



**SOCIAL
INNOVATION
IN HEALTH
INITIATIVE**

SIHI COMMUNICATIONS REPORT TAKING STOCK 2014 – 2018

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EXECUTIVE SUMMARY

This Taking Stock Report provides a review of existing SIHI communications materials and support from October 2014 to June 2018. It is an internal document informed by a review of existing materials and a survey completed by each of the four SIHI Country-Hubs (Malawi, Uganda, Philippines, Latin America and the Caribbean). The report is to be viewed in conjunction with the global communications strategy document and SIHI Communications Materials & Outputs summary Excel sheet.

The communications function within the Social Innovation in Health Initiative (SIHI) has been instrumental in supporting the growth and work of the Initiative. As SIHI has evolved and expanded, the communications function has adapted accordingly to best support the Initiative in each stage. Hosted by three different institutions to date, the function has reached a stage where sustainable and effective processes are needed to ensure that the myriad needs to the global and country-level activities are met. Section 1 provides an overview of the Initiative, its evolution and corresponding stages of communication.

Although some aspects of the communications work have been resource-intensive, they have provided the foundation for many of the activities undertaken at the country- and global-level. Section 2 summarises all existing resources and explores the value of these high-cost items.

Section 3 explores the results of the survey completed by each SIHI country-hub team to review the communications materials and support, and to tailor this going forward. Specifically, it 1) assesses the usefulness of materials provided to them; 2) establishes the existing level of internal communications skills and capacity; and 3) identifies key support needs regarding communications.

Moving forward, it is important for the lessons learnt to date to be integrated into future communications efforts, especially regarding contextualising the materials and approach for each Country-Hub. Section 4 discusses the following key lessons:

- Materials need to be contextually appropriate and modified to fit the target audience
- Image selection and representation matters
- Templates, although efficient and valuable, have limited and specific applications
- With a growing network, clear structures and protocols are needed for the communications function
- In-country capacity building for communications is needed

1. REPORT OBJECTIVES

The purpose of this report is to:

- To document all the SIHI materials developed during the period of 2014 – 2018 (See the Appendix 1: Outputs Summary Workbook)
- Discuss selected high-value SIHI communications outputs
- Provide insight into the capacity needs for communication of the hubs (based on a survey conducted – see Appendix 2)
- Share learnings based on the country-survey and focus group discussions conducted – see Appendix 2 and Appendix 3

In conjunction with this report, a communication's strategy will be done, informed by interviews with key SIHI stakeholders (internal and external).

This taking stock report and the 2018 communication strategy will guide the direction of the SIHI Communications Portfolio.

2. EVOLUTION OF THE SIHI COMMUNICATION PORTFOLIO

Communication has played an important role in the development, growth and momentum achieved by the Social Innovation in Health Initiative (SIHI). Over the past 4-years, SIHI has been successful in establishing a strong brand identity that has attracted a diverse range of stakeholders and communicated the initiative's activities in creative ways.

In 2015, with the aid of Because Stories, a unique SIHI brand identity was developed. This unique 'brand' has played a role in positioning SIHI as a shared-initiative amongst several partners. This was able to provide assign a coherent and appealing identity across all SIHI activities and outputs done by different partners. Key considerations taken into account when developing the brand were:

- **Inclusivity** - breaking away from the hierarchical and exclusive nature of much of the traditional public health approach but provide a 'look and feel' that valued all actors equally.
- **Global** – an identity that was representative of the contexts in which SIHI operated (SIHI images taken across different countries and projects)
- **Innovative** – an Initiative that is as 'innovative' as the work it seeks to promote.

To date (2018), the SIHI Communication portfolio has played three important functions:

- To advocate for social innovation and research in social innovation in health
- To disseminate and share findings of social innovation cases and activities
- To create a broader movement (engaging more people from different backgrounds in social innovation).

Since initiation in 2014, SIHI has grown as an initiative and in terms of partners involved. Established in 2014 by four partners [the Special Programme for Research and Training in Tropical Diseases, World Health Organization (TDR, WHO); University of Cape Town’s Bertha Centre for Social Innovation and Entrepreneurship, University of Oxford’s Skoll Centre for Social Entrepreneurship and the London School of Hygiene & Tropical Medicine (LSHTM)], in 2018 it has grown to a total of 8 partners. In 2017, four new academic partners joined the initiative (University of Malawi School of Public Health; Makerere University School of Public Health and the University of the Philippines School of Medicine and CIDEIM in partnership with ICESI University). SIHI has also established collaborative linkages with the Pan American Health Organisation and the WHO Department for Service Delivery and Safety.

Over the past 4-years, the communication portfolio has taken an emergent role, adapting to the needs of the initiative and partners as the initiative has grown and developed. Three stages (Launch, Expand and Refine) are represented in the table below as well as the institution, focus and approach taken in each stage).

TABLE 1. EVOLUTION OF THE SIHI COMMUNICATIONS FUNCTION 2014 - 2018			
	LAUNCH	EXPAND	REFINE
Timeframe	Oct 2014 – Dec 2016	Jan – Dec 2017	Jan 2018 to present
Host Institution	Bertha Centre for Social Innovation and Entrepreneurship, University of Cape Town, South Africa	London School of Hygiene & Tropical Medicine, United Kingdom	SIHI-Philippines Hub, University of the Philippines
Focus	Launch Initiative	Expanding the Initiative and establishing Country-Hubs	Building sustainable systems and capacity for communications centrally and at the country level
Approach	All communications planned and implemented by the host institution with support from key service providers.	Developing standardised communication packages that allow partners to customise it according to their needs while maintaining the quality of the SIHI brand.	Capacity-building at the local and global levels and creating a set of materials tailored for each Hub.

<p>Achievements</p>	<ol style="list-style-type: none"> 1. 150 nominations elicited across 48 countries 2. Collateral for global convening on social innovation (Geneva & Annecy) 3. Website established 4. Brand identity developed 5. Brand guideline developed 6. 23 case studies layed out & presented online 7. 19 films produced 8. SIHI Overview Booklet produced 	<ol style="list-style-type: none"> 1. Tailored country materials developed to promote innovation calls 2. SIHI global partner brochure 3. Website updated 4. 8 new social innovation case films produced 5. Socialinnovationshare web platform developed 	<ol style="list-style-type: none"> 1. Developed contextually appropriate hub promotional materials 2. Case compendium produced 3. SIHI Global partner brochure updated 4. Communication collateral for SIHI Research Guidance Meeting 5. Hub communication capacity training
<p>Challenges</p>	<ol style="list-style-type: none"> 1. Implementing team too small to sustainably manage the scope and amount of work. 2. Approach to communications very ad hoc based on the arising needs of each activity. 	<ol style="list-style-type: none"> 1. Limited technical experience within Hubs to modify or update materials, which undermined the intended efficiency of this approach. 2. Each country's culture and context significantly affect how these materials are perceived. 	<ol style="list-style-type: none"> 1. New team members needing orientation and capacity strengthening. 2. Rapid growth of the initiative and hub-level activities putting pressure on the communications function (need for clearer processes for managing communications). 3. Lack of clear structures and team management
<p>Opportunities</p>	<p>Opportunity to prioritise and create a dedicated communications function within SIHI. Opportunity to continue building the film library based on its initiative success.</p>	<p>Opportunity to expand, relocate the hosting of, the communications function to a country-hub (PH) and to hire a dedicated communications specialist. Opportunity to development tailored, country-specific materials based on the experience of working in difference contexts.</p>	<p>Capacity building of in-country team members expands the scope of communications activities that can be undertaken. Opportunity for a review and global strategy process. Opportunity to implement clear structures for the communications function going forward.</p>
<p>Implementing team</p>	<p>Dr Lindi van Niekerk & Rachel Hounsell</p>	<p>Dr Lindi van Niekerk & Rachel Hounsell</p>	<p>Dr Lindi van Niekerk, Rachel Hounsell & Jean Barcena</p>

3. KEY CONSIDERATIONS FOR SIHI COMMUNICATIONS

3.1 UNDERSTANDING DIFFERING CONTEXTS

SIHI has established country hubs in six countries (Malawi, Uganda, Philippines, Colombia, South Africa and England) in addition to its global presence in Switzerland. Each country's culture and context significantly affect the way the Initiative's materials are perceived. As SIHI has expanded and is communicating to a wider range of audiences, ensuring that the materials are appropriately targeted (in terms of design, language used, method of communication etc) is vital. The findings from two communication focus group discussions held in Malawi and Uganda are included in Appendix 3. The focus group discussions looked at perceptions and understanding of social innovation as a concept; perceptions on the design and language of the communication materials used for the innovation call (specifically the print materials and videos); and explored the role of identity and culture in communications. These two findings influenced the way the communication function was developed, and materials created in the next phase.

3.2 DEVELOPING SUSTAINABLE STRUCTURES

As the Initiative has grown, there has been an increasing need to develop efficient and sustainable systems, with clear protocols for supporting the communications at the global and country-levels. The communications function is being supported through the training of and transition to a full-time communications coordinator, with involvement from a part-time communications assistant when necessary. There has also been a priority on the development of key communications materials for both the global/strategic level and country/hub level. It is important during this phase to look at ways to build the internal skills and knowledge of the Country-Hubs, and to focus on the contextual tailoring of the materials to each country's local realities.

As part of the 2018 communication strategy, a review will be conducted on the internal processes and a proposal presented for future optimal working processes.

3.3 CORE INTERNAL SKILLS

To execute the communications activities detailed above, a core set of skills is needed by the key (internal) communication managers and implementers. These skills include:

- **Website management & design direction:** planning & writing content, creating design briefs and setting vision for the website. Basic web-development skills for back-end management.
- **Adobe Creative Suite (especially inDesign):** being able to modify templates for quick design turn-arounds and create basic designs.
- **Design & production management:** creating briefs, managing the process from costing to completion, giving detailed direction and feedback to make sure the design best conveys the purpose of the content.
- **Social media:** campaign creation, platform management, community engagement, visual design

- **Stakeholder engagement:** managing contacts and ensuring effective engagement with key stakeholders directly and through initiative and country level emails.
- **Events management:** setting the vision and managing the creation of the visual materials that set the tone for events and enable effective participation.

3.4 EXTERNAL SERVICE PROVIDERS

To complete some of the SIHI communication outputs, advanced technical design, editing and programming skills were needed. A core group of service providers were selected based on their technical skills and understanding of the purpose/values of the Initiative.

- **Because Stories** (formerly Original Intent), based in Cape Town, provides design, website and strategy support services to SIHI. They have been integrally involved in the branding, website-building, production of key strategic materials and strategy development of the communications for SIHI. They continue to be the preferred design agency for SIHI-related materials.
- **Lindi van Niekerk & Butterfly Films** – In collaboration with Butterfly films, all SIHI films have been produced. In 2015, videography has been done by Rachel Hounsell and Lindi van Niekerk and in 2016-18 videography has been done by Lindi van Niekerk. Butterfly Films have been subcontracted to edit all social innovation case films, bringing an engaging story telling perspective to the work. Films have been used during SIHI Global Meetings, by Hubs and by Innovators.
- **Digital Colour** is a programming and online support company that specialise in building online systems for development initiatives. They provided technical support and programming skills for the construction and maintenance of SIHI Share (www.socialinnovationshare.org) and SIHI Connect (www.socialinnovationconnect.org). SIHI Share is used as the platform for submission of innovations during the identification calls. SIHI Connect is an archiving and community connect platform for the SIHI Country-Hubs.

4. HIGH-VALUE COMMUNICATION OUTPUTS

A summary table (Appendix 1) is attached to this report. It provides a systematic overview of all key materials produced from 2014 to mid-2018. The purpose, key uses, format (e.g. print or electronic), target audience, primary function and time of creation are included for each item. This table is a working document that will be updated as more items are released, serving as a real-time reference of the collection of print and electronic materials, publications, films, social media and web-based outputs from SIHI.

Although a large range of materials have been developed to advance the work of the Initiative and support the activities of the Country-Hubs, there are four categories of materials that account for most of the resources used. These are discussed below, focusing on the purpose, details of the output, and exploration of its value.

4.1 STRATEGIC PRINT MATERIALS

The purpose of these materials is to communicate the mission, approach, activities, and partners of the Initiative. The materials are for use at both a global level (e.g. TDR to engage with funders, to distribute at events and conferences) and at a country-hub level (e.g. for Hub teams to engage with stakeholders, potential funders, innovators and to showcase their work). They include a range of bright images that are representative of the Hubs and areas in which the Initiative currently operates and have summaries of the key activities and partners.

A. SIHI PARTNER BOOKLET

The first SIHI Summary Booklet was developed in 2015. Its purpose was to provide an overview of the first SIHI identification call conducted across the global south and showcase the 23 selected social innovations from the call. While well received and useful for distribution to key global stakeholders by TDR, and for use at SIHI events and meetings, this was an expensive booklet to print. Therefore, as the initiative expanded to include the four Country-Hubs, the second version was designed to be more cost-effective, allowing for wider distribution by the Country-Hubs to their stakeholders and innovators. This second version captured the key approach and activities of SIHI and had a short summary on each of the network partners. Its purpose was to show the global reach and core focus of the initiative and provide credibility to each partner. The first version of this booklet was created in early 2017, with an updated version released in May 2018. The booklets have been used at a global level by TDR for engaging funders and potential partners, at SIHI events and meetings, and at external events and conferences. At the country-level, Hubs use it for engaging stakeholders, distributing at events, and showcasing their work within the university.

“[The SIHI Booklet] facilitated stakeholders’ appreciation of the scope and expertise of the Malawi Hub through the network partners and potential collaborative efforts” (SIHI Malawi). “Portable and easy to distribute, they provide a very good summary [of SIHI] for the reader” (SIHI Uganda).

B. CASE COMPENDIUM

The SIHI Case Compendium is a summary of the 38 social innovations selected during the six SIHI identification calls undertaken from 2015 - 2018. Its purpose is to showcase the range of selected innovations across 17 countries, detail the identification process and give practical examples of social innovation. Developed in 2018, it has been made available to the country-hubs and TDR in both print and electronic format. It will also be available for download directly from the SIHI website.

The Case Compendium provides Hubs a tangible item to share with policy makers and other partners, showcasing the range of innovations in their country, as well as the diversity of solutions identified within the SIHI network. Feedback also suggests that the selected innovators are excited to use the compendium to display and show their work and gain credibility by being documented and recognised under the SIHI and WHO-TDR names.

4.2 EVENT MATERIALS

PURPOSE

The visual materials created for SIHI events help set the tone (“this is not your average public health gathering”), create an openness to doing things differently, and guide participants through the agenda for the meeting. The images and designs used also aim to convey a sense of inclusivity and representation. Targeted materials help engage participants prior to, during and after the meeting.

AUDIENCE

When planning SIHI events, we always try to bring a range of actors, from different countries, into the room. Therefore, the audience at SIHI events often include policy makers, innovators, community leaders, researchers, funders, international agencies and nongovernmental organizations. Creating material that engages different people from different backgrounds and creates alignment of purpose for the meeting is important.

EVENT RELATED MATERIALS

At each event, we aim to create materials for before, during and after the occasion.

- **Before:** the purpose of the pre-event materials is to set expectations and lay the foundations for the event itself so that participants arrive prepared and already engaged. Examples include: agenda (designed to look interesting/innovative), participant list (showing the diversity of who is in the room), and welcome note or film (explaining the objectives of, and what to expect at, the event).
- **During:** the purpose of creating engaging visual materials for during the event is to help set the tone and maintain a high-level of participation and energy at the event. Materials also help guide participants through the activities and allow each session to have maximum effect. Examples of materials include case posters and films (to showcase innovators’ work and bring the lived reality of communities and innovators into the room), workbooks or displays (to guide participants through activities), branded stationary (e.g. notebooks, conference bags), and SIHI materials (e.g. the SIHI overview booklet, case compendium, or Hub information flyers).
- **After:** The purpose of engagement after the event is to build community and communicate key outcomes. This is done through personal follow-up (emails and newsletters) as well as the release of a post-meeting report.

KEY EVENTS

SIHI events for which these materials were specially created are:

- SIHI Global Gathering 2015, Annecy & Geneva
- SIHI Funders Meeting 2016, Annecy
- SIHI Research Meeting 2018, Blantyre

4.3 SIHI FILM COLLECTION

Currently, the SIHI film collection consists of:

- 25 short films on the selected social innovations from the 6 SIHI identification calls
- 1 longer (12 min) capturing a montage of perspectives and experiences of the innovators selected during the 2015 SIHI Identification call
- 4 country-hub specific films
- 6 motion graphics, tailored to the local language, promoting the 6 SIHI identification calls
- 8 event specific films (including the 2015 Stakeholder Convening, the 2016 Funders Meeting, and the 2017 TDR Global Talks)
- 2 general films looking at what social innovation in health is, and what the initiative does

All films can be viewed on YouTube at: www.youtube.com/c/SocialInnovationinHealthInitiative. The channel has had 14,270 views since October 2015 when it was launched. The most-viewed film is the “What is Social Innovation in Health” motion graphic, with over 2000 views.

PURPOSE

We have found that telling stories in a visual medium is a powerful tool for engaging people at all levels of the health system as films are uniquely positioned to engage audiences in a way that written material cannot, especially in a research setting. The case films capture the local context in an authentic way, allowing the viewers to understand the essence of the innovation and the reality of the context in which it was developed. This sets the scene and enables audiences at events and workshops to relate to and explore the materials and activities more intentionally.

TARGET AUDIENCE

The films have primarily been used at, and resulting from, SIHI events. They are also featured on the case summaries pages on the SIHI website and are used by innovators and hubs to showcase their work.

- **SIHI Meeting participants:** We first used the film clips to show at the Stakeholder Global Gathering in Annecy and Geneva in December 2015. During this meeting, 10 projects were invited to come share their work and ahead of them addressing the audience, their respective film was shown. In a few short minutes, the audience was able to get a full understanding of what the project is about, the context in which it has been implemented and the personal journey of the people involved. We also produced a longer (12-minute film) called “Our Journey”, which was played at the opening of the meeting. In all subsequent meetings and events, films have been used throughout the agenda to set the tone, bring diverse voices into the room and showcase the value of social innovation.
- **Country-Hub stakeholders:** Each of the four SIHI Country-Hubs use the films extensively during their Hub activities and stakeholder engagement.

- **Community members:** Films and motion graphics have been used to promote each of the 6 identification calls. It provides an engaging medium for target communities to understand the purpose and practicalities of the call. Previous short innovation films also provide tangible examples from the specific country of what a social innovation is.
- **Innovators:** The selected innovations use the films to promote and showcase their work to a wider audience. This is outside the specific SIHI target audience, but ultimately helps to show the value of social innovation, promote the excellent work of the selected innovators, and is an advocacy tool that can be leveraged more broadly.

OUTCOMES & PERSPECTIVES

Films have since been used at every SIHI meeting and gathering, as a way of setting the tone, bringing the reality on the ground into the room and representing the work and voices of innovators and communities. It is interesting to observe the emotional reaction in the audience as the film succeeded in capturing their hearts and helping them let go of any preconceived ideas they had about social innovation.

For the people who were asked to be filmed in the various countries, it also provided affirmation. Some people were sceptical about research interviews but when we asked to film them, the reaction was resoundingly positive. Being filmed signalled that who they are and what they are doing is worthwhile. The feedback we received from the projects was that the film has become a strong communication tool for them to share with others about their work.

All Hubs listed the films as being highly valuable, receiving an average score of 4.5 out of 5 (see Table 2 in Section 3). Some of the feedback included:

- *“We found these films useful to engage with other stakeholders. They show visually the value of social innovation and the work we have done.”* (SIHI LAC)
- *“We have used [the case films] as we promoted the call for solutions. [They] helped with raising awareness of what SI is, what SI looks like in action and its process. [They] helped generate interest from the public and key stakeholders - videos produced timely feedback and responses to the Malawi Hub.”* (SIHI Malawi)
- *“[The Hub film] is critical as it explains what we are, with key stakeholders endorsing our vision and objectives. It will be a key tool as we move forward.”* (SIHI Malawi)
- *“[The case films have been] most useful to help people understand what social Innovation is at our workshops and meetings.”* (SIHI Uganda)
- *“[The films are a] valuable learning resource. [They have been] used for discussion in the introductory module on SIH, especially the ones uploaded on Facebook and YouTube, ...used for promotion and advocacy work, ...used quotes to promote social innovation in health/health research.”* (SIHI Philippines)

Going forward, it will be valuable to explore strategies to disseminate the films and identify other opportunities for their use (for example, the SIHI-Philippines Hub has integrated the films into the Social Innovation Introductory Module). It may also be valuable to create even shorter snippets of film for sharing on social media and linking to the YouTube channel. This has been raised in areas where internet connectivity is slow and expensive, and people are more likely to watch a full film if it is short.

4.4 WEBSITE

The SIHI website was initially created as a platform to share information about the first innovation call and for innovators to submit solutions online. Following the call, it became the primary platform to showcase summaries of the selected solutions, as well as house the newly created resources (such as the full case studies, the films, country profiles, newsletters and reports). Building upon the work done in 2016, the website remains an information resource for the initiative and has been tailored to reflect the current focus and activities of the initiative, including dedicated pages for each Hub. The website can be accessed at: www.socialinnovationinhealth.org

The four Country-Hubs rated the website as 4.25 out of 5 for usefulness. Specific comments include:

- *"[The website] offers visual examples of the work SIHI does and how we will be engaging identified innovators. [It] added credibility to the call, raising awareness of SIHI Malawi."* (SIHI Malawi)
- The website is a place for static information, while social media offers a platform for regular updates. However, it may be worth exploring the benefit of adding more regular news updates and activities. *"Our audience find it organised, and informative, well laid out but the hub page is rarely updated."* (SIHI Uganda)
- On the solution pages: *"It's good that there is a mix of case studies from various countries, so it shows that the network has grown and continues to grow."* (SIHI Uganda) and *"[The solution pages] will be used to update the examples of social innovation cases in the Social Innovation Introductory Module."* (SIHI Philippines)
- The website is a platform for showcasing the Hub's work and promoting their activities in conjunction with social media campaigns. It helps raise the profile and credibility of the Initiative and the Country-Hubs: *"[The website] can be used to show partners the kind of work being done... and was used in promoting the 2017 innovation call. [We] promoted [the website] on social media during the PCHRD Anniversary event."* (SIHI Philippines)

Figure 1 below shows the user statistics for the SIHI website for 2017. The peak in visits can be seen corresponding with the promotion of the four innovation calls from end of May – August. For the year, there were 49,655 unique visitors and 60,270 visits in total where visitors viewed 159,022

different pages. While some visits account for the web-design process, the majority are external. The new hosting went live in March 2017.

Figure 2 below shows the user statistics for the SIHI website for the first half of 2018. Visits have been largely consistent across the year, with a total of 18,123 unique visitors and 22,611 visits in total.

Figure 1. User Visit Statistics SIHI for SIHI Website March – December 2017

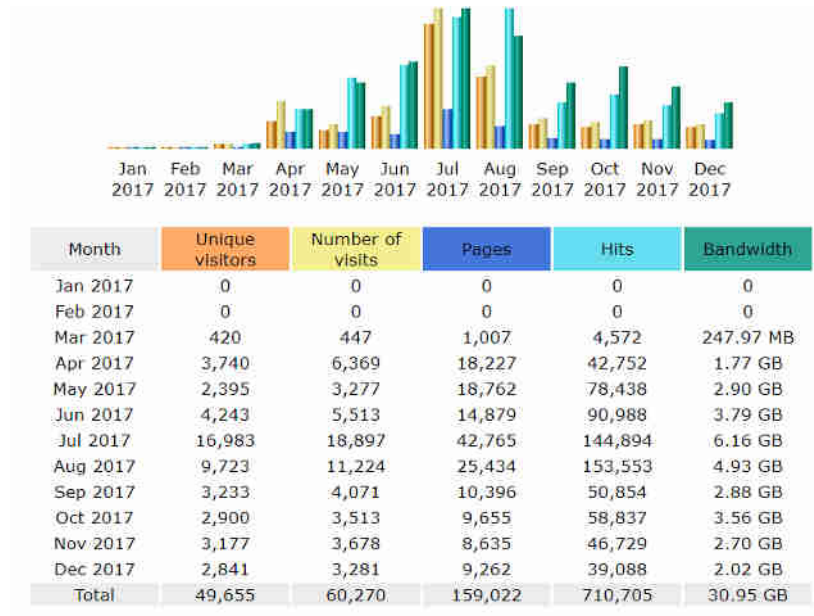
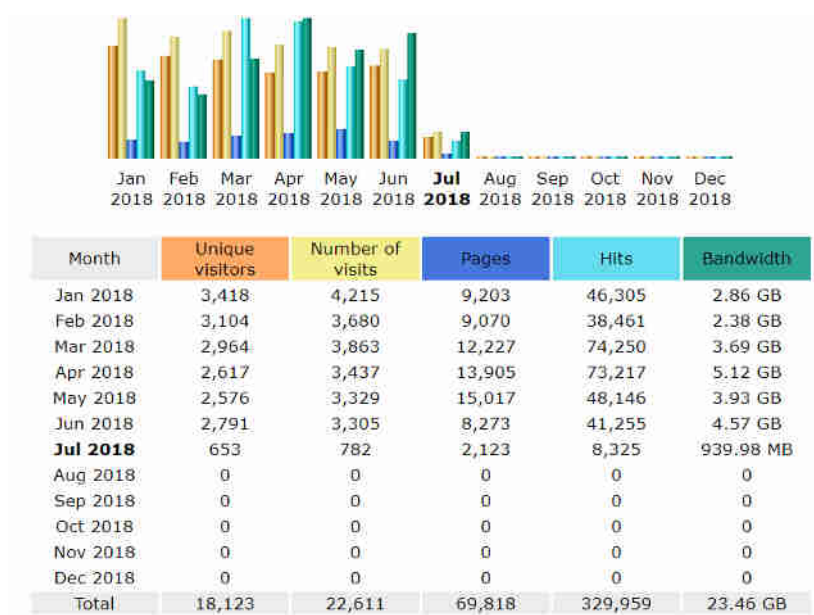


Figure 2. User Visit Statistics SIHI for SIHI Website January – June 2018



5. RESULTS OF COUNTRY-HUB SURVEY

A survey was completed by each SIHI country-hub team to review the communications materials and support, and to tailor this going forward. Specifically, we hoped to 1) assess the usefulness of materials provided to them; 2) establish the existing level of internal communications skills and capacity; and 3) identify key support needs regarding communications. The survey can be found in Appendix 2, and the results are summarized below.

5.1 COUNTRY HUB COMMUNICATION MATERIALS

Table 2 below looks at key materials created for the Hubs and shows the reported usefulness by each Country-Hub. Specifically, the table summarises the answers to the following question:

How valuable is this item to the Hub (how useful has it been & how useful will it be going forward)? 1 = never used / won't use; 2 = not that useful; 3 = somewhat useful / nice to have; 4 = very useful; 5 = is/will be fundamental to our work

Table 2 shows that materials that help showcase the purpose and activities of the Hub are reported as most useful. These include the summary Powerpoint presentations, Hub 1-page flyer, hub film, Case Compendium and case films summary and newsletters. Comments included:

- Regarding the Hub flyer and ppt presentation: *“Stakeholders (Parastatal institutions, NGOs, NGOs, academics, innovators and government) appreciated it as they were able to understand what we do in a brief but detailed way. It facilitated better understanding of how we want to situate ourselves.” (SIHI Malawi)*
- Regarding the newsletters: *“It adds to our credibility and leverage on what and how we work.” (SIHI Malawi)* and *“It helps provide uniform information about social innovation across the hubs.” (SIHI Uganda)*

The website and social media platforms were also highly ranked as being effective at promoting and displaying the work of the hubs, illustrating the global/connected nature of the Hubs and initiative as a whole, and bringing credibility to the work. Social media has been successfully used (mainly within the last 9 months) to build a local community around the Hubs and share regular updates.

- Regarding social media: *“This has been very helpful in raising awareness about who we are, our activities and visibility. During the solution call when we followed up our emails with phone calls a number of stakeholders would recall seeing a Facebook advert and become more open to speak with us.” (SIHI Malawi)* and *“It increases awareness and creates a constant reminder about SIHI.” (SIHI Uganda)*

The activity materials were especially useful for all Hubs in promoting and disseminating the innovation identification call and providing formal recognition for the selected innovations.

*The items in Table 2 have been listed in descending order from most valued (determined by the average reported score from the 4 Hubs).

TABLE 2. REVIEW OF SIHI MATERIALS BY COUNTRY-HUBS					
	MALAWI	UGANDA	PHILIPPINES	LATIN AMERICA & CARIBBEAN	AVERAGE
SIHI & Hub summary ppt presentation	5	4	5	5	4.75
Hub 1-page info flyer	5	4	5	4	4.5
Hub films	5	NA	4	NA	4.5
SIHI Case Compendium	5	5	4	4	4.5
Case films	5	4	4	5	4.5
Newsletters (SIHI & TDR)	4	4	5	5	4.5
Activity materials (e.g. nomination call flyers, motion graphics etc)	4	4	5	5	4.5
Image library	4	4	5	NA	4.35
Website (general, hub page, resources)	4	4	4	5	4.25
Website-based case profiles	4	4	4	5	4.25
Social media (Facebook)	5	4	5	3	4.25
Case posters/1-page summaries	5	4	4	3	4
SIHI Booklet (small square)	4	4	3	4	3.75
Business cards	3	4	5	3	3.75
Event material (invitations, agendas, banners etc)	3	3	5	NA	3.65

COMMUNICATION CHANNELS

Each Country-Hub is situated within a unique context. This has an impact on the usefulness of different channels of communication for different stakeholder groups. In the Philippines and LAC Hubs, online communication (e.g. email and social media with web-based links to further information) was most useful. However, in Malawi where data connectivity is limited and unpredictable, a more diverse range of channels, such as television, radio and print. Uganda's channels are chosen depending on the specific target audience (Email is useful for academics, innovators, students and NGOs; in-person events and phone calls are useful for Ministry officials and government representatives; social media attracts all categories of people including the district health officials and students). All Country-Hubs reported the value of in-person events, especially as a starting point for engagement. In-person events also allowed the teams to clarify any

misconceptions and build understanding around social innovation as a concept and the work of the Hub. Often, a combination of channels was used to best effect.

5.2 CAPACITY-BUILDING CONSIDERATIONS

Table 3 indicates the self-reported level of experience that the communications officer (whoever within the Hub team will be primarily responsible for carrying out internal communications tasks) has with a selection of practical communications-related software and programmes. It shows the range of capacity across the Hubs and highlights the need either for hub-based skills development, a centralised communications support (or a combination of the two).

TABLE 3. CURRENT COMMUNICATIONS SKILLS WITHIN COUNTRY-HUBS					
	MALAWI	UGANDA	PHILIPPINES	LATIN AMERICA & CARIBBEAN	AVERAGE
Please indicate what experience the Hub's communications officer has with each of the following (1 = never used to 5 = completely confident)					
Canva or other basic template creation software	3	2	4	1	2.5
Adobe Creative Suite (e.g. InDesign, PhotoShop, Illustrator)	1	1	4	1	1.75
Photo editing	2	1	4	1	2
MailChimp	5	2	3	4	3.5
Wordpress-based web editing	5	1	5	1	3
Social media campaigns (including FB scheduler, Buffer, Hootsuite etc)	5	2	5	4	4

Table 4 indicates the which types of support have been most useful to the hubs so far, and what the reported support priorities would be for each hub going forward. Table 2 and 3 show that there is significant divergence in the level of internal capacity between the hubs. However, in general, the Hubs are most equipped to handle social media, hub-level newsletters, and minor template modifications. The creation of complex designs from scratch, even with basic software, would currently be difficult for them to do without substantial support. However, this is something that could be focused on during a training session so that the skills within each Hub are expanded. Table 3 also demonstrates that the support that has been provided to the Hubs so far has been highly valued. This makes a case for ongoing central communications support, even if the level and nature of this support changes over time as the Hubs become more skilled in carrying out basic and intermediate communications activities independently.

TABLE 4. FEEDBACK ON COMMUNICATIONS SUPPORT FOR COUNTRY-HUBS					
	MALAWI	UGANDA	PHILIPPINES	LATIN AMERICA & CARIBBEAN	AVERAGE
What types of communications support have been most useful to the Hub? (scale of 1 =not useful to 5 = very useful)					
Availability of ad hoc advice	5	5	5	5	5
Creation/provision of materials	5	5	4	5	4.75
Input on materials created by hub	3	5	5	5	4.5
Social media planning & support	3	5	5	4	4.25
Communications planning	3	5	3	4	3.75
How useful are/would be the following items? (scale of 1 =not useful to 5 = very useful)					
Final products fit for purpose/ready to use	5	5	4	4	4.5
Templates for hub to modify	5	5	5	5	5
Guiding / how-to document	3	5	5	5	4.5
Hub-specific calls and support	3	5	5	4	4.25
General training (e.g. group call on a topic)	3	5	5	4	4.25
Which of the following topics would you (the person in charge of comms) value a training session on? (1 = no thank you, to 5 = definitely!)					
Planning and implementing social media content and campaigns	2	3	5	4	3.5
Creating visual content (tips, available software, check-lists for social media use)	5	5	5	4	4.75
Understanding communication channels (what's available; how, when and why to use each)	2	5	5	4	4
Creating a communications strategy	3	5	4	4	4

6. LEARNINGS FROM COUNTRY-SURVEY & FGD'S

MATERIALS NEED TO BE CONTEXTUALLY APPROPRIATE

Each country has its own culture, context and ways of interpreting visual materials. It is therefore crucial that materials are contextually appropriate, respective and effective. The first step in this is understanding the specific target audiences and how they may perceive visual materials. This includes using local languages, considering whether there are any connotations around the use and understanding of colour (for example, do any of the major political parties have a strong affiliation with a particular colour), design preferences (e.g. might a very “slick”/modern font feel exclusionary to certain groups) and representative imagery (discussed below). It is also important to consider the channels of communication that different groups have access to (e.g. is there limited data connectivity, does the country have a low or high use of social media and in which demographics, is radio or newspaper a more accessible way to receive information than email?).

IMAGE SELECTION MATTERS

Images play a vital role in communicating key messages. If images are not appropriately chosen, the target audience may misinterpret the message or feel excluded from the activity. For example, when promoting the innovation identification calls at a country-level, a potential innovator may see an image of a mother and child and think that only maternal health submissions are being sought, thereby opting out of the submission process even if they have a high-quality innovation. As images are the first thing that the eye is drawn to, it is pivotal that they are aligned to the meaning of the text. It is valuable to test materials with small focus groups to get a range of feedback and modify accordingly.

It is also important that images are representative of the country or focus of the activity or initiative. At a country-hub level, this means making sure that the images used are of people from the country, and not just generic regional images. At an Initiative-level, this means ensuring that there is diversity (age, gender, ethnicity) in the images used.

TEMPLATES HAVE SPECIFIC, BUT LIMITED, APPLICATION

Templates are valuable for increasing efficiency. They reduce the duplication of efforts while allowing for minor modifications to take place across different contexts (such as changing the language and images used). However, there are limitations in this as an approach for enabling in-country modification if there are insufficient skills in the team to do so (for example, if a template is created in one of the Adobe Creative Suite programmes, not all Hubs have access to the programme or the skills to use them). Templates would then need to be created *and* modified centrally, which limits the capacity-building opportunity and decreases efficiency, or hub teams need to be upskilled, which may be a substantial investment. There is therefore a trade-off between efficiency, capacity-

building and contextual tailoring when using templates. Templates may still be the best approach in certain situations but need to be used with this in mind.

WITH A GROWING NETWORK, CLEAR STRUCTURES & PROTOCOLS ARE NEEDED

As SIHI has expanded to include new hubs and increasing activities, there is a need for clear roles and operating procedures. With different needs, activities, contexts, timelines and capacity in each Country-Hub and at the global level, this structure is necessary to create sustainability and allow timeous creation of effective communications materials at a country and global level. Elements of a clear structure include quarterly plans, sufficient notice given by hubs so that the lead-time to create materials is accounted for, good file management, a clear understanding of who is responsible for different items, and protocols for initiating and budgeting activities.

IN-COUNTRY CAPACITY BUILDING IS NEEDED

As shown in section 3, there is a need for increased capacity building within the Hubs. While some communication activities should stay centralised, creating a baseline level of skills within each Hub would increase efficiency and allow for more rapid production of day to day materials and stakeholder engagement. It will also ensure increased sustainability of the Initiative.

CONCLUSION

The communications function within the Social Innovation in Health Initiative has been instrumental in supporting the growth and work of the Initiative. Although some aspects have been resource-intensive, they have provided the foundation for many of the activities undertaken at the country- and global-level. Moving forward, it is important for the lessons learnt to date to be integrated into future communications efforts, especially regarding contextualising the materials and approach for each Country-Hub.

This report has highlighted the value of, and need to, implement sound operating procedures and develop internal capacity within the Country-Hubs, as well as continue to invest in a central communications function for the Initiative. A global strategy process will identify the priorities for the short to medium term and provide direction as to how to maximise the value of the communications work.

APPENDIX 1. SIHI COMMUNICATIONS MATERIALS OVERVIEW

The appendix is attached in Excel format to this Report.

APPENDIX 2. SIHI COMMUNICATIONS SURVEY – COUNTRY HUBS

Purpose is to identify:

- how materials have been used to date
- which items have been, or will be, most useful
- what communications capacity already exists within each Hub
- what training and support would be necessary/beneficial going forward
- what other materials hubs have identified for the future (the “wish-list”)

Method of survey: please complete the word document below, giving numeric answers where appropriate and completing with additional written response as required. The more detail you provide, the better we can support you!

Respondents: 1 consolidated response per country-hub (Malawi, Philippines, Uganda, LAC). Please get input from ALL Hub team members when completing this survey.

SURVEY

Country Hub Name:

COMMUNICATIONS MATERIALS REVIEW

ITEM	How valuable is this item to the Hub (how useful has it been & how useful will it be going forward)? 1 = never used / won't use 2 = not that useful 3 = somewhat useful / nice to have 4 = very useful 5 = is/will be fundamental to our work	Can you give some examples of how/when this has been used, and any feedback you have had when using it?
Website (general, Hub page, resources)		
Website-based case profiles		
SIHI Booklet (small square)		
SIHI Case Compendium		
Case posters/1-page summaries		
Case films		
Hub films		
Hub 1-page info flyer		
Social media (Facebook)		
SIHI & Hub summary ppt presentation		
Event material (invitations, agendas, banners etc)		

Activity materials (e.g. nomination call flyers, motion graphics etc)		
Image library		
Business cards		
Newsletters (SIHI & TDR)		

GENERAL COMMUNICATIONS FEEDBACK

Are there any other materials you would benefit from in the coming year (consider this your Hub's "wish-list")? Please be as detailed or specific as possible (e.g. what is the material, who is it for, what is its purpose). These could be web-based, print, electronic...

What channels have you found most useful for communicating in your country (online, email, radio, print, in-person events, etc)? You can answer this for different stakeholder groups if relevant (e.g. innovators, students, academics, local and national government representatives, other NGOs, community)

Any other comments/feedback?

COMMUNICATIONS SUPPORT REVIEW

Who is (or will be) responsible for your Hub's communication efforts (referred to below as your Hub's communications officer)?

On average, how much time per week will this person be able to dedicate to your Hub's communications and stakeholder engagement work (social media, events materials, newsletters, updates, photos etc)?

What type of experience with communications work has this person had in the past (give examples, including items they have done for the Hub to date)?

Please indicate what experience the Hub's communications officer has with each of the following (1 = never used to 5 = completely confident)	Canva or other basic template creation software	Adobe Creative Suite (list which programmes if applicable)	Photo editing (indicate which editing programmes)	Mailchimp	Wordpress-based web edits	Social media campaigns (including FB scheduler, Buffer, Hootsuite etc)

The following table tries to understand what capacity already exists within each hub, and what additional support would be needed for specific items to be taken on by the communications officer within each Hub.

ITEM	How confident is the Hub's communications officer to work with this item (e.g. does he/she feel confident to create from scratch, to modify a template, to do it with minimal or extensive support etc)? <i>The more detail the better!</i>	What type or support and/or training would be beneficial to assist this?
Website updates on the country-Hub page		
Case posters (create new ones as additional cases are identified)		
Photo library (take and edit high quality images)		
Newspaper or radio (external media engagement)		
Hub 1-page info flyer (create or modify new versions as the Hub evolves)		
Social media (plan and execute Facebook page)		
Hub summary ppt presentation (update and design)		
Event material (invitations, agendas, banners etc)		
Activity materials (e.g. nomination call flyers, motion graphics etc)		

Newsletters (country-specific)		
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The following table tries to ascertain which types of communication support have and will be useful, and which training areas are considered priorities by each Hub.

What types of communications support have been most useful to the Hub (scale of 1 =not useful to 5 = very useful)?	Availability of ad hoc advice	Creation/provision of materials	Input on materials you have created	Social media planning & support	Communications Planning
Comments?					
How useful are/would be the following items (scale of 1 =not useful to 5 = very useful)?	Final products, fit for purpose/ready to use	Templates for the Hub to modify	Guiding / how-to documents	Hub-specific calls & support	General training (e.g. group call on a topic)
Comments?					
Which of the following topics would you (the person in charge of comms) value a training session on? (1 = no thank you, to 5 = definitely!)	Planning and implementing social media content and campaigns	Creating visual content (tips, available software, check-lists for social media use)	Understanding communication channels (what's available; how, when and why to use each)	Creating a communications strategy	Other suggestions?

Comments	
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APPENDIX 3. COMMUNICATIONS FOCUS GROUP DISCUSSIONS

MALAWI COMMUNICATION FOCUS GROUP NOTES

SIHI Malawi Communication Focus Group Session
Report: 31 October 2017

Purpose: To review the communications materials used to promote the call, identify key barriers to uptake and discuss strategies to make it more appropriate.

Participants: 6 members (*not known to SIHI*) – public health researcher, data consultant, entomology student, administrative assistant, accountant, nurse.

Hosted by: Lindi van Niekerk & Wala Kamchedzera

SUMMARY: KEY FINDINGS

- Innovation was well perceived by the group and they could identify with it. Speaking about 'solutions' are preferred but it should be qualified with what kind of solutions.
- A big interest is to also share ideas, and not only implemented solutions.
- Materials are too lengthy and with too much jargon. Content should be minimal, clear and easy to read.
- Chichewa is preferred to English
- Photos can give the wrong impression if not representative of the content.
- Images of Malawians/ Malawi are important and representing the values of the nation.
- Real people are preferred. Cartoons were almost seen as 'insulting' to adults.
- The benefits of the call are not clearly communicated. An incentive to participate will be public recognition.
- The mechanisms to share a solutions are exclusionary. It does not account for contextual challenges around electricity and internet connectivity / cost. Emails only reach a certain target population. Emails may not be trusted as a credible source if the sender is not known.
- More relational and social strategies to communicate are required in line with the culture – meetings in the villages, hosting discussions, tapping into informal networks, toll-free phone line to share solutions.
- Communication should occur in line with traditional and community structures: village leaders, churches, or community health workers.
- Materials must be concrete – giving real examples of innovation in Malawi is helpful to increase understanding on a. what innovation is; b. what could be shared; c. stimulating new ideas.

DISCUSSION NOTES

1. Perceptions around innovation

Innovation is....

'new ideas'

'changing to something new'

'remodelling – like when you make an old house better. Sometimes you have to destroy it to build it better" (*such a good way of explaining it!*)

'changing your line of thinking'

'mobile phones are an innovation. Before we only had landlines, now we don't need them'

'dreaming'

'thinking outside the box, beyond the scope'

'changing the way of doing things'

'bringing new concepts'

'a new idea, a new approach, different from the way we have done it before'

Are solutions a better word for innovation?

'not all solutions are innovative'

'a solution that is more advanced'

'a solution that solves a problem differently'

'solution is a better word than innovation. Innovation is too technical'

Who are innovators?

'everyone can be an innovator'

'if you challenge yourself to solve problems better than before'

2. How do you hear about something new happening?

- Television
- Radio: NBC
- Facebook
- In the communities – mainly via the churches or from the chiefs, especially as not everyone has radio or internet. (*This is true as I noted while travelling there are areas where there is no radio signal*)
- Health Surveillance Assistants (ie. community health workers)
- WhatsApp groups
- Email – people don't seem to read emails from sources they don't know 'fake news you know' / 'I only read my work emails, not anything else'

3. Review of innovation call leaflet.

Leaflet used for the call:



- Prefer Chichewa version – although mentioned there are several spelling mistakes
- 'The picture gives the impression you are only looking at things for children'
- The heading font is good
- 'The text just looks too much' / 'I won't read all this if I get an email'
- Very lengthy and too many medical words
- 'Explanation is not clear as to what you guys want'

Leaflet redesign for focus group session:



- Unanimously preferred this leaflet – ‘its simple and easy to read’ ‘ I can see what you guys want’
- Heading
 - *Searching for Healthcare Solutions in Malawi* – ‘this sounds like it is for everyone’
 - ‘I prefer the heading font used on the other leaflet’
- Photo
 - ‘This photo looks like it’s for more than just children. It is more appropriate’
 - the picture should be bigger
 - Nice to see photos
 - ‘it looks like it is solutions that are relevant to communities’
- First paragraph
 - ‘this sounds like you are concerned about health in Malawi and it is inspiring’
 - ‘it is easy to read. Not too much text’
- Second paragraph
 - ‘Good to have it big and in a different font’
 - ‘It stands out if it is in a different colour’
 - ‘What if we have ideas and not done anything yet?’
- Opportunities
 - ‘It would be nice to get a reward’ eg. money, or publicity. ‘I will do it if I can be interviewed on tv’
 - ‘I would like to have support to do my idea better’
- Get involved:
 - ‘all the ways you guys want us to share is dependent on internet and electricity’ (a good observation as there are frequent power outages and internet connectivity is limited)
 - ‘people in the villages will not use their airtime to fill in this form’
 - ‘why not make a toll-free hotline or free sms so people can call in and tell you’

4. Review of nomination call video



- ‘Cartoons are for kids. I won’t think this for me when it’s on tv’
- ‘It is hard to read the text while watching the pictures. Text moves to fast and is too much’

- 'I can't quite tell what this is about from the pictures'
- 'The pictures and words don't match'
- 'It would be better to have someone speaking'

Alternate video tested: SIHI Film – Learner Treatment Kit



- 'This is inspiring'
- 'Now I understand what you guys are looking for. I could also have ideas like that'
- 'This solution is very relevant to communities'
- 'This is nice, I didn't even know this project is happening. We should try it in other places'
- 'Good to see Malawians'
- 'This video puts innovation into context'

5. Other ideas for strategies to better reach people

- 'You need a local presence if you want to be known to the communities'
- 'A programme on the radio'
- 'Bring people into the communities to help host community meetings and explain what you are looking for'
- 'You could meet with the village leaders and they can then tell people. Let them distribute the leaflets'

6. Being proudly Malawian means to me...

- 'warm heart' ' we are entertaining' ' we are helpful even to strangers'
- 'good health and being happy'
- 'peaceful. There is no violence'
- 'friendly and polite'
- 'diversity of culture – we are open to it and value our diversity'
- 'we know to persevere. Malawians have a very high threshold for pain'
- 'we support our communities'

UGANDA COMMUNICATION FOCUS GROUP DISCUSSION NOTES

SIHI Uganda Communication Focus Group Session Report: 17 November 2017

Purpose: To review the communications materials used to promote the call, identify key barriers to uptake and discuss strategies to make it more appropriate.

Participants: 15 members (*not known to SIHI*) – medical and public health students, local health care worker, district health officer, public health researcher.

Hosted by: Rachel Chater and Maxencia Nabiryo

SUMMARY: KEY FINDINGS

- Innovation was well perceived by the group and they could identify with it. Almost everyone in the group identified themselves as an
- Speaking about 'solutions' was preferred but it should be qualified with what kind of solutions as not all solutions are innovative.
- Language must be clear and simple (i.e. not everyone will understand the word "maternal") and materials should not have too much text.
- English is widely understood but would be beneficial to translate into the major regional languages in Uganda, especially when targeting rural populations.
- Communication channels should be appropriate for the target population (i.e. some channels could be exclusionary if it relies on electricity and internet connectivity, which many people do not have access to. Emails only reach a certain target population. Emails may not be trusted as a credible source if the sender is not known.)
- Established authority structures are trusted and important vehicles for spreading word about something: village leaders, churches, or community health workers. Even in the city or targeting students where many have access to internet-based forms of communication, there was a strong emphasis on peer-to-peer sharing or hearing about things from a trusted authority such as a lecturer, student representative council, or official university mailing list.
- Photos must be carefully selected to be representative of the content and context, otherwise they can give the wrong impression
- The opportunities from participation should be more clearly conveyed.
- More relational and social strategies to communicate are required in line with the culture – meetings in the villages, hosting discussions, tapping into informal networks, toll-free phone line to share solutions.
- Ugandans like to be heard and to feel like their opinions and experiences have been taken into account (even such as via focus group discussions like this)

DISCUSSION NOTES

Perceptions around innovation

The term "innovation" was generally described as new, modified or creative ideas. Participants identified with the term and almost everyone in the group considered themselves an innovator, or could identify examples of innovations.

Some of the shared innovation examples included:

- A participant was involved in developing an innovation with an objective to close the gap between mothers and their babies in the postpartum period in order to reduce postpartum and newborn deaths. They designed an affordable community health insurance package that enables mothers to access reliable information on MCH
- Voucher system in Karamoja where mothers can easily access transport to the health facilities,
- Someone shared about the 'satoplat' which is fixed on the squat hole of the pit latrine to prevent flies, instead of using the traditional tight squat hole cover

Better words/phrases suggested instead of innovation (to be better understood by a wider audience):

- "Have you solved problems yourself?"
- "...an idea" (innovation doesn't have to be implemented, what about good creative ideas?)
- "What have you done to solve a problem?"

How to hear about innovations:

- Advertising in local languages in the trading centers
- Through community resource persons, e.g. vendors, local chiefs
- Passing on messages to individuals, who could be given incentives to pass on the information to others (word of mouth and peer-to-peer sharing was strongly emphasised)
- The target population matters, so communication avenue should be chosen depending on the category of people (i.e. students like to hear about things from peers, student representatives,

social media, university mailing lists and lecturers, but people in rural villages would hear about things from their chief, on posters in clinics etc, not via social media or email).

Preferred ways of receiving information:

- Friends-connections
- Social media
- Through trusted leadership/authority
- Newsletters
- Trusted kinds of Newspaper
- Official email channels or from someone/an organisation they know

Leaflet preferences (two examples of leaflets were shown and comments gathered about which elements of each were preferred)

- The one with less text was most preferred-said to be straight forward and suggested to be the most appropriate for the community
- Using bullet points was suggested to be away of summarizing the text on poster
- Having a call title specifying that the call is targeting Uganda/Ugandans was said to create more ownership and interest
- Expressing the problem creates a sense of ownership and commitment to the problem
- Highlighting the opportunities/benefits was noted to be an appealing thing
- Pictures used should as much as possible reflect something about the call/ speak for the call, if say its maternal and child health, having a mother and baby on the poster would be a good thing
- Simple language should be used, less scientific terms should be used (even a term such as maternal may not be understood by all)
- Use bright colors; green, red, they attract attention: Yellow should be avoided in the case of Uganda as it has political connotations
- It's good to test the Leaflet with the community leaders, getting their opinions about how the community would perceive it
- The leaflets should be made in a less formal way/less scientific

Video preferences (the nomination call motion graphic as well as one of the innovation films were shown to stimulate discussion around preferences)



- The Animation video had too much text, less words recommended
- Shorter animation video suggested
- All but one participant liked the use of animation
- Suggestion of having a narrator rather than text to read

Culture (reflections on what it means to be Ugandan)

- Proud to be Ugandans because of the loving people, who like interacting with others and are hospitable
- Tribe/language valued
- Tribal Kings respected
- Ugandan Physical Nature makes some proud e.g. Source of River Nile
- Ugandans like to be listened to /respected, and feel ownership of the things they participate in
- Proud about the diversity (many tribes/languages)