



**AB INBEV  
FOUNDATION**

# **AB InBev Foundation**

## **Accomplishments & Lessons Learned**

**2017-2020**

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Cover photo source: 2019 Global Smart Drinking  
Goals All Hands Meeting

Report Delivered September 29, 2020



# ABOUT AB INBEV FOUNDATION

The harmful use of alcohol has negative effects on both individuals and communities around the world. Yet, existing programs and policies designed to address this problem have been under resourced and limited in scope, reach, implementation diversity, and level of collaboration. The result is an implementation gap in many high-, middle-, and low-income countries. Existing programs and policies also have limited opportunities to report on why some interventions work, and why some do not.

Anheuser-Busch InBev is the world's largest brewer and, through its Global Smart Drinking Goals and the AB InBev Foundation, it contributes to the effort to close this implementation gap and reduce the harmful use of alcohol globally. With a global presence, AB InBev has committed to shifting social norms, consumer behaviors, and its own business practices to make a tangible contribution to this pursuit.

# ABOUT AB INBEV FOUNDATION

The AB InBev Foundation was created in 2017 with an initial pledge of \$150 million USD over 10 years to bring scientific rigor to the work of the goals, with a primary focus on the City Pilots program. The Foundation worked specifically to:

- **ACCELERATE THE REDUCTION OF HARMFUL ALCOHOL USE GLOBALLY.** The Foundation worked toward its mission by supporting the identification, implementation, and evaluation of programs and policies designed to reduce the harmful use of alcohol. The Foundation's efforts were guided by its core values of transparency, rigor, local leadership, and collaboration.
- **DEVELOP A PROVEN MODEL OF COLLABORATION.** Considering the current climate of alcohol harm reduction efforts, the Foundation believes that testing and ultimately sharing a proven model of collaboration is one of the largest contributions towards meaningful public health benefits that it can make.

The following pages reflect on the formation of the Foundation, its accomplishments to date, and key lessons gleaned through its efforts thus far. Looking beyond 2020, the Foundation will expand its mission, and this report aims to memorialize the first three years of its existence while imparting key considerations for its future.

# FOUNDATION HISTORY

- December 2015** AB InBev launched the four Global Smart Drinking Goals (GSDGs), including one that focuses on reducing the harmful use of alcohol by at least 10% in six cities by the end of 2020 and implementing best practices by 2025.
- December 2015**  
**2016 – Early 2017** The first city pilot, called Ciudad Modelo, launched in Zacatecas, Mexico.
- An independent assessment was conducted to ascertain whether a Foundation structure could help advance achievement of the GSDGs. While the assessment was underway, AB InBev began establishing Steering Committees to lead the City Pilots in six cities around the world.
- June 2016** The Technical Advisory Group (TAG) was established to provide independent scientific expertise and guidance to enable the successful achievement of the GSDGs.
- September 2016** The AB InBev Foundation (ABIF) was incorporated as a private foundation in the state of Delaware.
- September 2016** The Leuven, Belgium City Pilot launched. The City Pilot is locally known as "Lazarus."
- December 2016**
- February 2017** The Columbus City Pilot to Reduce Harmful Drinking was launched in Columbus, Ohio, U.S.A.
- AB InBev pledged \$150 million USD to the AB InBev Foundation over 10 years to bring scientific rigor to the GSDGs by focusing on the measurement, evaluation, and potential impact of the work to achieve

## The Global Smart Drinking Goals

### Changing Behaviors Through Social Norms



#### Multi-Year Pilots

Reduce the harmful use of alcohol by at least 10% in six cities by the end of 2020.

Implement the best practices globally by the end of 2025.



#### Social Norms

Influence social norms and individual behaviors to reduce harmful alcohol use by investing at least 1 billion USD across our markets in dedicated social marketing campaigns and related programs by the end of 2025.

### Empowering Consumers Through Choice



#### Product Portfolio

Ensure No- or Lower-Alcohol beer products represent at least 20% of AB InBev's global beer volume by the end of 2025.



#### Alcohol Health Literacy

Place a Guidance Label on all of our beer products in all of our markets by the end of 2020.

Increase alcohol health literacy by the end of 2025.

# FOUNDATION HISTORY

- February 2017** The Jiangshan, China and Brasilia, Brazil City Pilots launched. The City Pilot in Brazil is locally known as “Brasilia Vida Segura”.
- 2017** Initial interventions to contribute to the 10% goal were launched under the leadership of AB InBev, including a screening and brief intervention mobile van in China, a mystery shopper program in Mexico, a safe rides program in Columbus, and a road safety program in Brazil.
- March 2017** Scott Ratzan was named President and Allison Goldberg was named Vice President of the Foundation.
- May 2017** It was decided that the ABIF Board will consist of up to nine members, up to six Independent Directors, and either one or two (depending on the number of Independent Directors) AB InBev Directors appointed by the AB InBev CEO, with the ABIF President serving ex officio on the ABIF Board. This structure of five Independent Directors, two AB InBev Directors, and the ABIF President serving ex officio was implemented just before the inaugural in-person meeting of the ABIF Board on May 16, 2017.
- The TAG began to provide expertise and guidance on the City Pilot program to the Foundation.

# FOUNDATION HISTORY

- January 2018** AB InBev and ABIF agreed that the Foundation will focus its efforts not only on supporting the measurement and evaluation of the impact of the GSDGs, but also manage the execution of the goal of reducing the harmful use of alcohol by 10% in six City Pilots. The Board also approved a phased implementation approach to accommodate City Pilots facing local challenges or those that anticipated needing more time (through 2023) to meet the 10% goal.
- July 2018** AB InBev continued to lead the execution of the GSDGs focused on social marketing and guidance labeling as well as the development of no- and low-alcohol beer (NABLAB) products.
- May 2018 – August 2019** ABIF's by-laws are revised to implement the current governance structure of the Foundation of up to eight ABIF Board members, up to five Independent Directors, and up to three AB InBev Directors appointed by the CEO of AB InBev. The revisions eliminated the President position and created an Executive Director role, filled by Allison Goldberg.
- The AB InBev Foundation hired four additional global staff and four local staff members to oversee programs and operations, communications, the measurement and evaluation portfolio, and manage local programs in the City Pilots.

# FOUNDATION HISTORY

- |                               |   |
|-------------------------------|---|
| April 2019                    | The Johannesburg City Pilot, in Alexandra township, launched. The City Pilot is locally known as “I Love Alex”.   |
| March 2020                    | The Foundation’s strategy was revised to accommodate the impact of COVID-19 on City Pilot communities and its program and research portfolio.   |
| July 2020                     | The Board of Directors approved a transition plan for the Foundation. This plan included a revised mission for the Foundation, continued commitment to strengthen achievement of the GSDGs, while at the same time actively working to advance a broader set of the United Nations Sustainable Development Goals (SDGs), including those related to clean water and social development. |
| October 2020<br>(anticipated) | The Foundation’s Board of Directors amends the By-Laws and Certificate of Incorporation to reflect an expanded mission and new governance structure. A Board of Advisors composed of external experts with knowledge about the UN SDGs will be created.   |

# FOUNDATION MISSION, VISION AND VALUES

## MISSION

The Foundation's original mission was to accelerate the reduction of the harmful use of alcohol globally. That mission was fulfilled by supporting collaborations between academia, governments, the private sector, and civil society to identify, implement, and evaluate the effectiveness of programs and policies designed to reduce the harmful use of alcohol.

## VISION

The Foundation's original vision was to test and ultimately share a proven model of collaboration.

## VALUES

Across all of its work, the Foundation was guided by its core values of transparency, collaboration, local leadership, and rigor.



Transparency



Collaboration



Local leadership



Rigor



## LETTER FROM THE CHAIR OF THE AB INBEV FOUNDATION BOARD OF DIRECTORS

The AB InBev Foundation was established with a unique mission — to document interventions and policies that work to reduce the harmful use of alcohol, with the goal of scaling up those identified as most effective on a global level. AB InBev, the largest beer company in the world, committed to funding this independent organization to support evidence-based programs and measure and evaluate their impact. These efforts aligned with the global target of reducing harmful alcohol consumption by 10% set by the World Health Organization and in the United Nations' Sustainable Development Goals. It was envisioned that the Foundation could assist AB InBev in directly addressing the issues concerning its customers and the communities in which they live.

The Foundation Board of Directors was chosen to reflect the public health and public policy aims of the Foundation, which aligned with the areas where AB InBev wished to make an impact. Initially this focused on supporting the measurement and evaluation of programming related to the company's Global Smart Drinking Goals. It then expanded in 2018 to include supporting the implementation of the six City Pilots.

I believe that, since 2017, the Board — committed to effective public health programming, research, and policymaking — was able to support the Foundation in making a positive impact on the communities where programming was implemented, as well as on AB InBev itself as the company worked to make a difference in society. For example, in Zacatecas, Mexico the Foundation was able to support the documentation of evidence through an external evaluation of the impact of changing off-premise closing hours. This led to a decision by the local City Pilot Steering Committee to advocate for a policy change that was ultimately enacted by the Ministry of Health of the State. Corporate decisions to commit to a global blood alcohol concentration policy, implement evidence-informed product labeling, and provide data to determine the effects of no-and-low-alcohol beer (NABLAB) on alcohol consumption come to mind as examples of the impact the Foundation's Board had on the company.

The overall goal of our effort was to find out what worked and what didn't to reduce harmful alcohol use. As the Foundation transitions to new leadership, my hope is that AB InBev will take this concept to the next level as envisioned; that it will prioritize the lessons presented in this report and scale up evidence-based best practices as a leader in the global beverage industry.

A handwritten signature in black ink that reads "Jimmy Kolker".

**Jimmy Kolker, MPA, DrHL [Hon]**  
ABIF Chair of the Board of Directors

*Retired US Ambassador, former Assistant Secretary for Global Affairs of U.S. Department of Health and Human Services*



## LETTER FROM THE EXECUTIVE DIRECTOR OF THE AB INBEV FOUNDATION

The chance to lead the first global Foundation of the world's largest beer company with the ambition to achieve a measurable difference in reducing harmful alcohol use was a rare opportunity. Through it, I saw great value in investing in evidence-based programs deployed by community-driven public private partnerships across the globe.

To date, the Foundation has helped convene diverse stakeholders including members of communities around the world, AB InBev, researchers, local academics, and government. This partnership-based model has carried through in how the Foundation was staffed and governed — we embodied an approach that valued diversity in background and perspective, and as a result, we made great strides in generating models of collaboration that could be successful in reducing harmful alcohol use and have a sustained impact.

The work of the Foundation has been guided by its values of transparency, local leadership, collaboration, and scientific rigor. We have been transparent about how we work and the systems we use. We have empowered local communities and supported them the way they needed it, when they needed it, including at the early stages of the COVID-19 crisis. We have supported the documentation of the learnings from our work through external evaluation. As you will see in the report that follows, we have made meaningful progress, none of which has been easy.

As the Foundation expands its mission and modifies its structure of governance going forward, the potential for AB InBev to play a central role in reducing harmful alcohol use, and to sustain and scale its actions, remains. I hope that the Foundation continues to invest in programs with evidence of effectiveness and that it also continues to evaluate the impact of its progress towards achieving meaningful social impact around the globe.

A handwritten signature in black ink that reads "Allison Goldberg". The signature is fluid and cursive, with a long horizontal line extending from the end.

**Allison Goldberg, PhD**  
Executive Director, ABIF

*Previously Vice President of Strategy and Programs at the AB InBev Foundation*

# GOVERNANCE AND OPERATIONAL MODEL



# GOVERNANCE

In order to achieve its mission, the Foundation was constructed as an independent 501(c)(3) nonprofit organization.

# AB INBEV FOUNDATION BOARD OF DIRECTORS

The Foundation's Board of Directors was responsible for overseeing the Foundation's pursuit of reducing the harmful use of alcohol across the globe. The Board was chaired by Former Ambassador Jimmy Kolker and included a total of eight members — five independent directors (a majority) including the Chair and Treasurer, and three directors appointed by the CEO of AB InBev. The members of the Board brought diverse perspectives and experiences across multisectoral partnerships, diplomacy, public health, nonprofit management, and policy to the Foundation.

## **JIMMY KOLKER, Chair** *(joined May 15, 2017)*

Retired US Ambassador; Former Assistant Secretary for Global Affairs of US Department of Health and Human Services

## **ROBERT C. ORR** *(joined May 15, 2017)*

Dean, University of Maryland School of Public Policy;  
Under Secretary-General and Special Advisor to UN Secretary General

## **KENNETH "KEN" MORITSUGU, Treasurer** *(joined May 15, 2017)*

Retired Rear Admiral, United States Public Health Service; Former Acting and Deputy US Surgeon General

## **ANDRÉS PEÑATE** *(joined May 15, 2017)*

Global Vice President of Regulatory and Public Affairs, AB InBev

## **JOHN BLOOD** *(joined July 1, 2019)*

Chief Legal and Corporate Affairs Officer and Corporate Secretary, AB InBev

## **SCOTT RATZAN** *(served ex officio from May 15, 2017 until June 30, 2017 and as an ABI Director since July 1, 2018)*

AB InBev Foundation Board Director; Senior Strategic Advisor to AB InBev;  
Former President, AB InBev Foundation

## **JO IVEY BOUFFORD** *(joined May 15, 2017)*

Clinical Professor Global Health, NYU School of Global Public Health

Previous Board Directors include **Sabine Chalmers** (Chief Legal Officer; served May 15, 2017-April 24, 2018), **David Kamenetzky** (Chief Strategy and External Affairs Officer; served April 20, 2018 -June 7, 2019), and **Derek Yach** (Chief Health Officer, Vitality Institute; served May 15, 2017-June 8, 2017).

## **TEMBELA KULU** *(joined October 1, 2018)*

Chief of Projects for the Thabo Mbeki Foundation; Former Group Executive Manager of the Passenger Rail Agency of South Africa

# OPERATIONAL MODEL

- Network of Collaborators
- Activities



# NETWORK OF COLLABORATORS

The Foundation coordinated a network of global and local collaborators driven to reduce the harmful use of alcohol globally. The Foundation's initial operational model was anchored in evidence-based programming, external evaluation, and collaboration among a diverse group of stakeholders, including:

## AB InBev Foundation Staff

The Foundation was led by a team of professionals with expertise spanning medicine, international development, public health, organizational strategy, marketing and communications, program management, and more.

*Read more about the Foundation Staff on pages 78-82.*

## AB InBev

AB InBev was, and is, the sole funder of the AB InBev Foundation.

*Read more about AB InBev's Commitment on pages 4-5.*

## AB InBev Foundation Board of Directors

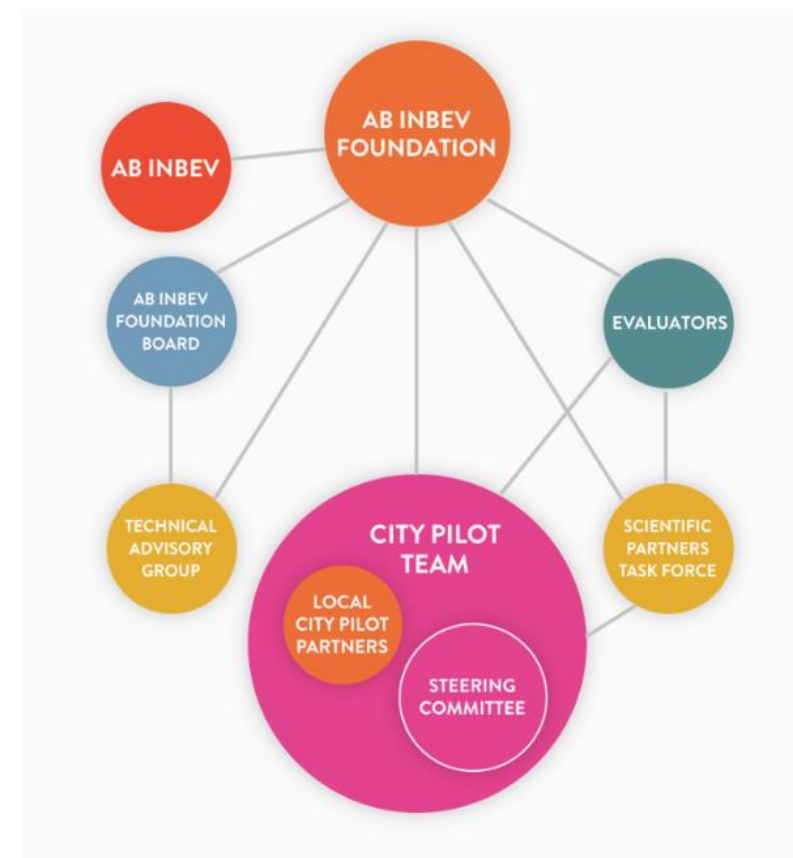
The Board of Directors was responsible for overseeing the Foundation's pursuit of reducing the harmful use of alcohol across the globe.

*Read more about the Foundation Board on pages 73-77.*

## Technical Advisory Group (TAG)

The TAG offered the Foundation and City Pilots technical and scientific guidance from global experts in its work to reduce the harmful use of alcohol.

*Read more about the Technical Advisory Group on pages 83-85.*



# NETWORK OF COLLABORATORS

The Foundation coordinated a network of global and local collaborators driven to reduce the harmful use of alcohol globally. The Foundation's initial operational model was anchored in evidence-based programming, external evaluation, and collaboration among a diverse group of stakeholders, including:

## City Pilot Team (Steering Committee and Partners)

City Pilot Teams were charged with working to select, adapt, and implement interventions through partnerships with key local stakeholders in the City Pilots.

*Read more about the City Pilot Teams on pages 40-60.*

## Scientific Partners Task Force (SPTF)

The SPTF was created to advance program implementation and evaluation, and to foster cohesion, coordination, and collaboration as well as the sharing of information, learnings, and best practices among its members. SPTF members were hired as consultants on relevant subject matters.

*Read more about the Scientific Partners Task Force on pages 86-88.*

## Evaluators

The Foundation contracted with HBSA, a supporting organization of the Pacific Institute for Research and Evaluation (PIRE), to be the primary process and outcome evaluator of the City Pilot program's efforts to reduce the harmful use of alcohol.

*Read more about HBSA and their evaluation strategy on page 34.*



# ACTIVITIES

In order to determine the main areas of focus, the Foundation worked to conceptualize a strategy with City Pilots and convene local and global experts to identify the evidence for effective action through the operational model described above. From there, the main activities of the AB InBev Foundation included:



*Advising:* The Foundation convened two groups of external advisors to bring expert perspectives to its programs: the Technical Advisory Group (TAG) and the Scientific Partners Task Force (SPTF). Each group had its own set of objectives that, together, aimed to ensure that the Foundation and the work it supported were conducted objectively, transparently, and effectively as well as held to the highest and most rigorous scientific and ethical standards.

The **Technical Advisory Group (TAG)**, chaired by Dr. Westley Clark, MD, JD, MPH, CAS, FASAM, was composed of experts in alcohol science, health communication, measurement and evaluation, and related areas. The TAG was recruited to provide the Foundation and City Pilots technical and scientific guidance in its work to reduce the harmful use of alcohol. See *TAG member bios on pages 83-85*.

TAG members were compensated by the Foundation for their time, expertise, and expenses. The TAG Chair also had a standing invitation to Foundation Board of Directors meetings to present a scientific perspective on the progress of the Foundation's work as well as the state of the science in the external environment.

TAG members:

- Drafted requests for initial proposals (RFPs) for select programs and research projects
- Reviewed the work of academic and scientific partners who provided technical assistance to the City Pilot teams
- Reviewed the work of researchers conducting the measurement of City Pilot programs
- Reviewed proposal submissions from local Steering Committees to the AB InBev Foundation Community Fund
- Advised on issues of scientific ethics, confidentiality, data security, and publication

## ACTIVITIES

In order to determine the main areas of focus, the Foundation worked to conceptualize a strategy with City Pilots and convene local and global experts to identify the evidence for effective action through the operational model described above. From there, the main activities of the AB In Bev Foundation included:



*Advising:* The **Scientific Partners Task Force (SPTF)** was comprised of academic and research consultants who were contracted by the Foundation to help meet the objective of reducing the harmful use of alcohol in the six City Pilots around the world. The SPTF was created to advance program implementation and science and to foster cohesion, coordination, and collaboration as well as the sharing of information, learnings, and best practices among its members. *See SPTF member bios on pages 86-88.*

The SPTF:

- Supported local City Pilot Steering Committees by delivering technical assistance to City Pilot teams in the form of tool kits, guidance documents, workshops, and direct consultation; this work was designed to inform intervention adaptation, implementation, and evaluation
- Advanced knowledge dissemination by sharing information, learnings, and best practices among themselves and collaborating on scientific publication

Thematic, self-administering working groups were also set up among SPTF members in order to dive deeper into specific topics of interests and areas of technical advising. These working groups strengthened the technical assistance provided to City Pilots and provided an opportunity for members to document, and publish, their joint learnings from the program. The working groups covered the following content areas: screening and brief intervention, responsible beverage service, violence prevention, underage drinking, road safety, and City Pilot evaluations.

## ACTIVITIES

In order to determine the main areas of focus, the Foundation worked to conceptualize a strategy with City Pilots and convene local and global experts to identify the evidence for effective action through the operational model described above. From there, the main activities of the AB InBev Foundation included:



*Funding:* The Foundation funded pilot programs in six cities with the intention to reduce the harmful use of alcohol by at least 10% by the end of 2020 and the goal of implementing best practices globally by the end of 2025. Each City Pilot planned and began to implement evidence-based programs, including responsible beverage service (RBS), road safety (including well-publicized sobriety checkpoints), and screening and brief intervention in health facilities and through tele-medicine. Each City Pilot was governed by a Steering Committee whose members included representatives from local or regional government, the public health sector or health services organizations, law enforcement, academia, and a representative from the local AB InBev company.

*Read more about each City Pilot on pages 40-60.*

The Foundation also contracted with HBSA, a supporting organization of the Pacific Institute for Research and Evaluation (PIRE), to be the primary process and outcome evaluator of the six-city pilot program to reduce the harmful use of alcohol.

To contribute to increasing alcohol health literacy, the Foundation also funded researchers at Tufts University School of Medicine to develop Global Alcohol Guidance Labels. These labels can be used by brewers to provide consumers with clear, actionable information about their products — a critical component of alcohol health literacy.

## ACTIVITIES

In order to determine the main areas of focus, the Foundation worked to conceptualize a strategy with City Pilots and convene local and global experts to identify the evidence for effective action through the operational model described above. From there, the main activities of the AB InBev Foundation included:



*Sharing:* The Foundation committed to sharing learnings along the way in the interest of scientific contribution. It facilitated the transparency of research and data sets by encouraging publication in peer reviewed literature — regardless of outcome — and funding the creation of a data warehouse. Much of the work of the individuals and organizations supported by the Foundation was published in various international academic journals and presented at professional venues across the globe.

*See a list of publications and presentation venues, with more underway, in the Appendix on pages 89-95.*

# *CITY PILOTS INITIATIVE*

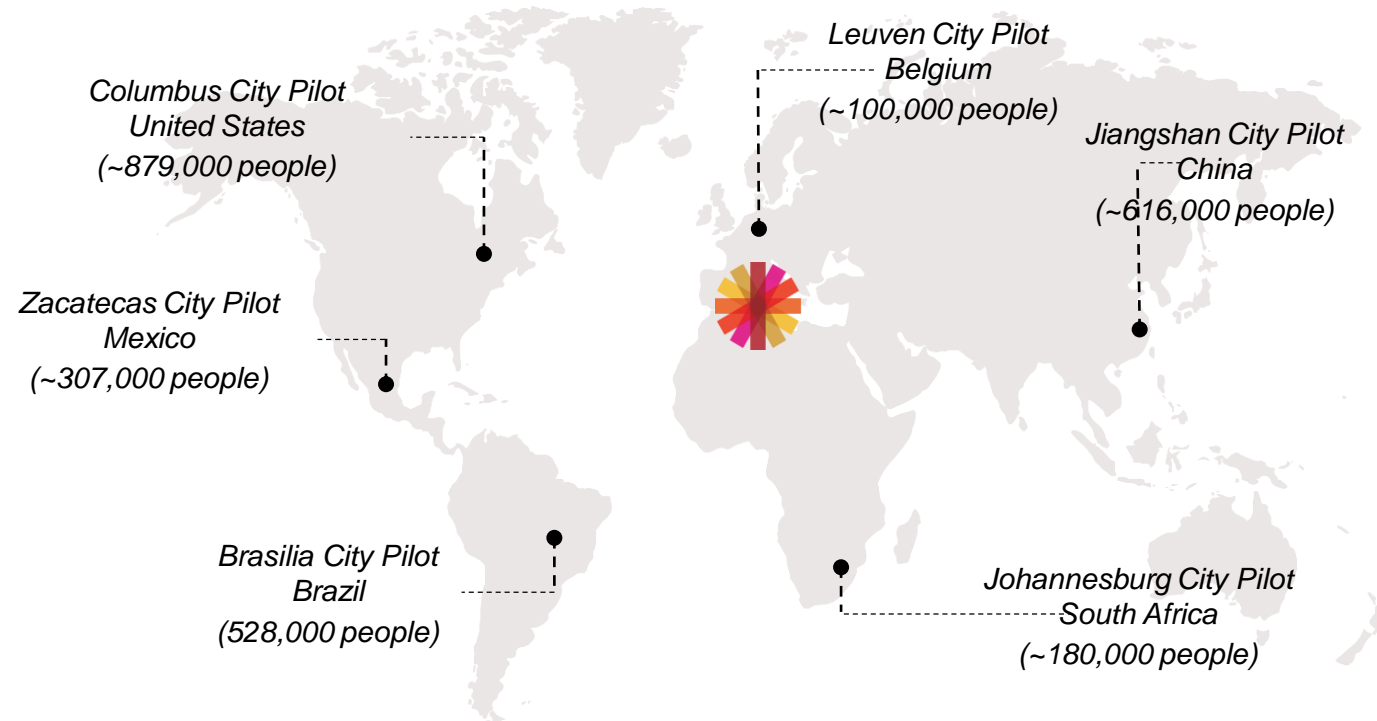
Established by AB InBev prior to the creation of the Foundation, the six City Pilot sites were selected to meet the first of the four Global Smart Drinking Goals (GSDGs): reducing the harmful use of alcohol by at least 10% in six cities by the end of 2020 and implementing best practices in all markets by the end of 2025.



# CITY PILOTS INITIATIVE

The cities were selected by each of AB InBev's business zones to serve as laboratories for selecting, adapting, and testing a package of programs, policies, and practices to *reduce the harmful use of alcohol*. Zones were encouraged to select cities that met certain criteria, including: a lack of progress in reducing harmful alcohol use, a local willingness to form a private-public partnership to address the issue with the involvement of local government and community organizations, the presence of a local AB InBev affiliate, and a location in countries with a range of incomes. Six cities were selected in 2016, some changed and then increased to nine in 2017, and then reduced back to six in 2018.

The final six pilot cities were:



# *STEERING COMMITTEE FORMATION*

# FORMATION APPROACH

Steering Committees (SteerCos) were established in each of the six City Pilots to lead the selection and adaptation of evidence-based interventions, and to help oversee their implementation within the community. While the specific formation process of the Steering Committees differed by City, there were some notable similarities.

AB InBev initiated the formation of Steering Committees by first providing guidance to their local business zone affiliates on SteerCo creation. This guidance included detailed information on:

- **Partnership Principles:** principles for successful partnership to help foster local ownership and manage conflict of interest<sup>1</sup>;
- **Roles and Responsibilities:** specific roles and responsibilities needed on the committees; and
- **Representation:** recommendations on the composition of the committees — that they be comprised of representatives from local or regional government, NGOs, the public health sector or health services organizations, law enforcement, academic centers and a representative from the local AB InBev company; and
- **Size:** a directive to include a minimum of five members, one from each of the five sectors.

In a majority of the cities, initial SteerCo members were recruited by AB InBev through existing relationships from previous social impact programs and activities within the cities. Typically, recruitment took three to six months to confirm membership. In some cases, this took longer because of the need for institutional approval to participate, or because of limitations on the willingness of political institutions and governments to forge longer-term partnerships or collaborations. For example, a formal partnership that was forged between AB InBev and the City of Johannesburg in June 2016 soon ended due to political changes. This partnership was not re-invigorated until April 2019 when a Memorandum of Understanding (MOU) was signed by SABMiller and the Johannesburg Metro Police Department.

1. United Nations Economic Commission for Europe Guidebook on Promoting Good Governance in PPPs

## FORMATION APPROACH

Once the Foundation began directly managing the City Pilot program in 2018, Steering Committees were supported in the following ways to strengthen local ownership of the City Pilot and stakeholder-decision making around local programming:

- **Direct support in developing a more coherent governance model and operational framework.** This included establishing by-laws that outlined ways of working, committee structure, meeting cadence, member terms, and the like. Zacatecas's by-laws are representative of the types of by-laws that the City Pilots were encouraged to adopt. *See by-laws from the Columbus, Johannesburg and Zacatecas City Pilots in the Appendix on pages 96-126.*
- **Additional staffing support.** Program Officers were hired in four of the City Pilots cities to support the planning, implementation, and management of the chosen interventions and program partners in their city. Program Officers were also invited to attend local Steering Committee meetings to provide updates and receive feedback on program activities and share any Foundation-related updates.
- **Technical assistance to help adapt evidence-based approaches to local conditions and provide tools to help implement effective local programs to reduce harmful alcohol use.** This included the Smart Drinking Toolkit, the Intervention Selection Tool, and hands-on training and technical guidance from external partners on programs to reduce harmful alcohol use as well as strategies to enhance their functioning as a community partnership.

As the SteerCos became more established within each of their communities and interventions took shape, their membership evolved through more direct recruitment efforts by the Steering Committee Coordinators and, in some cases, current members of the Committees.

For example, originally the South Africa SteerCo included only representatives from various government organizations that were selected with specific interventions and programs in mind, but when new interventions were selected, a gap in local expertise became apparent. This gap was quickly filled through active recruitment of non-governmental organization partners — such as the South African National Council on Alcoholism and Drug Dependence (SANCA) and the Liquor Trader Association — to provide guidance on the responsible beverage service program. The SteerCo was also in the process of recruiting a youth member for the Committee and adding a community policing forum member to complement the input from the South African Police Services (SAPS) on its road safety program.

In Zacatecas, the founding Steering Committee included only members from the State Government through its Ministry of Health. As the City Pilot's interventions matured and local support and subject matter expertise was needed, membership expanded to include representatives from organizations including the University of Zacatecas, the Department of Education and the Department of Public Security.

# *IMPLEMENTATION PROCESS*



# IMPLEMENTATION PROCESS

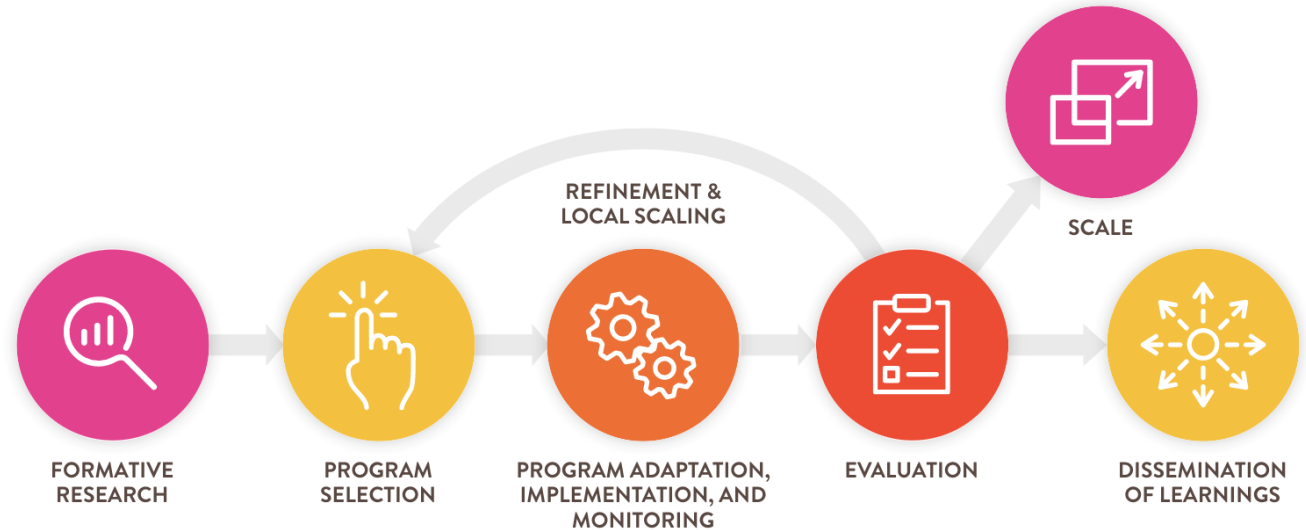
With Steering Committees in place and the Foundation having assumed responsibility of the City Pilots programs, efforts to select, adapt, and implement evidence-based interventions typically adhered to the following steps. Note that more information on the implementation process is forthcoming in a report from HBSA, the evaluation contractor, on the process evaluation of the six City Pilots. The report will detail lessons learned from an environmental scan of each of the City Pilots; the origin, structure, and management of the SteerCos overtime; priority interventions; and key successes and challenges. The report will be included [here](#) once published.

## I. Formative Research

Steering Committees were given formative research at the outset. This typically included a review of published research and other quantitative and qualitative data regarding the specific alcohol harms affecting their community, as well as insights from interviews with local stakeholders and other key informants.

## II. Program Selection

Once the Steering Committees had a data-driven understanding of the alcohol-related harms affecting their community, they identified harmful drinking issues to address in their communities by consulting relevant literature, community stakeholders, and the tools and resources provided by the Foundation and its technical advisors.



# IMPLEMENTATION PROCESS

## III. Program Adaptation, Implementation, and Monitoring

After identifying a final set of effective, evidence-based interventions, the Steering Committees proposed a workplan to be funded by the Foundation. The Foundation then reviewed and approved the workplans, worked with the Steering Committees and community stakeholders to identify partners who could adapt and implement the selected interventions, and helped establish procedures for monitoring the execution of the interventions.

## IV. Evaluation

Some interventions required tailored intervention plans to determine their adherence to implementation fidelity and/or their impact on influencing intermediate outcomes that set the stage for an eventual reduction in harmful alcohol use. This was accomplished through systematic data collection through population-based surveys and rigorous analysis to quantify the intervention effects.

## V. Dissemination of Learnings

Steering Committee members, local implementing partners, and other community stakeholders were encouraged to publish findings as well as share learnings with local stakeholders. Interventions shown to be effective in one City Pilot site were presented to the other cities for their consideration.

## VI. Scale

After evaluation, Steering Committees were encouraged to scale effective programs within their city and to share learnings from ineffective programs. SteerCos also identified and proposed new programs to address any shifts in underlying conditions that may have occurred.



ACCOMPLISHMENTS

## *ACCOMPLISHMENTS*

In its first several years, the Foundation had significant learnings and achieved notable accomplishments in service of its mission and vision — from contributing to reductions in the harmful use of alcohol in some of the City Pilots to the establishment of multi- stakeholder public-private partnerships that can continue to scale and serve as models for future Foundation programming.

# ACCOMPLISHMENTS



## FUNDING CRITERIA

The Foundation established a consistent set of criteria to determine which initiatives to fund. The criteria stated that funded initiatives should:

- Conform to evidence-based practices (i.e. published peer-reviewed literature that exists in support of the interventions, which includes either meta-analysis, descriptive narratives, a randomized control trial, a time-series case study, a non-equivalent comparison group study, or a case study with key references for the evidentiary basis)
- Demonstrate potential impact on reducing the harmful use of alcohol
- Be adapted to the local context and culture for implementation
- Have buy-in and support from local community stakeholders
- Be selected using data associated with the burden of harm related to alcohol in the City Pilot (either to specific harm areas or to the overall burden of harm in the community)
- Align with the objective of the Global Smart Drinking Goals' focus on reducing the harmful use of alcohol

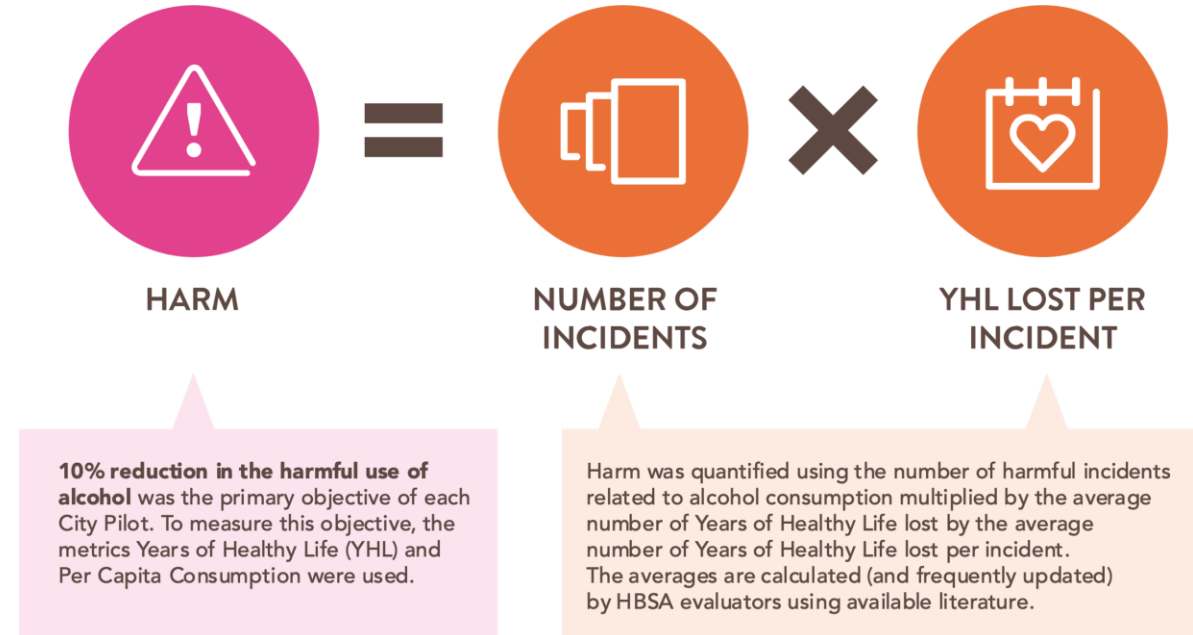
# ACCOMPLISHMENTS

## APPROACH AND METRICS FOR OUTCOME EVALUATION

The Foundation supported researchers to measure, monitor, and evaluate progress toward reducing the harmful use of alcohol.

HBSA, a supporting organization of the Pacific Institute for Research and Evaluation (PIRE), was contracted to oversee the measurement and evaluation of the Global Smart Drinking Goals' City Pilot program. HBSA developed an overarching evaluation design that it applied across City Pilots and their respective interventions. In addition to HBSA, other researchers also conducted focused evaluations designed to assess the effects of promising prevention and early intervention strategies included in the City Pilots program.

Based on HBSA's recommendation, the Foundation utilized two broad metrics to evaluate the City Pilots' progress towards the goal of a 10% reduction in harmful alcohol use by 2020. The primary metric was Years of Healthy Life (YHL). YHL is a composite measure that represents the number of years that a person is expected to continue to live in a healthy condition. The secondary metric was Per Capita Consumption of alcohol. The World Health Organization (WHO) calculates this metric by dividing a city's total alcohol consumption by its population. Per Capita Consumption is the primary measure for calculating alcohol harm and the most widely used metric for estimating progress towards meeting United Nations' Sustainable Development Goal 3.5.2, which is to reduce the harmful use of alcohol by 10% by 2025. For more information on the evaluation methodology and approach for the City Pilot program, visit [ScienceDirect.com](https://www.sciencedirect.com) and [ClinicalTrials.gov](https://www.clinicaltrials.gov).



# ACCOMPLISHMENTS



## SMART DRINKING TOOLKIT

The Foundation supported experts from The Ohio State University, San Diego State University, and Tufts Medical School to develop a Smart Drinking Toolkit. Designed to drive meaningful, positive behavior change and progress toward the GSDGs, the online training modules and initiative planner — a feature that suggests potential interventions based on a community's specific needs — gave the Steering Committees practical information to guide their programmatic decision-making. Each module was derived from evidence gathered across the last 30 years of research and was compiled by alcohol research and programmatic experts.



## INTERVENTION SELECTION TOOL

The Foundation supported the development of an Intervention Selection Tool designed to complement the information in the Smart Drinking Toolkit. The Intervention Selection Tool helped local City Pilot Steering Committees compare evidence-based, cost-effective interventions based on their likelihood to reduce alcohol-related harm in their local communities. Based on a substantial literature review, the tool produced a selection of evidence-based interventions that could be effective in the local context and projected their impact. It also incorporated, based on discussions with local stakeholders in the community, estimates of likely program costs and implementation complexity. These attributes were then used to rank the interventions under consideration. This tool is undergoing the publication process and will be included [here](#) once published.

# ACCOMPLISHMENTS



## LABELING GUIDANCE

The Foundation funded researchers at Tufts University School of Medicine to develop Global Alcohol Guidance Labels that could be used by brewers to inform evidence-based product labeling. These guidance labels seek to promote alcohol health literacy and include messages on alcohol-related harms such as disease and injury, as well as actionable advice about how to avoid harmful use. Alcohol labeling is an evolving area of research, and the Tufts Global Alcohol Guidance Labeling Project is incorporating the newest research into their development process. AB InBev has started the implementation of the guidance label per the 2020 Smart Drinking goal.

To read more about the Tufts University labeling guidance project and their recommendations, visit:

<https://globalguidancelabel.publichealth.tufts.edu/>



## GLOBAL SMART DRINKING GOALS (GSDG) DATA LIBRARY

To further advance knowledge, science, and global public health, the Foundation supported the development of the GSDG Data Library, which will launch in late 2020. All of the data gathered and used by the Foundation and its programs through 2020, including the City Pilots, will be available in this data library. The library is managed by the Foundation's evaluation contractor, HBSA. Qualified researchers can access GSDG datasets upon request in order to further validate and expand on existing learnings and to inform the development of new studies and programs designed to reduce harmful alcohol use.

# ACCOMPLISHMENTS



## DATA SHARING POLICY AND PUBLICATION GUIDELINES

The Foundation developed a set of policies and guidelines to ensure that the scientific data and information from the Global Smart Drinking Goals are appropriately protected, shared, and used. The Foundation's data and publication policies maintained that each participant in Foundation-funded research owns their work. The Foundation gave final authority over the content of any publication or presentation to the authors.

### *Publication Guidelines*

The Foundation encouraged everyone it partnered with and supported to share their findings, with an emphasis on peer-reviewed publications, regardless of outcome. The Foundation's Publication Guidelines stated that researchers with whom the Foundation contracted had full publication freedom as well as full editorial control over the content of their publications.

*Read the full Publication Guidelines on pages 127-135.*

This has led to the publication of original research, reviews, and commentaries as well as the presentation of abstracts, posters, and oral summaries at research meetings and conferences. Much of the work of the individuals and organizations supported by the Foundation was published in international academic journals and presented at professional venues across the globe. In the interest of transparency, the Foundation maintains a bibliography of all external publications that refer to the Global Smart Drinking Goals and the work of the Foundation.

To date, the Foundation has supported projects that have led to the publication of 15 articles in academic and peer-reviewed journals, with an additional five recently submitted to various academic journals for review. Staff and other collaborators have presented at 29 professional venues across the globe.

*See a full list of publications and venues on pages 89-95.*

# ACCOMPLISHMENTS



## DATA SHARING POLICY AND PUBLICATION GUIDELINES

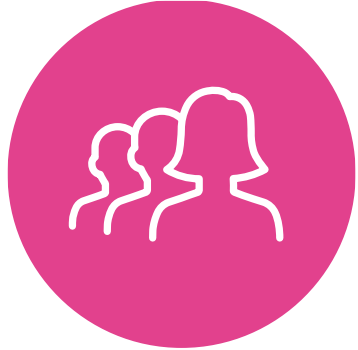
### *Publication Guidelines*

In support of its original mission and vision to advance approaches to reducing the harmful use of alcohol, the Foundation established a Data Sharing Policy to ensure the transparent public dissemination of Global Smart Drinking Goals research results. The Policy set forth safeguards for the confidentiality, security, and integrity of Global Smart Drinking Goals program data. It also outlined the requirements for protecting, managing, using, transferring, storing, and publicly disseminating information associated with the GSDG Program.

The Data Sharing Policy ensured the careful and comprehensive management of GSDG program data over the course of the GSDG Program and after its completion. It also ensured that the transfer, sharing, and use of GSDG program data were documented appropriately and carried out in accordance with all applicable laws.

*Read the full Data Sharing Policy on pages 136-145.*

# ACCOMPLISHMENTS



## ALL HANDS MEETINGS

Beginning in 2018, the Foundation fostered a learning community around the Global Smart Drinking Goals by hosting an annual gathering of the multiple stakeholders working toward accomplishing the GSDG. Attendees delivered updates, shared technical expertise, and charted the path ahead for reducing harmful drinking globally. The latest event in 2019 hosted 92 attendees, including 36 speakers and 14 sessions. Events included breakout tracks on topics ranging from advancing public education and developing program-specific logic models, to implementing road safety interventions and creating evaluation frameworks.



## ADAPTING TO COVID-19

In March 2020, the Foundation revised its strategy to accommodate the impact of the COVID-19 pandemic on the City Pilot communities by establishing a Community Fund. Steering Committees were invited to submit brief concept notes for funding. Activities that focused on the potential adverse effects of COVID-19 on harmful use of alcohol — including concerns about increased harmful alcohol use, alcohol-related violence, or access to needed prevention information — were examples of areas of interest. Specific criteria for funding included local multi-stakeholder endorsement of the program, evidence of impact, potential for alcohol harm reduction, partner capacity, and adherence to submission guidelines. The communities of Alexandra township in Johannesburg, Columbus, Leuven, and Zacatecas each received \$50,000 USD grants based on their submissions.

*More details about the funded projects can be found starting on pages 40-60.*

# CITY PILOTS PROGRESS

Each City Pilot has achieved notable accomplishments. A summary of each City Pilot is included on the following pages.

- *Alexandra Township, Johannesburg, South Africa*
- *Brasília, Brazil*
- *Columbus, Ohio, USA*
- *Jiangshan, China*
- *Leuven, Belgium*
- *Zacatecas, Mexico*

## CITY PILOT: *ALEXANDRA TOWNSHIP, JOHANNESBURG, SOUTH AFRICA*

April 2019	City Pilot launched
Q4 2019	Alcohol Evidence Center launched
Q1 2020	Screening and Brief Intervention (SBI) launched
March 2020	SBI paused because of COVID-19
June 2020	Community Fund grant launched
Q3 2020	SBI re-launching
Q4 2020	Responsible Beverage Service anticipated launch
Q1 2021	Start, Awareness, Support, Action! ( SASA!) anticipated launch



## CITY PILOT: *ALEXANDRA TOWNSHIP, JOHANNESBURG, SOUTH AFRICA*

### KEY ACCOMPLISHMENT

In November 2019, the I Love Alex Steering Committee along with the Johannesburg Metro Police Department hosted the outgoing Executive Mayor of Johannesburg, a Member of the Mayoral Committee for Public Safety, and the Chief of Police for the launch of the Alcohol Evidence Center (AEC) in Marlboro. This event further cemented the City Pilot's relationship with the Chief of Police of the Johannesburg Metropolitan Police Department (JMPD), with whom the Memorandum of Understanding (MOU) was signed earlier in 2019. Through the AEC, the JMPD will implement Evidentiary Breathalyzer Alcohol Testing (EBAT).

### KEY 2021 ASPIRATION

The I Love Alex City Pilot hopes that the Marlboro Alcohol Evidence Center (AEC) will become a center of excellence, forming the backbone of the proposed Administrative Adjudication of Road Traffic Offences (Aarto) Act. The Aarto Act aims to significantly improve road safety and reduce fatalities in South Africa through a new 0% legal blood-alcohol limit for drivers and a demerit system for offenders. Through the success of the Marlboro AEC, the SteerCo hopes that the Minister of Transport will recognize the role AECs can play in achieving the goals of the Aarto Act and endorse them. The Marlboro AEC will be a collaborative project between the Road Traffic Management Corporation (RTMC), Johannesburg Metro Police (JMPD), the Department of Transport, the Department of Justice, and South African Police Services to hold drunk drivers accountable and in compliance with the law.

# CITY PILOT: ALEXANDRA TOWNSHIP, JOHANNESBURG, SOUTH AFRICA

## INTERVENTIONS

**Screening and Brief Intervention (SBI).** This intervention used an evidence-based strategy as a preventive service during an outpatient or wellness visit to identify and assist individuals who are drinking above recommended amounts. In this intervention, those who conducted the screening had a conversation with patients who are drinking above recommended amounts in order to provide information about what those amounts should be and offer treatment referrals when appropriate. To date, plans have called for 42,000 adults to receive SBI screening at health clinics and mobile HIV testing facilities in 2020 and 2021. The implementation partner was HIVSA and the evaluator was the University of the Witwatersrand.

**Responsible Beverage Service (RBS).** RBS is a set of interventions designed to address underage drinking by supporting bartending, wait, and alcohol service staff at establishments like bars, restaurants, and liquor stores in preventing sales to minors, reducing excessive alcohol consumption, and addressing other alcohol-related harms at the community level. To design an effective intervention, the Steering Committee supported the geomapping of liquor outlets in Alexandra and Tembisa (the control site in the evaluation) townships in order to calculate tavern and shebeen density as well as the distances between shebeens and other alcohol outlets, taverns, and sensitive locations such as schools, clinics, and churches. The geomapping partner was Lightstone and there is currently a request for proposal out for bid to implement the RBS program in Alexandra township.

**Start, Awareness, Support, Action! (SASA!).** To reduce the incidence of alcohol-related violence, a community mobilization approach developed by Raising Voices in Uganda to prevent both violence against women and HIV has been shown to be effective. This program was uniquely designed to address a core driver of violence against women and HIV: the imbalance of power between women and men and between girls and boys. Documented in a comprehensive and easy-to-use activist kit, SASA! enabled communities to rethink and reshape social norms. It is the only program that has shown community-wide effects in multiple countries in Africa. A request for proposal is out for bid to implement the SASA! program in Alexandra township.

**Alcohol Evidence Center (AEC).** Alcohol Evidence Centers (AECs) were locations used to test suspected drunk drivers by evaluating their breath for blood alcohol limit and are intended to support well-publicized, high-visibility law enforcement efforts, including the effective prosecution of those arrested for drunk driving. AECs allowed for much greater efficiency than traditional testing measures such as blood tests, which can often result in drivers escaping punitive measures due to the length of the evidence-gathering process. The intervention partner was Eyam Projects.

**COVID-19 Response:** Based on the expressed need of the community, a grant was awarded to HIVSA to fund: 10,000 essential PPE for health workers; 6,500 cloth masks for law enforcement; three radio slots with prevention messaging, reaching over 160,000 residents; and 1,000 hygiene and nutrition relief vouchers to 1000 vulnerable families over two months.

# CITY PILOT: *ALEXANDRA TOWNSHIP, JOHANNESBURG, SOUTH AFRICA*

## STEERING COMMITTEE STRUCTURE AND FUNCTION

The I Love Alex Steering Committee had a Chairperson, a Vice Chairperson, and a Secretary. The Committee was comprised of an odd number of members to avoid a tie when a vote is taken. Each member of the Steering Committee had one vote and the Steering Committee was governed through consensus. When consensus was not possible, decision-making occurred through a simple majority vote.

## ORGANIZATIONS REPRESENTED IN THE STEERING COMMITTEE

- Office of the Executive Mayor
- AB InBev Corporate Affairs
- Johannesburg Metropolitan Police Department
- South African National Council on Alcoholism (SANCA)
- Gauteng Liquor Board
- South Africa Liquor Trader Association
- Riverpark Clinic
- East-bank Clinic
- Department of Education
- Department of Social Development
- South African Police Service (SAPS)
- Alexandra Community Policing Forum

## PROJECTED PROGRESS TOWARD 10% GOAL (as of 2019)

- 1.5% in 2020
- 7.4% in 2022

## CITY PILOT: *BRASILIA, BRAZIL*

February 2017	City Pilot launched
February 2017	Road Safety program launched
Q1 2019	Brief Intervention and Motivational Interview launched
July 2019	Screening and Brief Intervention launched
Spring 2019	Strengthening Families program anticipated launch
Q2 2020	Responsible Beverage Service program launched

The logo features the text "Brasília Vida Segura" in a bold, white, sans-serif font, stacked vertically. It is centered within a blue square, which is itself set against a larger red square background.

Brasília  
Vida  
Segura

## CITY PILOT: *BRASILIA, BRAZIL*

### KEY ACCOMPLISHMENT

Brasília Vida Segura was the first project in Brazil to bring together local government and other organizations across industry, academia, and non-profit social organizations to reduce the harmful consumption of alcohol through locally adapted, evidence-based interventions on a large scale. Collaborative and community-based approaches were guided by best practices from around the world in cooperation with a team of national and international specialists. This collaborative approach made it possible to translate intervention learnings into policy action in other cities and regions across Brazil. To date, the program has contributed to a methodology to assess alcohol related car crash fatalities, produced an estimated 7,000 screenings as part of the screening & brief intervention (SBI) program, implemented brief intervention and motivational interviewing (IBEM) among an estimated 1,000 students, and launched an innovative responsible beverage service (RBS) program.

### KEY 2021 ASPIRATION

The goal for the Brasília City Pilot is to make the Brasília Vida Segura City Pilot the most significant and influential public private partnership dedicated to promoting smart-drinking practices in Brazil.

# CITY PILOT: *BRASILIA, BRAZIL*

## INTERVENTIONS

**Road Safety.** This intervention was designed to address hotspots where accidents, including those related to drink driving, occur most frequently in Ceilândia and Taguatinga — densely populated, low-income areas of Brasília with more than 700,000 residents. This program also developed specific interventions to curb drink driving practices through saturation patrols. The intervention partner was Falconi.

**Screening and Brief Intervention (SBI).** This program engaged Ceilândia's 17 public primary care units and 200 SBI-trained health workers with the goal of carrying out 40,000 SBI screenings to address heavy episodic drinking — originally in person and then remotely. To date, nearly 7000 screenings have been conducted. The intervention partner was Tellus.

**Brief Intervention and Motivational Interview (IBEM).** This intervention was based on three brief, individual meetings with students 12-14 years old to identify how they relate to the potential risks of alcohol consumption. Implementation of this program doubled the number of Ceilândia students who received IBEM from 1,000 to 2,000. The intervention partners were Tellus, Ceilândia, and the NGO Cantinho do Girassol.

**Responsible Beverage Service (RBS).** By adapting worldwide responsible beverage techniques to the local contexts in Ceilândia and Taguatinga, this intervention was designed to provide 1,000 trainings to alcohol service sector workers. The intervention partner was Tellus.

**Strengthening Families (SFP).** This program focused on addressing the risk and protective factors that can lead to underage consumption of alcohol. Based on a series of seven meetings, the program involves the whole family, and focuses on developing socio-emotional skills, strengthening intra-family connections and mitigating risk factors that can lead to alcohol consumption. The University of Miami supervised the adaptation of the program to the local context by targeting adolescents from ages 10 to 14. The SFP has a strong track record of international evaluations and impacts analysis, with external evaluators monitoring the impact of SFP in Brasília.

# CITY PILOT: *BRASILIA, BRAZIL*

## STEERING COMMITTEE STRUCTURE AND FUNCTION

The Brasília Vida Segura Steering Committee was assembled in March 2017 when Ambev announced the formation of a political and scientific coalition designed to support public policies targeting the reduction of the harmful use of alcohol in the Federal District of Brasília, Brazil. Two National Congress representatives, a local government official, a senator, researchers from a local university, and leaders from civil society organizations, comprised the original Steering Committee of seven members, coordinated by a University of Sao Paulo professor. In 2018, the Steering Committee was expanded to 13 voting members. This expansion included the addition of three members of local government, a local political leader from the State House of Representatives, a national congresswoman, four professors from the University of São Paulo and the University of Brasília, two representatives from civil society organizations, and two members from Ambev. The Brasília Steering Committee met three to four times a year, decision-making processes were primarily consensus based, and all meetings started with a presentation from the intervention partners, Tellus and Falconi, in order to document the progress of each pillar: health, underage drinking, responsible beverage service, and road safety. After presenting the specific goals for each pillar and its monitoring metrics, individual Steering Committee members contributed to discussions and decisions based on their field of expertise. The Steering Committee never experienced divisive debate among members and the vote counting process was never used.

## ORGANIZATIONS REPRESENTED IN THE STEERING COMMITTEE

- Federal District Government – representatives from departments for health, education, transport, and women
- Health and Alcohol Information Centre, CISA
- Heart Institute, INCOR
- Igarapé Institute
- AmBev Government Affairs
- AmBev Institutional and Regional Brands
- São Paulo University
- Road Safety Study Center of the University of Brasilia
- Olhar Brasilia newspaper
- Federal District House of Representatives - local level parliament
- Congress - federal congresswoman

## PROGRESS TOWARD 10% GOAL (as of 2021)

- 7.3% in 2020
- 13.1% in 2022

## CITY PILOT: *COLUMBUS, OHIO, USA*

December 2016	City Pilot launched
2017	Safe Rides program launched
Q2 2019	e-Screening & Brief Intervention launched
June 2020	Community Fund grant launched
Q4 2020	Blood Alcohol Concentration (BAC) Truck anticipated launch
Q1 2021	Responsible Beverage Service training anticipated launch



## CITY PILOT: COLUMBUS, OHIO, USA

### KEY ACCOMPLISHMENT

By purchasing and outfitting the BAC truck, the City Pilot was able to establish a very positive working relationship with the community and the Columbus Police Department and staffed it with trained Driving Impaired Criminal Enforcement (DICE) officers.

### KEY 2021 ASPIRATION

The Columbus City Pilot has the goal of making the Responsible Beverage Service Training a state-wide offering that has an impact well beyond Columbus. The City Pilot also hopes to see a drop in infractions as the training is focused on adherence to local laws and regulations.

# CITY PILOT: COLUMBUS, OHIO, USA

## INTERVENTIONS

**Blood Alcohol Content (BAC) Truck.** A truck was purchased for the Columbus police department to enable them to quickly respond to driving under the influence (DUI) arrests, and to process offenders on-site, as opposed to taking them to downtown headquarters. This truck will allow officers on duty to return to the street more quickly rather than be tied up for hours processing an offender. Intervention partners are the City of Columbus and Columbus Police Department. This program is expected to launch at the end of 2020.

**Responsible Beverage Service Training.** Server training was offered through many channels in Ohio, but it focused on customer service as opposed to regulations. To date, this training has been done in-person by a few agents that attempt to cover the entire state of Ohio. This intervention will develop a free, online training. The intervention partner was the Department of Public Safety's Investigative Unit. It is expected to launch at the end of 2020.

**E-Screening and Brief Intervention (eSBI).** This intervention encouraged both the uptake of eSBI among local colleges as well as evaluation efforts. The intervention partners were Ohio State University College of Social Work, Otterbein University, and Columbus State Community College.

**COVID-19 Response.** Based on the expressed need of the community, a grant was awarded to Southeast Healthcare to fund: 3,000 Health and Safety Care Bags for the unhoused Screening, Brief Intervention, and Referral to Treatment (SBIRT) for all Health and Safety Care Bag recipients with an opt-out option.

**Safe Rides.** Safe Rides is an intervention designed to reduce the burden of alcohol-related car crashes in communities. Through Safe Rides, consumers at high risk of alcohol-impaired driving in high-risk area are offered free round-trip transportation when consuming alcohol. In partnership with the Columbus Police Department, in 2017 the City Pilot launched the Safe Rides campaign accompanied by media awareness and law enforcement. AB InBev funded this campaign which had three elements: Lyft coupons, increased enforcement, and an associated media campaign. An external evaluation of the program funded by ABIF showed that harm from drinking was reduced by 0.3%, but alcohol consumption rose by an average of 0.8 drinks per ride. The net reduction in the harmful use of alcohol was 0.02% during 2017, with no reduction carrying over to 2018. The publication on this study can be found [here](#). To share the learnings from this program and inform ways to improve it in the future, the AB InBev Foundation collaborated with FSG to hold a multistakeholder convening in December 2019 and produced Safe Rides Implementation Guidelines.

# CITY PILOT: COLUMBUS, OHIO, USA

## STEERING COMMITTEE STRUCTURE AND FUNCTION

The Columbus City Pilot to Reduce Harmful Drinking was led by a Chairperson. Decisions were made by majority rule. The Steering Committee had by-laws and followed Robert's Rules of Order.

## ORGANIZATIONS REPRESENTED IN THE STEERING COMMITTEE:

- City of Columbus, Mayor's Office
- City of Columbus, Columbus Public Health
- Department of Commerce, Liquor Control
- Columbus Distributing
- AB InBev
- The Ohio State University, Student Health

## PROJECTED PROGRESS TOWARD 10% GOAL (as of 2021)

- 1.5% in 2020
- 7.2% in 2022

## CITY PILOT: *JIANGSHAN, CHINA*

In 2018, the evaluation contractor, HBSA, collected formative research in Jiangshan and the control site, Lanxi, to identify the primary harms associated with harmful alcohol use in these communities. After data collection, the City Pilot team worked with members of the Technical Advisory Group, the Scientific Partners Task Force, and ABIF staff to review this research and identify priority intervention areas to reduce the harmful use of alcohol. This included a violence prevention intervention, screening and brief intervention (SBI), and a responsible beverage service (RBS) program. The three partners identified and vetted to lead the execution of these interventions included Yale University, Central South University in China, and DR4D (a local consulting firm), respectively.

The steps for formal legal registration were then undertaken in order to fund the execution of these programs which began in December 2018. Sponsorship was secured in October 2019 and the Foundation anticipated approval of temporary registration by December 2019, after which activities would have been allowed to begin. Unfortunately, due to political considerations, the COVID-19 outbreak in Wuhan, and the subsequent pandemic, all registration and in-person activities in China were stopped. In March 2020, the Jiangshan City Pilot was officially put on hold due to the impact of COVID-19 on Foundation resources and delayed legal registration to officially operate in China.

## CITY PILOT: *LEUVEN, BELGIUM*

September 2016	City Pilot launched
Q1 2020	Responsible Beverage Service program launched
June 2020	Community Fund grant launched
Q4 2020	Screening and brief intervention program anticipated launch



## CITY PILOT: *LEUVEN, BELGIUM*

### KEY ACCOMPLISHMENT

A key accomplishment in the Leuven City Pilots is the trust that has been built between all stakeholders and the willingness to turn what was voluntary and informal work towards reducing harmful alcohol use into a lasting and formal organization that can eventually scale up RBS, SBI, and social norm campaigns to other cities across the country and continent. The RBS training is a great example of the co-creative nature of the City Pilot: a multitude of partners, both institutional and private industries along with local and global players, have created a highly innovative, high-tech RBS training that will hopefully set the standard for other RBS trainings across Europe.

### KEY 2021 ASPIRATION

The City Pilot Steering Committee hopes that the Lazarus Project will become a lasting, self-sustaining entity that is not dependent upon funding from the AB InBev Foundation, but one that will continue to support programs in the community that help reduce the harmful consumption of alcohol.

# CITY PILOT: *LEUVEN, BELGIUM*

## INTERVENTIONS

**Responsible Beverage Service (RBS) Training.** A training program designed to develop a responsible, careful, and professional approach to serving alcohol in bars and restaurants and at other alcohol points of sale was implemented to address underage drinking, binge drinking, and drink driving. Intervention partners were the City of Leuven, Health House, Horeca Forma, Crime Control, Indiville, local bars, and the police department.

**Screening and Brief Intervention (SBI).** This intervention offered training and support to general practitioners to deliver SBI as a part of their regular practice to address heavy episodic drinking across two cities in Belgium. Intervention partners were the University of Leuven, the University Hospital of Leuven, Heilig Hart Hospital, and general practitioners.

**COVID-19 Response:** Based on the expressed need of the community, a grant was awarded to fund Bonka Circus to develop a social marketing campaign focused on reducing harmful alcohol use in the context of increased stay-at-home practices and online socialization. The campaign is called “Schol! Het kan ook zonder alcohol”, or “Schol! It’s okay without alcohol”.

## STEERING COMMITTEE STRUCTURE AND FUNCTION

The structure of the Steering Committee was streamlined to ensure efficiency in decision making around the City Pilot’s yearly plan and strategic choices. Quarterly meetings were used to validate project plans and results. Projects had a high degree of operational authority and alignment through a project leaders’ group that met every six weeks to share updates and information, offer mutual support, foster co-ownership, and drive progress.

## ORGANIZATIONS REPRESENTED IN THE STEERING COMMITTEE

- City of Leuven’s Alderman for Health and Welfare
- City of Leuven’s General Affairs Department
- ABI Corporate Affairs, Europe

## PROJECTED PROGRESS TOWARD 10% GOAL (as of 2021)

- 1.5% in 2020
- 10.7% in 2022

## CITY PILOT: *ZACATECAS, MEXICO*

December 2015	City Pilot launched
Summer 2016	Mystery Shopper program launched
December 2016	Road Safety program initial launch
Q1 2019	Businesses that Care program launched
Q2 2019	Brief Intervention Based on Motivational Interviewing Launched
Q3 2019	Screening & Brief Intervention launched
Q4 2019	Driving while intoxicated (DWI) facility launched
April 2020	Community Fund grant launched
Q4 2020	Responsible Beverage Service anticipated launch



# CITY PILOT: ZACATECAS, MEXICO

## KEY ACCOMPLISHMENT

The most important accomplishment has been the ability to maintain, expand, and strengthen personal and interdepartmental relationships related to the City Pilot, including government, the AB InBev Foundation, AB InBev, the Grupo Modelo Foundation, universities, and other organizations. The City Pilot achieved great commitments from almost all stakeholders, which allowed for the timely and efficient launch of interventions and promising results.

## KEY 2021 ASPIRATION

The ultimate goal is to institutionalize the most successful programs within the existing structures of government, universities, and companies so that they are carried out in perpetuity.

# CITY PILOT: ZACATECAS, MEXICO

## INTERVENTIONS

**Responsible Beverage Service (RBS).** This intervention was a community-based approach to reduce the risks associated with the sale of alcohol on- and off-premise. There were four main elements: public education about national, state, and local laws; establishment of procedures regarding the sale of alcohol; the administration and training of personnel involved in the sale of alcohol (managers, waiters, vendors, bar manager, security, etc.); and compliance checks (undercover purchases and closing times adherence by law enforcement). A request for proposal is out for bid to implement this program in Zacatecas.

**Mystery Shopper Program and Training for Establishments.** Clerks and servers were trained to identify underage customers and refuse service. The change in sales to minors is measured through a mystery shopping program. Because this program was successful, it was shared through the Chamber of Commerce in Mexico and will now be expanded to outlets owned by other brewers.

**Road Safety, including Driving While Intoxicated (DWI) facility.** The City Pilot worked with the Police Department to apply breathalyzer checkpoints. This has resulted in a decrease in the incidence of accidents and death. The City Pilot has also donated resources to build a facility for detaining drivers who have been identified as under the influence of alcohol. While detained, the drivers will receive screening and brief intervention (SBI) through the local health system or other interventions aimed at reducing recidivism.

**Brief Intervention Based on Motivational Interviewing (BIMI).** This intervention was a screening program that sought to identify alcohol consumption and other psychoactive substance use problems among junior high school teenagers. It also sought to move youth towards positive change by increasing motivation and exploring and solving ambiguities, misinterpretations, or beliefs while looking to promote and reinforce non-consumption in teenagers who don't use. Intervention partners were Nuevos Ruembos and the Ministry of Education.

### **Escalamos - Screening and Brief Intervention (SBI).**

Escalamos was a step by step application of an evidence-based alcohol abuse prevention program. It was designed for implementation through the primary health care sector. In Zacatecas, 116 health professionals have been trained to provide this intervention. The intervention partner was the Ministry of Health of the State.

**Businesses That Care.** This program worked in partnership with the local business community to involve employees and their children in trainings to help mitigate the risks of early alcohol consumption. Four companies were involved: Soriana, Cesantoni, Grupo Modelo and Seguridad Omega. 160 parents have received the training called "Guiding Good Choices". The intervention partner was the University of Miami.

**COVID-19 Response:** Based on the expressed need of the community, a grant was awarded to the State Ministry of Health to fund 18,052 essential PPE for health workers, including those who participated in the Escalamos training.

# CITY PILOT: ZACATECAS, MEXICO

## STEERING COMMITTEE STRUCTURE AND FUNCTION

The Steering Committee was organized across four axes that aligned with the four primary categories of intervention: road safety, education and health (or zero alcohol consumption among minors), binge drinking, and alcohol-related violence.

*See the specific by-laws of the Zacatecas City Pilot in the Appendix on page 96-104.*

## ORGANIZATIONS REPRESENTED IN THE STEERING COMMITTEE

- University of Zacatecas
- Grupo Modelo Foundation
- Citizen Council
- State Department of Education
- Zacatecas Municipality
- Guadalupe Municipality
- State Department of Public Health
- State Department of Public Security
- National System for the Integral Development of the Family

## PROJECTED PROGRESS TOWARD 10% GOAL (as of 2021)

- 11.6% in 2020
- 19.3% in 2022



# LESSONS AND CONSIDERATIONS

## *LESSONS AND CONSIDERATIONS*

Through the process of creating a network of global and local organizations and world-renowned public health, community development, prevention science, evaluation, and alcohol experts, the Foundation has acquired a unique perspective on what does and doesn't work to reduce the harmful use of alcohol. The Foundation has witnessed the importance of investing in efforts with evidence of effectiveness to address issues related to the misuse of alcohol directly and to establish credibility among the public health and public policy communities. As the Foundation's focus expands, this perspective should help to inform its commitments moving forward.

# LESSONS AND CONSIDERATIONS

The lessons and considerations presented here were informed by input from the Foundation's Board of Directors, its staff, scientific advisors, consultants, and representatives from the City Pilot communities. The lessons align with the organization's core of:



## RIGOR

The Foundation insisted on strong design and evaluation of interventions. It ensured scientists owned their intellectual work and encouraged the publication of all findings.



## COLLABORATION

The Foundation brought relevant stakeholders together in to identify, implement, and scale evidence-based ways to reduce the harmful use of alcohol. It reached across sectors and perspectives to identify methods that work.



## TRANSPARENCY

The Foundation was transparent about its model of collaboration and the interventions that it supported. The Foundation ensured that evaluation data were made available for individual interventions and the City Pilot programs and shared its challenges and successes.



## LOCAL LEADERSHIP

The Foundation connected global solutions with local knowledge to incite community action. It strived to leave a positive legacy in the communities where it worked.

## LESSONS & CONSIDERATIONS: *MAINTAIN SCIENTIFIC RIGOR*

### LESSON

Efforts are most impactful when they are focused and coordinated.

#### RELATED CONSIDERATIONS

- Resources and attention should be directed to topics that are of core issue to the business and represent the priorities of the community where the Foundation is operating.
- If the Foundation's program goals are materially expanded beyond its original focus on reducing the harmful use of alcohol, the Board should consider how and where goals are complementary.
- Programming should be coordinated to be efficient and mutually reinforcing.
- Benchmarking should be conducted to ensure alignment between goals and the financial and human resources needed to achieve them.

### LESSON

Goal setting should be informed by an understanding of potential impact and relevance to local communities.

#### RELATED CONSIDERATIONS

- Data should inform ambitious targets.
- Goals should be set with an understanding of how the goal will be achieved.
- Meaningful engagement of local stakeholders at all stages of the project is key to success and sustainability.

## LESSONS & CONSIDERATIONS: *MAINTAIN SCIENTIFIC RIGOR*

### LESSON

Funding decisions should be based on an agreed-upon set of criteria in order to be recognized as credible and unbiased. Previous funding decisions were made as a result of a review process that included Foundation staff and 1-2 members from the TAG or SPTF, according to their area of expertise.

### RELATED CONSIDERATIONS

- Criteria should require that proposed programs are, at least, informed by evidence. Trust and credibility will be earned by doing so.
- Investments in evidence and experience-informed innovative technology are worth considering if they are transferrable across locations and have the potential for reach and scale.
- Investing in data, research, and evidence-based practices that align with the priorities of global policy organizations like the United Nations and the World Health Organization, will help facilitate greater adoption and potentially build credibility.
- Programs to reduce the harmful use of alcohol should remain a priority.

### LESSON

Program evaluation is most credible when conducted by external experts.

### RELATED CONSIDERATIONS

- Selection of program evaluators should be competitive to ensure scientific rigor and reduce skepticism.
- Evaluation should be conducted by external partners from relevant academic and practitioner communities (i.e. public health, public policy, public administration, etc.).

## LESSONS & CONSIDERATIONS: *MAINTAIN SCIENTIFIC RIGOR*

### **LESSON**

Publication freedom and data ownership  
are essential for credibility.

### **RELATED CONSIDERATIONS**

- Partner organizations and researchers should continue to have the autonomy to conduct their work in a scientifically credible manner and contribute to the body of knowledge on what works and what doesn't to help address societal challenges.

## LESSONS & CONSIDERATIONS: *FACILITATE COLLABORATION*

### LESSON

Having a Foundation Board comprised of both independent and company directors played a central role in advancing the Foundation's achievements through its multidisciplinary and broad experiential representation.

### RELATED CONSIDERATIONS

- The new all-Company Board can take the lessons learned from the Foundation's work to date to help ensure decision-making remains collaborative. This can be accomplished by continuing to engage with external experts globally and key stakeholders from the communities where the Foundation plans to operate.

### LESSON

Effective local partnerships are essential for generating buy-in and building trust.

### RELATED CONSIDERATIONS

- Continue to create and foster partnerships in local communities by working with governments, universities, the private sector, and NGOs.
- Dialogue with those who may have seemingly opposing viewpoints can help lead to sustainable solutions for change.
- Local AB InBev zone teams and brand teams should have a role in helping to reduce harmful alcohol use through the development and sale of no-to-low alcohol beer products, the implementation of strong product labeling, and the execution of the company's commitment to a \$1 billion investment in effective social marketing.

## LESSONS & CONSIDERATIONS: *FACILITATE COLLABORATION*

### **LESSON**

The strengths and skills of the various parties involved in the collaboration must be leveraged for mutual benefit.

### **RELATED CONSIDERATIONS**

- While the Company and Foundation can help local communities through multistakeholder collaborations, engagement with a variety of key stakeholders can also benefit the Company's decisionmaking and facilitate positive, lasting change.

## LESSONS & CONSIDERATIONS: *OPERATE TRANSPARENTLY*

### **LESSON**

An accessible body of knowledge can strengthen industry practices to achieve meaningful social impact and enhance trust and credibility.

### **RELATED CONSIDERATIONS**

- Recommit to transparency and reporting by regularly sharing what the Foundation has learned and the progress it's making.
- Continue to encourage the sharing of GSDG data (garnered through independent evaluation) through the GSDG Data Library and continue to offer access to researchers who wish to review or replicate GSDG interventions.

## LESSONS & CONSIDERATIONS: *INVOLVE AND EMPOWER LOCAL LEADERSHIP*

### LESSON

Success depends on effectively engaging local partners.

#### RELATED CONSIDERATIONS

- Work to understand the goals and incentives of stakeholders in order to create a shared vision of success.
- Ensure that partners and stakeholders have clear roles and responsibilities in the new operational model.
- Recognize that lasting community development requires sufficient time for local participants to become highly effective coalitions.

### LESSON

Sustainable programs at scale are possible but need to be carefully fostered.

#### RELATED CONSIDERATIONS

- Leverage the Company's presence in local communities to engage partners and encourage community members to take on program leadership.
- Formalize relationships with partners through memorandums of understanding, and the like, to enhance commitment among stakeholders and partners.
- Invest in local groups that are capable of sustaining and growing existing programs.
- Align key performance indicators (KPI's) with Foundation program goals to ensure prioritization and commitment.

## CONCLUSION

Since the AB InBev Foundation launched, there has been much interest in, and emphasis on, public private partnerships, but there has been limited success in their effectiveness in generating an accessible evidence base and addressing critical public health issues.

The Foundation's work to date has yielded significant learnings on community-based interventions to reduce underage drinking, improve road safety, increase alcohol screening, reduce binge drinking, and encourage enhanced responsible beverage service. The data on this work will continue to be collected and shared to advance scientific knowledge and inform current and future efforts to both reduce the harmful use of alcohol. Learnings will also inform the conversation around the role of companies in funding, scaling and sustaining community development initiatives within the public private partnership model.

Learning from these experiences, AB InBev has decided to expand the Foundation's mission and modify its structure and governance going forward. The Foundation will continue its commitment to the Global Smart Drinking Goals, while strengthening its work with company leadership to align company actions with strategies to advance a broader set of the United Nations Sustainable Development Goals (SDGs), including goals on clean water and social development.

To stay up to date on the work of the AB InBev Foundation, **visit** [www.abinbevfoundation.org](http://www.abinbevfoundation.org) or reach out to Catalina Garcia at AB InBev at: [Catalina.garcia@ab-inbev.com](mailto:Catalina.garcia@ab-inbev.com)

# APPENDIX

- AB InBev Foundation Board Bios
- AB InBev Foundation Staff Bios
- Technical Advisory Group (TAG) Bios
- Scientific Partners Task Force (SPTF) Bios
- List of Publications (Bibliography)
- List of Conferences & Events
- Statutes and Regulations of the Advisory Committee of Institutional, Government and Citizen Participation, of the Zacatecas City Pilot Project
- Columbus City Pilot to Prevent Harmful Drinking Steering Committee By-laws
- I Love Alex Steering Committee Roles, Membership and Responsibilities Terms of Reference
- Publication Guidelines
- Data Management Policy

## ABIF BOARD

### JIMMY KOLKER, MPA, DHUMLET

Ambassador Kolker was head of Global Affairs at the US Department of Health and Human Services from 2011 to 2017. In this role, Ambassador Kolker was the Department's chief health diplomat, representing the United States on the governing bodies of the World Health Organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria. He has a 30-year diplomatic career with the US Department of State, previously serving as the US Ambassador to Uganda and to Burkina Faso. Ambassador Kolker was previously Deputy US Global AIDS Coordinator, leading the implementation of the President's Emergency Plan for AIDS Relief (PEPFAR). He also served as the Deputy Chief of Mission at US embassies in Denmark and Botswana and won awards for political reporting at earlier posts in the UK, Sweden, Zimbabwe, and Mozambique. From 2007 to 2011, Ambassador Kolker was Chief of the AIDS Section at the United Nations Children's Fund (UNICEF) New York headquarters where he led UNICEF's work on HIV and AIDS, focusing on mother-to-child-transmission of HIV, pediatric treatment, prevention among adolescents and young people, and protection for children and families affected by AIDS.

Since his retirement, Ambassador Kolker has been affiliated with the Georgetown University Center of Global Health Science and Security, the Center for Strategic and International Studies, Last Mile Health, and the Texas Children's Global HOPE (pediatric cancer) Initiative. He also has served on the Boards of Building Tomorrow, the Firelight Foundation, and GlobeMed.

In 2019, Ambassador Kolker was awarded an honorary doctorate of Humane Letters from Carleton College, where he also earned his bachelor's degree. He holds a master's degree in Public Administration from Harvard Kennedy School.

# ABIF BOARD

## KENNETH “KEN” MORITSUGU

Dr Moritsugu is President and Chief Executive Officer of First Samurai Consulting, LLC, a firm specializing in health consulting focused on patient-centered care in public health systems and policies. In 2013, Dr Moritsugu retired as Former Vice President of Global Professional Education and Strategic Relations for Johnson & Johnson's Diabetes Solutions Companies. Prior to this, Dr Moritsugu was appointed Acting Surgeon General of the United States in 2002 and again from July 2006 until his retirement from the Commissioned Corps of the United States Public Health Service in September 2007.

Dr Moritsugu holds a bachelor's degree from the University of Hawaii, a medical doctorate from George Washington University, and a master's degree in Public Health from the University of California, Berkeley.

## JOHN BLOOD, JD

John Blood joined AB InBev's Global Legal team in 2009 where he served as a Vice President with a focus on mergers and acquisitions, compliance, and corporate law. He then served as the Head of Legal and Corporate Affairs for the North America Zone, where he drove the company's legal and corporate affairs agenda for the United States and Canada. Most recently, John was the company's global General Counsel before assuming his current role in July 2019 as Chief Legal and Corporate Affairs Officer. Before joining AB InBev, John was Corporate Counsel for Diageo North America where he served as the principal lawyer for the company's US spirits, wine, and beer business. Blood began his legal career as a commercial litigator at Dewey Ballantine in New York City.

Blood holds a bachelor's degree from Amherst College and a juris doctorate from the University of Michigan Law School.

## ABIF BOARD

### JO IVEY BOUFFORD, MD

Dr. Bufford is a clinical professor at the School of Medicine and the College of Global Public Health at New York University as well as a professor at the Robert F. Wagner Graduate School of Public Service. She currently serves on the boards of the United Hospital Fund and the Health Effects Institute. Dr. Boufford was previously the President of The New York Academy of Medicine. Before that, she served as both the Principal Deputy Assistant Secretary and as the Acting Assistant Secretary for Health in the US Department of Health and Human Services where she was also the US representative on the Executive Board of the World Health Organization. Dr. Boufford was elected to membership in the Institute of Medicine (IOM) in 1992 and served on its Board on Global Health and Board on African Science Academy Development. She also served two 4-year terms as the Foreign Secretary of the IOM and was elected to membership of the National Academy of Public Administration.

Dr. Boufford has been awarded Honorary Doctorate of Science degrees from the State University of New York, Brooklyn; New York Medical College; Pace University; and Toledo University. She also holds a bachelor's degree from the University of Michigan and a medical doctorate from the University of Michigan Medical School.

### TEMBELA KULU

Kulu is the Chief of Projects at the Thabo Mbeki Foundation and former Group Executive Manager of the Passenger Rail Agency of South Africa. Prior to these roles, she served as Major General and Government Security Regulator for the South African Police Service, Director of Communication, and Spokesperson for the South African Ministry of Public Service Administration. She also previously served as Co-Negotiator in the Public Administration Department of the Government as well as an advisor in intercountry security committees. In 2010, Tembela played a key role in public safety by leading security planning for the FIFA World Cup and the African Cup of Nations tournaments. As a Major General in the South African Police Service, she was deployed as Chief Negotiator on Special Envoys in the Ivory Coast and Mauritania. Tembela was named Business Woman of the Year in 2015 by the Business Woman Foundation of South Africa. Earlier in her career, she was Public Affairs and Area Operations Manager for Cape Metrorail, Business Development Manager for Holistic Settlements, and Training Manager at Kohler Flexible Packaging.

Kulu holds a bachelor's degree from the University of Cape Town and an Honours degree in Business Administration from the University of Stellenbosch.

## ABIF BOARD

### ROBERT C. ORR, PhD

Dr. Orr is the Dean of the School of Public Policy at the University of Maryland, as well as the United Nations Under Secretary-General and Special Advisor to the United Nations Secretary-General on Climate Change. Dr. Orr previously served as the Assistant Secretary-General for Strategic Planning in the Executive Office of the United Nations Secretary-General, as well as the Principal Advisor to the Secretary-General on counter-terrorism, peace building, women's and children's health, sustainable energy, food and nutrition, institutional innovation, public-private partnership, and climate change. Dr. Orr was previously the Executive Director of the Belfer Center for Science and International Affairs at the Harvard Kennedy School of Government and Director of the Council on Foreign Relations in Washington, DC. He was also appointed to senior posts in the United States government, including Deputy to the United States Ambassador to the United Nations and Director of Global Affairs at the National Security Council, where he was responsible for peacekeeping and humanitarian affairs.

Dr. Orr holds a bachelor's degree from the University of California, Los Angeles, and both a doctoral degree in International Relations and a master's degree in Public Administration from Princeton University.

### ANDRÉ PEÑATE, MA

Peñate is the Global Vice President of Regulatory and Public Policy at AB InBev Global. He previously worked for the Bavaria Brewery as well as served as Corporate Affairs Vice President and Director of Sustainable Development for SABMiller Latin America. Peñate has also held various positions in the Colombian Government, including Director of DAS, the civilian intelligence agency of the country, and Vice-Minister of Defense. He also worked for BP as Director of International Affairs in Washington, D.C.

Peñate holds a bachelor's degree from Universidad de Los Andes in Bogota and a master's degree in Latin American Studies from Oxford University.

## ABIF BOARD

### SCOTT RATZAN, MD, MPA

Dr Ratzan is currently developing Health Communication for Social Change efforts at CUNY Graduate School of Public Health & Health Policy. He also is Editor-in-Chief of the Journal of Health Communication: International Perspectives. Dr Ratzan was recently a Senior Fellow at the Mossavar-Rahmani Center for Business & Government in the Harvard Kennedy School, developing the Guiding Principles for Multisector Engagement for Sustainable Health. His three decades of pioneering accomplishments in national and global health communication, health literacy, and strategic diplomacy include eleven years of experience in vice president roles at Johnson & Johnson's headquarters. Before his private sector engagement, he worked at the US Agency for International Development (USAID) in Washington DC, and in academia as a professor and founding director of the Emerson-Tufts Master's Program in Health Communication. He currently serves on the Board of Global Health for the National Academies of Science, Engineering, and Medicine; the Rand Health Advisory Board; and the Massachusetts General Hospital Board of Global Health. He has previously been on the Board of Scientific Counselors for the US Centers for Disease Control and Prevention, Office of Infectious Disease. His academic appointments include Adjunct Professor at Columbia University Mailman School of Public Health, Tufts University School of Medicine, George Washington University, and Ramon Llull University.

Dr Ratzan holds a medical doctorate from the University of Southern California, a master's degree in Public Health from the Harvard Kennedy School, and a master's degree in Communication from Emerson College.

## AB INBEV FOUNDATION STAFF

The Foundation was led by a team of professionals with expertise spanning medicine, public health, organizational strategy, marketing and communications, program management, and more.

### *Global staff*

**Allison Goldberg, PhD** - Executive Director; served as Vice President, Strategy and Programs from April 1, 2017 to June 30, 2018

**Courtney Burks, MPH, MA** - Senior Director of Finance and Operations

**Catie De Montille, MEd** - Director of Communications

**Tom Achoki, MD, PhD** - Director of Research and Evaluation

**Veronica Martin** - Administrative Coordinator

### *Local staff*

**Benjamin Zhou, MA** - Jiangshan City Pilot Program Officer

**Elena Cardenas Vargas, MS** - Zacatecas City Pilot Program Officer

**Thokozile Budaza, MPH** - Johannesburg City Pilot Program Officer

# GLOBAL STAFF

## ALLISON GOLDBERG, PhD

### Executive Director

Allison Goldberg oversees the execution of the Foundation's strategic vision and mission while testing new models for cross-sector collaboration. Before assuming this role, she served as the Vice President of Strategy & Programs at the AB InBev Foundation. Allison was previously the Director of Global Corporate Affairs at AB InBev corporate where she worked across the company and with outside experts to help develop the architecture and strategy of the Global Smart Drinking Goals and the Together for Safe Roads initiative, a crossindustry coalition that works to improve road safety worldwide. She also worked at Abt Associates, a consulting firm, and held research positions at the International Center for AIDS Care and Treatment Programs (ICAP) at Columbia University. Allison is a 2015 Aspen Ideas Festival Scholar and holds an academic appointment as Lecturer at Columbia University where she teaches a course entitled, "Global Intractable Challenges: Innovations, Frameworks, and Change." She has also participated in the National Academy of Medicine's Public Private Partnership working group.

Allison earned an interdisciplinary PhD in Public Health and Political Science from Columbia University and a BA in Political Science from the University of Michigan.

## COURTNEY BURKS, MPH, MA

### Director of Finance & Operations

Catie de Montille fulfills the Foundation's commitment to transparency through cross-channel communications. She comes to this role with more than a decade of experience in designing, directing, and implementing integrated marketing and communications strategies for a range of corporate, foundation, government, and non-profit organizations. Catie previously led the Digital & Social Media practice at ICF, a global consulting and technology services company. She specialized in providing digital marketing counsel for clients in the public health sector, including both government and private sector clients. Prior to ICF, she was Vice President in Weber Shandwick's Social Impact Practice, a specialized team within the global public relations firm, where she advised on strategic communications and engagement at the intersection of corporate social responsibility and sustainable innovation. She has previously served as a guest instructor at George Washington University.

Catie earned her M.Ed. in Organizational Leadership and B.S. degrees in both Psychology and Human and Organizational Development from Vanderbilt University.

## GLOBAL STAFF

### **TOM ACHOKI, MD, PhD**

#### **Director of Research and Evaluation**

Tom Achoki manages the relationships and activities in the Foundation's research and impact measurement portfolio. He cofounded Mass Sciences, a Boston-based health data analytics startup focused on improving efficiency in healthcare systems. Previously, Tom was a Sloan Fellow at the MIT Sloan School of Management, and prior to that he served as the Director of African Initiatives and a Clinical Assistant Professor at the Institute for Health Metrics and Evaluation (IHME) at the University of Washington.

Tom is a medical doctor with a specialization in public health (MPH) and tropical medicine (DTM&H) from the University of Pretoria in South Africa. He also completed a PhD from Utrecht University in the Netherlands and an MBA from the MIT Sloan School of Management.

### **VERONICA MARTIN**

#### **Administrative Coordinator**

Veronica Martin has a background in event planning and administration in both the corporate and nonprofit fields. She is a living kidney donor who enjoys attending events to promote organ donation advocacy and Alzheimer disease awareness, working with kids, and spending time with her grandchildren.

Veronica is a Washington, DC notary public and is attending the New York Institute of Art and Design to obtain her certificate in Event Planning.

## CITY PILOT STAFF

### **BENJAMIN ZHOU, MA**

#### **Jiangshan City Pilot Program Officer**

Benjamin Zhou is responsible for overseeing the execution of all Foundation-supported programmatic activities in the City Pilot. Prior to this role, he was the Jiangshan City Pilot's Steering Committee Coordinator. Before joining the Foundation, Benjamin worked in China's English TV news scene for almost 11 years, serving from a front-line reporter to a behind-the-scenes producer. This experience provided Benjamin with a deep understanding of Chinese politics and culture and the skills to navigate crossborder and crosscultural exchanges.

Benjamin earned an MA in Media and Cultural Analysis from Loughborough University in England and a BA in Advertising from Shanghai International Studies University.

### **ELENA CARDENAS VARGAS, MS**

#### **Zacatecas City Pilot Program Officer**

Elena Cardenas Vargas oversees execution of all Foundation-supported programmatic activities in the City Pilot. Prior to this role, Elena was the Zacatecas, Mexico City Pilot Steering Committee Coordinator. She has more than 20 years of consulting experience with expertise in process development, project management, and a variety of technologies, models, and methodologies such as BPM, SOA, CMMI®, MoProSoft, Project Management, Knowledge Management, and Change Management. Elena has worked with clients across sectors, from IT to finance and retail. Prior to consulting, she worked for Deloitte and PricewaterhouseCoopers in Mexico.

Elena earned an MS in Computational Sciences and a bachelor's degree in computer systems engineering from the National Autonomous University of Mexico.

## CITY PILOT STAFF

### THOKOZILE BUDAZA, MPH

#### **Johannesburg City Pilot Program Officer**

Thokozile Budaza is the Johannesburg City Pilot Program Officer. She is also the Managing Director at Transitions Foundation, an after-school program that helps improve the educational performance of young South Africans. For the past 15 years, she has worked throughout Southern Africa to advance public health models by working for a variety of international organizations including Open Society Initiative for Southern Africa (OSISA), the Global Call to Action Against Poverty, CIVICUS, Action Aid, Soul City Institute, and more. Thokozile also served as an executive on the board of the Sonke Gender Justice Network from 2006 to 2010.

Thokozile has received a variety of accolades for her work, including a White Ribbon Award in 2006 from Women Demand Dignity and served as a 2016 Mandela Washington Fellow, a program under former President Barack Obama.

Thokozile holds an MPH from the University of the Western Cape as well as a BSc in Biotechnology from the same institution, a BA Honours degree in Population and Demography from Witwatersrand University, and an Advanced Health Management Diploma from the Foundation for Professional Development in affiliation with Yale School of Public Health.

## TECHNICAL ADVISORY GROUP (TAG)

**H. WESTLEY CLARK, JD, MPH, CAS, FASAM**

### **TAG Chair**

Dr. Clark is the Chair of the Technical Advisory Group. He is the former Director of the Center for Substance Abuse Treatment within the US Substance Abuse and Mental Health Services Administration (SAMHSA). While at SAMHSA, Dr Clark helped create the Recovery Community Services Programs, Recovery-Oriented Systems of Care, and Access to Recovery, a presidential initiative. He has often worked closely with the White House Office of National Drug Control Policy on the president's drug strategy, tackling issues such as getting treatment to pregnant and postpartum women, reducing recidivism among individuals in the criminal justice system, and increasing choice of treatment options. He previously worked at the San Francisco Veterans Affairs Medical Center and is board-certified in General Psychiatry, with an ABAM certification in Addiction Psychiatry. He is a member of the Washington, DC Bar Association and licensed to practice medicine in several jurisdictions.

Dr Clark holds a bachelor's degree from Wayne State University, a medical doctorate and a master's degree in Public Health from the University of Michigan schools of Medicine and Public Health, and a juris doctorate from Harvard Law School.

**MICHAEL WOLF, MD, PhD, MPH, MA**

Dr. Wolf is the Associate Vice Chair for Research in the Department of Medicine at Northwestern University. He is also a professor of medicine and medical social sciences with a focus on general internal medicine and geriatrics. Dr. Wolf's work focuses on two things: one is the study of cognitive, psychosocial, and health system factors that affect a person's ability to successfully manage health; the second is the design of practical, scalable interventions that help individuals and families to access, understand, and use health information to make appropriate health decisions and adopt recommended behaviors. The majority of his work is interventional and leverages health and consumer technologies as appropriate to "hardwire" patient education, counseling, and monitoring activities in the primary care setting to improve self-management of chronic diseases.

Dr. Wolf holds a medical doctorate from the University of Illinois, Chicago and a master's degree in Public Health from Northwestern University.

## TECHNICAL ADVISORY GROUP (TAG)

### HOLLY MASSETT, PhD

Dr. Massett, who serves on the Technical Advisory Group in an individual capacity, is also the Senior Advisor on Clinical Research Recruitment and Engagement at the National Institute on Aging where she oversees the implementation of the National Strategy for the Recruitment and Participation in Alzheimer's and Related Dementias clinical research. Dr. Massett has over 25 years of professional experience in program evaluation, consumer research, and social marketing. She previously spent 15 years at the National Cancer Institute, working with the early- and late-phase treatment clinical trial network systems to develop and apply systematic accrual practices to support challenging trials. She also spent eight years as the Associate Director of the institute's Office of Market Research and Evaluation. Prior to her work in the federal government, Dr. Massett was Vice President of Health Research at Porter Novelli and held senior research positions at RTI International and the Academy for Educational Development. She has overseen research for national health campaigns sponsored by the Centers for Disease Control and Prevention, the March of Dimes, and the Robert Wood Johnson Foundation.

Dr. Massett holds a doctoral degree in Health Communication from the University of Maryland.

### KENNETH WARREN, MD

Dr. Warren has served in a number of scientific and administrative positions throughout his long career in public service. Toward the end of his federal government career, Dr. Warren served for seven years as NIAAA's Deputy Director, part of which was spent concurrently serving as the Acting Director of NIAAA. Earlier in his career he served as Director of the NIAAA Office of Science Policy and Communications and as NIAAA's Associate Director for Basic Research. Dr. Warren has published many papers and reviews on fetal alcohol spectrum and fetal alcohol spectrum disorders including a history on the recognition of this serious birth defect. Dr. Warren has gained numerous honors for his leadership in the initial development and long-term involvement in research programs on fetal alcohol spectrum disorders.

Dr. Warren holds a doctoral degree in Biochemistry from Michigan State University

## TECHNICAL ADVISORY GROUP (TAG)

### JOSEPH LAU, MD

He is currently the Associate Director of the JC School of Public Health and Primary Care, the Chinese University of Hong Kong; Head of the Division of Behavioral Health and Health Promotion; and the Director of the Centre of Health Behaviours Research. He also holds adjunct professorships in Tsinghua University, Zhejiang University, Peking Union Medical College, Central South University and consultancy positions in the Chinese Centers for Disease Control and Prevention of Beijing, Hunan province, and Jiangsu province, among others.

Professor Lau is the Founding President of the Hong Kong Society of Behavioral Health and member of the Governing Council and co-chair of the Strategic Planning Committee of the International Society of Behavioral Medicine. He is also a member of the Preparatory Committee of setting up the Behavioral Health Division of the China National Preventive Medicine Society. He was awarded the International Collaboration Award of the International Society of Behavioral Medicine. His research interests include addiction research, such as substance and alcohol use, smoking, gambling, and Internet Gaming Disorder. He serves as an associate editor of *Addiction*, and an editorial board member of *Addictive Behaviors*. He has published over 500 papers in English peer-reviewed journals, with an h-index of >53. He has provided consultancy to the World Health Organization (WHO) and other international organizations and was invited to participate in the Second WHO Forum on alcohol, drugs, and addictive behaviors.

## SCIENTIFIC PARTNER TASK FORCE (SPTF)

### WILLIAM DEJONG, PhD

Dr. DeJong is an Adjunct Professor at Tufts University School of Medicine and a consultant specializing in strategic planning and program design for public health interventions, with a focus on changing social norms and behaviors, health communications, technology transfer, and policy and program evaluation. Presently, he works with the following businesses and organizations: AB InBev; AB InBev Foundation; DRUIDapp, Inc.; Evelyn Lilly Lutz Foundation; International Town-Gown Association; Responsible Retailing Forum; and Straterus/RRF Field Services LLC. He previously served as a Professor of Community Health Sciences at the Boston University School of Public Health; the Director of the US Department of Education's Higher Education Center for Alcohol, Drug Abuse, and Violence Prevention; and as Director of Research and Program Development for Outside The Classroom, an alcohol online education company later acquired by EVERFI, Inc. He is the author of over 450 monographs, book chapters, academic papers, and other publications and materials on the subjects of substance abuse prevention, health promotion, criminal justice, social psychology, and the use of media to change social norms and behaviors.

Dr. DeJong is a graduate of Dartmouth College and received his doctorate in psychology from Stanford University.

### JIM LANGE, PhD

Dr. Lange is the Executive Director of the Higher Education Center for Alcohol and Drug Misuse Prevention and Recovery (HECAOD), an academic center of The Ohio State University. The HECAOD serves as a technical advising resource for colleges and universities across the United States on topics concerning the continuum of issues involving alcohol and drug misuse. He does this while also holding a faculty position as the Coordinator of Alcohol and Other Drug Initiatives for San Diego State University. From his various research grants, Dr. Lange has authored over 60 scientific publications that have been cited within more than 3,450 publications. He is also currently serving on the Advisory Board for SAMHSA's Prevention Technology Transfer Center (PTTC) Network Coordination Center. This service fits within his history of advising many state and federal efforts, including the US Department of Education's Higher Education Center for Alcohol, Drug Abuse, and Violence Prevention; California State Prescription Drug Task Force; San Diego County Alcohol Policy Panel; and RADD—the Entertainment Industry's Voice for Road Safety. Previously he was a Senior Research Scientist with the Pacific Institute for Research and Evaluation.

Dr. Lange received his undergraduate education at Pitzer College and his doctorate education at the University of Maryland, College Park.

# SCIENTIFIC PARTNER TASK FORCE (SPTF)

## NATIONAL OPINION RESEARCH CENTER AT THE UNIVERSITY OF CHICAGO

The National Opinion Research Center (NORC) is an objective and nonpartisan research institution dedicated to delivering reliable data and rigorous analysis to guide critical programmatic, business, and policy decisions. In working with the Foundation, NORC provides technical assistance in the areas of road safety, especially measures and strategies to reduce alcohol-impaired driving; responsible beverage service training and enforcement in order to reduce service to underage patrons and to obviously intoxicated patrons; and program monitoring and evaluation of countermeasures implemented. NORC also reviews proposals from implementing partners to ensure that best practices and evidence-based strategies are being proposed and implemented and provides direct technical advising on programmatic implementation, monitoring, and evaluation based on experience with demonstration projects in the United States and elsewhere.

This project is lead by Jim Fell (Principal Investigator), Julie Kubelka, and Jenni Scolese.

## HBSA

HBSA is leading the measurement and evaluation of AB InBev's Global Smart Drinking Goals contribution towards reducing the harmful use of alcohol across six City Pilots by 10%. HBSA is a nonprofit supporting organization of the Pacific Institute for Research and Evaluation (PIRE). Like PIRE, HBSA has decades of experience designing and evaluating substance abuse, injury, and violence prevention programs and bringing science to practice.

At HBSA, this project is lead by Ted R. Miller and Christopher Ringwalt (Principal Investigators), Deborah Fisher, Joel Grube, Elizabeth Lilliot, and MJ Paschall, among others.

## SCIENTIFIC PARTNER TASK FORCE (SPTF)

### TUFTS UNIVERSITY

Tufts University convened an expert consensus conference and is now developing labels according to the resulting recommendations. Initial labels with implementation guidelines will be developed for Canada and Brazil. To support label use, creative briefs for consumer education and social marketing on label topics will also be developed. The label development process will be documented in order to facilitate the adaptation of existing labels and development of new labels in new markets.

This project is lead by Susan Koch-Wester and Margie Skeer.

### UNIVERSITY OF MIAMI

The University of Miami is functioning as an implementation partner for the Zacatecas City Pilot. It is partnering with the University of Washington's Center for Communities That Care and Augusto Perez of Nuevos Rumbos in Colombia as an external consultant on screening and brief intervention and motivational interviewing. The university is implementing an initiative called Businesses That Care in Zacatecas, Mexico.

This project is lead by Eric Brown.

# LIST OF PUBLICATIONS (BIBLIOGRAPHY)

## ARTICLES ON PROJECTS FUNDED BY THE AB INBEV FOUNDATION

**Two Innovative Brazilian Programs Relating to Road Safety Prevention. A Case Study**, by Leandro Piquet Carneiro and Linamara Rizzo Battistella in the *Sao Paulo Journal of Medicine*.

Carneiro, L. P., & Battistella, L. R. (2019). Two innovative Brazilian programs relating to road safety prevention. A case study. *Sao Paulo Medical Journal*, 137(suppl), 2–7. doi: 10.1590/1516-3180.2019.137150319|pc

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Miller T. (2018). RPW 2652 Drinking after driving: an urban 6-country comparison. *Injury Prevention*, 24:A194.

[Full Publication: Ovid](#)

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## ARTICLES ON PROJECTS FUNDED BY THE AB INBEV FOUNDATION

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[Full Publication: National Academies](#)

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ClinicalTrials.gov Identifier: NCT03262259

[Full Publication: Clinical Trials](#)

**Crash patterns in two Chinese secondary cities, with comparisons to crash patterns in the United States**

[Full Publication: Traffic Injury Prevention](#)

**Businesses That Care – Zacatecas**

[Full Publication: Clinical Trials](#)

**Incidence and Lethality of Suicidal Overdose by Drug Class**, by Ted Miller, Ph.D.

[Full Publication: JAMA](#)

# *LIST OF PUBLICATIONS (BIBLIOGRAPHY)*

## ARTICLES ON PROJECTS FUNDED BY THE AB INBEV FOUNDATION

Alcohol Availability, Use, and Harms Among Adolescents in Three Mexican Cities, by Chris Ringwalt, Dr.PH.

[Full Publication: Sage](#)

The Efficacy of Ridesharing Services in Reducing Drinking and Related Harms in Columbus, OH, by Ted Miller, Ph.D.

[Full Publication: Science Direct](#)

Incidence and Costs of Personal Property Crimes in the United States, 2017, by Ted Miller, Ph.D.

[Full Publication: SSRN](#)

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**Evaluating Alcohol Industry Action to Reduce Harmful Use of Alcohol**, by Peter Anderson and Jürgen Rehm in *Alcohol and Alcoholism*.

Anderson, P., & Rehm, J. (2016). Evaluating Alcohol Industry Action to Reduce the Harmful Use of Alcohol. *Alcohol and Alcoholism*, 51(4), 383-387. doi:10.1093/alcalc/agv139

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**Evidence of Reducing Ethanol Content in Beverages to Reduce Harmful Use of Alcohol**, by Jürgen Rehm et al in *The Lancet Gastroenterology & Hepatology*.

Rehm, J. et al. (2016). Evidence of reducing ethanol content in beverages to reduce harmful use of alcohol. *The Lancet Gastroenterology & Hepatology*, 1(1), 78-83. doi:10.1016/s2468-1253(16)30013-9

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**Changing Collective Social Norms in Favour of Reduced Harmful Use of Alcohol: A Review of Reviews**, by Peter Anderson in *Alcohol and Alcoholism*.

Anderson, P. et al. (2018). Changing Collective Social Norms in Favour of Reduced Harmful Use of Alcohol: A Review of Reviews. *Alcohol and Alcoholism*, 53(3), 326-332. doi:10.1093/alcalc/agx121

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[Full Publication: F1000 Research](#)

# LIST OF PUBLICATIONS (BIBLIOGRAPHY)

## SELECT PRESENTATIONS AND SCIENTIFIC EVENTS

**Preventing and fighting Noncommunicable Diseases: Two Innovative Brazilian Programs** was presented by Leandro Piquet at the 2017 World Health Organization Global Conference.

**Working Through Public-Private Partnerships to Advance Science-Based Social Marketing Campaigns to Reduce Harmful Alcohol Use Around the World** was presented by Allison Goldberg, Cata Garcia, Bill DeJong, Brie Ferrigno, and A. Miranda at the 2018 North America Social Marketing Conference.

**Drinking After Driving: An Urban 6-Country Comparison** was presented by Ted Miller at the 2018 World Injury Conference.

**Injury Prevention in 6 Countries** was presented by Ted Miller at the 2018 World Injury Conference.

**Commercial Alcohol Availability, Consumption, and Drinking Contexts in a Sample of Mexican Adolescents** was presented by Mallie J. Paschall, Ph.D. at the 2018 Research Society on Alcoholism (RSA) Annual Scientific Meeting.

**Alcohol Availability, Use, and Harms Among Adolescents in Three Northeastern Mexican Cities** was presented by Christopher Ringwalt, Dr.PH at the 2018 Research Society on Alcoholism (RSA) Annual Scientific Meeting.

**Penetration and Self-reported Outcomes of Brief Alcohol Intervention in 3 Midwestern Cities** was presented by Ted Miller at the 2018 American Public Health Association (APHA) Annual Meeting and Expo.

**Leveraging Core Competencies of Private Sector Companies** was presented by Allison Goldberg, Leandro Piquet and Westley Clark as part of a Panel Discussion at the National Academies of Sciences, Engineering, and Medicine's Forum on Public-Private Partnerships for Global Health and Safety (2018 Workshop titled, "Global Health Transitions and Sustainable Solutions: The Role of Partnerships").

**Scaling up Prevention of Harmful Use of Alcohol in Primary Health Care** was presented by Leo Pas at the 2019 European Social Marketing Conference.

**Smart Drinking Goals City Pilot Leuven: Local Engagement and Interdisciplinary Collaboration** was presented by Nele Smets and Bert Smits at the 2019 European Social Marketing Conference.

# LIST OF PUBLICATIONS (BIBLIOGRAPHY)

## SELECT PRESENTATIONS AND SCIENTIFIC EVENTS

**Alcohol Availability, Use, and Harms Among Adolescents in Three Northeastern Mexican Cities** was presented by Christopher Ringwalt, DrPH at the 2019 European Society for Prevention Research (EUSPR) Conference.

**Evaluation of a mystery shopper intervention to reduce sales of alcohol to minors in Zacatecas and Guadalupe, Mexico** was presented by Joel Grube, Ph.D. at the 2019 European Society for Prevention Research (EUSPR) Conference.

**The Contribution of Beer and Other Alcoholic Beverage Types to Consumption, Heavy Drinking, and Alcohol -Related Harms: Findings from Five Countries** was presented by Mallie J. Paschall, Ph.D. at the 2019 European Society for Prevention Research (EUSPR) Conference.

**Crash patterns in two Chinese secondary cities with comparisons to drink driving crash patterns in the United States** was presented by Ted Miller at the 2019 Association for the Advancement of Automotive Medicine (AAM) Annual Scientific Conference.

**Measuring Global Alcohol Health Literacy: A Systematic Review** was presented by Susan Koch-Weser at the 2019 American Public Health Association (APHA) Annual Meeting and Expo.

**Businesses That Care (Empresas Que Se Cuidan): A Community-based Initiative to Reduce Youth Alcohol Use and Abuse in Zacatecas, Mexico** was presented by Allison Goldberg, Cata Garcia, and Eric Brown at the 2019 North America Social Marketing Conference.

**Effect of Food, Agriculture, and Transportation Systems on the Health of Urban Populations** was presented by Allison Goldberg as part of a Panel Discussion at the National Academies of Sciences, Engineering, and Medicine's Forum on Public-Private Partnerships for Global Health and Safety (2019 Workshop titled, "Health-Focused Public-Private Partnerships in the Urban Context").

**"Alex is a Shebeen": Research Insights about Underage Alcohol Use and Co-risk Factors in Alexandra Township, South Africa** will be presented by Gael O'Sullivan at the 2020 International Social and Behavior Change Communications Summit.

# *LIST OF PUBLICATIONS (BIBLIOGRAPHY)*

## **SELECT PRESENTATIONS AND SCIENTIFIC EVENTS**

**The Global Smart Drinking Goals Program: Model of Public-Private Partnership and the implementation of the social development strategy to reduce harmful use of alcohol in young adult population** was presented by Allison Goldberg and Cata Garcia at the World Social Marketing Summit in October, 2019.

**Public-Private Partnership Responses to COVID-19 and Future Pandemics – A Workshop** was presented by Allison Goldberg in June, 2020.

# STATUTES AND REGULATIONS OF THE ADVISORY COMMITTEE OF INSTITUTIONAL, GOVERNMENT AND CITIZEN PARTICIPATION, OF THE ZACATECAS CITY PILOT PROJECT

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TRANSITORY

ARTICLE I. This Regulation shall be in force from its approval by the General Committee until it modifies or replaces it.

# ARTICLE I – NAME, PURPOSE

## Section 1: Name

The name of the organization is " The Committee " and for this document, hereafter, "The Committee".

## Section 2: Purpose

The Committee was created with the objective of deciding, evaluating, proposing and endorsing, by consensus, the implementation of specific programs and actions for the prevention and reduction of harmful alcohol consumption in Zacatecas, that are sustainable over time and can become practices. common public health and prevention, through the constant linking and joining of efforts of Public-Private sectors.

The foregoing is directed to the four axes contemplated by the Zacatecas Model City project, which are: Road Safety, Education and Health (zero alcohol consumption on minors); Binge Alcohol Consumption and Alcohol Related Violence.

## Section 3: History

Zacatecas City Pilot was launched in December 2015, as part of the AB InBev company response to the invitation of the UN and WHO that the same year, to contribute to public health problems related to this industry and to link actions aligned to the Global Smart Drinking Goals, GSDG, in collaboration with public-private partnerships.

AB InBev established the AB InBev Foundation and launched six Pilot Cities in the world, Zacatecas is one of them, to meet the first of the four Global Smart Drinking Goals (GSDG): The reduction of the harmful use of alcohol, at least 10%, in these cities by the end of 2020, and to implement best practices in all markets by 2025.

In December 2015, the Zacatecas City Pilot project, aimed at the population of the municipalities of Zacatecas and Guadalupe, was launched with key allies of the State Government through its Secretariat of Health. Since its establishment in 2017 and until today, the AB InBev Foundation has been responsible for coordinating all the efforts of the AB InBev Company regarding Pilot Cities, and more.

# ARTICLE I – NAME, PURPOSE

## Section 4: Future

The Committee will participate with proposals, opinions and considerations regarding the relevance of program implementation, in addition to collaborating closely from the Institution, Association or other entities to which its members may belong, in order to strengthen and carry out actions that will allow improvements to be made. and to achieve the general objective of the Pilot City, as well as to promote the sustainability over time of the most convenient programs for the population and to turn these actions into common institutional practices.

# ARTICLE II – ORGANIZATION

## Section 1: General Committee, Conformation

As it was previously stated, the Committee is responsible for deciding, evaluating, proposing and endorsing, by consensus, the implementation of specific programs and actions for the prevention and reduction of harmful alcohol consumption in Zacatecas, and delegates the communication of such decisions through the Coordinator of the Committee, represented by Miriam Georgina Serrano Mandujano, and its execution to the Project Management, headed by Elena Cárdenas Vargas.

Additionally, the Committee will have the following structure:

1. The Committee will have at least three members.
2. A limit of members or participants is not considered.
3. It is made up of representatives of the Zacatecas-Guadalupe community, among whom the origin can be Institutional, Governmental, Public or Private.
4. The members of the Committee will not receive any financial compensation.
5. From the Committee, 1 General Committee and 4 Sub-Committees were created for each axis considered by the Zacatecas City Pilot project.

### Section 1.a. Affiliation

1. The Committee is made up of representatives of the Zacatecas-Guadalupe community, whose provenance can be Institutional, Government, the Public or Private sectors
2. The Committee will designate the Leaders of the four permanent Sub-Committees / working groups from among its members, in order to monitor and execute effectively in their area of expertise.
3. Any member of the Committee may nominate for its membership, or a member of the Community may volunteer to be considered for membership.
4. The names of the applicant for membership should be sent to the Coordinating Committee, who will initiate and oversee the involvement process.
5. All members may withdraw from the Committee or resign their status as associate by means of a written communication addressed to the Coordination of the Committee. The resignation may be presented at any time.

# ARTICLE II – ORGANIZATION

## Section 1.a.1.- Loss of membership or associate.

Associate status is lost:

1. By termination or resignation.
2. By exclusion by consensus.
3. By death.
4. By change of the administration of the Institution that it represents.

## Section 1.b. Meetings

1. The General Committee will meet twice a year, at an agreed time and place, either in the meeting room of the Zacatecas City Pilot offices or in the facilities of the Institution under consideration.
2. The Sub-Committees will meet every two or three months, during the year, according to the case and the need of each Sub-Committee.
3. In each of its sessions, a minute of these will be drawn up, which will be prepared by the Committee Coordinator and will be sent to the attending members.
4. The members will meet with a quorum of half plus one and their decisions will be made by simple majority.

# ARTICLE II – ORGANIZATION

## Section 1.b.1 Executive session.

An emergency executive session can be called by 60% of the active members of the Committee.

## Section 1.c. Member Terms

1. The members of the Committee will serve for the period of the year 2016 until the end of the Zacatecas City Pilot project, considered to be December 2020, unless otherwise specified, or the implementation of programs in the Pilot City is extended by the AB InBev Foundation AB InBev itself.
2. If a member of the Committee resigns or leaves, a replacement member can be chosen to continue the consultation and assembly process.

## Section 1.d. Quorum.

A quorum of at least 51% of the current members of the Committee must be present at a meeting to consider official consensus.

## Section 1.e. Meeting Notice

1. The official meetings of the Committee will be scheduled regularly twice a year, which will be notified 8 days in advance, by physical letter, as well as a digital copy by electronic means.
2. Special meetings require each Committee member to have at least three days' notice by phone or email and a printed or digital invitation letter.
3. Emergency meetings require that Committee members be contacted in person or by phone and email.

# ARTICLE II – ORGANIZATION

## Section 1.f. Officers and Duties

1. There will be four leading representatives from each Sub-Committee, with specialized or linked representatives in the area to be affected.
2. The Committee will propose the official representatives who will be in charge of collaborating in the execution and follow-up of the actions derived from the general and particular consensus of the Sub-Committee supported by the Zacatecas City Pilot Project Direction.

# ARTICLE III – MEMBERS' RIGHTS AND OBLIGATIONS

## Members' Obligations:

1. To comply with the functions of citizen, institutional or association representation, depending on the case entrusted to them.
2. To Contribute from their workplace to achieve the objectives of the association.
3. To Participate in the proposal generation.
4. To expose risks, costs and relevance of proposals.
5. To complement action paths.
6. To respect the communication guidelines and the entities involved in the actions to be communicated.
7. To know and comply with the provisions of these regulations.
8. To Respect the decisions that are made in the assemblies of the Sub-Committee to which they belong, and of the General Committee, including the execution of activities or providing agreed information.

# ARTICLE III – MEMBERS' RIGHTS AND OBLIGATIONS

## Members' Rights:

1. To participate with voice and proposals in the assembly of the Committee.
2. To integrate the citizen representation bodies that they consider that can contribute to the objective of the Project's programs.
3. To Present considerations of the relevance of proposals, programs or implementations for the Pilot City, by using the voice in their participation in the meetings of the Committee, as well as bringing to the table program proposals with the considerations stipulated by Zacatecas City Pilot.
4. To be informed of the most relevant actions, status and results of the programs implemented in Zacatecas-Guadalupe and of the budget available for each year.
5. To request information about the implementations.
6. To Issue an opinion and formulate proposals for the solution of problems of public or general interest and for the improvement of the forms of action that regulate relations in the community.
7. To keep communication in the sense of Community action, that is, that any action, implementation, results or benefits derived from the work of the Project, must be carried out by the main stakeholders and define in the Committee the figure, institution or body that will make such communication.
8. To present initiatives based on scientific evidence to the Committee, on projects to create, modify, repeal or abrogate regulations that are within the competence of the axes of intervention in the population of Zacatecas City Pilot.
9. To give an opinion on the approval, modification, abolition or abrogation of the strategies that are put to discussion in the meetings of the Committee.
10. To Participate in the planning, design, execution, monitoring and evaluation of the consensus of the Committee.

## TRANSITORY

**ARTICLE I** - This Regulation shall be in force from its approval by the General Committee until it modifies or replaces it.

# COLUMBUS CITY PILOT TO PREVENT HARMFUL DRINKING STEERING COMMITTEE BYLAWS

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# ARTICLE I – III

## Article I – Name:

The name of this committee shall be the Columbus City Pilot to Prevent Harmful Drinking Steering Committee (SteerCo)

## Article II – Founding of Columbus City Pilot

The Columbus City Pilot was founded in 2016 by Anheuser-Busch in partnership with the City of Columbus. Columbus is one of six City Pilots established to support the Global Smart Drinking Goals of AB InBev, Anheuser-Busch's parent company. The Global Smart Drinking Goals aim at reducing harmful use of alcohol by 10% in 6 cities by 2020 and expanding best practices globally by 2025.

In 2017, AB InBev established the AB InBev Foundation and transitioned support of the six City Pilots to the Foundation. The Foundation is an independent non-profit organization that works with partners at the global and community levels to help reduce harmful drinking and affect positive change.

The Foundation will primarily help fund partners' development of implementation tools and certain programs selected by the steering committees where AB InBev Global City Pilots are in place. It will also engage partners and organizations to measure, evaluate, and publish on the effectiveness of various programs related to the Global Smart Drinking Goals, with the goal of identifying solutions to positively change or reduce behaviors related to harmful drinking.

## Article III – Mission and Function

- A. Mission Statement: The Columbus City Pilot to Prevent Harmful Drinking Steering Committee will guide the Columbus City Pilot's activities by selecting activities to promote healthy behaviors, decisions, and environments that reduce harmful alcohol use in Columbus Ohio
- B. Functions
  1. Assess data on alcohol harms provided by external partners, including evaluation partners.
  2. Recommend evidence-based interventions that address identified local harms
  3. Recommend how resources should be allocated to the recommended interventions
  4. Develop timeline for implementation
  5. Brainstorm ways to address challenges and barriers to implementing interventions
  6. Monitor implementation progress and local impact
  7. Develop and maintain written by-laws
  8. Conduct regular meetings
  9. Maintain an active membership

# ARTICLE IV

## Article IV – Members:

- A. The membership shall represent a variety of sectors the intent of which is to have a balanced group. Sectors include but are not limited to:
  - 1. Government
  - 2. Non-profit organizations
  - 3. Health care
  - 4. Local business
  - 5. Alcohol Producers and Distributors
  - 6. Law Enforcement/Public Safety
  - 7. Insurance and other related enterprises
  - 8. Other sectors as identified
- B. Qualifications and Terms of Membership
  - 1. Voting members shall represent one of the above sectors and/or have a strong working knowledge or interest in preventing alcohol-related harm
  - 2. Voting members shall attend a majority (6 or more) of the Steering Committee meetings either in-person or via conference call
  - 3. Members will be contacted by the Steering Committee Coordinator if they fail to attend 3 consecutive meetings. Interest in Steering Committee membership will be assessed at that time. Options include remaining active on the committee, identifying a replacement, serving in an advisory capacity, or dropping off the committee
  - 4. The Steering Committee shall be comprised of 7-11 voting members

# ARTICLE V – IV

## Article V – Nominating and Approving Potential Steering Committee Members

### A. Nominating

1. Steering Committee members are urged to nominate new members if there is a vacancy on the Committee
2. Nominees should possess a strong working knowledge or interest in preventing alcohol-related harm
3. The nominee will complete a brief application which will be available for Steering Committee review
4. The nominating Steering Committee member will present the nominee to the Committee at a meeting or via email

### B. Approval

1. The Steering Committee will have the opportunity to discuss the attributes of the nominee
2. After sufficient discussion, a vote will be taken in person or via email.
3. A nominee is approved by a majority vote
4. A vote will take place within a week of nomination

## Article VI – Removal of a Steering Committee Member

- A. If a Steering Committee member has engaged in activity that potentially compromises the reputation or work of the ABInBev Foundation or the Columbus City Pilot, that member may be voted off the Committee by a majority vote

# ARTICLE VII – VIII

## Article VII – Officers and Duties

### A. Officers

1. Officers shall include a Chair and Vice Chair. The Secretary non-voting position shall be assumed by the Steering Committee Coordinator
2. Officers' terms shall be two years.
3. Chair shall be elected by a majority vote every other year and assume duties at the following monthly meeting. A Chair may serve consecutive terms
4. If an officer resigns prior to the end of their term, the Steering Committee shall nominate and elect by majority vote a member to complete the term.

### B. Duties

1. Steering Committee Chair shall plan the agenda and preside at all meetings, may appoint sub-committees, and perform additional chairperson duties.
2. The Vice Chair shall temporarily perform the duties of the Chair in their absence or if they are unable to carry out their duties, and shall perform other duties as may be

## Article VIII – Duties of Partners, including the Program Officer

A. The Program Officer is employed by the AB InBev Foundation and is responsible for initiating and managing grant-making in Columbus, managing reporting between Columbus grantees and the ABInBev Foundation, and providing technical and other support to the Steering Committee and overall Columbus effort.

B. The Evaluation partner shall provide baseline and impact data, conduct targeted program evaluations as requested, and generate harm estimates and projections based on baseline data and best practices as documented in the peer reviewed literature.

C. The AB InBev Foundation shall provide financial support to a workplan developed and approved by the Columbus City Pilot Steering Committee. The Foundation shall also make technical assistance resources persons available to the Steering Committee.

# ARTICLE IX – XI

## Article IX – Duties of the Steering Committee Coordinator

A. The Steering Committee Coordinator is a locally-based consultant responsible for keeping meeting minutes and attendance records, reporting to the ABInBev Foundation, and providing other documentation, and shall perform other duties as may be necessary to ensure the optimal functioning of the Steering Committee

## Article X – Task Forces

### A. Function

1. Task Forces shall be requested by the Chair and/or the Steering Committee Coordinator and/or the Program Officer on an ad-hoc basis to address issues around a specific evidence-based initiative
2. Task Forces shall be requested to support the City Pilot effort by providing information and advice according to their expertise
3. Task Forces shall report findings to the Steering Committee on a timely basis
4. Task Force members who are not on the Steering Committee are not considered voting members of the Steering Committee

## Article XI – Advisory Group

### A. Function

1. Advisors shall be enlisted to provide expertise on topics related to evidence-based initiatives
2. Advisors include experts retained by the Foundation
3. Advisors may also serve on a task force
4. Advisors are not considered voting members of the Steering Committee

# ARTICLE XII – XIII

## Article XII – Meetings and Quorum

### A. Meetings

1. The Columbus City Pilot to Prevent Harmful Drinking Steering Committee shall meet monthly, and more often if members deem necessary.
2. Members shall be notified at least two weeks in advance of all meetings.
3. All meetings shall be open to the public.
4. Meetings will be conducted in accordance with traditional parliamentary procedures/Robert's Rules of Order

### B. Quorum

1. Each member shall have one vote.
2. Presence of at least half of the members (simple majority) will constitute a quorum.
3. Votes shall only be conducted during meetings where there is a quorum.
4. Emergency voting may take place in between meetings via phone or email – all members must be notified, and have 48 hours to respond.  
Quorum will be half of the members.
5. A Steering Committee member may call for a secret ballot

## Article XIII – Amendments to the Bylaws

A. Amendments to the bylaws may be made – proposed amendments should be submitted in writing to the Chair in advance of a regular meeting. Amendments shall be approved with a majority favorable vote.

B. Approved amendments shall take effect immediately unless otherwise specified.

# ARTICLE XIV

## Article XIV– Conflict of Interest

All members shall disclose actual or potential conflicts of interest annually (records maintained by the Steering Committee, and made public), and during discussion of topics where the conflict of interest may be relevant

If a member is uncertain whether there is a conflict of personal interest and their Steering Committee duties, the member shall raise this question to the general membership or the Steering Committee Coordinator.

# I LOVE ALEX STEERING COMMITTEE ROLES, MEMBERSHIP AND RESPONSABILITIES TERMS OF REFERENCE

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# 1 – 2

## 1. Background

Alcohol miss-use is a global problem. Reducing harmful alcohol use is a goal of the World Health Organization and the United Nations – through their Global Alcohol Strategy and the Sustainable Development Goals. Globally, alcohol consumption is the seventh leading risk factor for premature death and disability. Overall, the harmful use of alcohol causes more than 5% of the global disease burden. It is also a major risk factor for non-communicable diseases, including cancers and cardiovascular diseases, communicable diseases such as TB and HIV/AIDS, violence, and injuries.

These global institutions have challenged the world to meaningfully address this issue and other global problems. We also know that this issue of harmful alcohol use has negatively affected us here in our own community.

## 2. Objectives

In 2015, SAB launched their smart drinking goals to foster a culture of smart drinking globally to reduce the harmful use of alcohol. This is to be achieved by changing behaviour through social norms and by empowering the consumers with choice.

One of the Smart Drinking Goals is a Multi-Year City Pilot that directly addresses the harmful use of alcohol with a target to reduce harm by 10% by 2020. Johannesburg has been selected as one of seven cities across the world to pilot this initiative and to share best practice to the rest of the world. In accordance with evidence based research, the pilot program will create interventions targeting Road Safety, Underage Drinking, Binge Drinking & Community Safety.

Specific key performance indicators will be entrenched to ensure that quality monitoring and evaluation leads the pilot program to the successful achievement of goals.

### 3. Introduction to I Love Alex Projects

I Love Alex project is working to reduce the harmful use of alcohol in the Alexandra Township through a number of different programs in the areas of binge drinking, underage drinking, drink driving and alcohol-related violence. The I Love Alex project brand & logo was created by Alex community members through six strategic community workshops session held at San Kopano in September 2019. Youth, Community Influencers/leaders, liquor traders, school governing bodies and community members selected the brand because, they wanted the project to embody the beauty of Alex through its colorful fashion, arts, crafts, music, food and the wealth of different cultures that make it vibrant and beautiful. Alcohol consumption in South Africa has a long history and is a way of life for many people, regardless of their socio-economic background. The harmful use of alcohol has many negative consequences, globally and also here in South Africa, where research has shown that the effects associated with the harmful use of alcohol include violence, road accidents, and detrimental health issues. I love Alex project brand is a powerful expression and call to action to encourage Alex residents to show love to their community and themselves as well by taking part in reducing alcohol abuse in Alex. The I Love Alex project relies on a local Steering Committee to help select and adapt evidence-based programs, practices, and policies to reduce the harmful use of alcohol. The I Love Alex project Steering Committee is made up of stakeholders from government, NGOs, healthcare, local research institutions, and SAB AB InBev. Alexandra Township (Johannesburg) has been selected as one of six cities across the world to pilot this initiative and to share best practice with the other stakeholders and communities around the world.

The Global City Pilot Steering Committee ("The Committee") is a committee formed for the advancement of AB InBev's Harm Reduction objectives.

AB InBev realises that smart drinking and harm reduction are critical to its Global goals. AB InBev strives to uphold its reputation of doing business the right way by looking after the local communities in which it can make a measurable difference.

The Steering Committees is the decision-making body selecting and overseeing Harm Reduction programs within the Pilot City.

## 4 – 6

### 4. Becoming a Member

Nominations for SteerCo membership may be proposed by any SteerCo member, or a Community member can volunteer to be considered for SteerCo membership. The names are to be submitted to the SteerCo Coordinator, who will initiate and monitor the vetting process as defined by SteerCo policy. Once vetted, the SteerCo Chairperson will present the nominees to the SteerCo for a vote within 90 days of submission to the SteerCo Coordinator. Voting may be done via email if no regularly scheduled meetings occur within the necessary timeframe. A vetted nominee receiving a majority vote of SteerCo members will be welcomed into membership.

### 5. Resignation, Termination and Absences.

Resignation from the SteerCo must be done orally or in writing to the SteerCo Chairperson. A SteerCo member may be dropped for excess absences from the SteerCo if he or she has three unexcused absences from the SteerCo or from their assigned committee / taskforce meetings in a year. A SteerCo member may be removed for other reasons by a three-fourths (75%) vote of the remaining SteerCo members.

### 6. Special Meetings.

Special meetings of the SteerCo shall be called upon the request of the Chairperson or by one-third of the SteerCo. Notices of special meetings shall be sent out to each SteerCo member at least three days in advance.

### Emergency Meetings.

Emergency meetings of the SteerCo shall be called upon the request of three-fifths (60%) of the SteerCo.

## 7. Steering committee composition

### AB InBev:

AB InBev and Executive members will have one member on the Steering Committee, generally a Corporate Affairs (CA) representative.

CA representative will be a member, equal to all other members of the Steering Committee, and not a unilateral decider on the Steering Committee.

The AB InBev Foundation and AB InBev Executive members will be an observer and resource to the Steering Committee.

### Government:

Relevant local/provincial/national government authorities with an interest in reducing the harmful use of alcohol in the community. This could include any national government authorities with ability to influence or execute local monitoring, programming or evaluation, as well as any local or regional government authorities impacted by harmful use of alcohol, such as mayors, governors, city councils, departments of transportation/public works, public school districts/departments of education, law enforcement, etc.

### Health Care:

Representatives identified from the leading source of health care in the community with the ability to facilitate access to data, personnel and policy makers and must have experience in primary care as well as alcohol or substance abuse.

### Local Non-Governmental Organizations (NGOs):

Any independent non-governmental organizations with an interest in reducing harmful use of alcohol.

### Local Research Institutions:

This group may include academic experts who have knowledge of alcohol use/abuse locally or within the national context, as well as professionals at local research institutions not affiliated with a university. This could include experts with monitoring/ surveillance background, as well as program/intervention design capabilities.

### Youth

Any independent youth member that will represent the youth of Alexandra and have an interest in reducing harmful use of alcohol.

### Other Organisations:

Allowable on task forces (but not mandatory):

Government

Justice

Business

Faith community (religion)

Culture/diversity

Neighbourhood groups (i.e CPF)

Parent(s)& parent groups

Youth

Media

## 8 – 10

### 8. Governance

At a minimum, one person from each of the four sectors and one person from AB InBev should comprise the initial formation of the Pilot City Steering Committees.

The Committee must comprise of an odd number of members to avoid ties

Each member of the Steering Committee will have one vote and the Steering Committee will be governed through consensus. Should consensus not be attainable, decision-making shall occur through a simple-majority vote.

### 9. Voting

Once a motion has been made and seconded, the board chair opens up the meeting for discussion on the motion. All comments must be made through the board chair and all members should request to have the floor to speak. Board chairs should give members the right to speak, make motions, advocate a position and vote.

### 10. Meetings

Steering Committees should set an agenda to meet or converse at least monthly to plan, monitor, and advance programmatic work taking place in the City. Should there be a requirement for an urgent meeting, the members of the Committee must avail themselves for such meeting.

## 11 – 14

### 11. Attendance at meetings

The Chairperson may extend standing or specific invitation to the Committee and any other external representative that may be required for the specific meeting.

Members must ensure 100% attendance rate, failure of attendance with a timely and valid apology will result in the Chairperson writing a letter to representatives Head of Department.

A repeated offence will result in the member being requested to step down from the committee.

The Secretary, Vice Chairperson and Chairperson of the Committee shall be appointed by the Committee. The Steering Committee Coordinator, in conjunction with the Chairperson of the Committee, shall draw up an agenda, which shall be circulated, with all necessary information, to all members and invitees at least 48 hours before the meeting where the meeting is not an urgent meeting.

### 12. Quorum

A quorum for any meeting shall be five members (50%) must be present at a meeting before business can be officially transacted, one of which must be a representative from at least four sectors and one representative from AB InBev.

### 13. Committee Co-ordinator

The Committee co-ordinator is an ex-officio member of the SteerCo, can participate in Board discussions, but shall have no voting rights and will not be included in the quorum count.

### 14. Chairperson

The Committee shall be chaired by a member of the Committee as elected by the Committee.

## 15. Responsibilities of the Committee Chairperson

### Governance:

Ensure the business of the Steering Committee is conducted according to the principles of good governance

### Management:

Proactively drive action and move the Steering Committee to take decisions, address issues and fill gaps in a timely manner.

Convene the Steering Committee with regularity and track discussions and decisions with meeting minutes and a time-bound action plan.

### Tactical Support:

- Assist in local data collection
- Assist global implementing partners and local implementing partners, as needed
- chair Committee meetings;
- sign documents on behalf of the Committee;
- ensure all relevant information is made available to Committee members;
- ensure the Committee is run according to its rules and any other strategic plan that has been agreed to;
- resolve disputes and grievances;
- Represent the Committee at external meetings and events.
- make Appropriate decisions aligned to the project objectives
- take lead to securing financial contributions from other sectors
- Select Vice Chairperson, Secretary and Treasurer.

# 16

## 16. Responsibilities of Committee Secretary and Committee Co-ordinator

The secretary is responsible for day-to-day administrative tasks which include:

- maintaining the register of members;
- arranging meetings;
- assisting the Chairperson to prepare the agenda;
- sending out notices for meetings;
- keeping minutes and records;
- attending to correspondence;
- making sure all letters and other documents are properly filed;
- organising activities and events;
- preparing newsletters; and
- maintaining custody of all books, documents, records and registers of the Committee.

## 17. Committee Responsibilities

In pursuit of AB InBev's Harm Reduction goals, the Steering Committee will have the responsibility of deciding which interventions are most relevant and appropriate for execution in the City. The options include:

- Evidence-based customizable programs addressing Road Safety
- Evidence-based customizable programs addressing Underage Drinking
- Evidence-based customizable programs addressing Binge Drinking, in particular, programs focused on Responsible Beverage Service
- Evidence-based customizable programs addressing Community Safety
- Screening and Brief Intervention Health Care Professional Training
- Company-funded social norms and other public health campaigns and programs
- Other interventions or programs (new or existing) based on existing or planned local initiatives

In the performance of their duties, the Committee members shall abide by the following principles at all times:

- Efficiency – use of resources without waste, delay, corruption or undue burden on future generations
- Accountability – the extent to which political actors are responsible for society for the actions
- Participation – involvement of all stakeholders.
- Transparency – clarity and openness in decision-making
- Fairness – equal application of rules to all members of society
- Decency – development and implementation of rules without harming people

# 18

## 18. Decisions

Any SteerCo member can request that a closed ballot vote be utilized for any decisions outlined below.

### Section 1. SteerCo Decision Tree:

1. Does the decision involve expenditure of funds?

YES: go to 2.

NO: go to 4.

2. Is expenditure more than \$1,000?

YES: go to 3.

NO: go to 4.

3. Is the expenditure already been approved?

YES: go to 4.

NO: go to 5.

4. Does the decision have significant implications (politically, legally, etc.)?

YES: go to 5.

NO: SteerCO Coordinator makes decision

5. SteerCo Chairperson thinks full SteerCo needs to give input? (Mandatory with expenditures over \$5,000)

YES: go to 6.

NO: SteerCO Chairperson makes decision, informs coordinator and rest of the SteerCo.

6. Can matter be dealt with via e-mail?

YES: SteerCo Chairperson defines issue and decision needed via e-mail and requests vote. A majority vote of SteerCo members is required to pass the measure. (See 7.)

NO: SteerCo Chairperson calls special SteerCo meeting where decision is made. A majority vote of members present is required to pass the measure.

7. After e-mail poll, are SteerCo members divided so that formal voting procedure needs to take place?

YES: SteerCo Chairperson calls special SteerCo meeting where decision is made. A majority vote of members present is required to pass the measure.

NO: E-mail vote stands as official vote.

# 18

## 18. Decisions

### Section 2. Committee Decision Tree

1. Does the decision involve expenditure of funds?

YES: go to 2.

NO: go to 4.

2. Is expenditure within Committee's approved, budgeted amount?

YES: go to 3.

NO: go to 4.

3. Is the expenditure for something clearly within Committee's charter?

YES: go to 4.

NO: Pass decision to SteerCo Chairperson and SteerCo Coordinator who will exercise their Decision Tree

4. Does the decision have significant implications (politically, legally, etc.)?

YES: Pass decision to SteerCo Chairperson and SteerCo Coordinator who will exercise their Decision Tree

NO: Committee makes decision. A majority vote of those in attendance is required.

## 19 – 21

### 19. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with voting powers considering the proposed transaction or arrangement.

### 20. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the Steering Committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

### 21. Procedures for Addressing the Conflict of Interest

An interested person may make a presentation at the Steering Committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

The chairperson of the Steering committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

After exercising due diligence, the Steering committee shall determine whether the committee can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Steering committee shall determine by a majority vote of the disinterested SteerCo members whether the transaction or arrangement is in the best interest of the programs and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

## 22 – 23

### 22. Violations of the Conflicts of Interest Policy

If the Steering committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Steering committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

### 23. Records of proceedings

The minutes of the Steering Committee Meeting shall contain:

The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

# PUBLICATION GUIDELINES

## INTRODUCTION

AB InBev Foundation (the “Foundation”) is a non-profit organization created by Anheuser-Busch InBev SA/NV (“AB InBev”) to help advance the company’s Global Smart Drinking Goals (“GSDG”) Program (the “GSDG Program”). The Foundation’s mission is to reduce harmful drinking globally by identifying effective, science-based programs and policies for public-private partnerships to advance positive social and behavior change. The Foundation plays a key role in the GSDG Program by:

- Offering local city pilot Steering Committees technical assistance and support for evidence-based interventions,
- Supporting the training of healthcare providers,
- Advancing alcohol health literacy as an approach to reduce harmful drinking, and
- Supporting transparent and verifiable monitoring and evaluation of the progress in achieving the GSDGs.

### **The Foundation’s Guiding Principles are:**

- Transparency: Sharing what it does and learns with others,
- Local Leadership: Demonstrating multi-sectorial, community collaborations, empowered by evidence-based interventions and external experts,
- Academic Integrity: Advancing the knowledge base by supporting independent, technical experts to implement and evaluate programs, and publish their own work and conclusions.

The objective of these Publication Guidelines for Global Smart Drinking Goals Program Participant Authors (these “Publication Guidelines”) is to:

# PUBLICATION GUIDELINES

The objective of these Publication Guidelines for Global Smart Drinking Goals Program Participant Authors (these “Publication Guidelines”) is to:

Communicate the Foundation’s principles as regards the dissemination of information about the GSDG Program;

- Share its expectations and requirements of GSDG Program Participants<sup>1</sup> who may author papers or presentations on the GSDGs; and
- Provide guidance to Participants on related operational procedures.

The Foundation may update or modify these Publication Guidelines from time to time.

## PUBLICATIONS AND PRESENTATIONS ABOUT GSDG PROGRAM

One of the Foundation’s mandates is to advance knowledge about effective approaches to reducing the harmful use of alcohol. To this end, the Foundation encourages Participants to publish and present on the Global Smart Drinking Goals in professional venues, including publication of original research, reviews, and short communications (such as letters and opinion articles), as well as presentation of abstracts, posters or oral summaries at research meetings and conferences. Such publications and presentations are referred to in these Publication Guidelines as “Publications,” and their creators as “Authors” or “Co-Authors,” as applicable. The Foundation supports dissemination of information on a broad range of GSDG topics, including: community needs; capacity or readiness assessments; descriptions of particular populations; discussions of program design or management; evaluations of program governance; audits and quality reports; and evaluations of program effectiveness.

The Foundation endorses the following principles:

- **Authors have ultimate control** over Publication content as well as decisions associated with publishing. While it is possible that the Foundation or TAG non-authors may hold views that differ from those expressed in a Publication, the Authors have final authority over a Publication’s content. Neither AB InBev nor the Foundation will have approval rights regarding the content of Publications, with the exception outlined below with respect to “timely publication.” The Foundation will not attempt to manage, facilitate, control or otherwise influence the drafting, review or editing of the content of a Publication nor will it withhold or suppress data or alter investigators’ discussions of the implications of research findings. Any Foundation or AB InBev personnel who is listed as a Co-Author on a Publication has the same rights and responsibilities as any Author. The Foundation does not endorse the involvement of marketing personnel who are not named Author(s) in producing Publications based on GSDG Data.

# PUBLICATION GUIDELINES

- **Timely publication** of research findings, regardless of the outcomes. The Foundation believes it is important to publish results from final data from completed studies, as preliminary or partial (including interim) data may provide an incomplete, biased, or otherwise erroneous understanding of the phenomenon under investigation. The Foundation also understands that in multi-site, multi-wave studies, key papers may be based on a subset of data collected across sites or time. In cases where Authors wish to use preliminary data (e.g., for conference presentations) or partial data (e.g., subset of datasets that have additional waves or sites), the TAG, at its discretion, will have the right to review plans for such a Publication and, in consideration of the purpose of the Publication, determine the appropriate timing for the disclosure of the preliminary or partial data the Author wishes to use. When Authors produce Publications based on preliminary or partial datasets, it is important that they convey the limitations of the datasets they have used in those Publications. The procedure for required notice and review is described in the section below on Foundation Publication Processes.
- **Transparency** as regards the role of each Author. Any potential or actual conflicts of interest; funding support received by Authors; the role a funder may have played in any aspect of the research or publication process (from study design to manuscript submission); and the role of any scientific writing support.

To advance transparency, the measurement and evaluation provider designated by the Foundation (the “M&E Contractor”), which maintains the GSDG Data Repository,<sup>2</sup> will also make GSDG Program Data<sup>3</sup> available to qualified external researchers for use in a manner consistent with these Guidelines.

- **Research and publication ethics**, including ethical approval for any research involving human subjects, protection of the privacy of research subjects, objectivity in reporting results, sufficient detail for studies to be replicated, and appropriate citing of the work of others.
- **Open access**, wherein articles are freely available to publication subscribers and the wider public, and reuse is permitted.

# PUBLICATION GUIDELINES

## EXPECTATIONS AND REQUIREMENTS OF AUTHORS

The Foundation recognizes that academic Authors adhere to a variety of Publication policies mandated by professional journals and conference organizers. The Foundation expects Authors who are authoring or presenting on the GSDGs to adhere to the standard of the journals or conferences where they plan to publish or present. In addition, the Foundation expects Authors to adhere to these commonly-accepted academic standards:

1. Substantial Author Contributions: The Foundation expects that all listed Authors will have made a substantial contribution to one or more of the following steps:
  - a. Conceptualization and design of the study, collection of the data, or analysis of the data;
  - b. Drafting or critical revising of the article for intellectual content; and/or
  - c. Final approval of the version that is submitted.

The Foundation expects that those contributors not meeting the criteria for authorship, but having made contributions to an article, will be listed in the article's Acknowledgements, unless they have declined to be listed.

The Foundation expects Authors to be accountable for all aspects of their work and to ensure that questions about the accuracy or integrity of any part of a Publication are appropriately investigated and resolved.

<sup>2</sup> "GSDG Data Repository" means a centralized electronic repository maintained by the M&E Contractor to facilitate sharing of GSDG Program Data.

<sup>3</sup> "GSDG Program Data" means (a) any data, analyses, reports, studies or other information or materials created for the GSDG Program other than peer-reviewed scientific publications in scientific journals, books and conference proceedings; or (b) any data contributed to the GSDG Program or derived from such contributed data other than data published in, and a part of, peer-reviewed scientific publications in scientific journals, books and conference proceedings.

# PUBLICATION GUIDELINES

2. Conflicts of interest: The Foundation expects that Authors will disclose any actual or potential conflicts of interest of a financial or non-financial nature that could be perceived as biasing their work or inappropriately influencing their professional judgment. This includes financial ties or obligations to, or personal relationships with, the research sponsor or other companies, such as grants, contracts, consultancy fees, honoraria or material equity. The Foundation urges that these disclosures be made public in all articles published in peer-reviewed journals as well as in abstracts (as space allows), and in posters and oral presentations at conferences, regardless of whether disclosure is requested by the journal or conference.
3. Declaration of Funding Support and Role of Funder: Authors must disclose the role of the Foundation and/or AB InBev, as applicable, in connection with any Publication, including: (i) that they have received funding support from the Foundation or AB InBev, as applicable; and (ii) the identity of any Co-Authors and their roles, as applicable, in study design; collection, analysis, or interpretation of data; writing of a manuscript; and the decision to make the presentation or submit the article for publication. Such funding acknowledgement shall include the following statement (or such other statement as may have been approved by the Foundation): “The research and preparation of this [manuscript] were supported by funding from AB InBev Foundation [or AB InBev]. The content is solely the responsibility of the authors and does not necessarily represent the views of AB InBev Foundation, AB InBev or any of their affiliates.”
4. Research Ethics and Consent: The Foundation expects that Authors have received ethical approval of any research involving human subjects and that manuscripts based on human subjects data (whether collected by the Authors or their vendors) will contain a statement 1) listing the ethical committee(s) that approved (or exempted) data collection and privacy protections, 2) stating that subjects gave informed consent to the work or that the data collection was exempted from consent requirements, and 3) indicating whether informed consent was verbal or written.
5. Privacy: The Foundation expects that Authors will respect individuals’ rights to the privacy and confidentiality of their personal information. Accordingly, Authors may not include any Personal Data<sup>4</sup> pertaining to any research subjects in any Publication.
6. Publication Ethics: The Foundation expects that: 1) Authors will present an accurate account of the work and an objective discussion of its significance; 2) data will be represented accurately; 3) that sufficient detail will be provided to permit others to replicate the work; 4) review Publications will be accurate and objective; 5) opinion articles will be clearly identified as such; 6) quoted or cited material in the public domain will have appropriate citations; 7) permission will have been received for any quote not in the public domain along with a citation to the quote’s source; and 8) any Author who discovers a significant error or inaccuracy in their work, will notify the Foundation.

<sup>2</sup> “GSDG Data Repository” means a centralized electronic repository maintained by the M&E Contractor to facilitate sharing of GSDG Program Data.

<sup>3</sup> “GSDG Program Data” means (a) any data, analyses, reports, studies or other information or materials created for the GSDG Program other than peer-reviewed scientific publications in scientific journals, books and conference proceedings; or (b) any data contributed to the GSDG Program or derived from such contributed data other than data published in, and a part of, peer-reviewed scientific publications in scientific journals, books and conference proceedings.

# PUBLICATION GUIDELINES

## PUBLICATION PROCESS

1. Notice of a Plan for a New Publication: Authors must provide the M&E Contractor with advance notice of, and the opportunity to review, planned Publications. In addition, the TAG will have the right to review any proposed Publication. The TAG may determine the timing of any such proposed Publication that is based on preliminary or partial data. Accordingly, Authors are required to inform the M&E Contractor of plans for a new Publication at least 45 days prior to the date of submission. The following information is necessary for notice to be considered completed:

- Publications: Name of lead Author; “coordinating Author” (has primary responsibility for communicating with the M&E Contractor); tentative list of all Co-Authors; draft title; name of intended journal; detailed summary/abstract (to include research question(s), specific datasets [and waves] to be used, key variables to be used, and analysis plan); available information regarding administrative expectations (e.g., ethical approval, conflict of interest); and request to use preliminary or partial data (if applicable);
- Presentations: Name of tentative speaker; coordinating Author; tentative title of presentation; name, date, and location of conference/congress; detailed abstract (to include research question(s), specific data sets [and waves] to be used, key variables to be used, analysis plan), available information regarding administrative expectations (e.g., ethical approval, conflict of interest); and request to use preliminary or partial data (if applicable).

The M&E Contractor will use the information provided to review and give comments on the plans for Publication. Such comments may address, among other things, the appropriateness of the proposed study design, the methods used, and the data analysis plan. The M&E Contractor will also note which administrative expectations or requirements have been supplied to date. In conducting the scientific review of the planned publication, the M&E Contractor may ask select members of the TAG to participate in these reviews as appropriate, given their individual expertise. The result of the review will be documented on a review form where reviewers will provide comments on the design, methods, and analysis plan. Reviewers will forward their reviews directly to the coordinating Author of a publication with a copy to the M&E Contractor member managing the review process.

The coordinating Author is responsible for providing the M&E Contractor with all information required to ensure the Foundation’s administrative requirements are met. These may include details of authorship, ethical approvals (or waivers granted), registration documentation, conflict of interest statements, and Author’s acknowledgement of compliance with all relevant laws, rules and regulations. Many of these expectations or requirements will be known and should be included at the time the notice of a planned publication is submitted, while others will only be known once the draft is ready for submission (e.g., assurances of authors’ contributions) and will need to be supplied in the next stage of the publication process.

# PUBLICATION GUIDELINES

The coordinating Author should direct any requests to publish preliminary or partial data to the M&E Contractor. The M&E Contractor will share the request with the TAG. The TAG and the M&E Contractor reviewers of the notice will also document in their reviews whether the planned publication appears to involve the use of partial or preliminary data. In cases where it is unclear, the TAG will make a determination regarding whether a publication involves the use of partial or preliminary data. The TAG, at its discretion, has the right to review manuscript plans for such a Publication and determine the appropriate timing.

Notwithstanding this review process the applicable Author(s) remain wholly responsible for the ultimate content of any Publications.

**2. Sharing a Draft of a Publication Prior to Submission:** Authors are required to provide to the M&E Contractor a final draft of any planned Publication at least 30 days prior to submission (unless the Author's contract stipulates a different timeframe). The following information should be included in or accompany the draft:

- Publication: Final draft of the Publication planned to be submitted, name of lead Author, coordinating Author, title, abstract, final list of Co-Authors and their roles in the Publication's development, and the name of the journal. The Author should address in the final draft any administrative requirements or expectations not available at the time of notice.
- Presentation: Final draft of slides to be submitted, name of speaker, coordinating Author, title, abstract, name, date, and location of conference/congress. The Author should address in the final draft any administrative requirements or expectations not available at the time of notice.

The full draft will be sent out for scientific review to the original TAG and M&E Contractor reviewers of the notice. Additionally, members of the SPTF will be invited to participate in the review of full drafts. The M&E Contractor will provide to SPTF members the draft publication's title and abstract, and the due date for comments. Those SPTF members interested in reviewing the draft will contact the M&E Contractor staff person managing the publication process to request a copy of the draft. All reviewers will send their comments on the review form directly to the coordinating Author of a publication.

# PUBLICATION GUIDELINES

While the scientific review of the full draft is occurring, the M&E Contractor will perform the following checks:

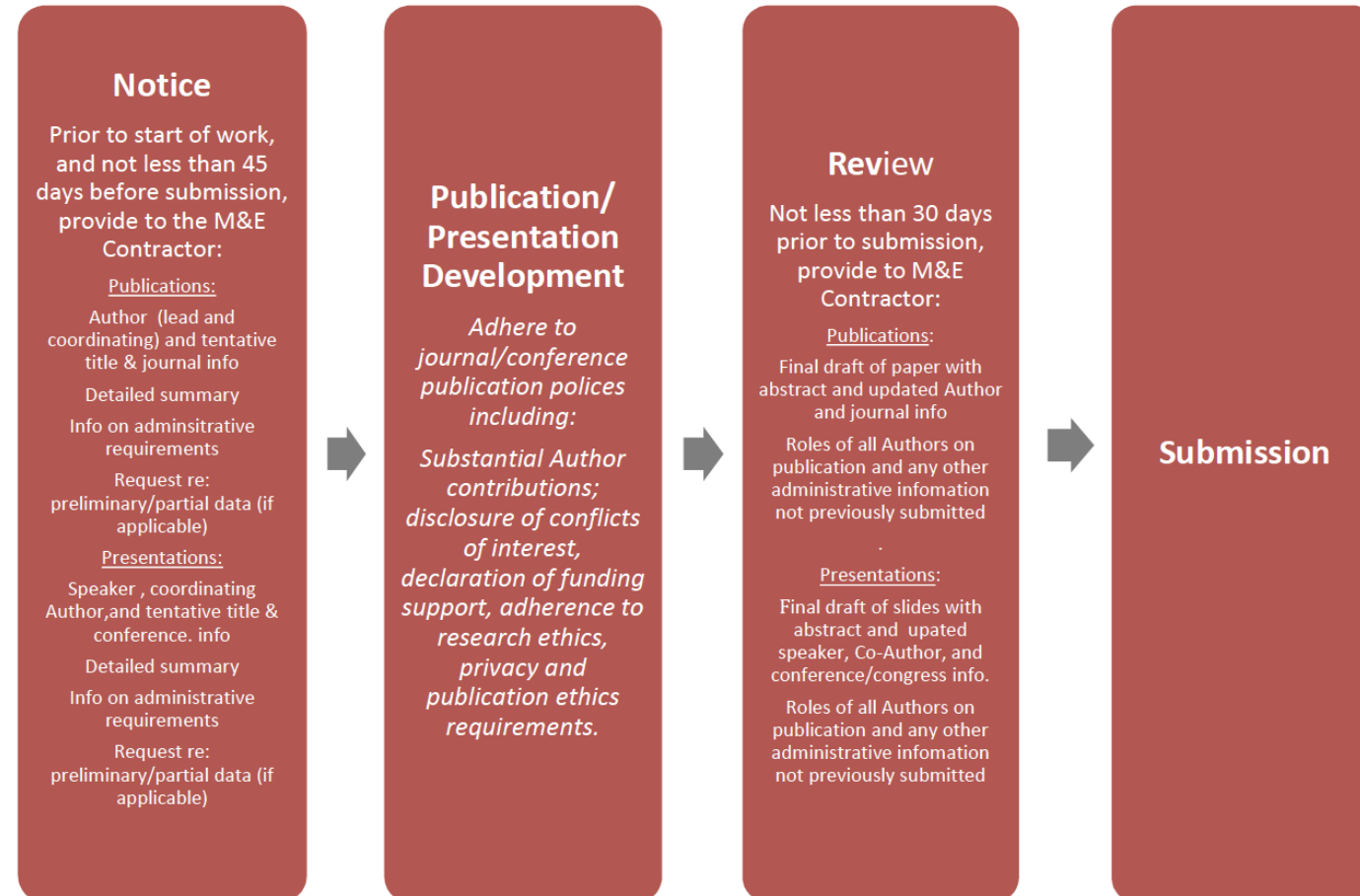
- Verify that neither Administrative Confidential Information<sup>5</sup> nor Personal Data pertaining to research subjects is disclosed. If such information is included in the Publication, the M&E Contractor will ask the Author to remove it.
- Verify that the Publication (i) notes that data presented in the article is available from the GSDG Data Repository and (ii) includes contact information for external researchers to request access to GSDG Program Data. If such information is omitted from the Publication, the M&E Contractor will ask the Author to add it.

**3. Publication Communications:** The Foundation's Communications Department may be in touch with Authors prior to a planned Publication in order to coordinate the public sharing of information related to the GSDG Program. The Foundation will coordinate the release of information about a pending Publication with the relevant journal or conference.

<sup>5</sup> "Administrative Confidential Information" means all information relating to the GSDG Program which was created by or on behalf of the Foundation or its affiliates except GSDG Program Data or other information necessary to validate research findings. Examples of Administrative Confidential Information include internal memos, meeting minutes, marketing information, and business intelligence.

# PUBLICATION GUIDELINES

## PUBLICATION PROCESS:



# DATA MANAGEMENT POLICY

**GLOBAL SMART DRINKING GOALS PROGRAM:** Policy for the Protection, Management, Sharing and Dissemination of Data and Other Information

## I. INTRODUCTION

The Global Smart Drinking Goals (“GSDG”) Program (the “GSDG Program”) involves the collection and sharing of research data and other information by Participants (as defined below) located around the world. AB InBev Foundation (the “Foundation”) has adopted this Policy for the Protection, Management, Sharing and Dissemination of Data and Other Information (this “Data Management Policy” or “Policy”) to set forth requirements for protecting, managing, using, transferring, storing, and publicly disseminating information associated with the GSDG Program, and to establish safeguards to maintain the confidentiality, security, and integrity of GSDG Program Data (as defined below). The Foundation further seeks to ensure:

- The transparent public dissemination of GSDG Program research results to advance approaches to reducing harmful drinking behaviors;
- The careful and comprehensive management of GSDG Program Data over the course of the GSDG Program and after its completion; and
- That the transfer, sharing, and use of GSDG Program Data are documented appropriately and carried out in accordance with all applicable laws.

A violation of this Policy by a Participant will constitute a material breach of the Participant’s agreement with the Foundation and may result, without limitation of the Foundation’s other rights or remedies, in the termination of the Participant’s engagement by the Foundation, participation in the GSDG Program and/or access to the GSDG Repository (as defined below), at the Foundation’s discretion.

The Foundation may revise this Policy from time to time in consultation with the Technical Advisory Group (“TAG”) and other Participants. If any Participant declines to abide by any such revisions, the Participant will no longer be eligible to participate in the GSDG Program, and the Foundation may terminate any engagement of that Participant in connection with the GSDG Program.

# DATA MANAGEMENT POLICY

## II. SCOPE

All Participants are subject to this Policy. Each Participant shall be responsible for ensuring that the conduct of all of its directors, officers, employees, contractors, agents and representatives is in accordance with the provisions of this Policy.

This Policy shall be effective for the duration of the GSDG Program. In addition, the obligations of Participants under this Policy with respect to Confidential Information in a Participant's possession or control or included in the Final Data Set (as defined below), the provisions herein with respect to ownership and licensing of intellectual property and indemnification, and such other provisions that by their sense or context would reasonably be understood to survive, will continue in effect after the completion or termination of the GSDG Program or expiration or termination of any Participant's participation in the GSDG Program or engagement by the Foundation.

This Policy supersedes any agreements heretofore in effect between a Participant and the Foundation, including any obligations set forth in any engagement letters, non-disclosure agreements or prior GSDG policies, with respect to the matters addressed in this Policy. This Policy does not amend or supersede any agreements between a Participant and Anheuser-Busch InBev SA/NV or its affiliates ("AB InBev").

# DATA MANAGEMENT POLICY

## III. DEFINITIONS

As used in this Policy, the following capitalized terms shall have the respective meanings specified below.

- A. “*Applicable Laws*” means any applicable laws, rules, orders, ordinances, regulations, statutes, requirements, codes or executive orders of any governmental or judicial authorities.
- B. “*Confidential Information*” means any non-public or proprietary information in any format or media pertaining to the Foundation or its affiliates or related to the GSDG Program. Confidential Information related to the GSDG Program includes, but is not limited to, Personal Data, GSDG Program Data, and Administrative Confidential Information, as defined below:
  - 1. “*Personal Data*” means any information relating to an identified or identifiable natural person. Without limitation of the foregoing, “*Personal Data*” includes any information that directly or indirectly identifies a natural person who is a subject of the research that forms the basis for GSDG Program Data and any information that, when combined with other information, could enable re-identification of such a natural person.
  - 2. “*GSDG Program Data*” means (a) any data, analyses, reports, studies or other information or materials created for the GSDG Program other than peer-reviewed scientific publications in scientific journals, books and conference proceedings; or (b) any data contributed to the GSDG Program or derived from such contributed data other than data published in, and a part of, peer-reviewed scientific publications in scientific journals, books and conference proceedings. Examples of GSDG Program Data include the annual youth and adult alcohol surveys and data collected in conjunction with micro-evaluations of site-specific interventions.
  - 3. “*Administrative Confidential Information*” means all information relating to the GSDG Program which was created by or on behalf of the Foundation or its affiliates except GSDG Program Data or other information necessary to validate research findings. Examples of Administrative Confidential Information include internal memos, meeting minutes, marketing information, and business intelligence.

Notwithstanding the foregoing, “*Confidential Information*” does not include information that (a) is or becomes generally available to the public other than as a result of a disclosure by a Participant or other Person with confidentiality obligations to the Foundation or AB InBev, or (b) becomes available to a Participant on a non-confidential basis from a third party that is not known by Participant to be bound by a confidentiality agreement with the Foundation or AB InBev or otherwise prohibited from transmitting the information to Participant.

# DATA MANAGEMENT POLICY

## III. DEFINITIONS

As used in this Policy, the following capitalized terms shall have the respective meanings specified below.

C. *"GSDG Repository" means a centralized electronic repository maintained by the M&E Contractor (as defined below) to facilitate sharing of GSDG Program Data.*

D. *"Non-GSDG Researchers" means scientific researchers who are not affiliated with, but are researching questions related to, the GSDG Program.*

E. *"Participant(s)" means any of the Persons referenced in Section IV below.*

F. *"Person" means an individual natural person or any legal entity, including any corporation, partnership, limited liability company or trust.*

G. *"Work Product" means, with respect to a Participant, the work product that such Participant produces and research data that such Participant collects, in connection with the GSDG Program, including its GSDG Program Data and any deliverables, reports, conclusions, analyses, data frameworks and datasets.*

# DATA MANAGEMENT POLICY

## IV. PARTICIPANTS

Participants are any of the following Persons, as applicable:

- A. TAG Members. TAG Members are scientific advisors who have been retained by the Foundation to provide guidance and advice regarding the design, implementation and measurement of, and ethical review of interventions under, the GSDG Program.
- B. Measurement & Evaluation Contractor. The “M&E Contractor” is a Person designated by the Foundation to advise on study protocols, oversee the collection and retention of GSDG Program Data, evaluate the accuracy of GSDG Program Data, and conduct and publish analyses of the GSDG Program’s effectiveness.
- C. Implementation Providers. “Implementation Providers” are Persons designated by the Foundation to assist Steering Committees in designing and executing interventions intended to reduce harmful drinking and its effects.
- D. Labeling Contractor. The “Labeling Contractor” is a Person designated by the Foundation to analyze existing research and assemble a conference of experts to develop recommendations for a standardized guidance label to include on alcohol beverage products.
- E. City Pilot Steering Committees. As part of the city pilot projects (each, a “City Pilot”), each city will have a steering committee (each, a “Steering Committee”), which is a public-private collaboration whose members include a Foundation representative, a local government representative, a public health representative, and other stakeholders. Steering Committees have authority to act in their own communities to identify, prioritize, and implement local initiatives designed to address harmful drinking.
- F. City Pilot Coordinators. Each City Pilot will have a coordinator (a “City Pilot Coordinator”) who is not a member of the Steering Committee, as well as a program officer. City Pilot Coordinators are charged with supporting the Steering Committee; coordinating administrative aspects of the Steering Committee and supporting the City Pilots, including managing the collection, transmission, and maintenance of data; directing the implementation of programs selected by the Steering Committee; and interfacing with the Foundation and various Participants, including the M&E Contractor.
- G. GSDG Researchers. “GSDG Researchers” are scientific researchers, including the M&E Contractor, the Implementation Providers, the Labeling Contractor, and members of the TAG, who are engaged by the Foundation in connection with the GSDG Program.

# DATA MANAGEMENT POLICY

## V. DATA PROTECTION, SHARING, TRANSFER, AND DISSEMINATION

Participants are any of the following Persons, as applicable:

A. Data Protection. At a minimum, Participants shall adhere to the data protection and management best practices set forth in Exhibit A and any Applicable Laws. If a Participant engages a third party to carry out GSDG Program-related activities on the Participant's behalf, the Participant shall ensure that such third party adheres to the requirements of this Policy, including the data protection requirements set forth herein.

B. Intellectual Property. Each Participant shall own all of its Work Product. Each Participant hereby grants to the Foundation and its affiliates a worldwide, perpetual, irrevocable, royalty-free, assignable, transferrable and sub-licensable, non-exclusive right and license to reproduce, prepare derivative works based on, distribute, perform, display publicly and otherwise use the Work Product for purposes consistent with the goals of the GSDG Program.

C. Data Sharing and Transfer. Each Participant transferring, sharing or disclosing GSDG Program Data hereunder represents, warrants and agrees that:

1. It shall not transfer any Personal Data;
2. Its transfer of GSDG Program Data and the use of such GSDG Program Data in connection with the GSDG Program will not violate any Applicable Laws or infringe any intellectual property or other third party rights; and
3. It will indemnify and hold harmless the Foundation and AB InBev, and their directors, officers, employees, representatives or agents, all of which are intended beneficiaries of this Policy, from and against any and all claims, liabilities, injuries, damages, costs and expenses, including, without limitation, reasonable attorneys' fees and related costs, of any nature whatsoever, resulting from the breach of the foregoing clauses (1) or (2) by Participant or any Person making disclosure of GSDG Program Data on Participant's behalf.

D. Engagement of Third Parties. Any requests for proposals ("RFPs") issued in connection with the GSDG Program shall solicit information regarding the procedures, tools, techniques and methodologies the bidders plan to deploy in connection with data management and copies of their relevant policies and procedures, as applicable. See Exhibit B for a sample list of questions and issues to be addressed in the RFP process.

# DATA MANAGEMENT POLICY

## V. DATA PROTECTION, SHARING, TRANSFER, AND DISSEMINATION

E. Publication and other Dissemination of GSDG Program Research. Participants are encouraged to publish or present in connection with the GSDG Program in professional venues, including in peer-reviewed journals and at conferences and research meetings, and will have final authority over the content of any such publication or presentation. Guidelines for publishing and presenting, including best practices, are set forth in the Foundation's Publication Guidelines for Global Smart Drinking Goals Program Participant Authors ("Publication Guidelines"). Participants must comply with the following requirements in connection with any such publications or presentations:

1. Authors or presenters must provide the M&E Contractor with advance notice of, and the opportunity to review, planned publications and presentations. In addition, the TAG will have the right to review any proposed publications or presentations. The TAG may determine the timing of any such proposed publication or presentation that is based on preliminary or partial data.
2. Authors or presenters must disclose the role of the Foundation and/or AB InBev, as applicable, in connection with the publication or presentation, including: (i) that they have received funding support from the Foundation or AB InBev, as applicable; and (ii) the identity of any co-authors and their roles, as applicable, in study design; collection, analysis, or interpretation of data; writing of a manuscript; and the decision to make the presentation or submit the article for publication. Such funding acknowledgement shall include the following statement (or such other statement as may have been approved by the Foundation): "The research and preparation of this [manuscript] were supported by funding from AB InBev Foundation [or AB InBev]. The content is solely the responsibility of the authors and does not necessarily represent the views of AB InBev Foundation, AB InBev or any of their affiliates."
3. Authors or presenters may not include any Personal Data pertaining to any research subjects in any publication or presentation.

F. Non-GSDG Researchers. Access to and use of GSDG Program Data by Non-GSDG Researchers shall be subject to the provisions of a data sharing agreement between such Non-GSDG Researcher and the Foundation containing requirements and restrictions consistent with the objectives of this Policy.

# DATA MANAGEMENT POLICY

## VI. POST-PROGRAM DATA RETENTION

A. Final Data Set. At the conclusion of the GSDG Program, the Foundation will designate a Person (the “Final Data Set Contractor”) to collect, aggregate, preserve, maintain and manage all of the research results, de-identified underlying data, and any other data or factual information as necessary to validate research findings (the “Final Data Set”). GSDG Researchers will have the right to access the Final Data Set for additional study. Non-GSDG Researchers may access and use the Final Data Set upon request, subject to the approval of the Foundation or Final Data Set Contractor.

B. Disposition of Confidential Information. After the Final Data Set has been assembled (or at such sooner time as a Participant’s participation in the GSDG Program has ended), each Participant shall return to the Foundation or securely destroy within 60 days all Confidential Information in the Participant’s possession or control, and certify in writing to the Foundation as to its compliance with such requirement. Notwithstanding the foregoing:

1. If a Participant possesses backup media containing Confidential Information that it otherwise would be obliged to return or destroy, but which cannot practicably be accessed, the Participant may maintain such backup media, subject to the confidentiality obligations set forth in this Policy, provided that it shall delete such Confidential Information media as soon as practicable thereafter. The Participant shall disclose the existence of any such retained backup media in its certification.
2. The Participant shall not be required to return or destroy:
  - GSDG Program Data that such Participant created or that it is required to retain to comply with Applicable Laws;
  - Data published in, and a part of, peer-reviewed scientific publications in scientific journals, books and conference proceedings;
  - Data or information that was not created, received, or otherwise obtained by the Participant in connection with the GSDG Program; or
  - collections of publicly-available information, such as reviews of scientific literature.
3. Each Participant shall, prior to complying with the foregoing requirements to return or delete Confidential Information, ensure that it has transferred a copy of all of its GSDG Program Data to the M&E Contractor.

# DATA MANAGEMENT POLICY

## EXHIBIT A: DATA PROTECTION AND MANAGEMENT BEST PRACTICES

Participants who access any Confidential Information agree to comply with all Applicable Laws and with the data protection and management best practices set forth in this Exhibit A. Without limitation of the foregoing, each Participant shall, to the extent required by Applicable Laws, implement a written information security program, and shall otherwise take reasonable measures, to ensure the confidentiality, security, and integrity of any such Confidential Information, and shall follow information protection and handling best practices with respect to such Confidential Information. At a minimum, Participants shall:

1. Ensure that all those who will have access to Confidential Information, including any third party the Participant may engage to carry out GSDG Program-related activities on the Participant's behalf, understand and adhere to the requirements of this Policy including the Data Protection requirements set forth herein;
2. Protect Confidential Information and limit access to authorized researchers who have agreed to be bound by this Policy;
3. Protect the identities and confidentiality of all GSDG Program research subjects;
4. Protect Confidential Information using appropriate administrative, technical, organizational, and physical safeguards, as well as backup and encryption, both in transit and at rest;
5. Never attempt to override technical or management controls to gain unauthorized access to Confidential Information;
6. Access Confidential Information only for the specific reason for which the access has been given;
7. Obtain any Institutional Review Board (IRB) approval or other ethical clearance required for any research conducted using the GSDG Program Data, or a signed waiver from an IRB/clearance board;
8. Use complex passwords that are composed of at least 8 characters and multiple character types and are changed no less than every six months;
9. Download Confidential Information only onto secure networks or servers with strong security protocols, make sure that security patches are implemented and that the computer or server is running virus prevention software;
10. Avoid storing Confidential Information locally on a desktop, laptop, or thumb drive (or encrypt the data if doing so); close out files when leaving the office; and never store Confidential Information using public file storage platforms; and
11. Provide the Foundation and the M&E Contractor with periodic updates on the security protocols applicable to the Participant's Confidential Information collection and usage.

# DATA MANAGEMENT POLICY

## EXHIBIT B: CONSIDERATIONS WHEN ENGAGING THIRD PARTIES

Below are some suggested points to be addressed when soliciting a vendor or other third-party service provider that may have access to Confidential Information. Prior to engagement, the Foundation shall conduct a formal review of any such service provider's ability to comply with applicable Policy requirements. This list is not exhaustive and should be viewed as a starting point for the due diligence process.

1. What are your proposed approaches and processes for creating, collecting, assembling, backing-up, archiving, and physically and electronically protecting and securing Confidential Information?
2. How will Confidential Information be managed and maintained?
3. Are there any data types or formats that present special challenges, and how would you propose to manage these challenges?
4. Are there any forms or types of data that your organization is not prepared to handle?(Consider, for example, biological samples, software, curriculum materials, or other such materials.)
5. Will you utilize your own data repository and/or IT support services or subcontract IT services to a third-party provider? Do you have contractual provisions in place with such third-party providers to ensure that they employ proper data security safeguards?
6. Please describe your administrative, technical, organizational, and physical safeguards that would govern access to, and disclosure of, Confidential Information. Provide copies of the relevant policies.
7. Who in your organization would be responsible for processing and managing data sharing requests?
8. How do you propose to manage the disposal of redundant, obsolete, or otherwise unneeded data? Please describe the proposed disposal methods and provide relevant retention schedules.
9. How do you propose to monitor GSDG Program-related data processing activities, including production of an annual report regarding data management and sharing? Please provide copies of your policies and procedures that would govern such processes.