



**SOCIAL +
BEHAVIOUR
CHANGE**

LOOKING FORWARD



THE VISION

Excellence and leadership



- ◆ Programming excellence
 - Science-based : more social and behavioral evidence, experiments
 - People-centered: participation, engagement, accountability
 - Expand programming territories beyond communication
- ◆ Intellectual leadership for corporate attractiveness and partnerships

THE PROGRESS

A lot happening backstage

- ◆ 18 months of work
- ◆ 45 simultaneous main initiatives
- ◆ 100+ SBC staff involved
- ◆ 50+ partner institutions
- ◆ Sectoral staff, management
- ◆ SBC Global Technical Team
- ◆ Creation of momentum

(+ pandemic response)



THE PROCESS

Working collectively, for the field

◆ User-centered design

E.g., the programme guidance was led by steering committee made primarily of COs, and the exploration phase included user journeys, personas profiles, leading to a “non-UNICEF” design: jargon-free, online, public-facing, geared towards government partners and non-expert audiences

◆ Collective governance

E.g., Behavioral Insights Research & Design (BIRD) Laboratory has been established with 80 staff from the 7 ROs and 35 COs

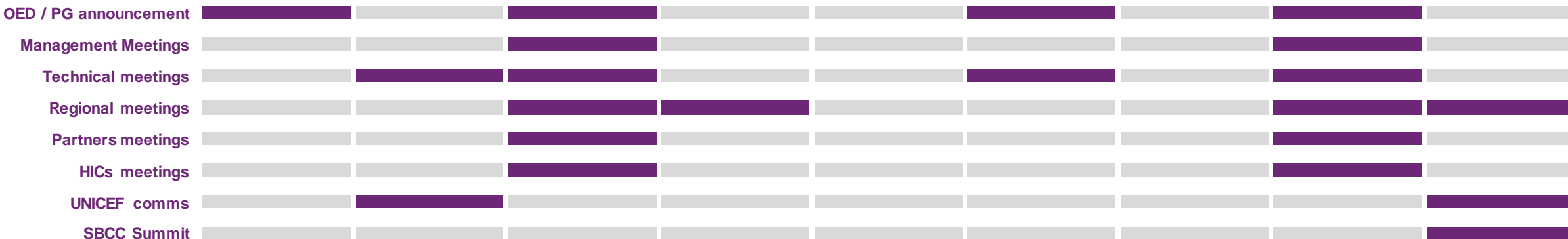
◆ Sectoral anchoring

The M&E framework spells out indicators sector by sector, sub-area by sub-area, for increased relevance and appropriation. It was also developed based 80 user interviews



Engagement channels and timeline

April 26



April

May

June

July

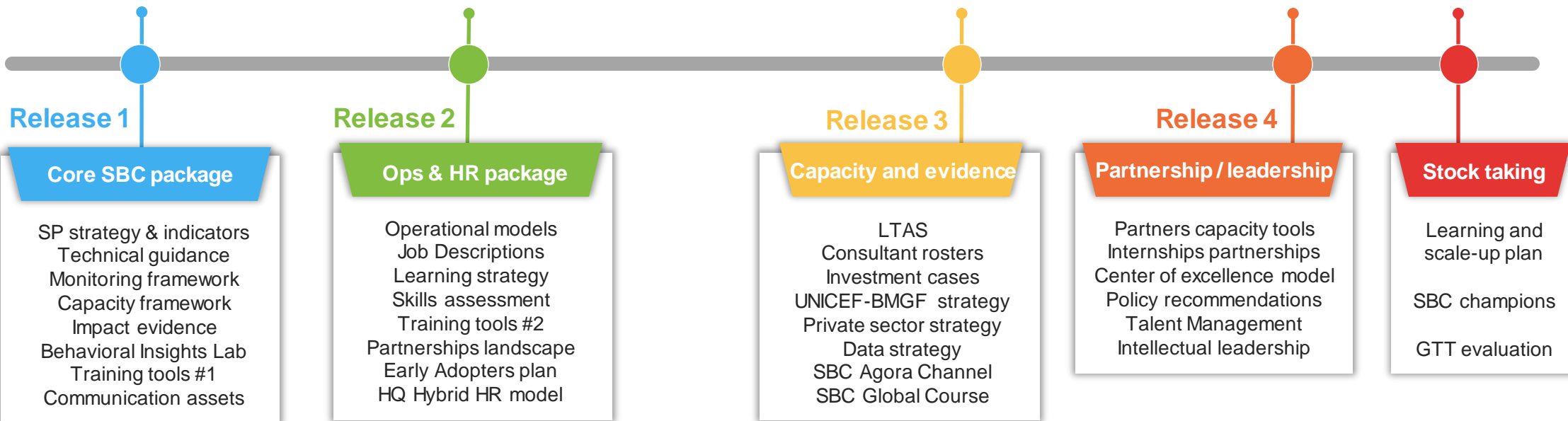
August

September

October

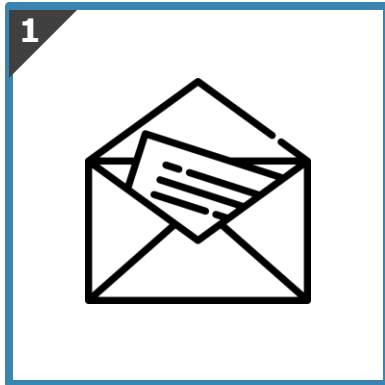
November

December



SBC GTT SPRINTS

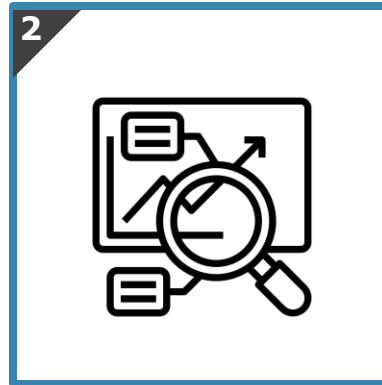
June



SBC early adopters

Use the 7% set-aside to make a difference in early adopting countries and generate learnings for scale-up.

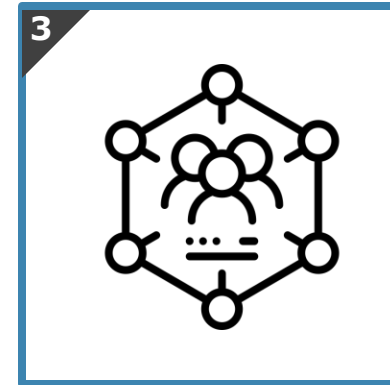
September



SBC data for action

Develop an agenda to strengthen data systems towards collecting and using more social and behavioral evidence

December



















SBC champions

Design a leadership engagement plan (HQ/RO/CO managers) to support the mainstreaming of SBC within UNICEF.

CHANNELS

AUDIENCES

LEAD / SUPPORT

 	OED / PG announcement	— 1 OED global broadcast email + 3 PGLT follow-ups / All UNICEF staff	← OED + PGLT / SBC HQ
 	Management meetings	— 2 global webinars + RMTs & DROPs (+GMT?) / UNICEF leaders	← SBC HQ / RAs + PGLT + OED
 	Technical meetings	— 4 SBC global network meetings / UNICEF SBC staff	← SBC HQ / GTT
 	Regional meetings	— 2 webinars x 7 Regions (tailored) / All regional staff	← RAs / SBC HQ
 	Partners meetings	— Collective – e.g., roundtable of donors, LTAS – and bilateral / Partners	← SBC HQ / PFP + PTs
 	HICs meetings	— 2 webinars / NatComs and HICOs	← SBC HQ / GTT + PHICs reference group
 	UNICEF comms	— Evergreen site, social media, video assets / All external audience	← GCA / SBC HQ + GTT
 	SBCC Summit	— UNICEF booth, address in plenary, side events (staff & partners) / SBC CoP	← SBC HQ / GTT

REQUESTS TO OED

- ◆ ED Russell briefing, leading to:
 - Programme Guidance foreword signature
 - Global broadcast email for the launch
 - Recorded video
- ◆ OED:
 - RMTs agendas
 - GMT
 - OECD High-level event on BI (April 22)
 - UN EOSG High-level event on BI (June 6)
 - SBC Summit (December 5)

Senior leadership support



LOGISTICS

How to make this possible

- ◆ Dedicated P2/P3 staff to support
- ◆ Centralized Online calendar
- ◆ Progress review – standing GTT item
- ◆ Delegation to GTT members (ROs + HQ)



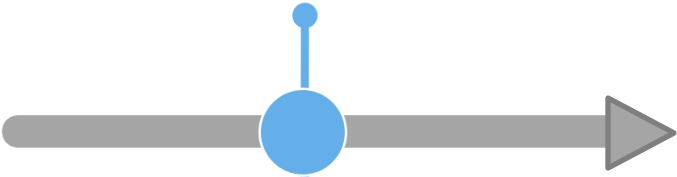
METRICS

Assessing the success of the shift

- ◆ Structural and programmatic changes in early adopting COs (ref. results identified for 7%)
- ◆ Recommended SBC approaches adopted by HQ and regional sections
- ◆ New CPDs / MTR with quality SBC elements
- ◆ Staff opinion – by category
- ◆ Partners' opinion
- ◆ New partnerships / funds
- ◆ New UNICEF policies, strategies, frameworks, featuring quality SBC components



April



Release 1

Core SBC package

- SP strategy & indicators
- Technical guidance
- Monitoring framework
- Capacity framework
- Impact evidence
- Behavioral Insights Lab
- Training tools #1
- Communication assets

SBC Programme Guidance
Community Engagement in Humanitarian Action (CHAT)
Specific guidance on Mental health, Faith engagement, etc.

Menu of SBC results and metrics across sectors

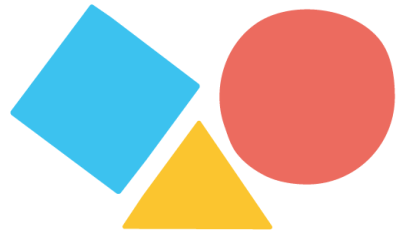
Workforce skills framework

Evidence mapping of impact / the best of SBC

BIRD Lab + microsite + SharePoint + projects

Behavioral drivers training: example of Child Marriage (EN/FR)
Behavioral Insights e-learning course
Social norms programming and measurement training package

unicef.org/sbc
Brand
SBC 3-minute video
SBC Vision paper



BIRDLAB

BEHAVIORAL INSIGHTS RESEARCH AND DESIGN

The BIRD Lab is a **virtual space** for **experimentation** and **innovation** in the application of behavioral insights to achieve UNICEF results



Article

UN Innovation Projects

If you're working on an innovation project in the UN, please feel free to submit it here to be included in our living library.

[> Read the article](#)



Article

UNICEF Human-Centred Approach for Health

This website will guide you through why and how to use human-centred design as an approach to addressing challenges related to community demand for basic...

[> Read the article](#)



Article

Behavioral Scientist Magazine

Behavioral Scientist is a non-profit digital magazine that offers readers original, thought-provoking reports from the front lines of behavioral science. Born out of the labs and offices of leading...

[> Read the article](#)



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.

We have influenced the practice of SBC all over the world by providing SBC advice to national authorities and participating in coordination mechanisms for emergency response and development strategies. For decades, UNICEF has empowered civil societies and community leadership to spearhead global SBC initiatives to improve the lives of children everywhere. We have mobilized young people, families, local organizations, public and private stakeholders, and key decision-makers to reimagine policies, improve services, transform societies, and support the adoption of positive and protective practices for children. Our efforts have brought us closer to realizing international Development Goals and the principles outlined 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 mechanisms, partnerships, and operational and programmatic modalities.

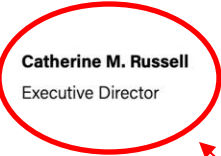
2022 is a pivotal moment in this journey.

This year kicks off UNICEF's 2022-2025 Strategic Plan, in which Community Engagement, Social and Behaviour Change has been designated a core Change Strategy. This affirms the need for social and behavioural science and practice in finding a path towards recovery from the pandemic and accelerating towards the SDGs, and ensuring that these goals, especially the attainment of children and human rights, are upheld throughout the process.

This is also the year we release our SBC Programme Guidance, the very first living SBC guidance within UNICEF to be developed between our technical staff and partners to translate our vision of science-driven change programmes into concrete and actionable guidelines.

These two milestones are testimonies of SBC's centrality to our mandate, and reaffirm our commitment to better serve the communities we work with. The children and families living within these communities deserve the best-quality programmes possible. 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. In acknowledgement 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 be a good in itself, and can help move the sector towards community-driven frameworks that respect the voices of those we seek to serve. These aims are reflected in the ethical principles for SBC practice, outlined by UNICEF and its partners at the beginning of the guidance.



Finally, in recognition of the fact that Social and Behaviour Change can only happen at scale through partnerships, the programme guidance was built with external audiences in mind, as an accessible document that people within and outside of UNICEF can rally around. It will support our efforts to build alliances, advance the UN Common Agenda, and strengthen UNICEF and governments' institutional capacity for planning, budgeting, resourcing, implementing and monitoring quality SBC strategies at scale.

The development and humanitarian challenges lying ahead are 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.

?

SOCIAL + BEHAVIOUR CHANGE

Vision

The big picture

Foreword: A new era for Social and Behaviour Change at UNICEF	The Vision for SBC: Community-led and science-driven programmes for Child Rights	The Ethics of SBC: Principles and values governing our work
Key Results: Social and behaviour change outcomes	Overview: How to use this Programme Guidance	Your Contribution: How to strengthen this Programme Guidance

Advocacy & Fundraising

Why invest in SBC? An advocacy deck to help you make the case	SBC fundraising template: What to include in funding requests and technical proposals
--	--

Understand

The fundamentals of SBC

Why people do what they do: Understanding human behaviours and social phenomena	Core SBC Principles: A systems-oriented, human rights-based, people-centred approach
--	---

SBC programmatic approaches

Supportive Public Policies Changing the rules to enable positive change	Social movements Supporting and nurturing social change processes	Systems Strengthening Strengthening sectoral systems to achieve SBC objectives
Service Improvements Designing services that are accessible, usable and valuable	Community Engagement Partnering with communities so they can lead the change process	Social and Behaviour Change Communication Designing holistic and data-driven communications to enable change
Applied Behavioral Science Shaping contexts and designing processes and products to enable behaviour change		

Create

Overview of the process

Building an SBC Strategy: Key phases and steps to develop an effective SBC strategy or plan
--

Diagnose

Collecting Evidence: How to gather social and behavioural data	Diagnosing the Situation: How to make sense of your data	Selecting SBC Approaches: How to ground your decisions in local evidence
---	---	---

Define success

Selecting Results: How to build your Theory of Change and Results Framework
--

Design

Using Human-centred Design: How to bring people into the strategy process	Measuring, Learning, and Adapting: How to use iteration for continuous improvement	Budgeting: How to build a budget and cost interventions
--	---	--

Do

Implementing strategies

Digital Engagement Using technology to connect and interact with people	Social Listening Taking the pulse of public opinion and responding to rumours	Feedback and accountability systems Improving services and governance with communities
Behavioural insights Applying and testing solutions inspired by behavioural science	Social norms Understanding, leveraging and addressing unwritten rules	Campaigning Designing impactful multi-channel communication plans
Edutainment Leveraging popular entertainment for a cause	Storytelling New tool: Title TBA	Social marketing New tool: Title TBA

Partnerships

Media Partnerships Working with the media to reach communities	Community Networks Strengthening local systems and leveraging trusted partners	Private Sector Partnerships Engaging with businesses for impact
Social Mobilization New tool: Title TBA		

SBC in Emergency Settings

SBC in the Humanitarian Cycle Using the Community Engagement in Humanitarian Action Toolkit (CHAT)	M&E in Emergencies Measuring change in times of crisis
--	--

Build capacity and supportive systems

Capacity of Partners Creating SBC expertise within government, CSOs and academic institutions	Social Service Workforce Understanding how frontline workers can protect children and vulnerable groups	Health Systems Strengthening An example of integrating SBC into a sector
---	---	--

Vision

The big picture

Foreword: A new era for Social and Behaviour Change at UNICEF

The Vision for SBC: Community-led and science-driven programmes for Child Rights

The Ethics of SBC: Principles and values governing our work

Key Results: Social and behaviour change outcomes

Overview: How to use this Programme Guidance

Your Contribution: How to strengthen this Programme Guidance

Advocacy & Fundraising

Why invest in SBC?
An advocacy deck to help you make the case

SBC fundraising template:
What to include in funding requests and technical proposals

Understand

The fundamentals of SBC

Why people do what they do:

Understanding human behaviours and social phenomena

Core SBC Principles:

A systems-oriented, human rights-based, people-centred approach

SBC programmatic approaches

Supportive Public Policies

Changing the rules to enable positive change

Social movements

Supporting and nurturing social change processes

Systems Strengthening

Strengthening sectoral systems to achieve SBC objectives

Service Improvements

Designing services that are accessible, usable and valuable

Community Engagement

Partnering with communities so they can lead the change process

Social and Behaviour Change Communication

Designing holistic and data-driven communications to enable change

Applied Behavioral Science

Shaping contexts and designing processes and products to enable behaviour change

Create

Overview of the process

Building an SBC Strategy:

Key phases and steps to develop an effective SBC strategy or plan

Define success

Selecting Results:

How to build your Theory of Change and Results Framework

Diagnose

Collecting

Evidence: How to gather social and behavioural data

Diagnosing the

Situation: How to make sense of your data

Selecting SBC

Approaches: How to ground your decisions in local evidence

Design

Using Human-centred Design:

How to bring people into the strategy process

Measuring, Learning, and Adapting:

How to use iteration for continuous improvement

Budgeting:

How to build a budget and cost interventions

Do

Implementing strategies

Digital Engagement

Using technology to connect and interact with people

Social Listening

Taking the pulse of public opinion and responding to rumours

Feedback and accountability systems

Improving services and governance with communities

Behavioural insights

Applying and testing solutions inspired by behavioural science

Social norms

Understanding, leveraging and addressing unwritten rules

Campaigning

Designing impactful multi-channel communication plans

Edutainment

Leveraging popular entertainment for a cause

Storytelling

New tool: Title TBA

Social marketing

New tool: Title TBA

Partnerships

Media Partnerships

Working with the media to reach communities

Community Networks

Strengthening local systems and leveraging trusted partners

Private Sector Partnerships

Engaging with businesses for impact

Social Mobilization

New tool: Title TBA

SBC in Emergency Settings

SBC in the Humanitarian Cycle

Using the Community Engagement in Humanitarian Action Toolkit (CHAT)

M&E in Emergencies

Measuring change in times of crisis

Build capacity and supportive systems

Capacity of Partners

Creating SBC expertise within government, CSOs and academic institutions

Social Service Workforce

Understanding how frontline workers can protect children and vulnerable groups

Health Systems Strengthening

An example of integrating SBC into a sector

June

Release 2

Ops & HR package

Operational models
Job Descriptions
Learning strategy
Skills assessment
Training tools #2
Partnerships landscape
Early Adopters plan
HQ Hybrid HR model

SBC Operational Guidance:
Country Models – results, HR structure, budgeting and funding
Tools – coordination bodies, checklists, coding, etc.

New set of generic Job Descriptions

Roadmap for upskilling of workforce + use of learning assets

Skills inventory assessment and gap analysis

SBC fundamentals - online interactive course (building blocks)
SBC masterclasses for decision makers
Social norms programming and measurement e-learning course

Existing global LTAS, MOUs, partnerships – academic, private, etc.

21 early adopting countries, focus and objectives (7% set-aside)

Embedded and matrixed capacity: CP, Edu, Nut, DAPM, OED

September

Release 3

Capacity & evidence

LTAS
Consultant rosters
Investment cases
UNICEF-BMGF strategy
Private sector strategy
Data strategy
SBC Agora Channel
SBC Global Course

Updated LTAS pool (adding Behavioral Insights)

SBC development and Humanitarian consultants

10 investment narratives for partners

UNICEF – BMGF SBC partnership strategy

Private sector strategy – with B4R

Social and Behavioral Data for Action strategy **SPRINT**

Consolidated online space for all SBC learning products

Theory and practice of SBC flagship course

November

Release 4

Partners & Leadership

Partners capacity tools
Internships partnerships
Center of excellence model
Policy recommendations
Talent Management
Intellectual leadership

Partners capacity assessment tools
Partners capacity building resource package

Internship partnerships index

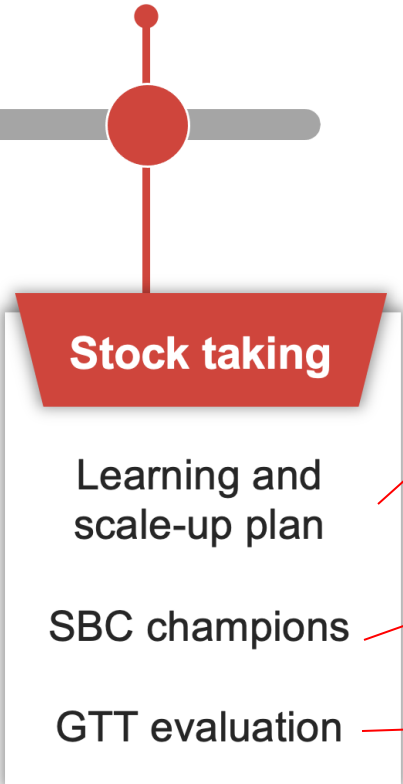
Models for center of excellence partnerships

Evidence to policy recommendations:
SBC and cash transfers
SBC Parenting and Violence

Talent management strategy and system

Strategy for innovation and intellectual leadership

December



Way forward based on:
Stock taking on SBC shift year 1
Report on utilization of 7% set-aside
RCCE / PHE response evaluations
BMGF strengthening grant evaluation

RDs, DRDs, Reps, DepReps, RAs, Divisions
Directors to support engagement of their
peers and the corporate leadership agenda

SPRINT

Stock taking on GTT year 1 and recommendations

A graphic illustration of a human head in profile, facing left. The interior of the head is filled with a dense cluster of interlocking gears of various sizes. The gears are rendered in two shades of blue: a dark blue for the outlines and a lighter blue for the centers. The background is a solid light blue.

THOUSANDS

of decisions are made by every adult

EVERY DAY