,184	80,722	7,898
	Interest	Clicks (CTR)	757 (1.10%)	1,230 (1.63%)	259 (9.59%)	1,619 (1.07%)	1,342 (1.66%)	401 (5.08%)
	Engagement	No. of men who clicked	43	50	n/a	107	62	n/a
Data source: VIP Guides	Engagement	No. of engagements w/ VIP Guides	14			7		
	Referred	No. referrals	8			5		
	Accessed Services	No. Accessed Services	5			4		

Week 4: Sept 20-26 -- VALOR Creative

Huggers

Lovers

Week 4 Highlights

Advertising: No changes vs. week 3.

Audience Experience: No changes vs. week 3.

Issue Resolution: No changes vs. week 3 -- Sprout Digital continued outreach to Facebook to connect the "Contact Us" button with the WhatsApp chat.

Week 4: Sept 20 - 26 -- VALOR Results

Week 4 Performance
Results remain consistent with the prior period: CTR remains above the benchmark, but is declining slightly vs. prior periods, which is normal as ads begin to wearout.

			Cross River			Akwa Ibom		
			Huggers	Lovers	FB Page	Huggers	Lovers	FB Page
Data source: Facebook report	Reach	Reach	34,429	25,441	1,016	32,520	46,953	2,990
		Impressions	104,243	58,921	1,833	62,804	128,450	5,957
	Interest	Clicks (CTR)	1,037 (0.99%)	776 (1.32%)	129 (7.04%)	625 (1.00%)	1,964 (1,53%)	275 (4.62%)
	Engagement	No. of men who clicked	41	52	n/a	41	93	n/a
Data source: VIP Guides	Engagement	No. of engagements w/ VIP Guides	6			9		
	Referrals	No. Referrals	5			2		
	Accessed Services	No. Accessed Services	1			2		

Week 5: Sept 27-October 3-- VALOR Creative

Courage

Chop Life

Week 5 Highlights

Advertising: This was the final week for Huggers and Lovers (shown on previous pages), as we spent the allocated budget for these first two ads. We introduced new ads (the new ads each ran in both states; for simplicity, we have shown the "Courage" ad from the CR FB page and the "Chop Life" ad from the AI page). To refine our targeting and increase the % of VIP Guide conversations, we changed our media buy to focus on one LGA in each state, which significantly reduced the total reach and spending for this time period.

Audience Experience: Sprout Digital was able to get Facebook to link the button directly to WhatsApp for Cross River; however, Akwa Ibom still links to the landing page. In an attempt to improve engagement in Akwa Ibom, Sprout Digital experimented with a new campaign objective, landing page views, which is intended to drive men to view the WhatsApp landing page.

Implications: Sprout Digital continued outreach to Facebook to connect the Akwa Ibom button with the WhatsApp chat.

## Week 5: Sept 27-October 3-- VALOR Results

Week 5 Performance
Interest, as measured by CTR, appears to be stronger than prior weeks, driven by the new ads. In Cross River, where we have been able to link directly to WhatsApp from our Facebook ad, we see similar trends in terms of no. of men who clicked (on Facebook ad) and the no. of engagements with a VIP Guide. However, in Akwa Ibom, where we switched the campaign objective to "landing page views" there are no engagement clicks and very few engagements with a VIP Guide.

			Cross River					Akwa Ibom		
			Huggers	Lovers	Courage	Chop Life	FB Page	Courage	Chop Life	FB Page
Data source: Facebook report	Reach	Reach	17,304	29,760	7,121	5,776	1,215	2,790	11,853	3,085
		Impressions	27,103	68,757	8,570	6,815	1,975	3,409	16,612	6,070
	Interest	Clicks (CTR)	287 (1.06%)	925 (1.35%)	234 (2.73%)	208 (3.05%)	111 (5.62%)	41 (1.2%)	530 (3.2%)	227 (3.7%)
	Engagement	No. of men who clicked	16	60	6	5	n/a	0	0	n/a
Data source: VIP Guides	Engagement	No. of engagements w/ VIP Guide	15					2		
	Referrals	No. Referrals	8					0		
	Accessed Services	No. Accessed Services	3					0		

Week 6: October 4-10 -- VALOR Creative

Courage
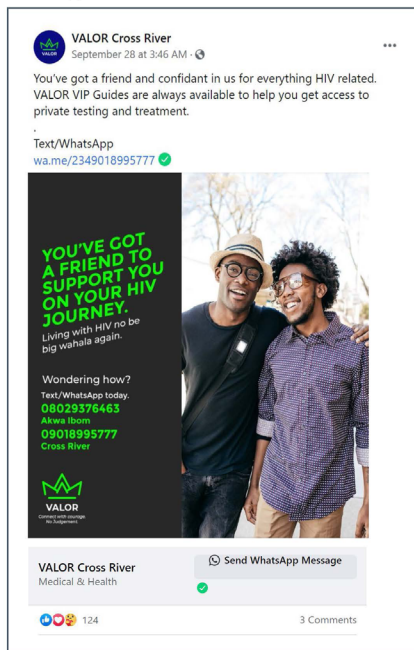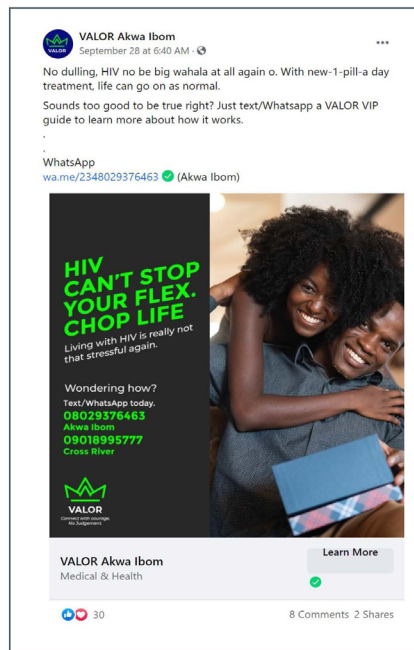
Chop Life

Week 6 Highlights
Advertising: We continued to invest media spending to support both Courage and Chop Life to the targeted LGAs within each state.

Audience Experience: Same as week 5 -- Sprout Digital was able to get Facebook to link the button directly to WhatsApp for Cross River; however, Akwa Ibom still links to the landing page.

Implications: Same as week 5 -- Sprout Digital continued outreach to Facebook to connect the Akwa Ibom button with the WhatsApp chat.

Week 6: Oct 4-10 -- VALOR Results

Week 6 Performance
Week 6 represents the second week of reduced media investment (targeted to the LGAs within each state -- Ogoja in Cross River and Ikot Ekpene in Akwa Ibom). Overall reach is much higher in Akwa Ibom; we are not 100% sure why, but suspect it is because the population size in the Akwa Ibom LGA is much larger than Cross River; we will continue to watch these numbers in subsequent weeks. Similar to week 5, interest (measured by CTR) is ahead of the health industry benchmark of 0.83%, especially for Chop Life (>3%). However, there is no engagement (links to WhatsApp). We do see conversations with VIP Guides and suspect that men may not immediately contact a guide (for example, men may have been exposed to an ad during the prior week but may not yet have been ready to reach out) or they may simply call the WhatsApp number instead of clicking the button to connect with WhatsApp. Based on the low engagement on our Facebook ads,, we will increase spending to target the larger state in the following week.

			Cross River			Akwa Ibom		
			Courage	Chop Life	FB Page	Courage	Chop Life	FB Page
Data source: Facebook	Reach	Reach	351	560	1,492	5,304	11,728	2,889
		Impressions	439	790	2,692	7,166	17,693	5,975
	Interest	Clicks (CTR)	7 (1.59%)	24 (3.04%)	114 (4.23%)	85 (1.20%)	549 (3.10%)	247 (4.13%)
	Engagement	No. of men who clicked	0	0	n/a	0	0	n/a
Data source: VIP Guides	Engagement	No. of engagements w/ VIP Guides	5			15		
	Referrals	No. Referrals	2			2		
	Accessed Services	No. Accessed Services	1			2		

Week 7: October 11-17 -- VALOR Creative

Courage
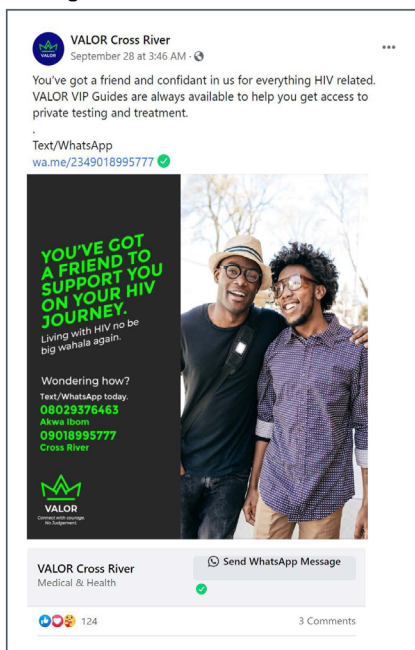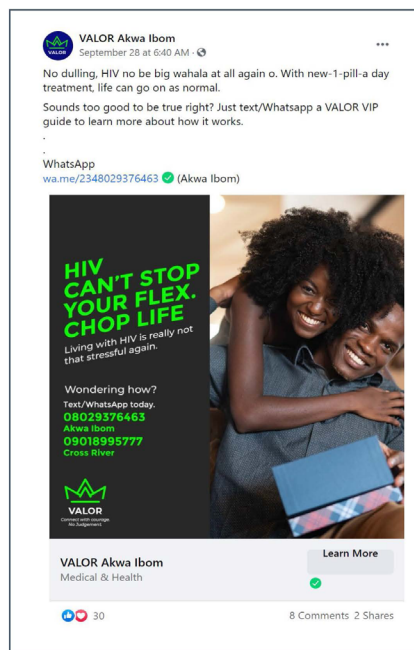
Chop Life

Week 7 Highlights
Advertising: We continued to invest media spending to support both Courage and Chop Life, but expanded our target to the stage-level half-way through the week.

Audience Experience: Same as week 6 -- Sprout Digital was able to get Facebook to link the button directly to WhatsApp for Cross River; however, Akwa Ibom still links to the landing page. We are concerned that we are not seeing much outreach to WhatsApp and will be watching this as we have more data (e.g. as we expand the target to focus on a larger, state-level audience).

Implications: Same as week 6 -- Sprout Digital continued outreach to Facebook to connect the Akwa Ibom button with the WhatsApp chat. Maintain state-level targeting for future weeks.

## Week 7: Oct 11-17 -- VALOR Results

Week 7 Performance
We increased campaign targeting to the state level mid-week. We note that reach and impressions are now stronger in Cross River; we increased to the full state level targeting mid-week so we will continue to watch for any discrepancies. While CTR remains strong, especially for Chop Life, we continue to be concerned about the lack of engagement in Akwa Ibom, where the ad link goes to a landing page instead of directly to the WhatsApp chat. This needs to be addressed - or a better workaround implemented - in order to improve performance in Akwa Ibom. We will also change teh campaign objective in Akwa Ibom, as we noted stronger results when we used the "link clicks" objective in week 1 of the campaign.

			Cross River			Akwa Ibom		
			Courage	Chop Life	FB Page	Courage	Chop Life	FB Page
Data Source: Facebook report	Reach	Reach	6,208	11,873	3,612	2,425	6,610	2,166
		Impressions	7.241	16,380	6,293	2,698	8,213	4,126
	Interest	Clicks (CTR)	180 (2.49%	456 (2.78%)	390 (6.20%)	38 (1.41%)	239 (2.91%)	147 (3.56%)
	Engagement	No. of men who clicked	7	17	n/a	0	0	n/a
Data source: VIP Guides	Engagement	No. of engagements w/ VIP Guides	30			4		
	Referrals	No. Referrals	12			2		
	Accessed Services	No. Accessed Services	11			2		

Week 8: October 18-24 -- VALOR Creative

Courage
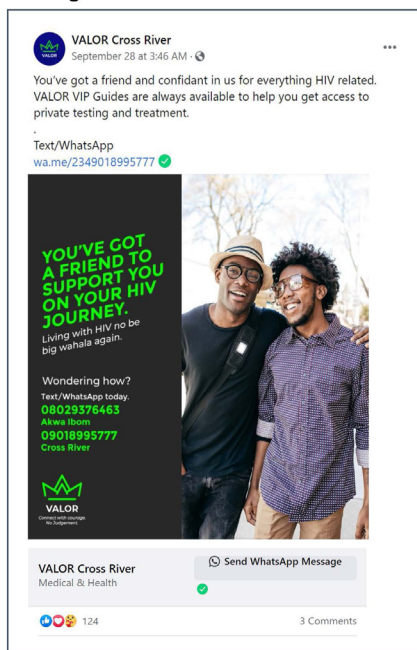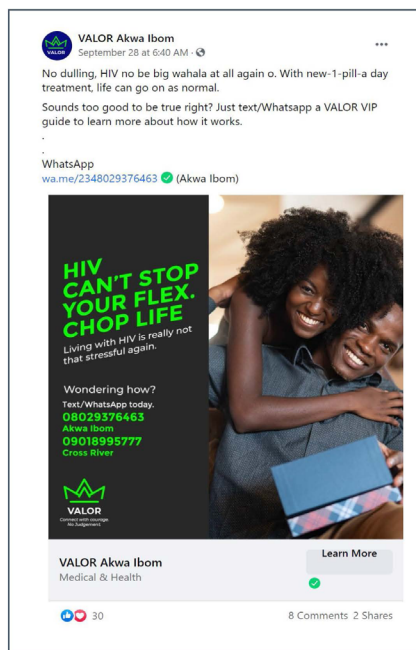
Chop Life

Week 8 Highlights
Advertising: Similar to week 7, we continued to invest in the Courage and Chop Life ads at the state level.

Audience Experience: Same as week 7 -- in Cross River, the ad link connected directly to WhatsApp; in Akwa Ibom, the link still goes to the landing page.

Implications: Same as prior weeks -- Sprout Digital continued to try to connect the Facebook ads directly to WhatsApp chat in Akwa Ibom.

## Week 8: Oct 18-24 -- VALOR Results

Week 8 Performance

This is the first week that we have a full week of data with spending at the full state level (prior weeks had been focused on specific LGAs). We've seen significantly more engagement from our Facebook ad in Akwa Ibom (now that we are targeting a larger audience and have a full week of data using the link clicks campaign objective). Based on the data from Cross River, the messaging conversations campaign objective is more efficient (we generate more actual VIP Guide conversations in Cross River relative to the number of men who clicked); we would use this if we were able to link our ad directly to WhatsApp in Akwa Ibom.

			Cross River			Akwa Ibom		
			Courage	Chop Life	FB Page	Courage	Chop Life	FB Page
Data Source: Facebook report	Reach	Reach	10,444	9,613	1,890	40,950	44,671	2,442
		Impressions	15,532	13,400	3,225	88,257	100,779	4,603
	Interest	Clicks (CTR)	262 (1.69)	306 (2.28)	129 (4.00)	1,099 (1.25)	1,948 (1.93)	190 (4.13)
	Engagement	No. of men who clicked	4	8	n/a	178	165	n/a
Data source: VIP Guides	Engagement	No. of engagements w/ VIP Guides	22			26		
	Referrals	No. Referrals	7			2		
	Accessed Services	No. Accessed Services	4			0		

Week 9: October 25-31 -- VALOR Creative

Courage
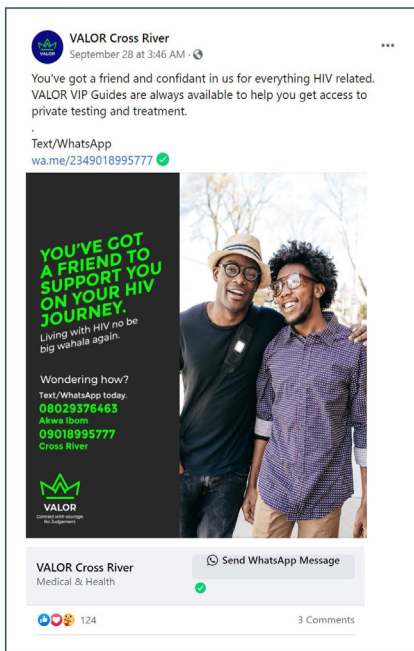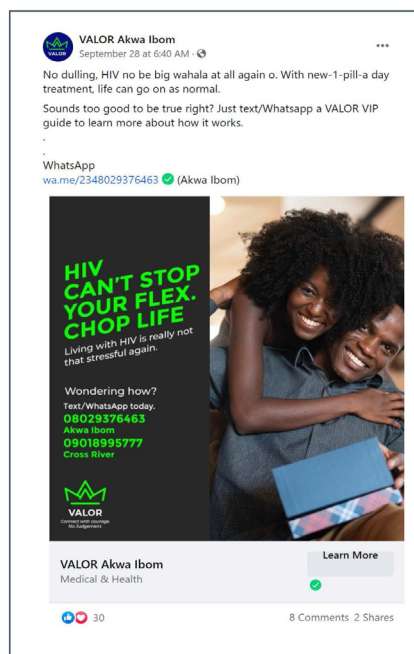
Chop Life

Week 9 Highlights

Advertising: Similar to week 8, we continued to invest in the Courage and Chop Life ads at the state level. We will swap these in the next 1-2 weeks to avoid wearout.

Audience Experience: Similar to prior weeks. Cross River links directly to WhatsApp; Akwa Ibom goes to a WhatsApp landing page.

Implications: Same as prior weeks -- Sprout Digital continued to try to connect the Facebook ads directly to WhatsApp chat in Akwa Ibom.

Week 9: Oct 25 - 31 -- VALOR Results

Week 9 Performance
Interest (measured by CTR) is still strong, but somewhat lower than prior weeks, suggesting that these ads are starting to wearout. We are pleased to see that we continue to generate engagement from our ads in both states; however, we recognize that our engagement would likely be stronger if we were able to fix our ongoing issues in Akwa Ibom.

			Cross River			Akwa Ibom		
			Courage	Chop Life	FB Page	Courage	Chop Life	FB Page
Data Source: Facebook report	Reach	Reach	11,147	2,886	1,034	19,427	35,881	1,451
		Impressions	18,309	4,508	1,753	38,226	85,491	2,585
	Interest	Clicks (CTR)	308 (1.68)	96 (2.13)	68 (3.88)	406 (1.06)	1192 (1.39)	121 (4.68)
	Engagement	No. of men who clicked	6	1	n/a	77	192	n/a
Data source: VIP Guides	Engagement	No. of engagements w/ VIP Guides	14			9		
	Referrals	No. Referrals	6			0		
	Accessed Services	No. Accessed Services	4			0		

WhatsApp Detail

The following pages explain the difference between the WhatsApp direct link and the WhatsApp landing page link.

Objective 1: Messaging Conversations

1. Man sees ad on Facebook & clicks "Send WhatApp Message"

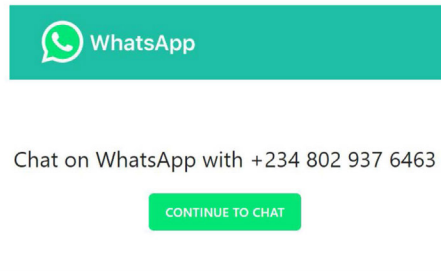**2. The "Send WhatsApp Message" button directs the man to the WhatsApp chat screen**
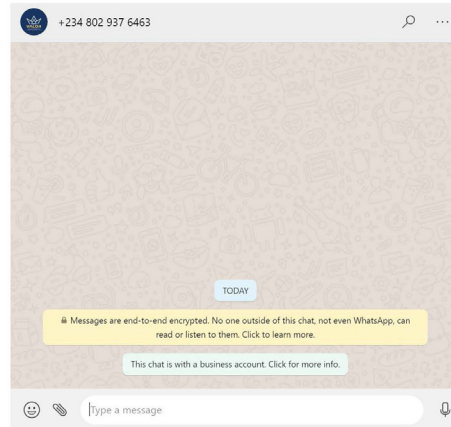
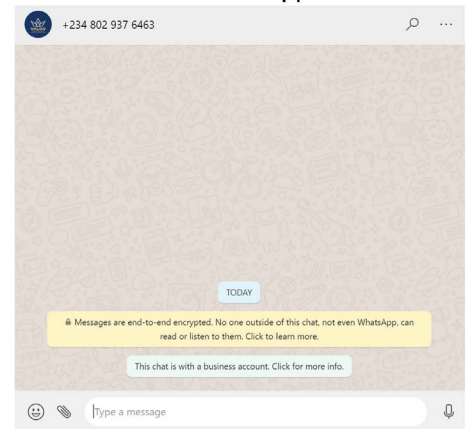

Objectives 2 and 3: Landing Page Views and Link Clicks

1. Man sees ad on Facebook & clicks "Learn more"

2. The "Learn more" button directs the man to a WhatsApp landing page

3. The "continue to chat" button directs the man to the WhatsApp chat screen

4 VALOR Brand Guidelines

Valor Brand Guidelines

sprout

Introduction

Brand Guidelines

This document contains the rules for our visual communication system. Folow the rules strictly to encourage brand consistency. This includes all the elements you may need - Logo, typeface, colors and more. We invite you to absorb this information and reference it often to become an informed guardian of the **brand.**

2

Overview of the Valor Brand

VALOR is an initiative supported by PEPFAR through USAID's RISE project, which works together with the government of Nigeria to support the provision of high-quality HIV services from testing to treatment.

3

Brand Personality and POV

We provide a judgment-free zone where men can be open about how they feel and we work with them to offer them support till they feel courageous enough to take a test and seek treatment

We understand the struggles men go through especially as regards HIV testing. We work with them to give them all the support they need, so they can get the courage to take an HIV test and get treatment.

Brand Personality and POV

▮ We provide a judgment-free zone where men can be open about how they feel and we work with them to offer them support till they feel courageous enough to take a test and seek treatment

▮ We understand the struggles men go through especially as regards HIV testing. We work with them to give them all the support they need, so they can get the courage to take an HIV test and get treatment.

•Summary of Channels

We advertise and connect majorly via social Media Channels- particularly Facebook, research tells us that facebook is the main social media platform for the men we target.

We use social media to connect with men. Once they are interested and ready to connect we start a text message or Whatsapp conversation. A link connects them from our FB page to start a direct chat on Whatsapp.

 Facebook
www.facebook.com/ValorNigeria
www.facebook.com/valorcrossriver
www.facebook.com/VALORAkwaIbom

 Whatsapp
Akwa Ibom State - 09018995777
Cross River State - 08029376463

 Risevalor.org
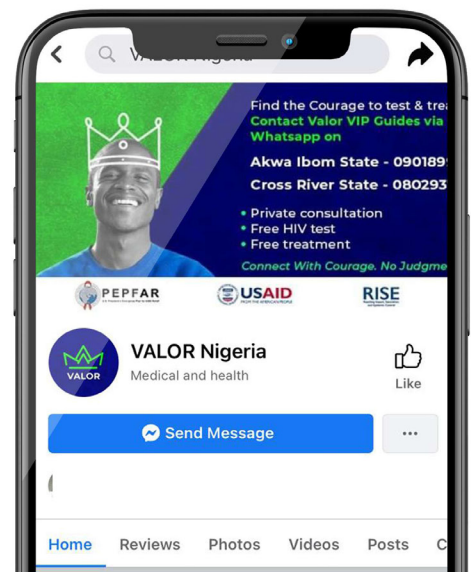
•Tone of Voice

■ Our Tone of voice is encouraging and welcoming.

■ We believe every man's feelings are valid.

■ We want men to come to us scared but leave courageous after interacting with us.

•Brand Culture and Values

Valor is a judgment-free zone
We do not judge lifestyles, decisions or feelings!
We inspire courage and help men find their courage

•Target Audience and Market Insight

♂ **Gender: male**

Age: 20-34

◎ **Location: Cross River, Akwa Ibom**

They love life.

They strive for a better life.

They are aware of HIV but are not willing to take a test or seek treatment because of Fear, worry about the implication of a positive result or being seen by people around them, taking an HIV test etc.

We encourage them to take a test and encourage them to be aware that even a positive HIV test isn't the end of a good life.
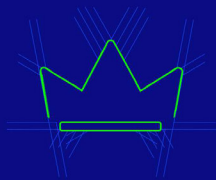
Alternatives

Logo

Symbol

Crown

LOGO DESIGN

Mark Construction

Logo Mark

White Background

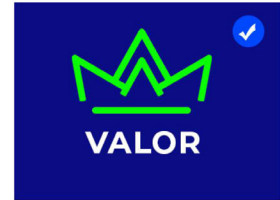Dark Background

Final Logo
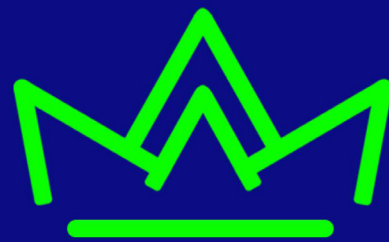
LOGO USAGE

Logo Usage

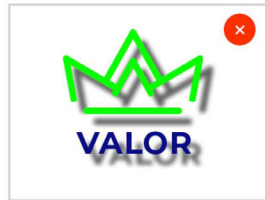Please always use logo in these forms

Primary Use

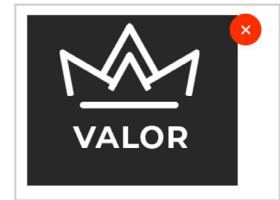White Burn in

Avoid Stretching

Avoid Rotating

Avoid Using drop Shadow

Avoid Boxing the logo

LOGO GRID

Safe Zone

It is Important to maintain proper spacing around the logo to avoid over crowding. Also the use of white space keeps it feeling clean.

VALOR

Connect With Courage. No Judgment
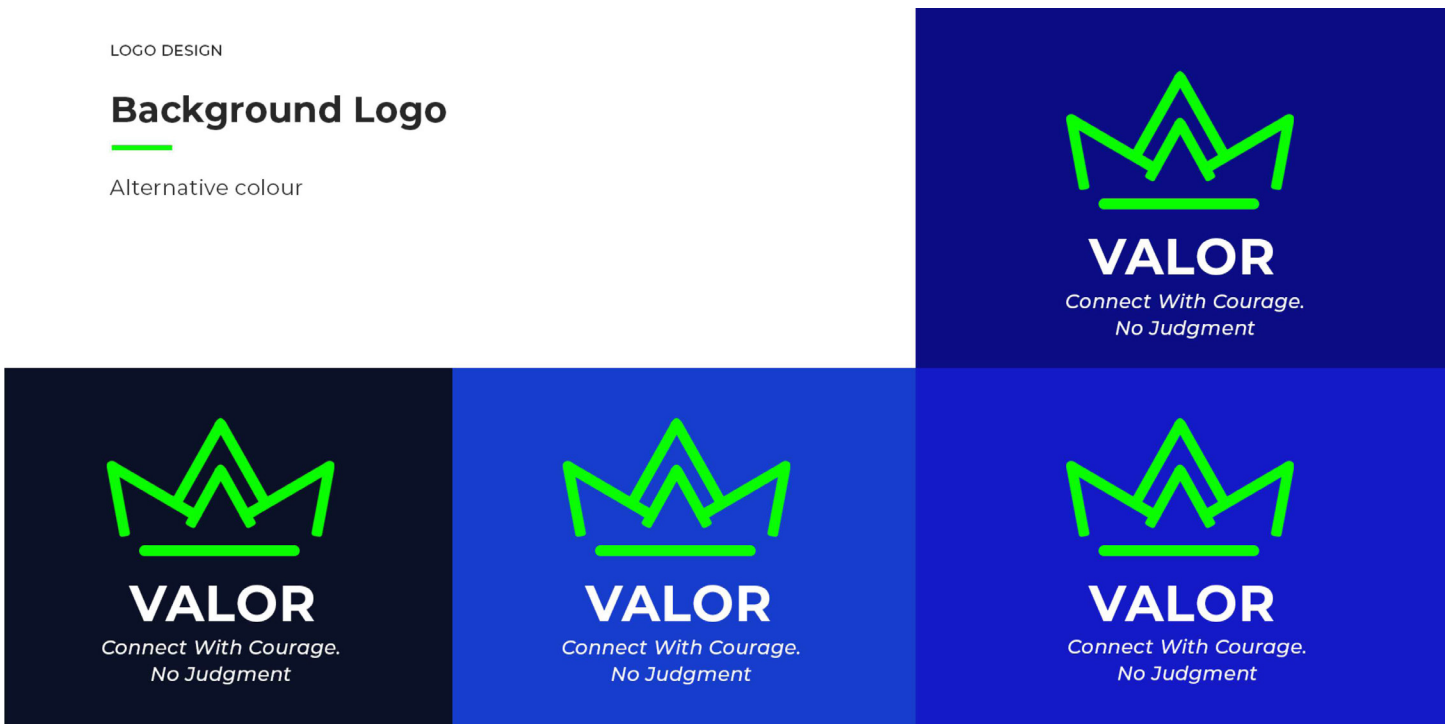
LOGO GRID

Minimum Size

When significantly reduced the logo becomes illegible. These are pixels unit we recommend staying within to preserve the quality of the logo.

LOGO DESIGN

Background Logo

Alternative colour

LOGO DESIGN

Mono Colour Logo

Sometimes due to printing restrictions, only one color logos can be printed. In such a scenario, these are the black and white logo variants. This uses bright color on dark background or dark color on a light background. To be used as the case may dictate.

VALOR
Connect With Courage.
No Judgment

VALOR
Connect With Courage.
No Judgment

LOGO DESIGN

Vertical Logo

In the case where the shape of logo is approximately to the square a vertical version is used.

Logo

Logo
Mark

VALOR
Connect With Courage.
No Judgment

Logo
Type

LOGO DESIGN

Horizontal Logo

The logo consists of a symbol and an icon. When the logo is to be used in a position with greater width than height (form strip), this horizontal logo should be used.

Logo Mark

Logo Type

VALOR
Connect With Courage. No Judgment

Logo
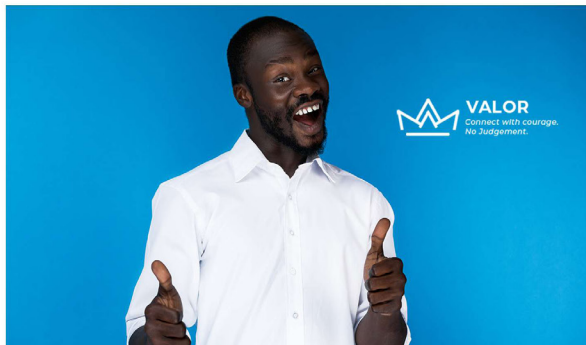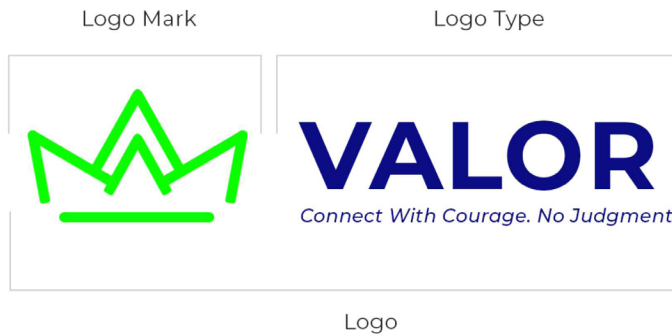
White in Photograph

Full colour in Photograph

PATTERN

Pattern

This is the design pattern for the brand, used for social media layouts and design layouts.

TYPOGRAPHY

Secondary

Typography

Aa

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz

123467890

!@#$^&*()‹›?

The quick brown fox jumps over the lazy dog

Poppins

Typography

Aa

Montserrat

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm
Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz

1234567890
!@#$%^&*()_+{}:"|<>?

The quick brown fox jumps over the lazy dog

17

Instagram Highlights Icon

How to test

U=U

Guide

Stay Safe

valornigeria

3 Posts   8 Followers   0 Following

Valor Nigeria
VALOR offers men confidential support, access to convenient HIV
testing and information about the new, one-pill-a-day HIV treatment.

Follow   Message   Email
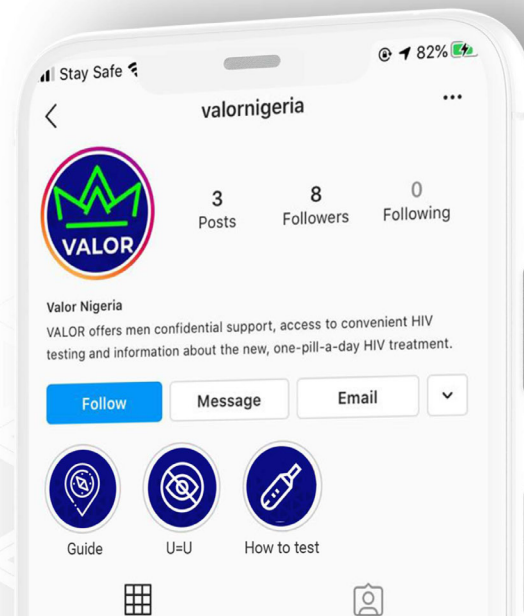
Guide   U=U   How to test
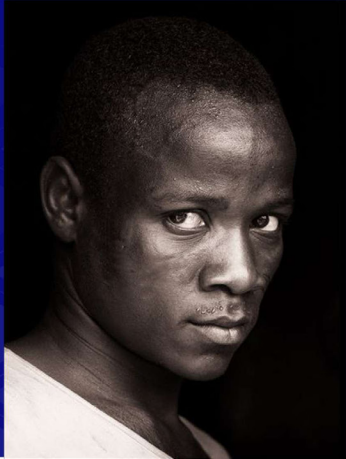
PATTERN

Polo
Design
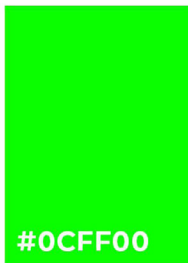

PATTERN

Outdoor
Design

PATTERN

Imagery

BRAND COLOUR

Colours

The core pallete are the major brand colors.
We have selected a small number of color so
they are use to and do not dilute brand visuals.

#0A0D83   **#0CFF00**   **#1C20C4**   **#282828**

APPICON DESIGN

Thumbnail/Icon/Appicon Mark

FEVICON DESIGN

Favicon

A **Favicon** is the samll icon that appers at the top of your web browser.
It serves as branding for your website and a convinient way for visitors to locate
your page when they have multiple tabs open.

Favicon

www.sproutdigital.xyz

info@sprout.ng

5 Standard Operating ProceduresVALOR VIP Virtual Client Navigation

1. Introduction

While significant progress has been made in the implementation of HIV testing and treatment services, significant gaps remain in the number of men accessing these services, particularly in Akwa Ibom in Ikot Ekpene and Cross River in Ogoja. Broadly, multiple barriers prevent men from accessing care including general facility operating hours, shame, fear, and a lack of information/education. Additionally, lock down protocols in response to the COVID-19 pandemic have created additional barriers for men to access information and services.

Virtual services and engagement strategies refer to activities that occur through cell phones (Voice and SMS), or through the internet using messaging services and/or social media platforms to communicate instead of taking place through traditional in person outreach. Virtual services also offer a level of privacy and confidentiality for clients who may otherwise be less inclined to access care or have their concerns or issues addressed.

In Q4, FY20 RISE Nigeria will implement a virtual peer navigation service and expanded marketing campaign to facilitate the increase uptake of HIV testing and treatment services by Men Akwa Ibom and Cross River. After exposure to refined and targeting communication and marketing, male clients will be able to engage directly with a skilled health care worker in real time who will address questions, provide information, and facilitate their access to HIV care and treatment. This document will guide deployment of pilot VALOR VIP services and will be reviewed upon completion in Sept 2020 for further expansion and revision.

2. Purpose of the Standard Operating Procedures (SOP)

The purpose of this SOP is to:

- Provide a detailed, step-by-step, guide for the implementation of the VALOR VIP virtual client navigation service from initial set up, to implementation, and reporting
- Describe the roles and responsibilities of the individuals involved in the implementation of VALOR VIP
- Facilitate the detailed reporting and assessment of VALOR VIP services

3. Scope

This SOP applies to

- Staff implementing VALOR VIP including current RISE Nigeria supported Case Managers
- RISE Nigeria leadership who overseeing the implementation of VALOR VIP
- Technical advisors supporting the roll out of VALOR VIP
- Staff supporting the monitoring, evaluating, and reporting on VALOR VIP

4. Definitions

VALOR VIP: refers to the overarching virtual navigation service being implemented

VIP Coordinator: current RISE Nigeria supported facility coordinator who will be responsible for support the VIP Guides

VIP Guide: current RISE Nigeria supported case managers who will be responsible staffing the services and supporting clients with referrals

WhatsApp for Business/WhatsApp: a smartphone-based communication platform used to disseminate digital IEC material and facilitate confidential communication between VIP Guides

SMS: short message service, used to communicate text messages between cell phones for clients unable to access WhatsApp.

5. Relevant Guidelines and protocols

This SOP is supplemental to the current HIV treatment and prevention guidelines used by RISE Nigeria and the Nigerian Federal Ministry of Health (FMOH). All relevant guidelines relating to HIV testing, treatment, PrEP, PEP, and/or other related wellness services will be adhered to when clients are engaged, educated, and referred for services. Key guidelines for reference include:

6. Guiding Principles

VALOR VIP will be implemented within the context of existing RISE Nigeria supported health care services and will be guided by the principles and values of RISE Nigeria and the Nigeria FMOH. While VALOR VIP seeks to specifically address gaps in male-focused health utilization, it will be supportive of all clients without prejudice to their service needs, gender, or sexual orientation. This will be achieved by ensuring that all clients are treated with respect and receive appropriate referrals for care if their needs fall outside the scope of this project. As a virtual service, VALOR VIP will maintain the confidentiality and autonomy for all clients utilizing the service.

7. Key roles and functions

VALOR VIP will be implemented in two states, Akwa Ibom and Cross River, by existing RISE Nigeria team members.   In each state, two case managers will be identified and supported to transition their existing skill sets and strategies for client engagement to the VALOR VIP virtual service. The team of VALOR VIP guides will be supported by existing case manager coordinators who will function as VALOR VIP coordinators to support implementation of existing protocols and client support activities. RISE Technical advisors will support VALOR guides and coordinators through virtual meetings, daily mentorship sessions, data analysis, and evaluation. Please see appendix 1 for VALOR VIP organogram.

Table 1: VALOR VIP Staff and Contact Details

Role	Name	Contact Details
RISE Nigeria Oversight	Adebanjo Adetosoye Moses	Adetosoye.Adebanjo@jhpiego.org 08111370014
VALOR VIP Coordinator (Cross River)	Mary	TBD@RISE.com +234 818 000 6677
VALOR VIP Coordinator (Akwa Ibom)	Martin Christopher Umoh	Adetosoye.Adebanjo@jhpiego.org TBD@RISE.com +234 802 751 9094
VALOR VIP Guides (Akwa Ibom)	Joy Hannah Castill	TBD@RISE.com +234 703 337 5624
	Ifiok Udo Ekanem	TBD@RISE.com +234 902 749 7136
VALOR VIP Guides (Cross River)	Ogar Anthony Ona	TBD@RISE.com +234 906550 6286
	Chinwe Oke	TBD@RISE.com +234 703 965 5339
VALOR VIP Strategic Technical Assistance	Manya Dotson	Manya.Dotson@jhpiego.org +1-202-290-4680
	Donna Sherard	Anyango01@yahoo.com +1 301 655 3245
	Ben Brown	bbrown@anovahealth.co.za +27 76 687 0639
	Dianne Massawe	Massawe@anovahealth.co.za +27 82 341 5436

8. VALOR VIP Virtual Navigation Set Up

Prior to the launch of the revised VALOR communication campaign, a training based on this SOP will be conducted by the VALOR technical advisors with the VIP guides and VALOR coordinators. The training will orient the implementing team to VALOR VIP virtual services, finalize all referral pathways and services, review the technical implementation of VALOR VIP, and establish ongoing mentorship.

Prior to the training, the following tools will be procured and allocated to the VALOR VIP guides to facilitate project implementation:

• 1 x internet-enabled smart phone and sim card per state
• Allocated desk space for VIP guides
• WhatsApp for business App download
• Power bank

The VALOR VIP coordinate will support day to day on site activities with each of the VIP guides with virtual support from the VALOR technical advisors. The service will be staffed by one VIP guide at a time in each state. A roster will be developed to facilitate shift allocations and ensure the service is consistently staffed. The service will initially function during standard business hours; however flexible scheduling to support clients in evening and weekends may also be used based on client needs and engagement.

The VALOR VIP coordinator will also on a daily basis receive the data from the VIP guides in terms of how many clients they have engaged and the services that they have provided. The coordinator will document the data to be shared on a weekly basis with the RISE Nigeria office and the VALOR technical coordinators as well as follow up to check whether clients who were referred to facilities for services have managed to go and access the services.

Considerations for Phone set up

While WhatsApp or standard SMS is encouraged, clients may phone the service directly; therefore, a voice and data contract, or pay as you go airtime that is consistently topped up, will be set up on the phone as well. A voice mail message will be set up to greet clients and encourage them to utilize the WhatsApp service.

The phone will be secured with a password and biometric authentication where possible so that it is accessible only to VIP guides and coordinators. A sim lock will also be put on the sim card with access to this password limited to the VALOR VIP coordinators. The phone will be kept in a locked cupboard outside of operating hours and not be used outside of the established facility where the VALOR VIP guides will be positioned in order to reduce the risk of loss or theft. The phone allocated for use by the VALOR VIP service will only be used for VALOR activities in order to maintain the confidentiality and privacy of the clients using this service.

Considerations for WhatsApp for Business Profile set up and Use

A WhatsApp for business account will be created on the VALOR VIP phone. The VALOR VIP logo, profile description, cataloging of digital IEC material, and welcome greeting will be completed in collaboration with the VIP guides, coordinators, and technical advisors. Additionally, automated messaging will be set so that clients attempting to access the service when it is not staffed will receive information for emergency situations and be notified when they can expect a response. Lastly, pre-generated messages will be developed prior to launch during the VALOR VIP training. These messages will allow for consistency in the information provided to clients and to facilitate rapid responses to frequently asked questions. Pre-generated messages will not be used without personalized adaptation for each client.

Each VIP guide will also use a designated call sign or sign off when messaging with clients to facilitate transparency and relationship building with clients as well as to strengthen documentation and accountability. This will be agreed upon prior to implementation and used throughout the project implementation.

Considerations for desk and computer setup

Contingent on available facility space, VIP guides will be allocated desk space where they will be able to maintain conversations with clients privately and confidentially. If a desktop or laptop computer is available for use, it will be secured with a password protected profile accessible only to the VALOR coordinators and VIP guides. The computer will be utilized for client data capturing, reporting, and the WhatsApp web interface to facilitate client communication and engagement.
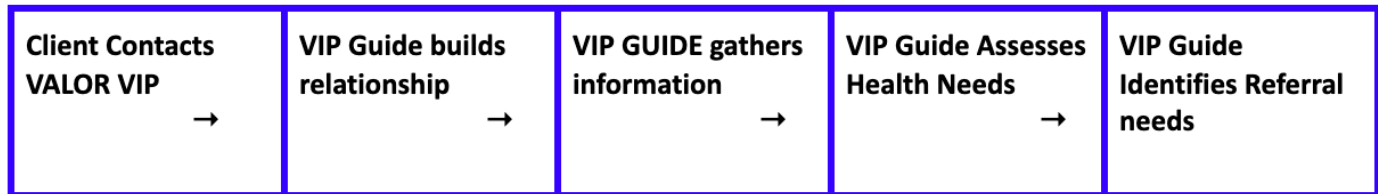
9. Client Flow and Management

After the VALOR VIP service becomes operational, VIP guides will begin to receive WhatsApp messages, voice calls, and SMSs from clients seeking information and health services. The following sections detail how the engagement between VIP guides and clients will be managed at first contact, for referrals, and in follow up. The details included in here are supplemental to existing case management and navigation protocols already in place by RISE-Nigeria supported staff and services. For a full overview of client flow, see appendix 2.

9.1 Managing first engagements

Clients may contact VALOR VIP through WhatsApp, SMS, or a voice call. Regardless of engagement strategy the following procedures will be followed by the VIP Guide to establish a relationship with each client and identify their needs.

Illustration 1: Introductory Client flow

Client Contacts VALOR VIP →	VIP Guide builds relationship →	VIP GUIDE gathers information →	VIP Guide Assesses Health Needs →	VIP Guide Identifies Referral needs

First, the client's VIP guide who will introduce themselves and ask for the client's name. VIP guides will then greet clients warmly and enthusiastically. They will provide positive reinforcement to the client about their decision to access the VALOR VIP service as well as a brief overview of the service highlighting its confidentiality and privacy. The VIP guide will then begin to identify the client's current needs (why they are calling/messaging) and also probe further where possible to assess other risks or opportunities for support. VIP guides will seek to strengthen clients through affirmation and by providing empathetic support where needed and may also draw their attention to the available digital IEC material. While doing so the VIP guide will probe for additional information to support the client (i.e. location, working hours, special needs, etc.). During this engagement, the guide will also capture the client's demographic information and reason for calling in the VALOR VIP client log (see section 11). Reinforce clients and provide support.

Table 2: Example Scripts for Introductory client conversations

Step	Example Script
Welcome	Good morning, thanks for checking in with VALOR VIP. My name is Sibu and I'm your VIP coach. Who am I speaking with?
Greet and Affirm	Hi Thando, I'm glad you're reaching out today. I specialize in helping guys access health services, completely privately.
Inquire	What can I help you with today, Thando?
Empathize / Educate	I actually talk to so many other guys about this, it's a really common thing that a lot of us men. If you access my profile on WhatsApp you can download some info on this if you want to know more.
Gather	I'm here to help and I want to find the best option for you. If you're comfortable telling me where you stay, then I can find the most convenient option for you.

9.2 Managing client referrals

VALOR VIP seeks to primarily support the referral of men for HIV testing, treatment, and prevention; however, men are likely to engage VALOR VIP with a variety of other concerns and conditions. These conditions, including erectile dysfunction, concerns with sexual performance, mental health, and substance use are not only important for many men but also function as an opportunity to link men into HIV testing and treatment services. VIP Guides will be supported to refer and support clients for these conditions in addition to HIV testing, treatment, and prevention services.

Illustration 2: Client referral flow

VIP Guide identifies viable service options →	VIP Guide confirms if options are acceptable for client →	VIP GUIDE and client agree on referral and follow up strategy →	VIP Guide Reinforces and educates on testing →	VIP Guide offers warm or cold referral as available

A referral list for all available services will be developed and updated regularly by the VALOR VIP team and has been included in Appendix 3. The VIP guide will utilize this resource after having assessed the needs of the client to begin identifying the most appropriate referral for the situation and their needs.

The VIP guide will consider key variables when assessing referral options for the client, including:

- What is the primary service need and where are these services available?
- Is this service within a distance that the client can access from home or work?
- Is this facility/service appropriate for the needs of these clients (male friendly vs. KP vs. other)?
- Is the service open during hours that the client can access it?

Once identified, the referral/service option will be presented to the client to confirm if it is viable for them and if necessary other alternatives will be explored until a solution with the least barriers is identified and agreed upon. If the clients need is not immediately HIV-focused, the VIP guide will seek to introduce these services in an organic and non-threatening way, providing education and options for the client to consider at the time or a later date.

Before concluding the referral conversation, VIP guides will help clients by reinforcing and celebrating their decision to seek care and support. They will then agree on a referral plan and follow up strategy with the client. This will include a clear indication of the date and time the client intends to seek the service as well as permission from the client for the VIP guide to contact them following that date to see how everything turned out. As a final step, the client will be reminded that they can access VALOR VIP any time again in the future should they have any issues, questions, or what to chat with a VIP guide.
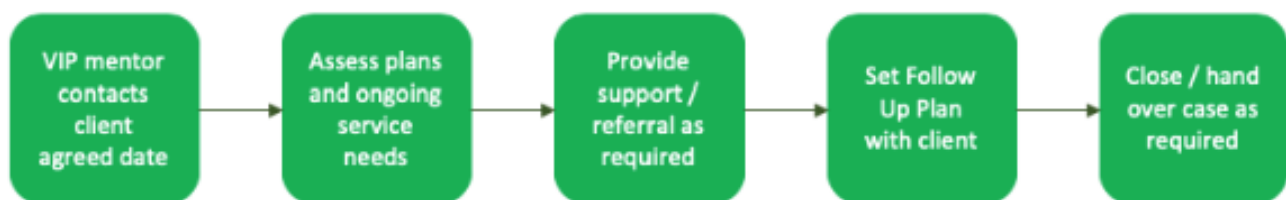
Table 3: Example Scripts for client referrals

Step	Example Script
Identify options	*It looks like there are a couple of options close by to where you stay. Would you prefer going to a mobile clinic or a facility?*
Get Client Buy-in	*Good news, it looks like there is a mobile clinic a few km away from you and they are open until 6pm so you can go after work. Does that work for you?*
Reinforce	*I know this was stressing you out so I'm really glad you are going to talk to a nurse about it.*
Support / Follow up	*You know, if you are still worried before your appointment you can message me and we can talk more. Would it be okay if I messaged you after to see how everything went?*
Refer	*Okay, we are all set, I'm going to let the nurse know to expect you tomorrow at 5:30. And if there is anything you need until or if you need to change that's no problem at all, you can always contact us here.*

9.3 Managing client follow up

Two types of client follow up will take place through VALOR VIP. The first is for clients who receive immediate referrals and seek service. The second will be for clients who may not be ready to commit to a referral at first contact and who require support over time to facilitate this.

Illustration 3: Client follow up flow

VIP mentor contacts client agreed date → Assess plans and ongoing service needs → Provide support / referral as required → Set Follow Up Plan with client → Close / hand over case as required

For clients who have accessed services, VIP guides will follow up to confirm whether the service was utilized at the designated time. Prior to this, VIP guides will have received buy-in from clients for future contact. The VIP guide will assess how the service went, address any possible concerns or issues, and promote the service for future use to the client. If the client was unsuccessful, the VIP guide will identify the barriers and challenges preventing service uptake and work with the client to identify alternatives and plan for additional follow up as required.

VIP guides working with clients over a period time will develop a standard case management plan to address their identified barriers or concerns and set specific intervals for follow up with the client to maintain progress over time. They will do so in an enabling and supportive manner, making sure their needs are considered and not applying pressure or shame.
Due to the staffing roster of VALOR VIP, clients who required extended follow up over multiple days may engage different VIP guides over time. Client hand over in these situations is addressed in appendix 4. All follow up notes and updates will be

documented on the client log, see section 11 and appendix 5.

There are two types of client follow ups which will be avoided in VALOR VIP. First, service is not designed to maintain on-going relationships unless required to facilitate clients into care. Instead, client relationships will have a defined beginning, middle, and end. Once clients are engaged in care the relationship will be handed over and assigned to a case manager as per normal protocol.

Second, general client follow up after a period of time without consent will not be utilized in VALOR VIP. This may include such communication as bulk messages to former clients to promote a new service or checking in with clients ``out of the blue" to encourage service uptake. In these situations, clients are receiving unwanted communication from VALOR VIP that they did not consent to. Ultimately, this not only damages the reputation of the service but could potentially violate their confidentiality and privacy as well.

Table 5: Example Scripts for client follow up

Step	Example Script
Agreed contact	"Hi Thando, you mentioned it was okay if I messaged so I just wanted to see how everything went? Is there anything I can assist with?
Affirm	"I'm sorry you had to work late, that sounds really frustrating. But I agree, not missing work is also really important."
Support	"If you are still interested, I'd be happy to see if there are other options. I remember you mentioned you don't work Saturdays. Would you like me to see what options there are then?"
Plan	"okay great, it looks like our facility near you is open from 8-11h00 on Saturday, would that work?"
Follow up	"Please let me know if you need anything before your appointment, otherwise should we plan to check in on Monday?

10. Maintaining Confidentiality and Privacy

One of the highest priorities for the VALOR VIP service is ensuring the protection of confidential medical and personal information for clients utilizing this service. All standard data protection and client confidentiality procedures already in place for the sites utilizing VALOR VIP will be maintained and applied to this activity.

Data from clients may be found on device and on computers or web-based spreadsheets. The following data may be collected through this service and staff may otherwise be exposed to it:
Client demographic details including their name, age, location as provided by client when they agree to share this information
Sexual history and risk profile including identification with key population groups
Client medical history and existing or current conditions including HIV status, STI status, etc.
Other personal or sensitive client specific information

The following procedures will be taken to maintain confidentiality and the careful consideration of sensitivity client data.

1. **Phone Security:** Each phone will be locked using a passcode at minimum as well as a biometric measure (contingent on phone model). The phone will only be accessible by implementing case managers, coordinators, and project managers. Sims will be locked as well.
2. **Data storage:** Data will be stored securely on a local server or in an approved cloud platform such as Microsoft365, SharePoint, or OneDrive. Spreadsheets and data sets will be password protected and accessible only to implementing staff.
3. **Limited Client information:** Limited client data will be collected outside of messages from clients and includes name, location, phone number, service request, referral platform, confirmed service.
4. **Limited access:** access to client-level data will be limited to immediate implementing staff and TA support personnel.
5. **Encrypted Communication** – WhatsApp uses end to end encryption

Communication practices will also be implemented during engagements with clients to further prevent potential breaches in confidentiality and privacy in a virtual space. Some examples include:

- Limited responses to queries from partners, non-clients: Instance may occur where communication or documentation such as a missed call, a call log, or a WhatsApp message on a client's phone is observed by a third party (i.e. wife, partner) who contacts VALOR VIP and queries the service (i.e. "I saw this number on my husband's phone, what is it?"). In these situations, the VIP guides will not confirm any client related details or even if the client had engaged in the service. Further, they will provide honest but limited information about VALOR VIP which specifically avoids potentially problematic areas (i.e. HIV). For example, "I don't have access to who has called beforehand but VALOR VIP is a free service that helps men live healthy lives by helping them access health care like diabetes and other well-being services."

- Not providing information about previous conversations if client identity is in question: It is possible that a third party uses WhatsApp to communicate with VALOR VIP to get information about a specific clinic (i.e. "can you remind me what we talked about?"). information will not be provided in that situation ("unfortunately, I don't have access to previous conversations for clients". This differs from situations in which a specific piece of information is required ("can you remind me where you referred me"). In these situations, the VIP guide will require information from the contact to confirm ID or simply reassess the situation so that previous information is not provided ("I also don't have but can you remind me you're your issue was and I can find a new referral").

- Assessing confidentiality issues with clients and agree to strategy: The primary strategy will include proactive discussions with clients about their concerns with confidentiality (i.e is phone private, do they share their device, are they concerned with people seeing the conversation?) The VIP guide will then identify appropriate ways of follow up to support the client including such strategies as messaging with a generic unrelated message first or identifying times to message safely (i.e. only when at work or on weekends).

11. Data Capturing, Reporting, and Management

VALOR VIP guides will capture all client engagements in the VALOR VIP Client log in appendix 5. The client log will be an online tool shared with only implementing and technical support VALOR staff so that data can be assessed daily.

The VALOR VIP Client log will capture the following data:

- Date of contact
- Contact phone number
- Client name, sex, age, and location
- Service request
- Where they were referred
- If service was verified
- General follow up notes
- Supporting VIP guide

All follow up notes and updates per client will be attached to the client's initial entry for the specific service request. For example, a client is interested in starting PrEP but has multiple conversations with a VIP guide over the week before he is successfully referred. In this case, there will be one entry for this client on the client log. If the same client contacts call for support two weeks later and needs to be screened for an STI, this will be logged as a separate entry. Examples are included in appendix 5.

Once a week, coordinators will review messaging, confirm messages have been returned, en-suite appropriately language and referrals are being used, etc. And de-duplicate potential clients and integrate confirmed services in the client log. Verified clinical data will be completed through follow up with RISE Nigeria to confirm in an online data system whether clients received care or not (bi-weekly?)

Following this quality check, a weekly report will be completed based on entries from the VALOR VIP client log and submitted to VALOR Technical Advisors. The weekly report will include a total number of men accessing VALOR VIP, referrals, and confirmed linkage to service. Feedback reports will be generated bi-weekly for discussion with USAID reviewing the performance cascade for VALOR VIP utilizing data from the weekly report and data from the marketing agency.

Data will be reviewed and QC by VALOR VIP weekly and reviewed with VIP Guides through weekly support engagements.

12. Monitoring and Evaluation

The implementation of the VALOR VIP virtual client navigation service will be monitored weekly to assess overall performance, progress towards expected deliverables, and to implement necessary adjustments to strengthen the uptake of HIV testing, prevention, and treatment services among men.

Overall monitoring and evaluation will be supported by the RISE Nigeria Advisor for VALOR VIP and the VALOR VIP TA team who will meet weekly and review the data, tools, and reports described above. Weekly performance data will be disaggregated by service utilization, age, and location in order to refine and adjust the implementation of VALOR VIP and ensure the project aligns with expected contribution to HIV Service uptake among men in Akwa Ibom and Cross River. The following indicators will be used to evaluate whether or not these objectives were met:

Indicator	Definition	Disaggregation	Source / Tool	Reporting Frequency	Responsible
Total men reached	Total views or "hits" on positioned advertisements and social media	Ad type, Age, sex, location	TBD / TBD	Weekly	Marketing Agency
Total men engaged	Total "Click throughs" onto Facebook or VALOR VIP landing page from targeted ad	Ad type, Age, sex, location	TBD / TBD	Weekly	Marketing Agency
Total men accessed; repeat	Total client engagement on VALOR VIP through phone, SMS, or WhatsApp per unique service issue	Age, sex, initial inquiry/service request, location, new/repeat	VALOR VIP Client log / Weekly report	Daily/Weekly	VALOR VIP Guides
Total client referrals	Total number of male clients who were referred to HIV testing, treatment, and/or prevention services by a VALOR VIP guide	Service Type, age, sex, location, referral site	VALOR VIP Client log / Weekly report	Daily/Weekly	VALOR VIP Guides
Total verified service (HTS_TST; HTS_TST_POS; TX_NEW; PrEP_NEW)	Total number of male clients who received HIV testing, treatment, and/or prevention services as verified by local reporting	Age, sex, location	RISE Nigeria Data system / weekly report	Bi-weekly	VALOR VIP Coordinators

Interim weekly assessments will focus on strengthening key program deliverables by addressing the potential gaps or areas of weakness. For example, the geographic focus of marketing activities may be adjusted in order to reach more refined targeted populations of men.

Example Weekly Monitoring Query	Indicator / Data	Possible actions
Are men being reached effectively with VALOR VIP Marketing in each state?	Total men reached	Review with marketing agency on targeting parameters; increase ad frequency
	Age groups reached	adjust messaging to refine targeting of key age groups
Are men accessing the VALOR VIP virtual service?	Total men accessed	Modify landing page
	Age groups accessing	Change messaging
	Location of men accessing	Ensure implementation functioning properly
Are referrals for testing being made	Total referrals made?	Refine marketing messaging
	Types of service requests from clients	additional support for guides
Is confirmed linkage taking place?	Total confirmed linkages, by age and location	Revise referral protocol
		Support Guides with additional training
		Assess data available
		Revise referral partner database

Final evaluation will take place at the conclusion of the project period and be conducted by the VALOR VIP TA support team. The final evaluation will present an overall performance cascade for VALOR VIP including attributable HIV testing, treatment initiations, and PrEP initiations during the implementation time period. Examples of final evaluation graphs are included in appendix 7.

13. VALOR VIP Mentorship and Programme Support

Further on-going mentorship will take place with VALOR VIP Guides online and through WhatsApp in two ways:

1. Live mentorship through WhatsApp when client-related issues arise after implementation
2. 2Weekly calls to assess issues and ongoing performance

Mentorship timeline and plan to be finalized after training.

Appendix 1: VALOR VIP Organogram
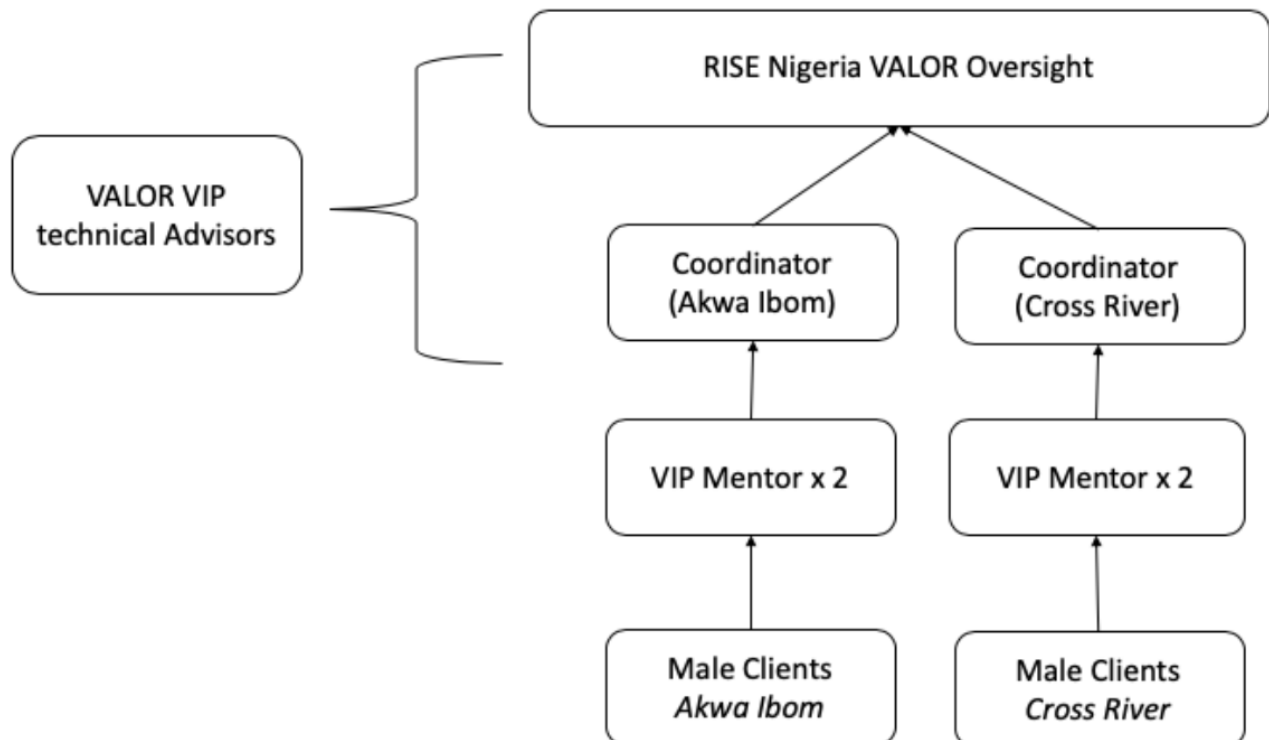
Appendix 2: Client Flow
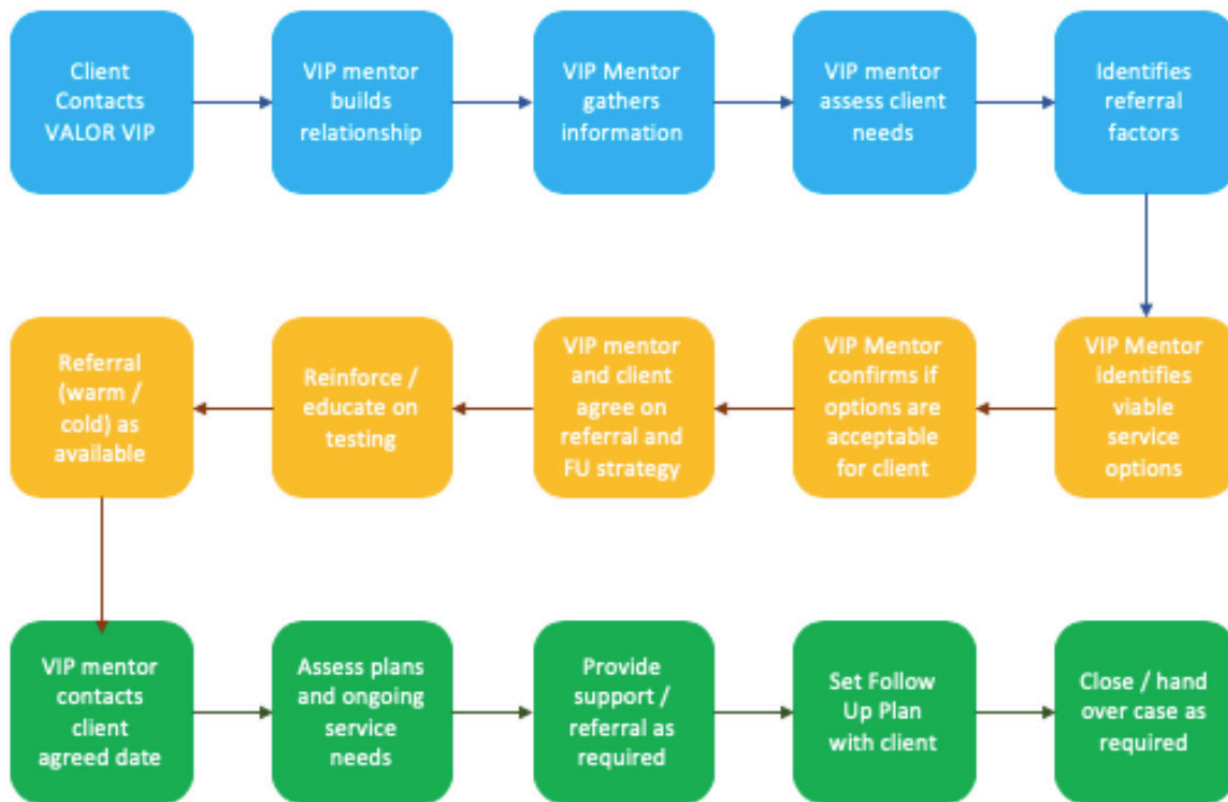
Appendix 3: Clinical Services Database

To be developed and finalized during VALOR VIP Guide training.

Appendix 4: Special Considerations

13. 1 Inappropriate behavior from clients

The intent of VALOR VIP is to support the uptake of health care services for men; however, the safety and well-being of staff implementing this virtual service will also be prioritized. Exposure to abusive language, sexual harassment, explicit imagery, or inappropriate engagement will be not be tolerated. Staff will be requested to not provide their personal contact information and can use a different name if they choose to protect their own anonymity.

The following steps will be taken should this occur:

- If a client transgression occurs the VALOR VIP coach will stop the conversation and inform the client of expected behaviors and norms acceptable within the service.
- If no further transgression occurs the coach will continue to support referral for client
- If a second transgression occurs the VALOR VIP coach will alert the client that they will be blocked from the service
- If no further transgression occurs the coach will continue to support referral for client
- If a third transgression occurs the VALOP VIP coach will inform the client that they are being blocked from this service and provide them a general referral
- The staff member will then block of whatsApp business and add the client contact number to the block list for SMS and phone calls.

13. 2 Time sensitive client needs / engagement

- **Suicide:** Emergency services will be identified with active transfer to clinical support or case manager. Away message on weekends will refer to emergency services.
- **PEP:** Away message will document emergency surfaces; clients will be prioritized to ensure linkage within 72 hou

13. 2 Time sensitive client needs / engagement

By specific staff schedule VIP guides will rotate shifts on the VALOR VIP service. In the event that a new case manager will take over the following day, a hand over report will be completed. This report can be indicated on the data capturing log, a verbal report, or message left in another secure way to indicate the clients who require active follow up or who have been promised information, referral during the next shift. Information will be kept password protected and clearly indicate:

- Client Initials, contact details, method of communication
- Brief history of engagement including prior service issues or challenge
- Required work for incoming case manager.

Example Client Hand Over Report

Required Follows up for Tuesday, 18 Nov 2020
Client DM (076 687 0639) – this client messaged and requires a referral for circumcision. I was not able to confirm if circumcision was running and am waiting to hear back from our coordinator. Once you receive this information, please send to the client.

Client BT (081 076 2100) – this client messaged and was interested in starting PrEP but was concerned about side effects. I provided him information and the clinic closest to him. He said he would like about it and be back in contact on Tuesday. If follow up with this client by 2pm if you have not heard from and support his referral to Client X.

| Date	Platform	Contact	Name / Initial	DOB	Sex	Location	Service	Referral	Follow Up notes	Confirmation	Guide
15-Aug	WhatsApp	076 687 0639	B.B	5/3/61	Male	Ikom	PrEP	Ikom PrEP Partner	P 15 Aug: PrEP IEC provided (AK); 16 Aug: continued discussion around side effects (TS); 17 Aug: client confirmed initiation (AK)	Pending	AK
15-Aug	WhatsApp	021 447 6520	T.S	2/11/96	Male	Yala	HTS	RISE mobile - Yala	15 Aug: FU scheduled 17 Aug (TS)	Confirmed	TS
15-Aug	Phone	011 653 8301	P.Q	9/11/84	Female	Etung	ART	Etung Women's clinic	15 Aug: put into contact with and handed over to case manager (TS)	Confirmed; initiated	TS
16-Aug	WhatsApp	083 876 4541	Z.M	1/17/75	Male	Yala	HTS	KP Partner - Yala	16 Aug: KP client (TS)	Confirmed; negative	TS
17-Aug	SMS	082 764 2145	W.Q	2/14/71	Male	Biase	ED	TBD	16 Aug: client requested call back tomorrow (TS)	Pending	TS
17-Aug	WhatsApp	076 687 0639	B.B	5/3/61	Male	Ikom	STI	RISE mobile	17 Aug.: repeat client (AK)	Pending	AK

Appendix 6: Weekly Report

To be developed and finalized collaboratively during VALOR VIP Guide training.

Date	Total Clients Engaged	Total HTS/ART Refer	Total Accessed Service

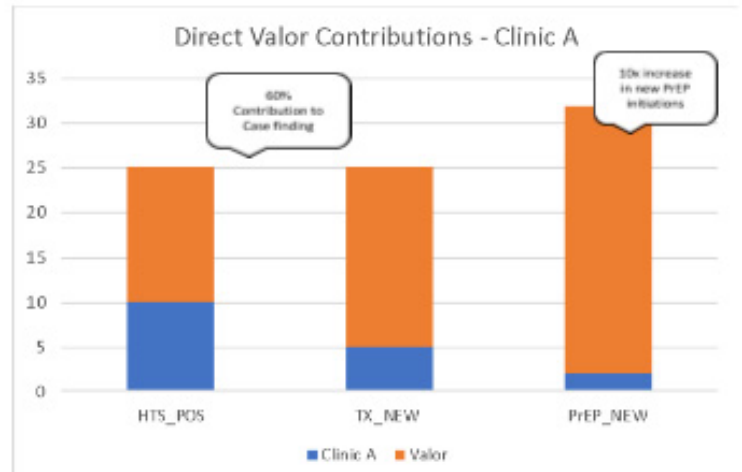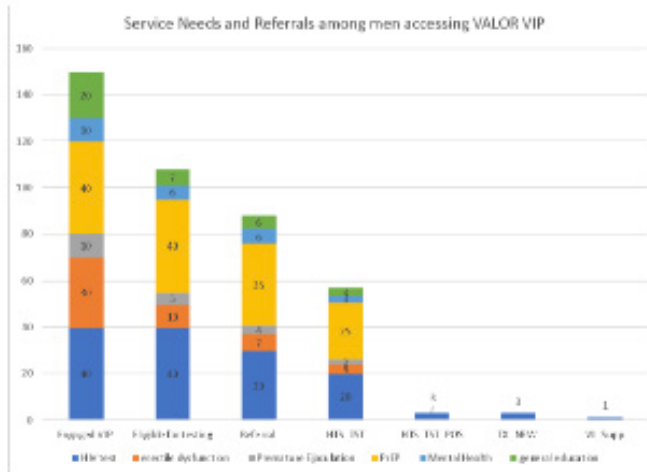# Appendix 7: Examples of Evaluation Outputs and Reporting

Assessment of referral sources for clients being reached through VALOR VIP Marketing and Communications.
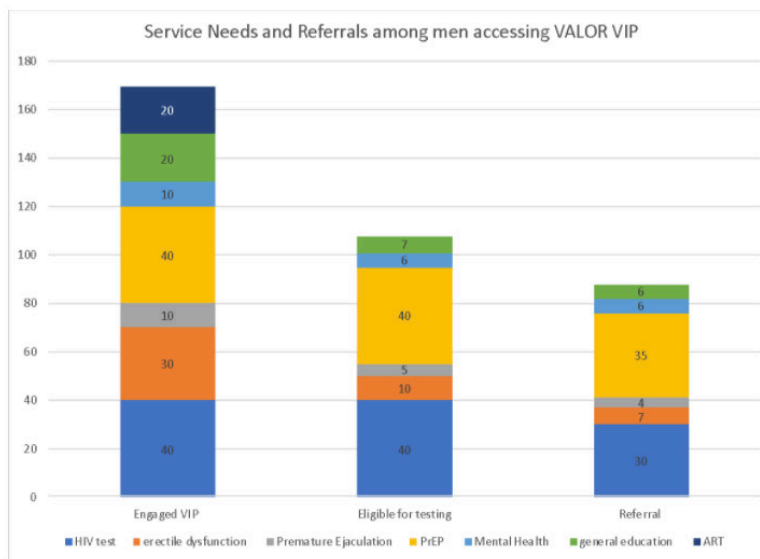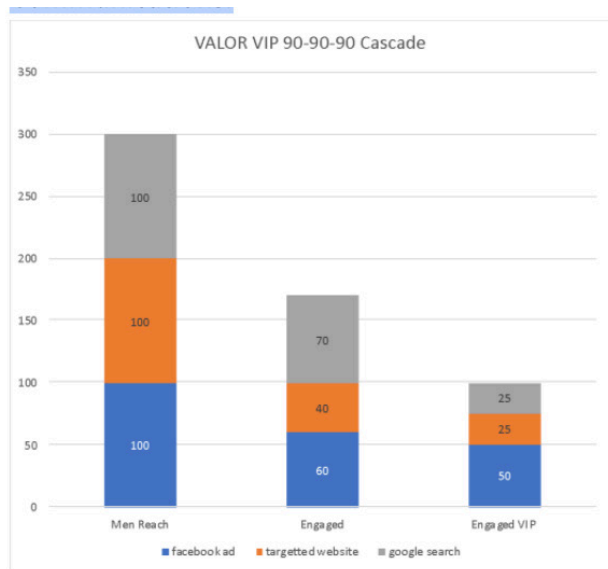
Assessment of initial service requests by clients utilizing VALOR VIP
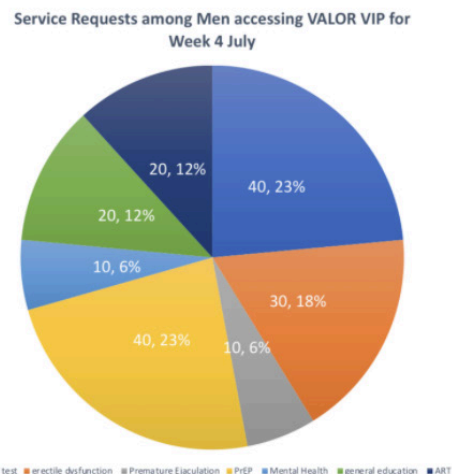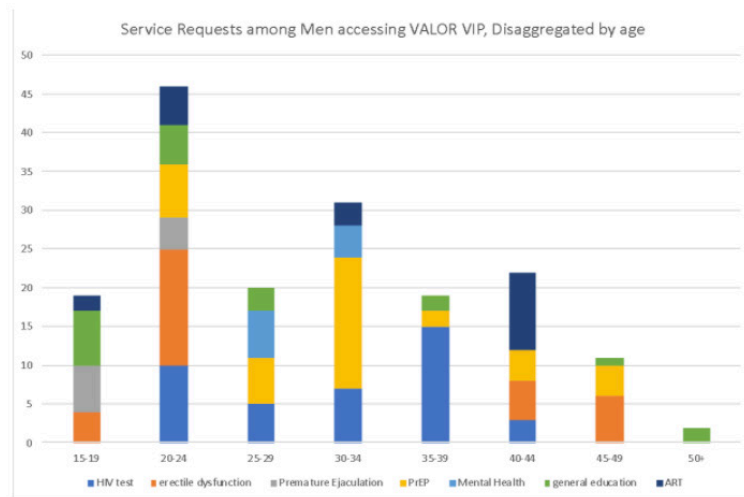
Full Cascade for VALOR VIP with service Disaggregation and direct contributions

Abbreviations

- **A/B:** Split Testing of Variant A vs. Variant B
- **ANC:** Antenatal Care
- **ART:** Antiretroviral Therapy
- **AVAC:** Global Advocacy for HIV Prevention
- **COVID:** Coronavirus Disease 2019
- **FB:** Facebook
- **FGD:** Focus Group Discussion
- **FMOH:** Federal Ministry of Health
- **HCD:** Human Centered Design
- **LGA:** Local Government Area
- **MMD:** Multi Month Dispensary
- **PEPFAR:** US President's Emergency Plan for AIDS Relief
- **PHIA:** Population Based Hiv Impact Assessment
- **PLHIV:** People Living with HIV
- **PMTCT:** Preventing Mother to Child Transmission
- **PSI:** Population Services International
- **RISE:** Reaching Impact, Saturation and Epidemic Control
- **SOP:** Standard Operating Procedures
- **TST_POS:** Number of individuals who received HIV testing services and received positive results
- **TX_CURR:** Number of adults and children currently receiving antiretroviral therapy
- **TX_NEW:** Number of adults and children newly enrolled on ART
- **U=U:** Undetectable = untransmissable
- **USAID:** US Agency for International Development
- **VALOR:** Virtually Accelerating Linkage Of Men To Reframed HIV Services