

Supplementary material 1: Phase One Discussion Guide

The review workshops, in-depth interviews, and focus groups were structured around the framework below. The framework sets out a number of areas ideally addressed during the design, development, and implementation of any demand-generation intervention and are the key areas of best practice against which the interventions were measured.

Overview of intervention
<ul style="list-style-type: none"> • <i>Who are the implementing partners?</i> • <i>What are the aims and objectives/expected impact and outcomes?</i> • <i>Does it fit with the country context, including country-level communication strategy?</i> • <i>What is the strategy and the approaches used?</i> • <i>What is the scale and scope of the intervention – budget, geographical coverage, and duration?</i> • <i>What does any existing market research say about this intervention?</i>
Audience
<ul style="list-style-type: none"> • <i>Are the audiences clearly defined and segmented? If so, how?</i> • <i>Was formative research conducted during the design phase to define audiences and to understand knowledge, attitudes, self-efficacy, intentions, beliefs, norms and environmental constraints around VMMC; their preferred communication channels; the information, themes and arguments most likely to resonate?</i> • <i>How have key insights about the audience fed into the project design and creative outputs?</i> • <i>Are there opportunities for audiences to feedback about the activities on an ongoing basis?</i> • <i>Were outputs pre-tested with target populations and changes made on the basis of this?</i>
Approach and theory of change
<ul style="list-style-type: none"> • <i>Is this intervention rooted in health communication theory around what changes behaviour and influences norms? What theory (or theories), if any, have been used?</i> • <i>Does the intervention have a specific theory of change underpinning its activities? What is it? Does tie in with the objectives? How is it realised through the activities and outputs?</i> • <i>What is the approach that's been taken? For example, to inform, educate, cajole, entertain, scare?</i> • <i>What platforms, genres and activities have been selected and why?</i> • <i>What is the research methodology underpinning the intervention?</i>
Objectives and outcomes
<ul style="list-style-type: none"> • <i>What are the objectives and expected outcomes of the activities? Are they clearly articulated and realistic?</i> • <i>To what extent are the activities on track to achieve the objectives and outcomes?</i> • <i>How is the implementer measuring achievement of objectives and outcomes? Is there a baseline against which progress towards objectives and outcomes can be measured?</i>
Impact
<ul style="list-style-type: none"> • <i>What impact have the activities had, whether intended or unintended?</i>
Content
<ul style="list-style-type: none"> • <i>How are objectives translated into content? For example, is there a communication/ creative</i>

<p><i>brief?</i></p> <ul style="list-style-type: none"> • <i>What is the explicit and implicit information, content, themes and calls to action?</i> • <i>What type of language is being used? Is it being understood by target audiences as intended?</i> • <i>Is content impacting on knowledge, attitudes, intended or actual practices and norms around the acceptability of VMMC?</i> • <i>If there is a specific call to action for a member of the audience, is that clearly articulated through the outputs?</i>
<p>Formats</p> <ul style="list-style-type: none"> • <i>What are the creative elements and activities which make up the intervention and what is the rationale behind their design?</i> • <i>How do they relate to one another?</i> • <i>Are they (separately and together) appropriate given the target audience, theory of change and desired outcomes?</i> • <i>What is the technical and creative quality of the outputs?</i> • <i>To what extent are target populations recognising or recalling the outputs?</i>
<p>Platforms and channels</p> <ul style="list-style-type: none"> • <i>How are audiences being reached?</i> • <i>Are they appropriate given the target audience, theory of change and desired outcomes?</i>
<p>Dissemination/Reach</p> <ul style="list-style-type: none"> • <i>What are the targets and schedule for coverage (geography, reach, levels of exposure) for the interventions?</i> • <i>Is there a media plan to support this?</i> • <i>To what extent have targets, schedules etc been met?</i> • <i>What gaps exist, intentional or otherwise? Does this impact on the effectiveness of the activities?</i>

Supplementary Material 2: Phase Two Discussion Guide

The configuration of questions asked will depend on two things: the type of intervention being explored and the team member's assessment of the gaps in each existing description. Each description will begin with a broad overview of the demand creation strategy and description of how the different elements link together, with subsequent sections drilling down into the detail of each aspect of implementation or implementation type.

Team members should be free to follow interesting lines of enquiry as they arise but will be given a set of question areas to cover.

The question areas below are categorized as either generic—applicable to all interventions—or belonging to a specific implementation type.

Generic

- What is working well, and what indications do you have that these strategies/activities are working?
 - May want some probes for this question, such as:
 - Do you collect any routine data from clients that help you assess what demand creation activities might be working?
 - Are there other routes by which you have feedback from clients or potential clients that demand creation is working?
 - What advice do you have for other implementers who want to learn from the successful work you're doing?
- Can you share any of the tools or approaches for demand creation you've described to me (added some examples to help probe)?
 - Strategic communication plans
 - Counseling guides
 - Volunteer training guides
 - Barrier/behavioral assessments
 - Audience segmentation analysis
 - Behavioral/psychological/social theory applications
 - Adaptations of other existing behaviour change or educational materials
 - Data collection sheets (intake/clinic forms, surveys, monitoring forms)
- Is there specific funding in your budget for demand creation activities? Can you calculate or estimate the cost of each demand creation activity you are doing?
 - What is this cost? What goods and services does this amount entail (e.g., personnel time, petrol, materials, radio broadcast time, etc.)
- Implementation modality: how is this intervention managed? Who is carrying out the demand generation activity? (Your organisation, partners, volunteers etc?)

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- If there are partners involved, can you describe or help me draw a diagram of these partners helping with demand creation at each level (e.g., national, district, community), and describe the roles/activities of each partner?
 - How were the demand creation activity implementers (at each level) trained? (e.g., by whom, how long, with what materials/curricula?)
 - If your program relies on volunteers or community members for demand creation (especially social mobilization activities), how do you maintain their morale and motivation? Do you or any other organization provide any incentives or remuneration for their performance?
 - How do you measure/assess implementers' performance?
 - How are demand creation implementers on the ground being supervised?
 - By whom?
 - How frequently?
 - What feedback mechanisms exist to help supervision improve performance or make course corrections if needed?
 - How similar or different are your demand creation activities than those of other implementing partners that you know of?
- If demand creation activities are pre-existing from other programs into which VMMC has been inserted/piggybacked (e.g., SRH or HIV programs, workplace HIV/AIDS programs, community health education programs), how have these programs been modified to include VMMC?
 - Probe for partner dynamics and lessons learned in working with pre-existing programs to create demand for VMMC.
 - Timeline strategy – how do you manage, or plan to manage, demand creation over time?
 - Are there some activities you only engage in at certain times (e.g., to advertise/launch a mobile campaign)? What are these activities?
 - Some that you use continuously (e.g., billboards, posters, radio spots)? What are these activities?
 - Some that you will use if/when demand wanes? What are these activities?
 - What are your target audiences and how are you reaching those people?
 - Are you able to segment your target market, and if not, why?
 - What is the total target number for circumcision this year? How and by whom was this number determined? How do you determine how many in your target area are eligible for VMMC?
 - Do women as a target audience figure into your approaches? If so, how do you engage them, and with what messages or activities?
 - What isn't working so well, and why do you think these things are not working? How are you and your team addressing any challenges you may be encountering?
 - E.g., limited staff or staff lacking appropriate training, supplies, service delivery issues, other limited resources, management/supervision/coordination, demand not increasing after demand creation activities, cultural/social norms resistant to change, etc.

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- Describe any scale-up plans of your program activities, including service delivery.
 - If/when you scale up, can you anticipate how your demand creation activities will change?
 - What kinds of resources/inputs will be needed to achieve this scale-up?
 - What is the timeline for this scale-up?

Communications Materials:

- If there are national-level communication campaign materials that you use in your demand creation activities, can you comment about how you use those materials?
 - What types of materials do you use?
 - What quantities of materials do you go through?
 - Who distributes the materials, and how does that work?
 - Are there any issues with availability of materials (stock-outs, etc)?
 - Do you personally think that the materials are effective?
 - Are there any things you would change or adapt about the materials?
- If you or a local partner create your own communication campaign materials, can you comment about how those materials were designed and tested?
 - What types of materials do you use?
 - What quantities of materials do you go through?
 - How do you produce and distribute these materials?
 - Do you personally think that the materials are effective?
 - Do you plan any alterations to the materials in the future? Or any new types of materials?

Social Mobilization (includes community mobilization and advocacy)

- What is the overarching social mobilization strategy?
 - Is your social mobilization ongoing or tied to specific dates and events (eg MC Month)?
 - What is the call to action for social mobilizers?
 - Which key stakeholders are you co-opting into your social mobilization strategy and why?
 - How do you engage each group of stakeholders?
 - Are there different approaches for each?
 - What key messages are you asking them to represent?
 - What is their incentive to support your campaign?
 - How do you coordinate and manage your stakeholders?
 - Are you working with partner organisations?
 - What is their role?
- How is the social mobilization strategy working in practice?
 - What is working well?
 - What is working less well, and why?
 - How much progress have you made against your plan?

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- What have you learnt that would be of use to other implementers?
- What would you like to do more of?
- Who would you like to engage that you haven't engaged yet?
- Are any of your key stakeholders resistant? Why do you think that is?
- Has this activity generated any unforeseen consequences, positive or negative?

Mass Media:

- What is the overarching mass media strategy?
 - What are the objectives of your mass media strategy?
 - Who are your target audiences?
 - What do you know about them?
 - Have you conducted any formative research?
 - What messages are you aiming to reach them with and why?
 - What is the creative execution of those messages?
 - What are the elements of your campaign, how do they interlink, what is reach and exposure?
 - How do you monitor exposure and impact?
 - Which outputs are working well?
 - How do you know?
 - What do you have planned for the future?
 - Why?
 - Are there any links with activities on the ground or is this a broad campaign to address norms around VMC?
- How is the mass media strategy working in practice?
 - What is working well?
 - What is working less well, and why?
 - How much progress have you made against your plan?
 - What have you learnt that would be of use to other implementers?
 - What would you like to do more of?
 - What are your next steps?

Interpersonal Communications:

- What is the overarching IPC strategy?
 - What are the objectives of your IPC strategy?
 - What is the geographical reach and depth?
 - Who are your target audiences?
 - What do you know about them?
 - Have you conducted any formative research?
 - What messages are you aiming to reach them with and why?
 - Who is delivering those messages?
 - What is their approach?
 - How are they trained and supported?

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- Are you conducting other activities besides IPC?
- If IPC sits within a broader campaign, what is the interrelationship between IPC and other elements?
- How do you monitor impact?

- How is the IPC strategy working in practice?
 - What is working well?
 - What is working less well, and why?
 - How much progress have you made against your plan?
 - What have you learnt that would be of use to other implementers?
 - Are you getting feedback from clients and potential clients through the IPC, either about their feelings about VMC more generally or the IPC process?
 - How are you using that feedback?
 - What are your next steps?

Technology

- How are you using technology as part of your intervention?
 - Describe the technology you are using.
 - How does it work (its role within DC as opposed to how does the technology work)
 - Is this standalone or does it link into a wider strategy/intervention?
 - How does it link?
 - Who is your target audience?
 - How are you promoting this service, if at all?
 - Are you working with partners? (mobile phone operators, etc)
 - What numbers of people do you hope to reach?
 - How does it tie in with your VMMC targets?
 - What is the uptake?
 - Is that greater or less than planned?
 - What is the geographical scope?
 - Who is managing the technology?
 - What is the cost?
 - Is the technology delivering any content? (eg scripts for hotlines, reminders, tailored or generic information about VMC procedure etc)
 - Who develops that content?
 - What have you learnt that would be of use to other implementers?
 - Have there been unintended consequences, positive or negative?
 - Are you getting feedback from clients and potential clients?
 - How are you using that feedback?
 - What are your next steps?

Team members will be expected to record their own analysis on the information given. For example: Are the scale up plans ambitious given the budget? Are there weaknesses in the management

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arrangements which might affect the delivery of activities? Are your local sources offering a different view of the success or otherwise of specific activities?

In addition to the written descriptions produced, team members will gather/produce the following:

- Campaign material gathered.
- Tools and templates for use by other implementers (e.g. transformative tools for couple communication and counseling)
- A short report on key themes, debates and pressing questions in each country so that these can be reported back to BMGF and used to trigger discussion on the web platform and elsewhere.