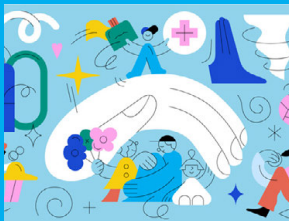




Vision

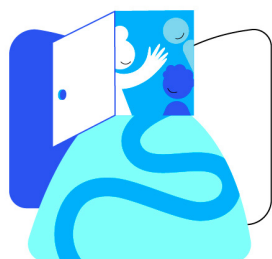
Get to know SBC & where this programme change is taking us.



The Big Picture



Advocacy & Fundraising



Foreword

A new era for Social and Behaviour Change at UNICEF

For over 35 years, UNICEF has been a leader in Social and Behaviour Change (SBC), leveraging the largest dedicated institutional workforce in this field.

Over this time, UNICEF has empowered civil society and community leadership to spearhead SBC initiatives to improve the lives of children everywhere. We have mobilized children and young people, families and caregivers, local organizations, public and private stakeholders, and key decision-makers to re-imagine policies, improve services, transform societies and support the adoption of positive and protective practices for children. Our efforts have brought us closer to realizing the vision and goals set out in the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention on the Rights of Persons with Disabilities (CRPD).

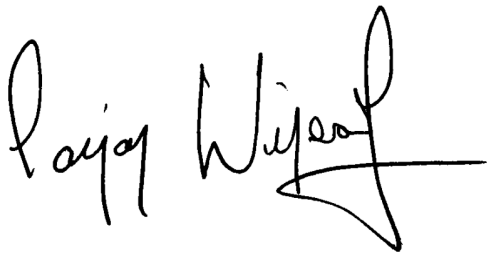
In 2020, as UNICEF stepped forward as a leader in the global COVID response, the need for robust Social and Behaviour Change programmes to curb the spread became clear. UNICEF began a strategic shift – repositioning and elevating its large Communication for Development network to support the delivery of higher-quality Social and Behaviour Change programmes at scale. This corporate change relies on the adoption of a new business model that includes improved institutional positioning, governance, partnerships, and operational and programmatic modalities.

2022 is a pivotal moment in this journey.

This year kicks off UNICEF's 2022-2025 Strategic Plan, in which Community Engagement, Social and Behaviour Change is a core Change Strategy. This is also the year we release our SBC Programme Guidance, to translate our vision of science-driven change programmes into concrete and actionable guidelines. The Programme Guidance has been built with external audiences in mind, as an accessible document that people within and outside of UNICEF can rally around. This guidance will continue to evolve as new knowledge emerges, capturing and converting the latest insights into policies and strategies for UNICEF and its partners.

Recognising that people have a fundamental right to drive the decisions that affect their lives, our team has built this resource to embrace a more community-led and people-centred approach. By promoting co-creation, participation and accountability measures as a standard practice, we hope this guidance can help move the sector towards community-driven frameworks that respect the voices of the most vulnerable and marginalised children.

How we address the development and humanitarian challenges ahead is highly dependent on social change, individual and collective behaviours, and quality people-centred approaches. Programming excellence in these areas will be essential to progress towards more equitable, peaceful, inclusive and resilient societies. UNICEF looks forward to working hand in hand with our partners to contribute to a better future.



Sanjay Wijesekera
Director of Programmes



The Vision for SBC

Community-led and science-driven programmes for Child Rights

Social and Behaviour Change is central to the realization of Child Rights and Development Goals, and to UNICEF's work and mandate. In each sector, we aim to instil positive and protective practices for children, what we refer to as behaviour change. This includes immunization, responsive parenting, healthy feeding and sanitation practices, and other actions that contribute to a child's success. Across sectors, we pursue the transformations, or social change, needed to make societies more inclusive, equitable and peaceful. Through social and behaviour change, we can help advance the implementation of the UN's SDGs and the Convention on the Rights of the Child.

Yet our current Social and Behaviour Change programmes don't necessarily follow the best-quality standards. Our existing programmes do not always draw on social and behavioural sciences and community insights to define and develop interventions that effectively target the barriers to change. Too often, the emphasis is more on rights holders rather than duty

bearers: we focus on changing people to adopt certain behaviours, instead of changing the environment to make it easier for those behaviours to be practised. Too often, we rely on generic and predetermined messaging — which is not enough to get people to act — instead of investigating the cognitive, social and structural drivers of change, and working with communities to tackle them.

UNICEF's SBC function will focus on combining scientific and community knowledge to co-design solutions to development and humanitarian challenges. We will work hand in hand with our partners to implement this vision in two concrete ways: with more social and behavioural evidence and more inclusive, participatory approaches. Working with communities to understand what drives decision-making is our guiding compass, and the key to increasing the quality of our programmes and creating meaningful, sustainable change.

SBC enables us to keep people at the centre of what we do, and meet the needs of the most vulnerable.

By ensuring that policies and programmes are behaviourally informed, designed with communities and tailored to local contexts, we will increase their responsiveness to local needs, cultural appropriateness, ownership and chances of success.

We are embarking on a journey to expand our programmatic focus and diversify our toolbox.

While communication and social mobilization remain critical and central to what we do, we need more. We have excelled at individual and community engagement, but we need to pay more attention to how SBC can improve our policies, services and product delivery. This means leveraging more interventions, such as behavioural assessments and tracking, social listening platforms, user- and human-centred design, choice architecture, feedback and accountability mechanisms, participation in local governance, and strengthening sectoral systems through the SBC lens. The success of these techniques will rely on strong vulnerability and social network analyses, so that they help prioritize and empower underserved populations, challenge systems of dominance and contribute to intersectional social justice.

Our staff is what makes us great, so strengthening capacity is central to this shift.

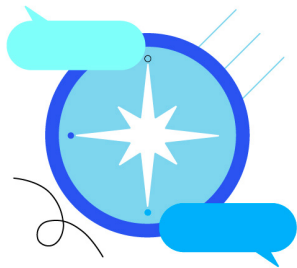
Communication for Development (C4D) has a fantastic network. It is the largest of its kind with a global footprint, institutional recognition and expert skills in engaging communities. To transition this extensive network to SBC, the staff will build upon this expertise and be continuously and progressively equipped to deliver more of the interventions described above. This offers our staff professional growth while enabling our programmes to improve. Our staff will also benefit from the help of a pool of specialized technical partners, with world-class expertise on SBC.

Additionally, UNICEF leaders and staff outside the core network of dedicated specialists, whose portfolios heavily depend on behaviour change — technical experts and sector managers in sectors — will be offered the knowledge, skills and tools to own and integrate SBC into their plans, collaborate with experts, request support, and create the right operational models and partnerships for delivery.

Both experts and non-experts play a critical role in ensuring a more structured, measured and scientific approach to Social and Behaviour Change at UNICEF.

There is momentum for change. The COVID-19 crisis has emphasized the need for quality SBC programming, and has provided opportunities to improve the way we work. Behavioural approaches which have long been adopted outside the development and humanitarian industries are now getting more traction in our sector. UNICEF managers have called for the next generation of SBC programmes. As the organization enters its 2022-2025 Strategic Plan, capacities and activities will be progressively aligned with this new vision, so that interventions on the ground continue to diversify and improve over the coming years.

This Programme Guidance is a key building block to realize the new vision and strengthen the SBC function. Within UNICEF, this guidance is part of a larger renewed business model which touches upon different strategic and operational components to change our institutional system. This guidance is also designed to be useful to the needs of our many partners outside UNICEF, because building local and national capacities and stronger communities of practice is central to our mission. We want this guidance to fuel interaction and collaboration with local authorities, civil societies, donors and financial partners, the private sector, UN agencies and NGOs. Ultimately, we hope this guidance can support our commitment to helping countries and citizens improve the lives of children.



The Ethics of SBC

Principles and values governing our work

UNICEF is a funder and active member of the Global Alliance for Social and Behaviour Change, a coalition of organizations committed to advancing the scale, quality, impact and sustainability of SBC efforts.

The Code is not a static set of rules but a living document that is refined periodically through collective reflections and new field experience and insights. While no enforcement mechanisms accompany the Code, it acts as a call for conversation among individuals, organizations and communities.

UNICEF has chosen to promote these principles as an integral part of its programme guidance, to encourage their use and application in all research, programming and capacity-strengthening efforts. These principles intersect with and support the implementation of the Human Rights Based Approach, which is the overarching principle behind our work. By guiding organizational and individual decision-making, the Ethics Code is intended to signify the privilege that should be accorded to underserved communities (those least likely to possess the power to represent their own interests) and drive the co-creative processes we engage them in.



Global Alliance for Social and Behaviour Change

Statement of SBC ethical values

The ethical principles comprising the Code are framed by an overarching set of three key values: the importance of citizen agency and autonomy, a respect for diversity and culture, and a commitment to participation through the process of dialogue.

The agency of individuals and communities

The field of SBC values the moral autonomy of individuals and communities. People should be treated as chief agents in making decisions regarding their own welfare. The autonomy of individuals should not be sacrificed for the good of any larger community to which they might belong. The autonomy of communities is not to be sacrificed for the good of encompassing regions or states in which a community may reside. The autonomy of individuals should not be sacrificed for their own good, as this may be interpreted by others.

Respect for diversity

SBC work takes place across diverse social and cultural settings spanning the globe. It is imperative that the value frameworks across these settings be considered in how SBC is planned and conducted. All cultural value frameworks deserve dignity, understanding and respect. The relativity of cultural values need not be taken as final justification for any and all actions. However, locally ascribed values should be thematized and addressed in decision-making processes and during ongoing interactions.

Participation through dialogue

Dialogue is a primary way to protect the autonomy of participants and ensure they have agency in the decisions that affect their lives. Through collective dialogue, communities are able to express the aims they value, the dynamics of cultural difference can be expressed, and bridges can be built. Dialogue is the medium in which ethical values are ultimately produced, articulated and embraced.

SBC ethical principles

Professionalism

- We acknowledge our duties to our stakeholders (participants, communities, clients, funders).
- We articulate clear, strategic goals that are designed to be effective.
- We have the capacity and capability to complete our work.
- We design and implement evidence-based programmes.
- We act with integrity.

Avoid doing harm

- We intend to 'Do No Harm' in the course of our work.
- We actively consider the potential for unintended negative consequences of our (in)actions.

Conflict of interest

- We seek to avoid all conflicts of interest.
- When a conflict is unavoidable, we disclose the conflict to, and seek consent from, all affected parties.

Research ethics

- We seek ethical clearance before engaging in any research, from our home countries and the countries and communities where we practise.
- We ensure that those who opt to participate have provided genuinely informed consent.
- We strive to keep participant/beneficiary data confidential unless permission to disclose has been granted.
- We disclose our research aims, methods and results to participants/beneficiaries.
- We make every effort to involve participants/beneficiaries in local research.
- We disclose funding sources for our work.

Accountability

- We are transparent with our participants/beneficiaries.
- We protect personal information.
- We are honest and truthful.
- We are trustworthy.

Communication and dialogue

- We seek input from participants/beneficiaries.
- We encourage two-way dialogue and active listening.
- We aim to act on and incorporate local expressions of preference, working in partnership with local entities.
- We seek voluntary and informed consent from participants/beneficiaries before engaging in any work.
- In community dialogues, we aim to work through existing community structures and platforms, and aim not to bypass existing accountability structures.

Respect for diversity and culture

- We respect cultural, religious, ethnic, age, gender, sexual orientation and ability diversity, as well as diversity with regard to race and socioeconomic status.
- We respect the dignity of individuals, groups and communities.
- We respect local knowledge.

Underserved populations

- We respect the needs of underserved and excluded groups, including but not limited to children, people of differing abilities, the elderly, and racial, ethnic, and gender-based groups.
- These populations are the most deserving of considered assistance, but are often the least likely to be given priority in assistance protocols.
- We endeavour to prioritize the needs of underserved communities, and to be sensitive to the specific communication needs inherent in dialogue with them.
- We take into consideration the social ecological environments that often contribute to social and behavioural problems.

Sustainable change

- We analyse and understand the social and economic resources needed for change.
- We analyse and understand the need for post-project/intervention support.
- We promote environmental sustainability and stewardship.
- We contribute to systemic change.
- We consider advocacy for underserved groups to be a legitimate part of SBC work.

Participation

- We cooperate and collaborate with local community platforms, NGOs, service providers and community organisations.
- We promote the empowerment of participants/beneficiaries.
- We promote individual and group autonomy.
- We discourage attempts to manipulate or change behaviour without full discussion and participation with affected communities.

Fairness and human rights

- We promote the interest of justice in all we do.
- We refuse to participate in or support practices that violate human rights.
- We promote equality in our interactions.



Key Results

Social and behaviour change outcomes

Social and Behaviour Change results are a universe of positive transformations: a hesitant mother decides to vaccinate her child; a father tries new ways of teaching his children; an adolescent works to improve her mental well-being; a community becomes less accepting of child marriage; local organizations mobilize for women's rights to be recognized; a society embraces children with disabilities through systems that include and prioritize their needs; a sector where decision-makers partner with the people they serve.

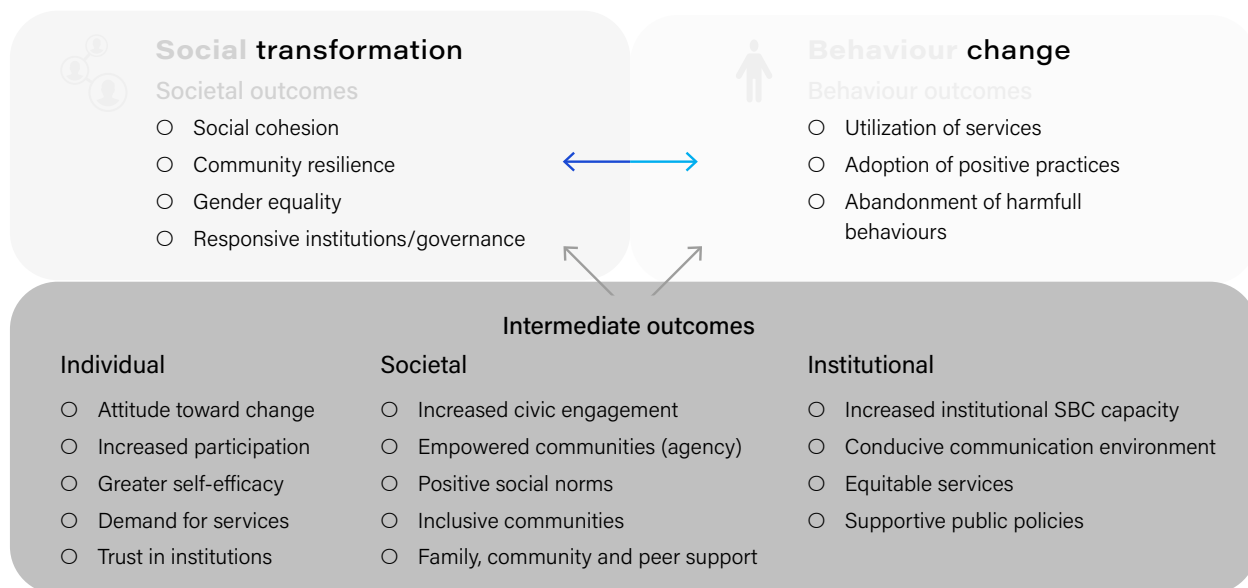
All of these changes are the results of SBC, and contribute to achieving Child and Human Rights and Development Goals.

As mentioned in the Vision, a lot of what UNICEF does is the promotion of healthy, preventive and protective behaviours for children. But behavioural and social results are inextricably linked. Sustained behaviour change often requires social change, as these practices frequently depend on their social acceptability, which depends on the dynamics, norms, stigmas and power relationships within a community. And more broadly, fulfilling the rights of children and their families rests upon large-scale, positive transformation of communities and societies, beyond sectoral silos, to promote change such as gender equality, community resilience, social cohesion and responsive governance. This obviously applies to all stakeholders and efforts, beyond UNICEF.

These generic results are the most common and important, in terms of both social change and behaviour change, across all goal areas.

A lower level of results or "outputs", not displayed on the diagram, will contribute to the achievement of the intermediate outcomes. Awareness, knowledge and beliefs are examples of behavioural outputs which feed into and contribute to define someone's attitude

Social and behaviour change key results



Societal outcomes

Social cohesion

Strengthened relationships between citizens and the state, and between groups in society; societal relations support solidarity, identity, belonging and inclusion.

Community resilience

Individuals, communities, and institutions have the capabilities to prepare for and respond to crises

Gender equality

Improved women's and girls' agency, positive gender norms and socialization, and more equitable parenting roles

Responsive institutions/governance

Policies, services, relief actions are trusted, responsive and accountable to community demands and needs

Behaviour outcomes

Utilization of services

Uptake and continued utilization of social and relief services

Adoption of positive practices

Adoption of protective / positive individual, parenting, and family practices

Abandonment of harmful behaviours

Abandonment of harmful normative behaviours and discriminatory practices

Intermediate outcomes

→ **Individual**

Attitude toward change

Awareness, interest, and positive attitude towards promoted behaviours

Increased participation

Uptake of participation / accountability / feedback mechanisms

Greater self-efficacy

Self-efficacy for promoted behaviours

Demand for services

Demand for existing services

Trust in institutions

Trust in authorities and service providers

→ **Social**

Increased civic engagement

Increased civic engagement and empowerment of marginalized groups

Empowered community (agency)

Community ownership and collective efficacy towards development issues, shift in power relationships

Positive social norms

Social expectations among community / peers aligned with promoted behaviours

Family, community and peer support

Support from family, community and peers for promoted behaviours

Inclusive communities

Reduced acceptance of stigma and discrimination

Intermediate outcomes

→ **Institutional**

Increased institutional SBC capacity

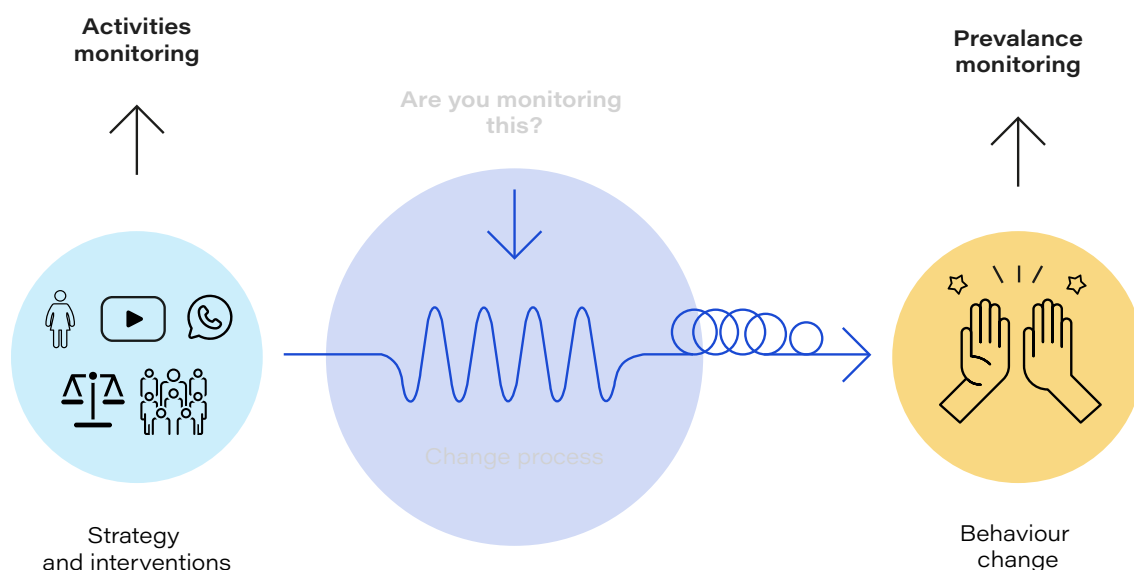
Government and partners' capacity strengthened for planning, budgeting, implementing, and monitoring SBC-CE

Conducive communication environment

Information environment (communication, media, public discourse) supportive of promoted social and behaviour changes

Equitable services

Social and relief programmes and services are systematically inclusive and accessible to understand groups



(intermediate outcomes). Examples of these lower level results are provided later in the guidance (see [results selection](#)).

To illustrate how these conceptual outcomes might look in practice, below are a few hypothetical results we hope to achieve when encouraging exclusive breastfeeding.

Behavioural outcomes

- Children are exclusively breastfed during the first six months of their lives (adoption of positive practice)
- Parents regularly attend the infant nutrition counselling sessions (utilization of services)

Intermediate outcomes

Individual

- Parents think that breast milk is the best food for their newborns (attitude)
- Mothers have both the skills and confidence to exclusively breastfeed their babies for six months (self-efficacy)
- Parents perceive the value of nutrition counselling sessions (demand for services)
- Parents trust the doctors and nurses at their local health centre (trust)

Societal

- Local women associations, mothers groups and religious leaders are engaged in promoting exclusive breastfeeding (empowered communities)
- Parents believe that most women in their communities practise exclusive breastfeeding (positive norms)
- Men approve of mothers breastfeeding in public/collective settings when the breast and baby are covered (positive norms)
- Grandmothers are supportive of their daughters/daughters-in-law practicing exclusive breastfeeding (family support)

Institutional

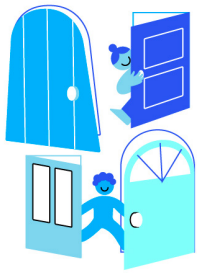
- Nurses and doctors are trained in active listening and equipped to provide breastfeeding advice (institutional SBC capacity)
- Nutrition outreach sessions are organized and available for free in poor communities (equitable services)
- Marketing for breast milk substitutes is banned in the country (supporting public policies)
- Break time for breastfeeding mothers and dedicated breastfeeding spaces are included in national labour laws (supporting public policies)
- Women who breastfeed are positively depicted in movies and soap operas (conducive communication environment)

The field of SBC programming has long suffered from a monitoring and evaluation 'black box,' with SBC results only tracked and assessed against activities on one end and outcomes on the other end. In other words, data is often collected on processes and activities — such as conducting media campaigns, distributing information materials and engaging communities, recording results that may only include number of people reached, the number of social workers trained — or on the shift in prevalence/incidence of the target behaviours. But the right place for decision-makers, practitioners and communities to focus their attention is often exactly in between, analysing and measuring how the underlying drivers of behaviours evolve and how the barriers to change are lifted, as milestones on the way to changing the prevalence or incidence of a behaviour.

For many reasons, stemming from both the Behavioural Science perspective (how practices come to exist and be sustained) and the work processes in our industry (funding and programming cycles, and results that can be achieved in such timeframes), our monitoring attention needs to shift to determinants such as self-efficacy, social expectations, trust in institutions and access to services, as well as many other intermediate results.

To explore a larger set of possible behavioural results, take a look at the [The Behavioural Drivers Model](#).

For more information on how to incorporate SBC results into your Theory of Change see this [tool](#) on selecting SBC results.



Overview

How to use this Programme Guidance

These resources have been organized into four sections: Vision, Understand, Create and Do. These sections represent different actions in the delivery of Social and Behaviour Change programmes by UNICEF and its partners. Each resource is connected to complementary and supporting resources in other sections of the Guidance.

For example, if you start your journey in the *Create* section you will find that some resources link to relevant resources in the *Understand* and *Do*. This allows you to easily navigate to related tools so that you can access the information you need and the information you didn't know you needed. If you ever feel lost, you can always return to the main menu and use the handy search feature too.

This Guidance is designed to be a living resource. The continued use of these tools and the experiences of SBC practitioners around the world will influence

the content over time. So please, as you make the most of the tools and resources that are here already, we urge you to share your ideas and suggestions here. Your thoughts will be collected and used to make sure that this Programme Guidance continues to be useful, relevant and supportive.

UNICEF staff members also have access to this Operational Guidance, where they will find internal tools related to our corporate planning, office operational models, staffing, resourcing and reporting mechanisms.

Tips and tricks

You will have access to all tools and resources on this platform. Everything you see is available to download and editable, so that you can adapt them to your specific needs, except where consistency is important, such as in Approaches or Vision.

Each page will have links to supporting tools within the Programme Guidance and external resources. We hope that you find everything you're looking for, and that you share these tools with your collaborators and partners.

Finding your way around

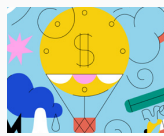


Vision

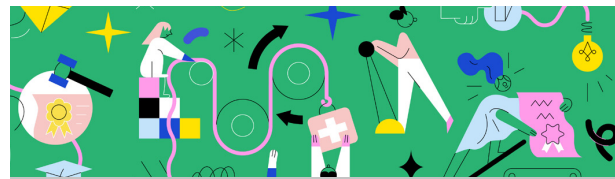
Dig into UNICEF's conception of SBC, key results, ethical considerations, tools for advocacy, fundraising and budgeting, and your role within it.



The Big Picture



Advocacy & Fundraising



Understand

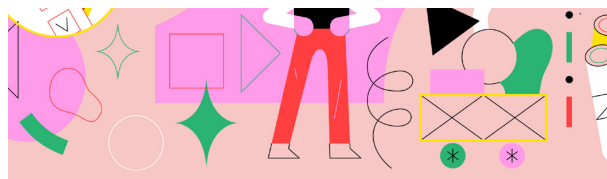
Read up on the fundamentals of SBC, including the UNICEF mindset on SBC and the key SBC approaches to achieving your results.



The Fundamentals of SBC



SBC Programmatic Approaches



Create

Find guides on how to create your SBC plans and strategies to maximize impact.



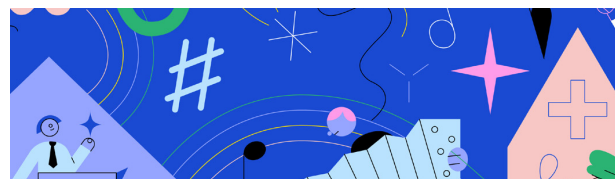
Diagnose



Define Success



Design



Do

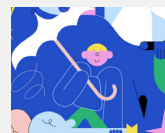
Explore a toolkit for putting SBC into action and internal guides for UNICEF operations.



Implementing Strategies



Partnerships



SBC In Emergency Settings



Build Capacity and Supportive Systems



Your Contribution

How to strengthen this Programme Guidance

- 1. Use it.** Explore it. Treat it as a regular touchpoint in your daily routine.
- 2. Share it.** Send these tools to your collaborators and your broader network. Adapt it for your context.
- 3. Strengthen it** and share your experience. Email us your feedback on any of the tools within the Programme Guidance to sbc@unicef.org. By submitting your ideas and insights as well as case studies and new evidence, we can ensure that this guidance stays relevant and useful to you. If the field and practice of SBC is evolving, we believe the guidance should too.

We will review your suggestions, incorporate them or tell you why we decided not to. As the guidance evolves, we will share feedback and insights on its usage.



Vision **Advocacy & Fundraising**



SBC fundraising template

What to include in funding requests and technical proposals

This tool provides suggestions to help you develop a proposal tailored to your needs. It aims to offer inspiration and ideas to choose from.

Background for proposal

You may want to provide a short introduction to SBC, such as this:

What is SBC?

Social and Behaviour Change is a set of approaches and strategies that promote positive and measurable changes towards the fulfilment of women and children's rights. SBC works with communities, partners and authorities to understand and influence the cognitive, social and structural drivers of change. It relies on social and behavioural evidence as well as participatory approaches to co-design solutions to development

Possible additions include:

- Elements from the vision of SBC
- The 3 core principles of SBC: systems-oriented, human rights-based, and people-centred
- Elements from Why do people do what they do?
- Elements from What are the key SBC results?
- Case studies or human interest stories

Why SBC?

The SBC approach maximizes development and humanitarian efforts by applying a deep understanding of the way people make decisions and interact with each other, collecting the social and behavioural evidence needed by programmes to be efficient and putting communities in the driver's seat of the initiatives affecting their lives.

- Case studies of SBC offering value for money and application across technical areas — see the SBC pitch deck for examples.
- Measurability of SBC — see examples from the best of impact evidence
- UNICEF's comparative advantage — see foreword and vision
(note: this is for UNICEF proposals only! Partners should craft their own similar pitch.)

Core of the proposal

The process for seeking funding varies, depending on donors and partners. However, most proposals require the following content at minimum:

- Situational overview (in country/area of interest)
- Project/Programme scope
- Objectives
- Key activities
- Deliverables
- Key results
- Milestones
- Monitoring, evaluation and learning
- Anticipated risks and challenges
- Timeline
- SBC capacity of implementer and partners
- Coordination and governance
- Dissemination of results
- Scale-up and sustainability
- Budget

This tool provides guidance on how to develop each of these sections within a written proposal, and shows where to find more information in the SBC programme guidance to inform the proposal development process.

1 Situational overview

This will depend on the context; it should offer a short narrative account of communities, children's rights and well-being in the given geography. This section should provide an overview of the progress, challenges and opportunities associated with achieving these rights, as well as the patterns of deprivation people face and their causes. It should be a bird's-eye view of what the following proposal is about.

2 Scope

SBC initiatives can take many forms, from the design and broadcast of edutainment campaigns, to the creation of social accountability and participation mechanisms in order to optimize service provision and increase the role of communities in local governance.

SBC leverages a large toolkit and includes several distinct approaches which may be used — together or alone — to promote Social and Behaviour Change. Approaches include:

- [Community Engagement](#)
- [Strategic Communication / SBCC](#)
- [Social Movements](#)
- [Service Improvements](#)
- [Creating Supportive Public Policies](#)
- [Systems Strengthening](#)
- [Applied Behavioural Science](#)

Different SBC approaches are best suited to different contexts and social and behavioural objectives.

At the outset of any proposal or pitch, it is important to describe to potential funders:

- The specific social and behavioural challenge(s) you are seeking to address, and the social and institutional assets or dynamics you envision leveraging
- The approach you have already used, or will use, to further understand the situation and its unique contextual drivers ([see here for more information on diagnosing a problem](#))
- A first version of a theory of change to address identified challenges using a combination of approaches
- A concrete description of what this will entail and an evidence-based justification for your selection of these approaches ([see here for more information on selecting appropriate SBC approaches](#))

3 Objectives

Your objectives should be linked to the specific social and behavioural results you aim to achieve ([see here for more information on key SBC objectives and results](#)). These specific social and behavioural objectives should also be linked to broader programmatic objectives (reduced poverty, reduced hunger, etc).

Make sure to state your objectives very clearly. These may include:

- Increasing uptake of social services
- Increasing adoption of healthy behaviours at home and in communities (e.g., increased positive discipline, reduction in harmful behaviours such as alcohol abuse and gender-based violence, improved sanitation and hygiene practices)
- Progress towards positive social change (e.g., increased societal or communal equality, inclusion, cohesion, resilience or responsiveness of duty bearers to people's needs)

4 Key activities

Specific technical activities depend on the SBC approaches applied; see some examples below.

Regardless, any SBC initiative will include activities related to:

- Formative research — qualitative and quantitative — which seeks to understand participant groups as well as baseline social and behavioural outcomes and their unique contextual drivers. See the tool on [collecting social and behavioural evidence](#).
- Co-design and testing of SBC processes and tools. See the tool on [HCD](#) for further guidance.
- Implementation of SBC programming (typically through local partners, institutions or community-based organizations). See the tools on [media partnerships](#), [community networks](#), [private sector](#), [social mobilization](#) and [capacity building](#).
- Monitoring implementation for progress, changes, push-back, unanticipated consequences. See the tool on [measuring, learning, and adapting](#).
- Evaluation to assess the impact of the programme on social and behavioural outcomes, informing scale-up, replication and sustainability.

Below is a non-exhaustive list of SBC implementation strategies. In your proposal, you may want to include short descriptive language for donors and partners unfamiliar with what each strategy entails.

- [Digital Engagement](#)
- [Edutainment](#)
- [Social Listening](#)
- [Feedback and Accountability Systems](#)
- [Campaigning](#)
- [Behavioural Insights](#)
- [Social Norms](#)
- [Storytelling](#)
- [Social Marketing](#)
- [Social Service Workforce](#)
- [Health Systems Strengthening](#)

5 Deliverables

Deliverables for SBC initiatives vary widely and depend on the nature of the programme.

- Your key deliverables often include the implementation of targeted SBC interventions — mass-media campaigns, community engagement processes, etc. These flow from the main activities discussed above.
- Whenever possible, you should aim for community ownership of SBC processes, making this co-creation process a clear deliverable itself. In order to ensure sustainable responsibility of local partners for programmes, it can be helpful to create detailed implementation plans and guidance, which will also later inform considerations about replicability across contexts and scale-up.
- Deliverables will also include M&E elements, such as impact reports, and communications such as feedback to communities, presentations to authorities and peer-reviewed publications.
- Initiatives also often focus on building SBC capacity into existing governance and sectoral and service delivery mechanisms. In this case, deliverables may include specific strategies developed with and for technical programmes, government counterparts and other partners.

6 Results

SBC programmes contribute to a variety of social and behavioural objectives.

An overview of key SBC results can be found [here](#). Make sure to be explicit about what you are trying to achieve.

7 Milestones

There are many steps on the way to achieving the main results. These milestones will include the implementation of activities, as well as the intermediary outcomes that eventually lead to the main results. Use your [theory of change](#) to present the activities, outputs and intermediate results as milestones; these can then be used to build the programme timeline and define the focus of monitoring and tracking, as well as form the basis for discussion in coordination and reporting processes.

8 Research and monitoring

Effective SBC programming is evidence-based and promotes continued community inputs, monitoring, learning and improvement. SBC data collection is a critical component of each programme before, during and after implementation.

Formative research (usually before design and implementation) is key to developing a deep understanding of participants' needs, aspirations and strengths, as well as of how the context influences social and behavioural outcomes — in order to identify what barriers must be overcome and what opportunities can be leveraged.

Pre-testing or pilot testing of SBC interventions (following initial design and before full implementation) is a cost-effective method of assessing the feasibility, acceptability and potential impact of processes and tools before roll-out and scaling.

Routine monitoring (during implementation) is used to examine implementation fidelity, identify gaps in activities, track progress towards each milestone and understand challenges with scaling or adapting in different settings.

Outcome evaluations should rigorously measure changes in social and behavioural outcomes, as well as programmatic effectiveness. What changes can be attributed to SBC interventions? What changes do SBC interventions contribute to as part of a larger programme (including for various sub-groups)?

For more detail on specific monitoring and research approaches associated with specific SBC implementing strategies, see the links in the 'Key Activities' section above.

9 Risks/challenges

- Lack of community-level ownership or identification of appropriate implementing partners.** SBC initiatives should ideally be owned and steered by communities themselves, through existing community and civil society structures as well as purposeful mechanisms to ensure the participation of marginalized groups. It is also critical to build strong partnerships early on with local implementing partners, and to leverage local resources as much as possible; otherwise, the lifespan of the programme may be limited to project/funding timelines, or the initiative may not be effectively implemented at all.
- Lack of qualitative and quantitative data, and limited time or funding for formative research.** SBC interventions should be evidence-based and rooted in a deep understanding of the participant groups and contexts in which they are being implemented. If insufficient time and resources are dedicated to research and adaptive programming, achieving results becomes almost impossible.
- Difficulties integrating SBC across multiple technical programmatic areas.** SBC is often cross-cutting across multiple sectors (e.g., Health, WASH, Nutrition, Social Policy, Education, etc). It is essential to ensure that appropriate coordination mechanisms exist between programmatic areas and that sufficient resources from each technical team can be dedicated to supporting the initiative.
- Unforeseen events and security/health challenges.** As with all programmes, SBC work depends on contextual social, economic and natural events. Conflict and security challenges or disease outbreaks may prevent SBC programmes from being successfully implemented. Major socio-political events can wipe out efforts to build trust, improve governance, etc.

10 Timeline

Build the timeline using the milestones discussed above. Things to consider when developing your timeline include:

- Which implementation strategies will be most impactful and critical to do first
- Availability of key participants (communities, organizations, individuals)
- Key milestones for the first month, first three months, first six months and first year, or another timeframe, for each intervention
- Be as clear as possible: consolidate everything into a table outlining participants, roles and responsibilities for each key activity, with expected milestones, so that everyone is aware of critical timelines and dependencies

11 SBC capacity

In your proposal, highlight the capacity of your team or institution to design and implement effective SBC programming, and describe previous experience, including in relation to the specific approaches you anticipate using.

In addition, consider the partners who will be involved in the research, design and implementation of the SBC initiatives. As described above, it is critical that SBC interventions be designed with and owned by local institutions, community-based organizations and governments. Many of these partners will already have extensive experience in SBC, even if they do not refer to it as such.

In your proposal, consider:

- Research partners such as local academic and research institutions
- Implementation partners such as community-based organizations, faith-based organizations, service organizations and local health, education and development institutions
- Supportive stakeholders including government agencies at the national and sub-national level

In addition to understanding and leveraging existing partners, many effective programmes actively seek to build and maintain the SBC capacity of local partners. See [here for more detail on how to build SBC capacity in partners \(governments, CSOs and academic institutions\)](#).

12 Coordination and governance

Your proposal should also propose regular engagement with various authorities and stakeholders.

The tool on [developing an SBC strategy](#) is a good reference to help you include all the necessary coordination mechanisms from the start.

Think through the core organizations and people who should be involved in (i) analyzing, (ii) designing and (iii) supporting the implementation:

- **Who has local knowledge, expert knowledge, technical expertise and creative expertise?**
This could include government ministries, UN agencies, the private sector, local NGOs, civil society organizations (CSOs), leaders and community representatives.
- **What partnerships do you need to implement the strategy?** Consider religious organizations, technological partners, research agencies, TV and radio stations, marketing companies and labour unions. Think about who can contribute and when to bring them in. One possibility is a core team that expands at certain moments.
- **Do you need to develop a technical advisory group or coordination group?**
This can help you to get political and community buy-in and approval, coordinate partners, provide technical oversight, facilitate access to communities or further fundraise.

13 Dissemination of results

Your main accountability is to the participant and affected communities — results should periodically and primarily be presented to and discussed with them. And of course, local authorities should be on board throughout the process. Make sure to include these aspects in the proposal. You will also need to discuss progress and results with the coordination groups mentioned above.

Whether or not your programme leads to the expected changes in outcomes, further dissemination also helps in building knowledge, creating effective policy and programming and scaling effective solutions. Most funders will want to see a local and international dissemination plan built into your proposals. Results dissemination is not limited to peer-reviewed publications and may include:

- Presentation of results in local and international communities of practice or technical working groups
- Publication on open-source databases and social networks such as [The Compass for SBC](#), [The Communication Initiative Network](#) and [The Behaviour Change Technique Taxonomy](#)
- Publication of white literature in private and open-source publications
- Publication of grey literature such as briefs, blogs or written commentaries
- Audiovisual documentation such as podcasts or videos

14 Scale-up and sustainability

A lot of initiatives are also built with a phased approach that focuses first on understanding, diagnosing and implementing change strategies in a limited number of geographies, before launching to a larger scale if successful. You should make sure not only to present these phases within your proposal but also to explain the criteria and basis used to assess replicability and scale. Testing technical feasibility and efficiency before deciding whether and how to roll out is key to safeguarding against potential pitfalls. Nevertheless, it is important that interventions be designed for scale from the beginning.

[Everybody wants to belong](#) offers a dedicated tool (see T17) on scaling up norms-shifting interventions — a lot of these principles also apply to SBC initiatives more broadly.

15 Budget

Finally, no proposal can exist without a price tag. Explore the [budgeting tool](#) to get detailed guidance on developing an appropriate budget for SBC programming.