UNICEF

SOCIAL + BEHAVIOUR CHANGE

SHIFTING TO SBC

ESAR SBC Network Meeting – June 21, 2022

Vincent Petit, Senior SBC Adviser NYHQ
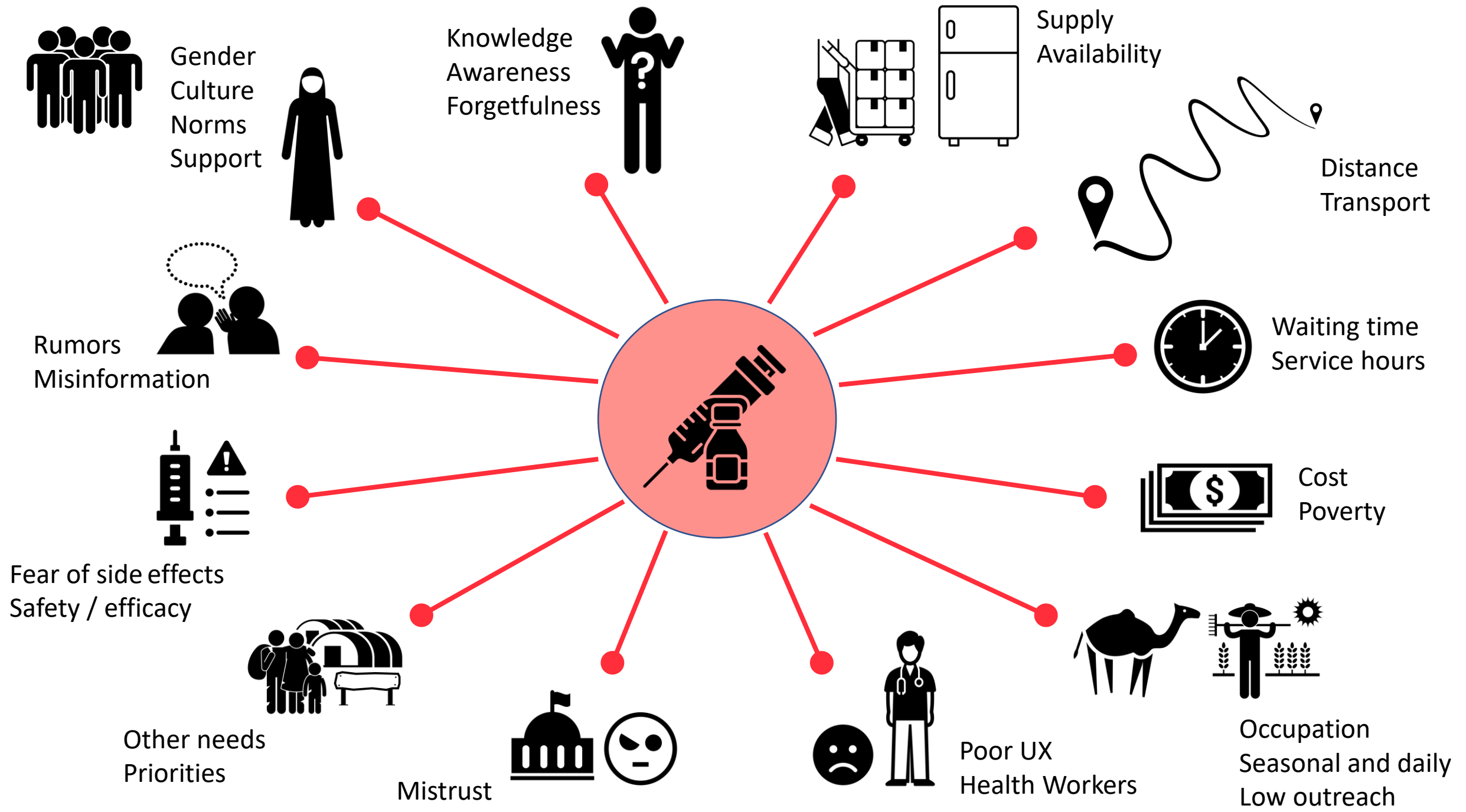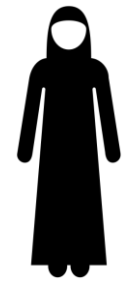Natalie Fol, SBC Regional Advisor, ESARO

"

The immunization rate is low,
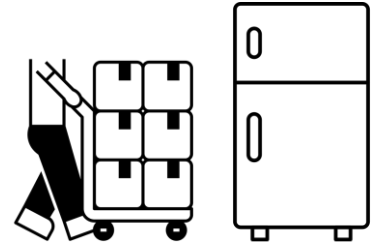*we need to build demand for vaccines.*

"

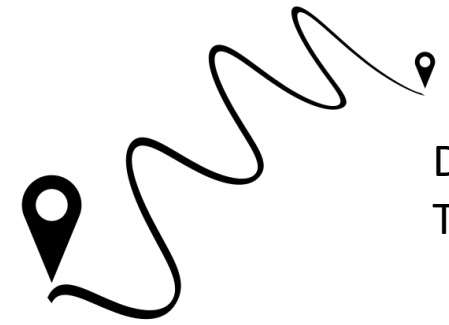*The immunization rate is low,*
we need to [promote] vaccines.
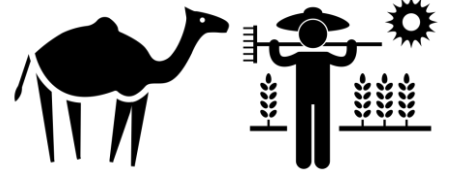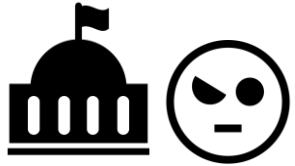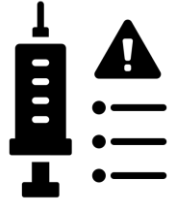
Challenges affecting demand in ESAR countries

(COs reporting-May 2022)

Vaccination sites too far / limited in number (BUR, SS, KEN, UGA, ZAM, MAD)
Limited availability of vaccines (BUR, UGA, MOZ)
Inadequate service hours (BUR, KEN, LES, UGA, ANG, COM, ZAM)
Limited outreach for rural areas and hard-to reach communities (SS, MOZ)

HW poorly trained to address concerns and questions (SS, UGA, COM, ETH)
Long waiting time (LES, UGA, MAD)

People don't know when, where or how to get vaccinated (BUR, ETH)

Low trust in the vaccine (BUR, TAN, ZAM, MAD)
Fear of side effects (COM, TAN, ZAM, MAD)
Vaccine safety & efficacy doubts/queries/rumours (ZIM, COM, ZAM, MAD, TANZ)
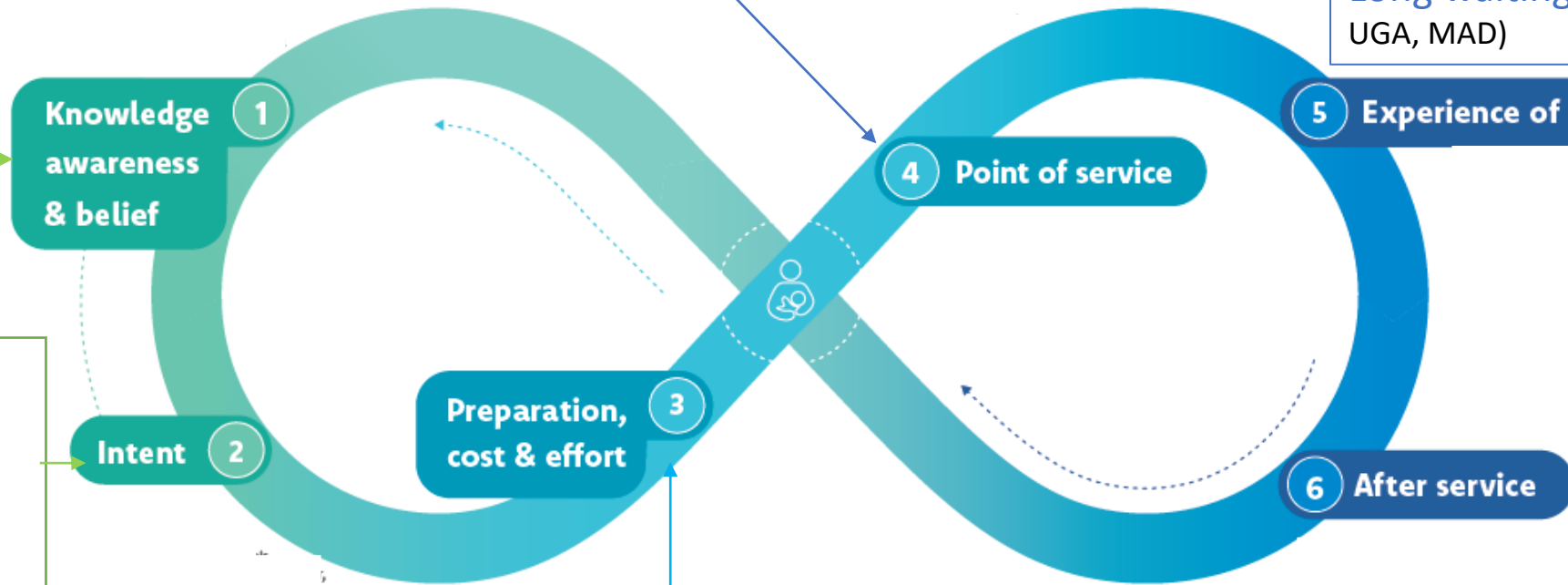
Inadequate registration process (SS, KEN, LES, ANG, COM)
Limited / not affordable transports (SS, KEN, LES, ETH, MOZ, MAD)

1 Knowledge awareness & belief
2 Intent
3 Preparation, cost & effort
4 Point of service
5 Experience of care
6 After service

Barriers to childhood immunization in sub-Saharan Africa: A systematic review

Joseph Benjamin Bangura, Shuiyuan Xiao ✉, Dan Qiu, Feiyun Ouyang & Lei Chen

*Parents/caretaker' barriers included lack of **knowledge** of immunization, **distance** to access point, **financial** deprivation, lack of **partners support**, and **distrust** in vaccines and **immunization programs**. Other associated factors for low vaccine rates included the number of off-springs, **lifestyle, migration, occupation** and parent's **forgetfulness**, inconvenient **time** and **language** barrier. Barriers at health system level cited by healthcare providers included limited **human resources** and inadequate infrastructures to maintain the **cold chain** and adequate **supply of vaccines**.*

Target groups facing access-related challenges

Target group	Country
Older Persons (4)	UGA, ZIM, TAN, ZAM
Youth and Adolescents (3)	SS, LES, ETH
Migrants, refugees, IDPs, asylum seekers (3)	SS, UGA, ETH
Nomadic (2)	UGA, TAN
Women (2)	SS, ETH
General (2)	BUR, MAD
People in remote and/or rural areas (2)	KEN, MOZ
People with disabilities (2)	UGA, TAN
Workers (1)	COM
Health Care Workers (1)	SS
Male (1)	LES
Teachers (1)	SS
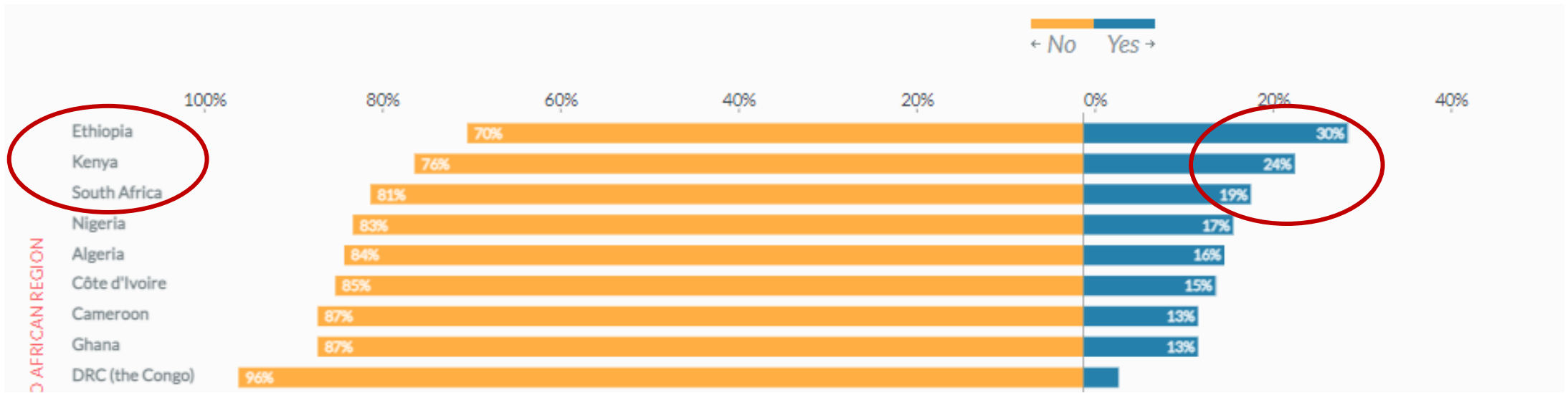
Area	Country
Urban	SS, BUR, MAD, ETH, COM, TAN, ZAM
Rural	SS, MAD, BUR, KEN, UGA, ZIM, ETH, COM, MOZ, TAN, ZAM
IPD camps	SS
General/ Government	BUR

Additional data from Johns Hopkins
Center for Communication Programs'
COVID Behaviors Dashboard
Data from WHO AFRO region,
February 1-15, 2022

What percentage of unvaccinated participants tried
to get a vaccine?

What are the reported structural barriers to vaccination for a country, by demographic group?

Additional data from Johns Hopkins Center for Communication Programs' COVID Behaviors Dashboard
Data from WHO AFRO region, December 16-31, 2022

[COVID Behaviors Dashboard - Johns Hopkins Center for Communication Programs](#)

Kenya

Barrier	Percentage
Not eligible	4%
No vaccine appointments	21%
Appointment times did not work	13%
Technical difficulties with website or phone line	7%
Unable to provide required document	4%
Limited internet or phone access	8%
Difficulty traveling to site	31%
Need childcare	8%
Difficult to leave work or school	26%
Information not available in native language	2%
Couldn't get the type of vaccine I wanted	17%

South Africa

Barrier	Percentage
Not eligible	15%
No vaccine appointments	9%
Appointment times did not work	14%
Technical difficulties with website or phone line	8%
Unable to provide required document	10%
Limited internet or phone access	5%
Difficulty traveling to site	11%
Need childcare	4%
Difficult to leave work or school	26%
Information not available in native language	4%
Couldn't get the type of vaccine I wanted	7%

Gender
Culture
Norms
Support

Knowledge
Awareness
Forgetfulness
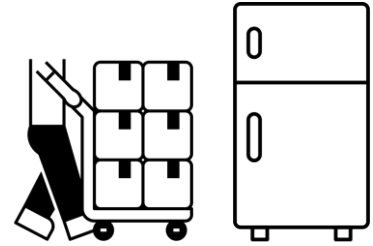
Supply
Availability
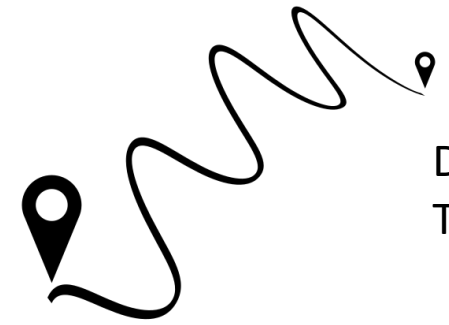
Distance
Transport

Rumors
Misinformation

Waiting time
Service hours

Fear of side effects
Safety / efficacy

Cost
Poverty

Other needs
Priorities

Mistrust

Poor UX
Health Workers

Occupation
Seasonal and daily
Low outreach

Campaign next week!
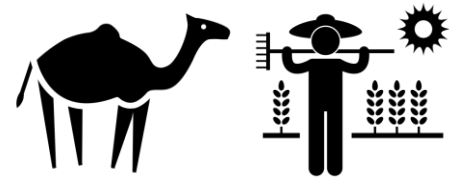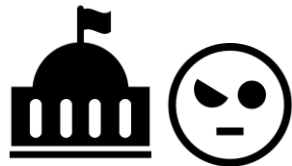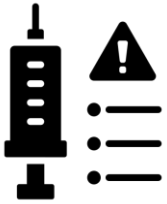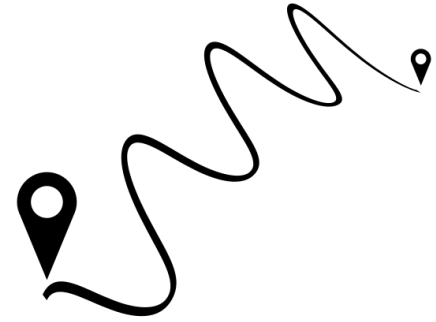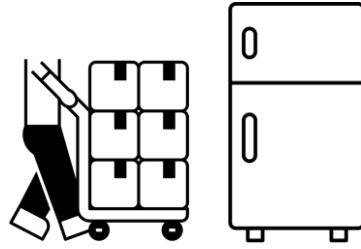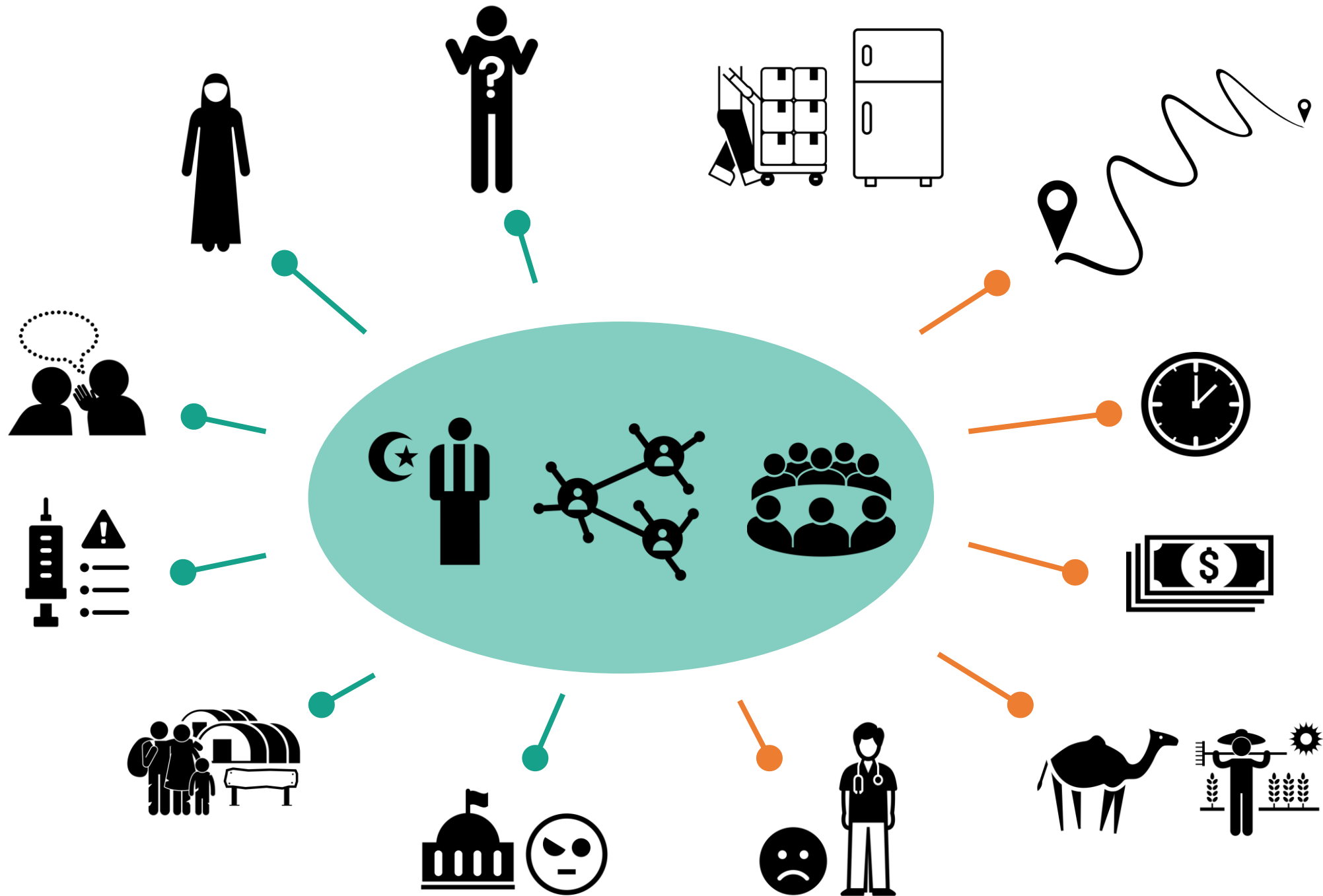
What else?
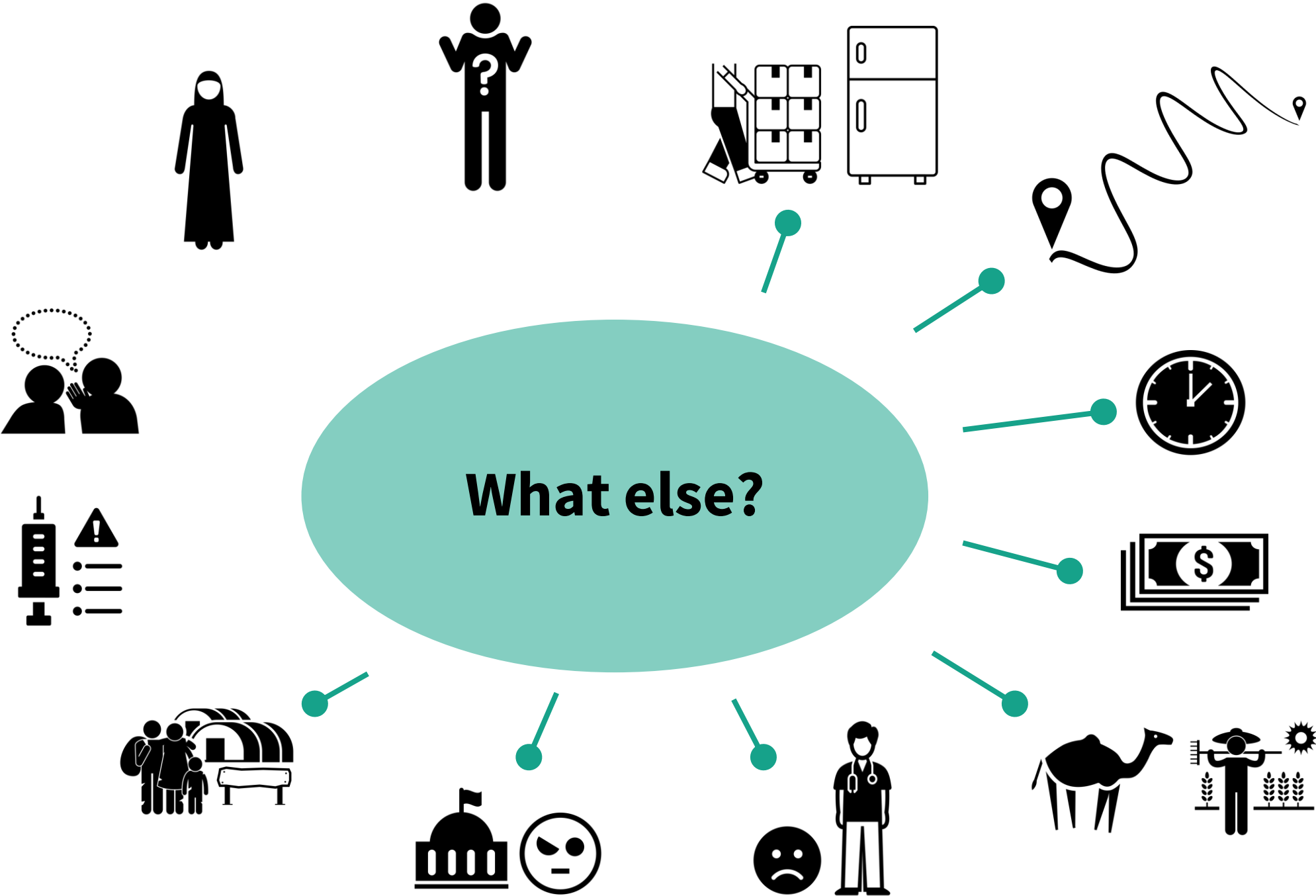
Applying innovation to COVID-19 demand creation in Kenya

June 2022

Health worker TRAINING

IEC

Evidence based MICRO-PLANNING

Bringing vaccines to WHERE PEOPLE ARE

Funding for access, quality, BOTTLNECKS REMOVAL
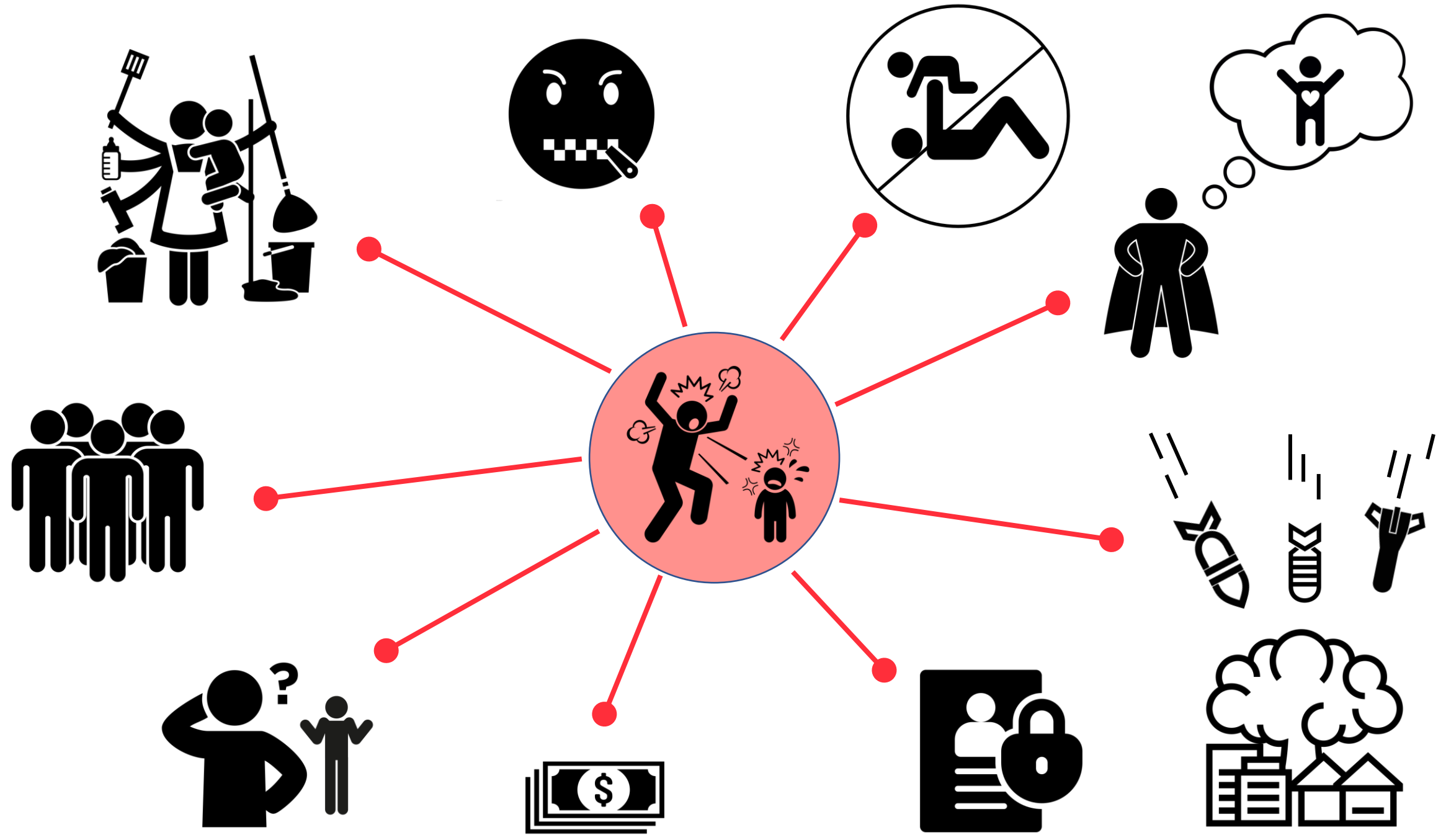
PARENTING TIPS

Children's rights!
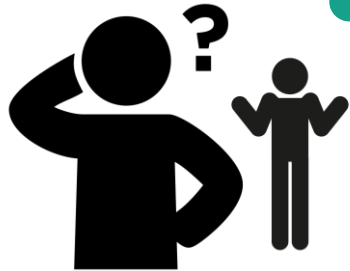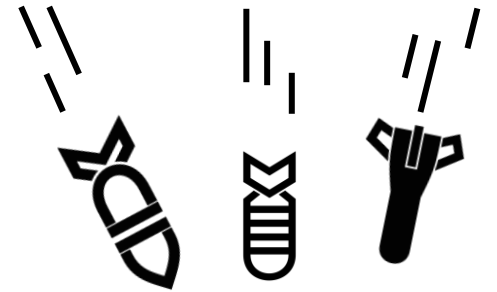
What do you think is our primary responsibility across all behaviours?

If you would only do one thing, what would it be?

MIND ⟷ **ENVIRONMENT**
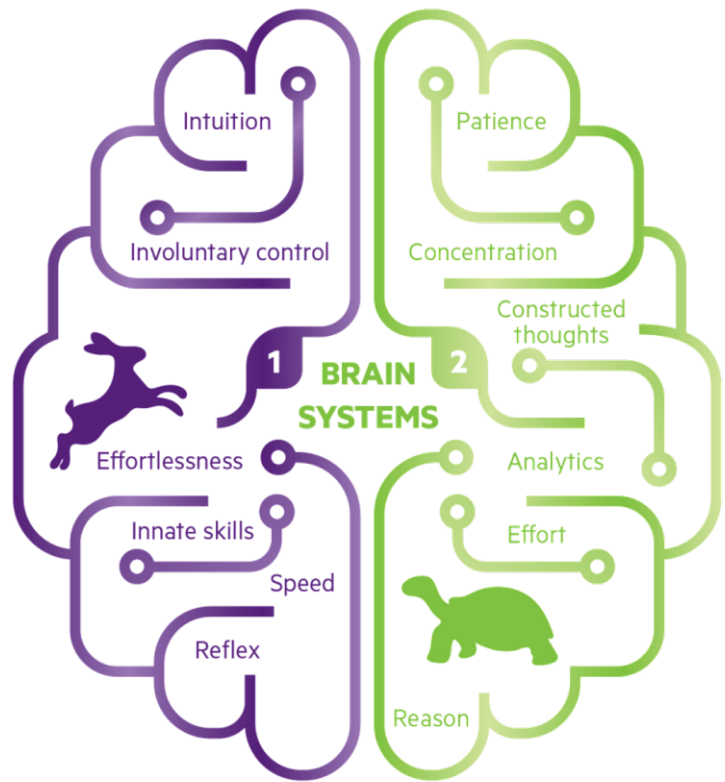
MIND

ENVIRONMENT

SOCIAL + BEHAVIOUR CHANGE

MAIN ACCOUNTABILITY LEAD ROLE

Community Engagement

Partnering with communities so they can lead the change process

SBC programmatic approaches

Social and Behaviour Change Communication

Designing holistic and data-driven communications to enable change

SBC programmatic approaches

Applied Behavioural Science

Shaping contexts and designing processes and products to enable behaviour change

SBC programmatic approaches

Social Movements

Supporting and nurturing social change processes

SBC programmatic approaches

Supportive Public Policies

Changing the rules to enable positive change

SBC programmatic approaches

Systems Strengthening

Strengthening sectoral systems to achieve SBC objectives

SBC programmatic approaches

Service Improvements

Designing services that are accessible, usable and valuable

SBC programmatic approaches

SUPPORT ROLE SECTORS ACCOUNTABILITY

Policy, society and environment
The laws, norms and conditions that govern our lives

Institutions and services
The organizations we interact with, the services available to us and our experience of them

Community
Our social groups, those who live in a similar geographic area or share some characteristics or interests with us

Family and friends
The people who we interact with on a regular basis

Individual
Our own cognitive experience and perceptions

Social movements

Supportive Public Policies

Systems Strengthening

Service Design

Community Engagement

Strategic communication

Applied Behavioural Science

SOCIAL + BEHAVIOUR CHANGE

CAPITALIZES ON C4D

EXPANDS BEYOND COMMUNICATION

EMBRACES BEHAVIOURAL SCIENCE

HELPS KEEP UNICEF ON THE MAP
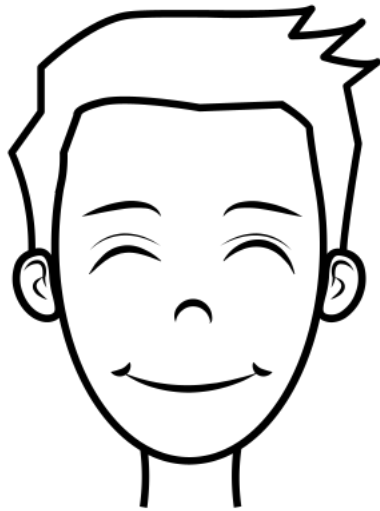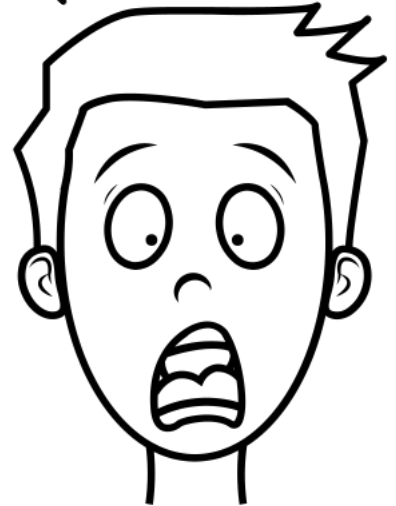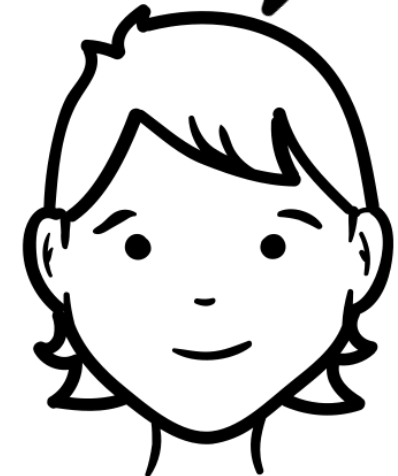
SOCIAL + BEHAVIOUR CHANGE

SOCIAL TRANSFORMATION

Community development, gender equity, social accountability, adolescent empowerment, inclusion, stigma reduction, women agency, civic engagement, community resilience, etc.
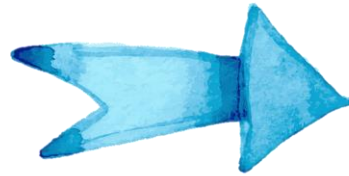
POSITIVE BEHAVIORS

Immunization, handwashing, no FGM, assisted delivery, girls' education, positive discipline, breastfeeding, early stimulation, adult marriage, etc.

Questions?

SBC CAPACITY

WORKFORCE

129 COs
81% with SBC posts

500 staff

% of SBC lead post reporting to Dep
Representative per region

■ ESAR ■ ECAR ■ EAPR ■ LACR ■ MENAR ■ WCAR ■ SAR

- ESAR: 85%
- ECAR: 71%
- EAPR: 23%
- LACR: 69%
- MENAR: 86%
- WCAR: 95%
- SAR: 100%
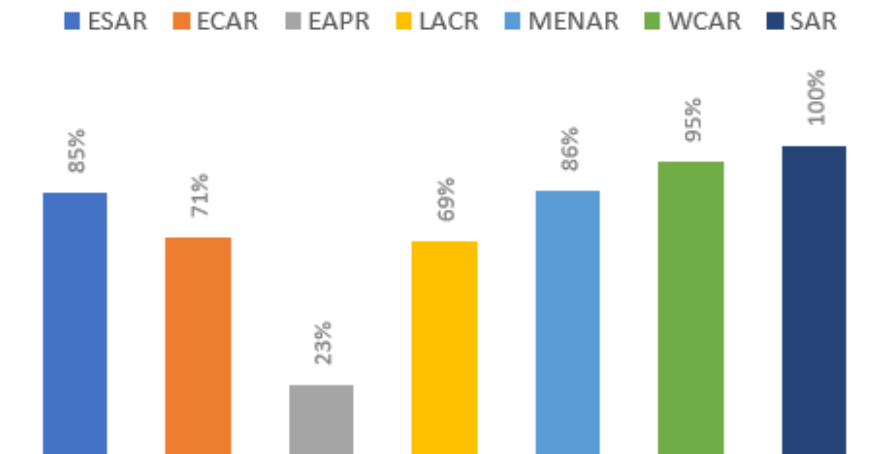
What proportion of the staff is NOA-C?

A – 30%
B – 50%
C – 70%

SBC STAFF

Growing together

- Job stability
- Objective is to grow as professionals
- Opportunities to keep co-creating
- Amplify the many good things going on
- Capitalize on our expert skills
- New resources and opportunities to acquire new skills: capacity strengthening at the center
- COs management and sectoral staff to be actively engaged

THE TOOLBOX

Existing experience / expertise

- Qualitative behavioural evidence
- Community-led approaches
- Social Mobilization
- Participation in local governance
- Social and behaviour change communication
- Multi-media campaigns
- Edutainment
- Digital engagement

Additional or reinforced skills needed

- User and human-centered design for services
- Behavioural assessments and tracking
- Social listening platforms
- Choice architecture and nudges
- Experiments on behavioural solutions
- Strengthening sectoral systems
- Quantitative social and behavioural data
- Feedback and accountability mechanisms
- Implementation research

THE ROLE

Supporting programmatic outcomes

- Empower UNICEF

- Fixing demand vs. a better offer

- Add value to sectors: evidence for decisions, advice for design

- Value + measure = funding

- Uncompromising with quality

- 2 to 3 % vs. DNA

- Champion social change

- Leverage partnerships: LTAS, academia, Civil Society, CoPs, private sector, UN…

RESOURCES

- SBC programme guidance
- SBC Impact evidence map
- Menu of SBC programatic results
- SBC corporate results
- Behavioral Insights Laboratory
- 37 dedicated SBC LTAS
- RCCE Collective Service and Helpdesk
- Faith partnerships
- Programme guidance in HICs
- RCCE resources
- AAP resources
- Course on behavioral drivers
- Human Centered Design
- SBC Sharepoint
- UNICEF website SBC domain

BIRDLAB
BEHAVIORAL INSIGHTS RESEARCH AND DESIGN

Article

UNICEF Human-Centred Approach for Health

> Read the article

https://agora.unicef.org/course/info.php?id=35046

Short E-Course

UN system activity

Exploring the Drivers of Behaviour: The Case of Child Marriage

This course introduces learners to behavioural drivers and the role they play in influencing behaviour.

Cover image: © UNICEF/NYHQ2012-0883/Sokol

About this course

This course introduces learners to behavioural drivers and the role they play in influencing behaviour. It uses the example of child marriage to illustrate concepts and principles , but the lessons gained can be applied to other sectors and issues, and the course can benefit anyone with an interest in behavioural drivers and social and behaviour change. Employing a story-based approach, the course takes the learner on a journey through two fictional scenarios illustrating the diverse drivers that shape decision-making and action in child marriage. The learner will become familiar with the Behavioural Drivers Model and the Social Ecological Model as frameworks to understand behavioural influences, the role of social and gender norms, reference groups and social networks in shaping behaviours, and illus   vities to promote desired social and behaviour change. This course includes   rs.

Enrolment Options

This activity or course is open to self-enrolment.

Join the activity

Menu **AGORA**

Search all activities 🔍

🏠 **My activities** > Intro to BI

Sharing link

Introduction to Behavioural Insights

unicef ✿   **SOCIAL + BEHAVIOUR CHANGE**

Overall progress % ⊙ 0 ⇕

View Summary

Module 1: Introduction to Behavioural Insights

Module 2: Behavioural Insights Problem-solving Process
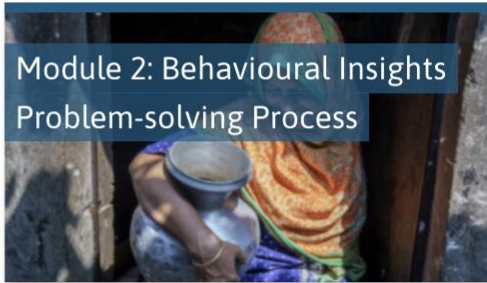
Module 3: When to Use BI: Strengths and Limitations

Plan options

Use this option to add this activity to your own development plan

Add to Plan ▼

Team Plans ▼

Evaluation and Certificate

unicef SOCIAL + BEHAVIOUR CHANGE

Social and Behaviour Change Masterclass

BEHAVIOURS CHANGE
Compliance with Ministry Mandate
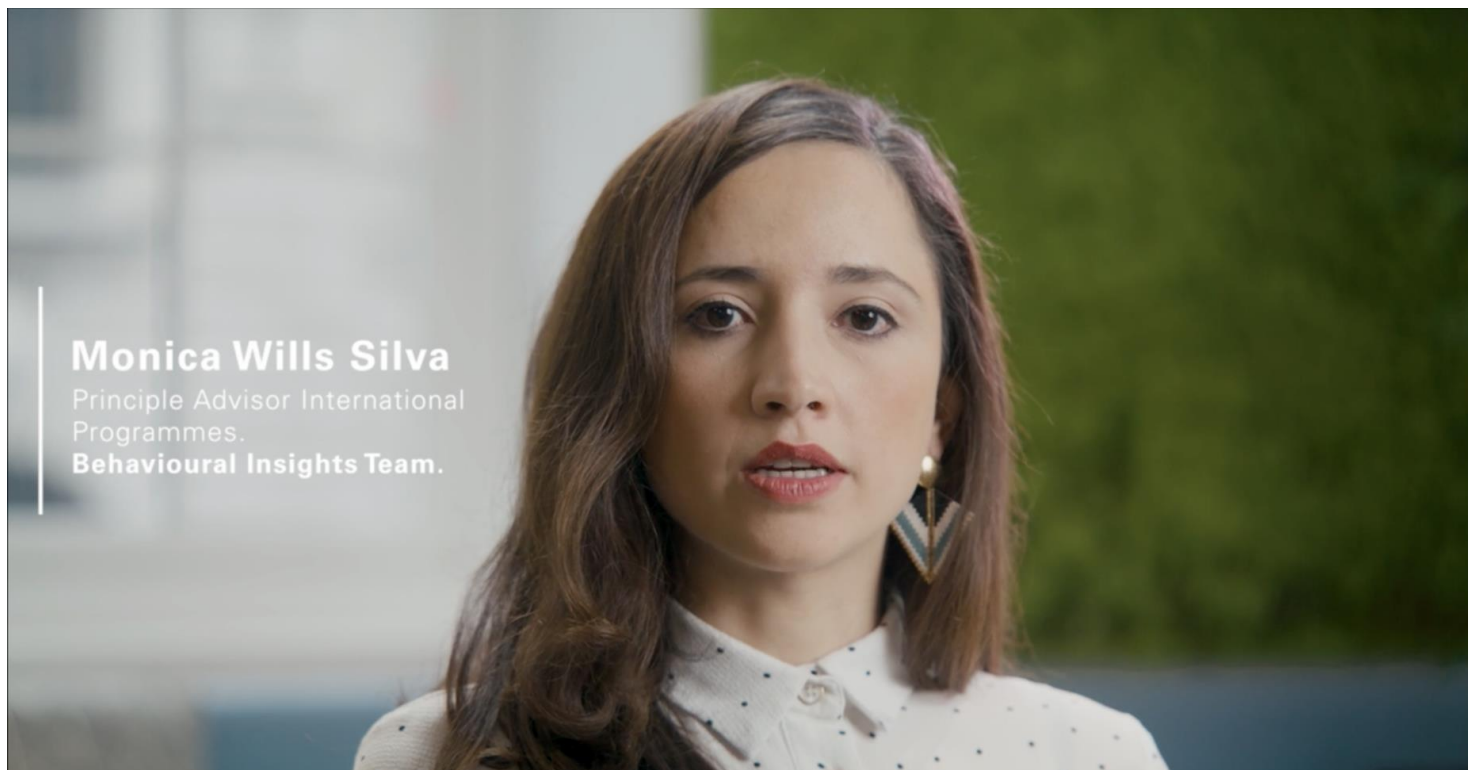
Monica Wills Silva
Principle Advisor International Programmes.
Behavioural Insights Team.
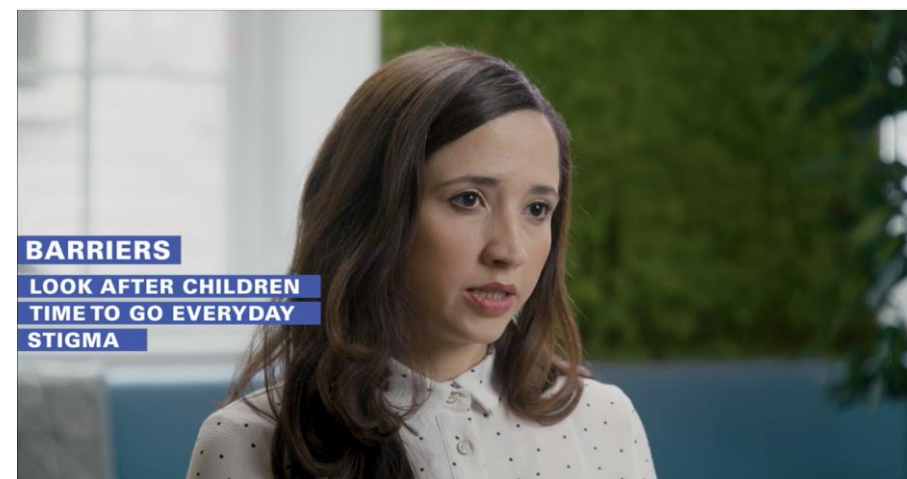
BARRIERS
LOOK AFTER CHILDREN
TIME TO GO EVERYDAY
STIGMA

☰
Menu

AGORA

SBC Building Blocks

Topic:	Focus areas
Format:	Online courses, Short e-course
Provider:	UN & UN agencies
Language:	English
Compatibility:	Agora Offline, Tablet, Smartphone
Competency:	Drive to achieve results for impact, Innovates and embraces change

💻 **Short E-Course**
UN system activity

⬇

Progress % ⓪

Section 1: Vision

Progress % ⓪

Section 2: Understand

Section 3: Create

Section 4: Do

Progress % ⓪

Evaluation and Certificate

Norms for Change: Changing the way you see the world

Training Package on Social Norms Programming and Measurement

ThinkPlace
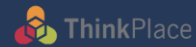
PRE-COURSE ENGAGEMENT

MODULE 1
BUILDING THE FOUNDATIONS

Session 1.1: building vulnerability between peers and framing expectations

Session 1.2: understanding the fundamentals of social norms and how they influence the world

Session 1.3: making theory come to life through connection with the outside world

POST-COURSE ENGAGEMENT

MODULE 3
ROLLING UP OUR SLEEVES

Session 3.1: framing what we need to know about measurement

Session 3.2: measuring a behaviour change program

Session 3.3: understanding potential impact and getting ready for advocate for change

MODULE 2
MAKING IT PRACTICAL

Session 2.1: understanding where to start when wanting to change social norms

Session 2.2: planning a behaviour change program to shift a social norm

Session 2.3: communicating behaviour change

AGORA

Search all activities

SBC Learning Channel

Learning Channel
UNICEF activity

This learning channel aims to guide UNICEF staff to available online learning resources that could help build their skills in SBC.

Topic:	Career support, Technical Skills, Software & Applications, Strategies, Capacity development, Computer skills , Communication for Development
Format:	Learning Channel
Provider:	UNICEF
Language:	English
Compatibility:	Smartphone, Tablet
Location:	HQ, USA

Social and Behaviour Change, or SBC, is defined as a set of processes, approaches, tools, and tactics that promote positive and measurable changes in people's environments, societies, and behaviours. Working with communities, individuals, and partners, SBC uses social and behavioural evidence and inclusive, participatory approaches to co-design solutions to development and humanitarian challenges. It prioritizes the fulfillment of human rights through systematic analysis of the cognitive, social and structural drivers of change and working with communities to address them.

Enrolment Options

This activity or course is open to self-enrolment.

Join the activity

How do we make it happen?

(afternoon café)

Post Number	Post Title	Post Number	Post Title	Post Number	Post Title	Post Number	Post Title	Post Number	Post Title
64162	Communication for Development Manager	109109	Communication for Development Officer	109812	Communication for Development Officer	21331	Communication for Development Specialist	67994	Communication for Development Specialist
92843	Communication for Development Manager	105454	Communication for Development Officer	109813	Communication for Development Officer	82963	Communication for Development Specialist	112157	Communication for Development Specialist
103949	Communication for Development Officer	71531	Communication for Development Officer	110169	Communication for Development Officer	65456	Communication for Development Specialist	111617	Communication for Development Specialist
109563	Communication for Development Officer	58768	Communication for Development Officer	112286	Communication for Development Officer	87203	Communication for Development Specialist	64974	Communication for Development Specialist
73662	Communication for Development Officer	63110	Communication for Development Officer	110105	Communication for Development Officer	40125	Communication for Development Specialist	95088	Communication for Development Specialist
71528	Communication for Development Officer	20072	Communication for Development Officer	104561	Communication for Development Officer	88434	Communication for Development Specialist	85784	Communication for Development Specialist
90295	Communication for Development Officer	64026	Communication for Development Officer	110337	Communication for Development Officer	103415	Communication for Development Specialist	41906	Communication for Development Specialist
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104100	Communication for Development Officer	84105	Communication for Development Officer	108520	Communication for Development Officer	86272	Communication for Development Specialist	96901	Communication for Development Specialist
110976	Communication for Development Officer	70062	Communication for Development Officer	110240	Communication for Development Officer	103417	Communication for Development Specialist	98710	Communication for Development Specialist
68692	Communication for Development Officer	103273	Communication for Development Officer	109629	Communication for Development Officer	85513	Communication for Development Specialist	94479	Communication for Development Specialist
52088	Communication for Development Officer	94156	Communication for Development Officer	109945	Communication for Development Officer	103089	Communication for Development Specialist	104600	Communication for Development Specialist
94153	Communication for Development Officer	70048	Communication for Development Officer	113423	Communication for Development Officer	53087	Communication for Development Specialist	52674	Communication for Development Specialist
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92571	Communication for Development Officer	84085	Communication for Development Officer	111326	Communication for Development Officer	52104	Communication for Development Specialist	106898	Communication for Development Specialist
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106624	Communication for Development Officer	96057	Communication for Development Officer	110657	Communication for Development Officer	111380	Communication for Development Specialist	20029	Communication for Development Specialist
82485	Communication for Development Officer	70064	Communication for Development Officer	110876	Communication for Development Officer	111275	Communication for Development Specialist	82917	Communication for Development Specialist
64182	Communication for Development Officer	104098	Communication for Development Officer	90805	Communication for Development Officer	111626	Communication for Development Specialist	85936	Communication for Development Specialist
94154	Communication for Development Officer	100644	Communication for Development Officer	107033	Communication for Development Officer	99069	Communication for Development Specialist	95010	Communication for Development Specialist
94155	Communication for Development Officer	41957	Communication for Development Officer	107043	Communication for Development Officer	72471	Communication for Development Specialist	86078	Communication for Development Specialist
15410	Communication for Development Officer	71527	Communication for Development Officer	109827	Communication for Development Officer	98798	Communication for Development Specialist	94434	Communication for Development Specialist
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66008	Communication for Development Officer	100588	Communication for Development Officer	109826	Communication for Development Officer	90424	Communication for Development Specialist	68431	Communication for Development Specialist
108962	Communication for Development Officer	99003	Communication for Development Officer	70060	Communication for Development Officer	103496	Communication for Development Specialist	59911	Communication for Development Specialist
100434	Communication for Development Officer	82421	Communication for Development Officer	111229	Communication for Development Officer	97716	Communication for Development Specialist	95005	Communication for Development Specialist
104099	Communication for Development Officer	82482	Communication for Development Officer	110224	Communication for Development Officer	109230	Communication for Development Specialist	20815	Communication for Development Specialist
108454	Communication for Development Officer	110658	Communication for Development Officer	107044	Communication for Development Officer	52287	Communication for Development Specialist	64214	Communication for Development Specialist
52170	Communication for Development Officer	72169	Communication for Development Officer	58980	Communication for Development Officer	109539	Communication for Development Specialist	90949	Communication for Development Specialist
81565	Communication for Development Officer	107041	Communication for Development Officer	110680	Communication for Development Officer	108179	Communication for Development Specialist	80130	Communication for Development Specialist
71530	Communication for Development Officer	98759	Communication for Development Officer	110195	Communication for Development Officer	108922	Communication for Development Specialist	6857	Communication for Development Specialist
47244	Communication for Development Officer	68084	Communication for Development Officer	111584	Communication for Development Officer	112638	Communication for Development Specialist	13962	Communication for Development Specialist
108963	Communication for Development Officer	58770	Communication for Development Officer	111685	Communication for Development Officer	99163	Communication for Development Specialist	65052	Communication for Development Specialist
108452	Communication for Development Officer	22817	Communication for Development Officer	111649	Communication for Development Officer	111014	Communication for Development Specialist	103346	Communication for Development Specialist
67657	Communication for Development Officer	8769	Communication for Development Officer	111707	Communication for Development Officer	96905	Communication for Development Specialist	104499	Communication for Development Specialist
18198	Communication for Development Officer	106621	Communication for Development Officer	111708	Communication for Development Officer	108733	Communication for Development Specialist	63218	Communication for Development Specialist
71877	Communication for Development Officer	106834	Communication for Development Officer	104578	Communication for Development Officer	109162	Communication for Development Specialist	96324	Communication for Development Specialist
92300	Communication for Development Officer	19734	Communication for Development Officer	110762	Communication for Development Officer	84880	Communication for Development Specialist	12033	Communication for Development Specialist
104739	Communication for Development Officer	68583	Communication for Development Officer	112708	Communication for Development Officer	104400	Communication for Development Specialist	18136	Communication for Development Specialist
52580	Communication for Development Officer	94650	Communication for Development Officer	112709	Communication for Development Officer	109217	Communication for Development Specialist	42135	Communication for Development Specialist
108965	Communication for Development Officer	107223	Communication for Development Officer	110615	Communication for Development Officer	84880	Communication for Development Specialist	22893	Communication for Development Specialist
106650	Communication for Development Officer	96289	Communication for Development Officer	111500	Communication for Development Officer	106534	Communication for Development Specialist	68580	Communication for Development Specialist
98976	Communication for Development Officer	95019	Communication for Development Officer	112922	Communication for Development Officer	68046	Communication for Development Specialist	19811	Communication for Development Specialist
84104	Communication for Development Officer	100537	Communication for Development Officer	112576	Communication for Development Officer	91611	Communication for Development Specialist	20909	Communication for Development Specialist
107051	Communication for Development Officer	105935	Communication for Development Officer	104147	Communication for Development Officer	52496	Communication for Development Specialist	42093	Communication for Development Specialist
82357	Communication for Development Officer	22801	Communication for Development Officer	20047	Communication for Development Officer	67631	Communication for Development Specialist	92844	Communication for Development Specialist
96159	Communication for Development Officer	82691	Communication for Development Officer	89178	Communication for Development Officer	107614	Communication for Development Specialist	92845	Communication for Development Specialist
82358	Communication for Development Officer	14083	Communication for Development Officer	97557	Communication for Development Officer	110001	Communication for Development Specialist	21042	Communication for Development Specialist
72151	Communication for Development Officer	104851	Communication for Development Officer	89177	Communication for Development Officer	51730	Communication for Development Specialist	52046	Communication for Development Specialist
18227	Communication for Development Officer	106379	Communication for Development Officer	71997	Communication for Development Officer	83792	Communication for Development Specialist	86081	Communication for Development Specialist
18478	Communication for Development Officer	105627	Communication for Development Officer	94641	Communication for Development Officer	111122	Communication for Development Specialist	13866	Communication for Development Specialist
101937	Communication for Development Officer	47108	Communication for Development Officer	98955	Communication for Development Officer	113179	Communication for Development Specialist	71692	Communication for Development Specialist
104535	Communication for Development Officer	108310	Communication for Development Officer	100604	Communication for Development Officer	111120	Communication for Development Specialist	105490	Communication for Development Specialist
86046	Communication for Development Officer	108314	Communication for Development Officer	63198	Communication for Development Officer	111039	Communication for Development Specialist	103571	Communication for Development Specialist
52647	Communication for Development Officer	107633	Communication for Development Officer	46677	Communication for Development Officer	100108	Communication for Development Specialist	81201	Communication for Development Specialist
96903	Communication for Development Officer	107239	Communication for Development Officer	94393	Communication for Development Officer	108303	Communication for Development Specialist	68425	Communication for Development Specialist
71529	Communication for Development Officer	108312	Communication for Development Officer	98949	Communication for Development Officer	111041	Communication for Development Specialist	82427	Communication for Development Specialist
71526	Communication for Development Officer	107042	Communication for Development Officer	89175	Communication for Development Officer	110155	Communication for Development Specialist	46965	Communication for Development Specialist
97681	Communication for Development Officer	104579	Communication for Development Officer	108853	Communication for Development Officer	110618	Communication for Development Specialist	90417	Communication for Development Specialist
98871	Communication for Development Officer	108009	Communication for Development Officer	94644	Communication for Development Officer	111110	Communication for Development Specialist	19874	Communication for Development Specialist
89131	Communication for Development Officer	99819	Communication for Development Officer	89149	Communication for Development Officer	110326	Communication for Development Specialist	20818	Communication for Development Specialist
108453	Communication for Development Officer	109190	Communication for Development Officer	89176	Communication for Development Officer	111109	Communication for Development Specialist	85957	Communication for Development Specialist
99065	Communication for Development Officer	108964	Communication for Development Officer	107349	Communication for Development Officer	111712	Communication for Development Specialist	98872	Communication for Development Specialist
104097	Communication for Development Officer	109814	Communication for Development Officer	110091	Communication for Development Officer	109430	Communication for Development Specialist	51677	Communication for Development Specialist
67656	Communication for Development Officer	113442	Communication for Development Officer	109474	Communication for Development Officer				

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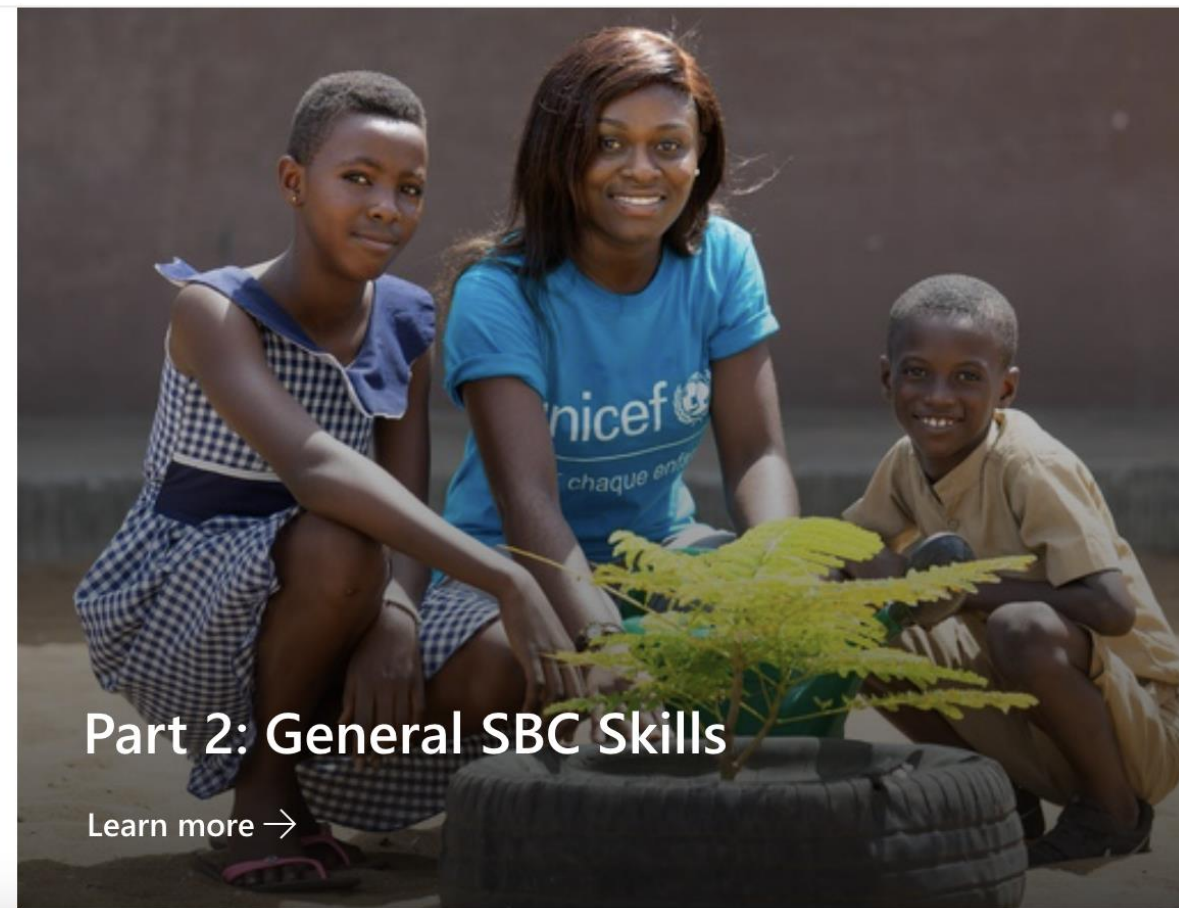

UNICEF SBC SKILLS FRAMEWORK

UNICEF SBC SKILLS F

Social and Behaviour Change, or SBC, is defined as a set of processes, approaches, tools, and tactics that promote positive and measurable changes in people's environments, societies, and behaviours. Working with communities, individuals, and partners, SBC uses social and behavioural evidence and inclusive, participatory approaches to co-design solutions to development and humanitarian challenges. It prioritizes the fulfilment of human rights through systematic analysis of the cognitive, social and structural drivers of change and works with communities, partners and governments to address them.

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Published 4/28/2022   ✎ Edit   ⤢

Part 2: General SBC Skills

Learn more →

1. Generate & Use Evidence
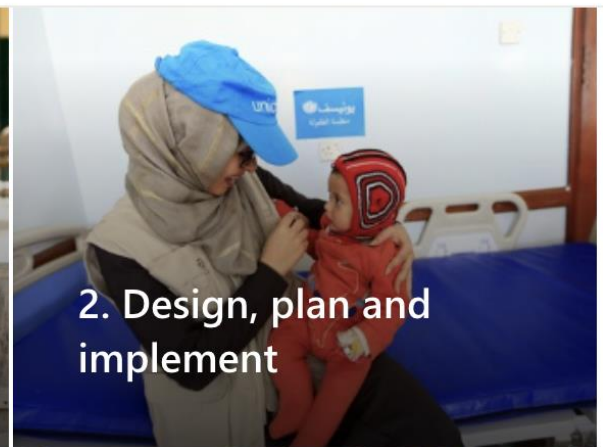
2. Design, plan and implement
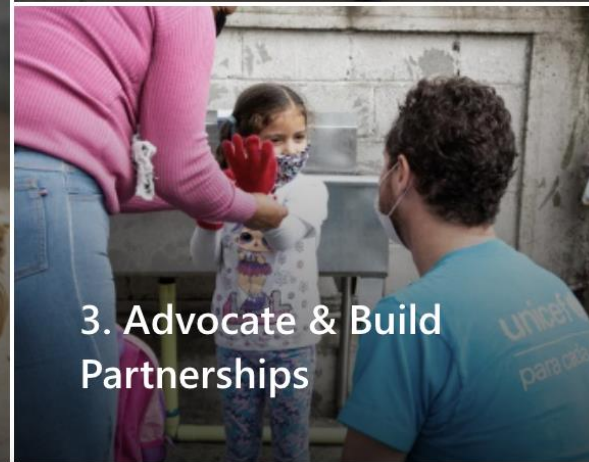
3. Advocate & Build Partnerships

4. Build Capacities

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Specialized Skills Areas 🔗

Part 3: Specialized SBC Skills

Learn more →

Programmatic Approaches:

- Applied Behavioural Sciences
- Community Engagement and Accountability
- Systems Strengthening
- Strategic Communication (coming in Q2/Q3 2022)

Implementing strategies:

- Digital Engagement
- Social Norms (coming soon - in progress)

Offer options for COs to:

- Match their specific delivery needs (context)
- Adjust to the size of the team (large offices can afford diversity)
- Attract real specialists to facilitate recruitments
- Play an expert advisory role to sectors & partners

SBC
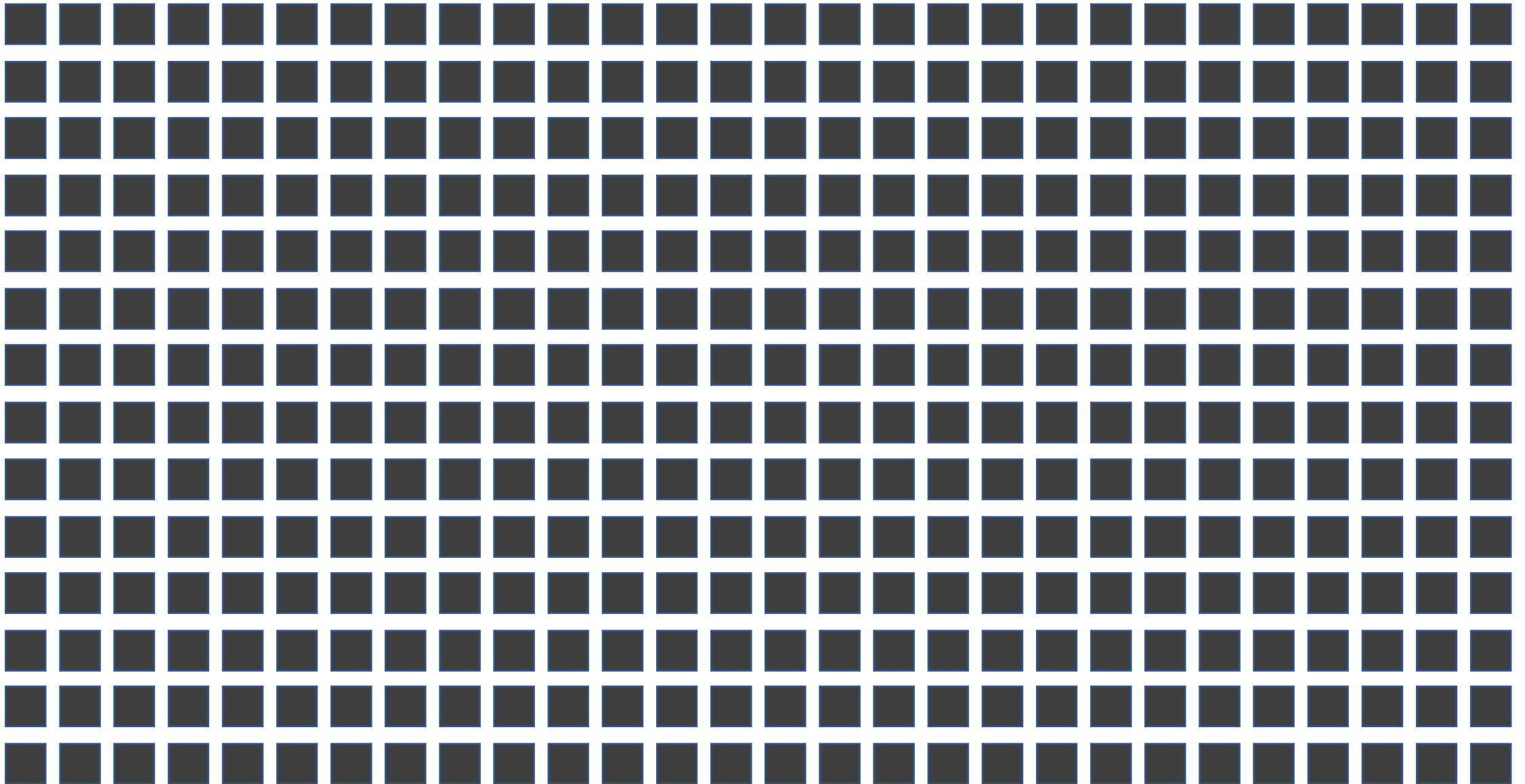
2020 NETWORK

2030 NETWORK – upskilled through diversification
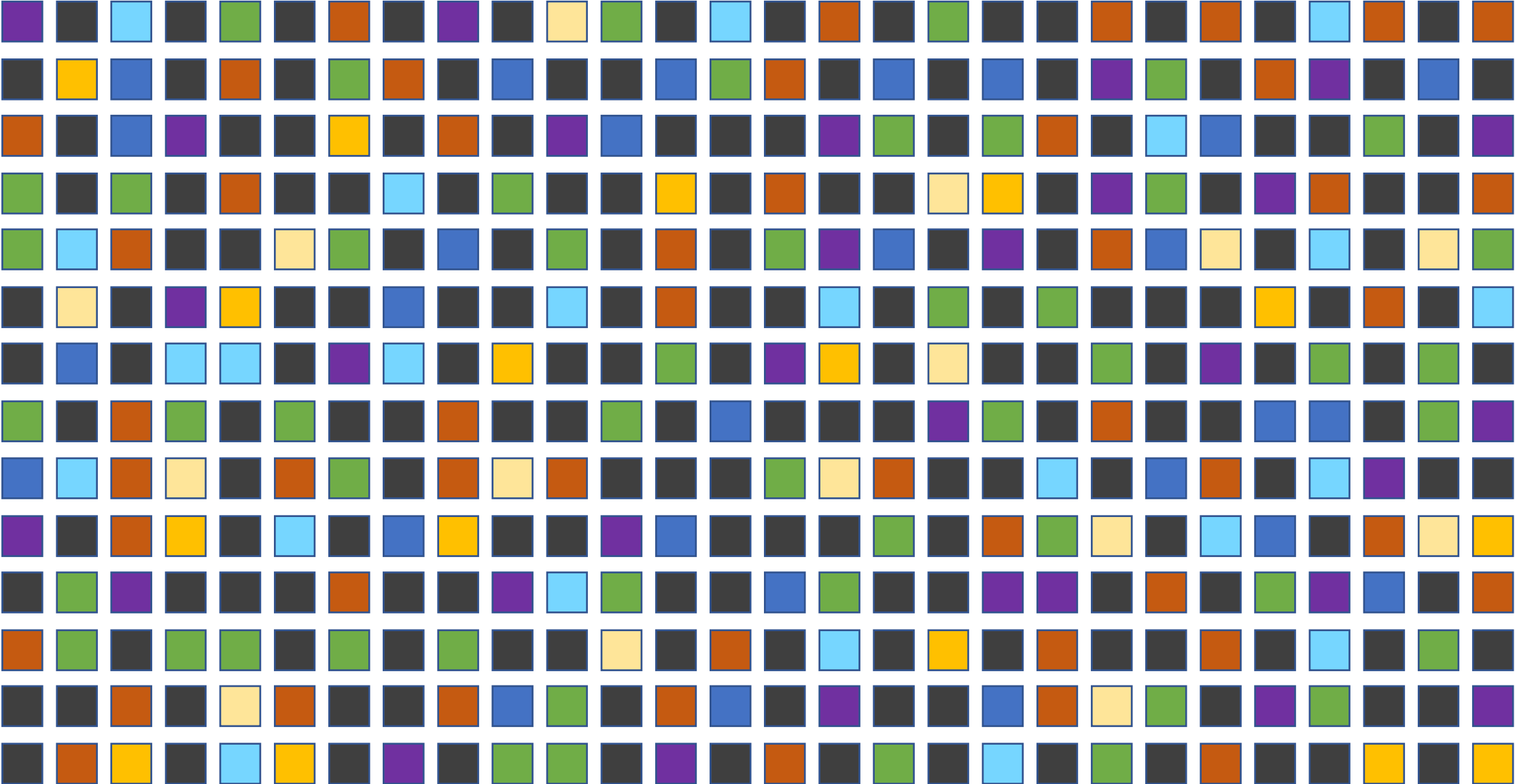
Questions?

ESAR is not starting from scratch

C4D session at DREPs in 2019 : development of a tripartite Road Map (HQ, RO, COs) highlighting recommendations for action in three key areas:

- C4D capacity building (Management and managers in COs; M&E staff; cutting edge approaches for C4D staff) – HQ lead with some contribution from RO & COs

- C4D results' articulation and inclusion in key processes – ESARO lead in collaboration with COs and HQ

- C4D HR and budgets – COs lead with support from HQ and RO

ESARO Diagnostic assessment (2018-2019): What are the settings and conditions under which C4D thrives?

Capacity (all levels)

Programme & results articulation

Participation to strategic discussions and processes

Direct link with Programmes / optimal reporting line (Dep Rep)

Human resources (number and level of staff)

Financial resources
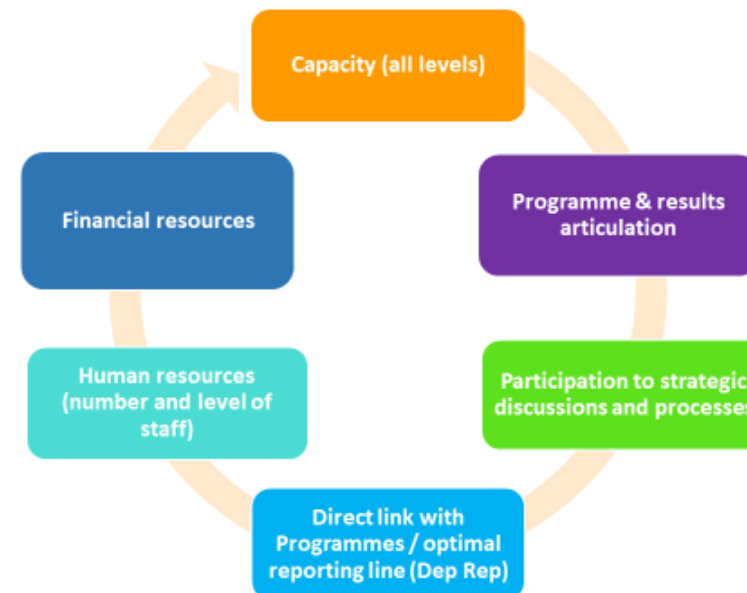
SBC shift: an opportunity to reinforce the gain and address the remaining operational gaps

Understanding the main dimensions to secure an enabling operational environment for SBC, in addition to strategic technical guidance and skills building

SBC Programme Guidance

Technical

SBC Programme Guidance

Operational

Operational modalities

SBC programmatic & structural environment in COs

A global assessment conducted jointly with the 7 ROs between October 2021 and March 2022, building on the review of RAM and VISION insights and on interviews with selected country offices from various regions

Assessment conducted along a two-fold country classification, looking both at income (WB) and the "SBC Needs Score"

SBC results articulation in strategic documents

SBC expenditures & funding mechanisms

SBC Human Resources & workforce

SBC HR structure & reporting line

SBC operational modalities assessed in 127 countries
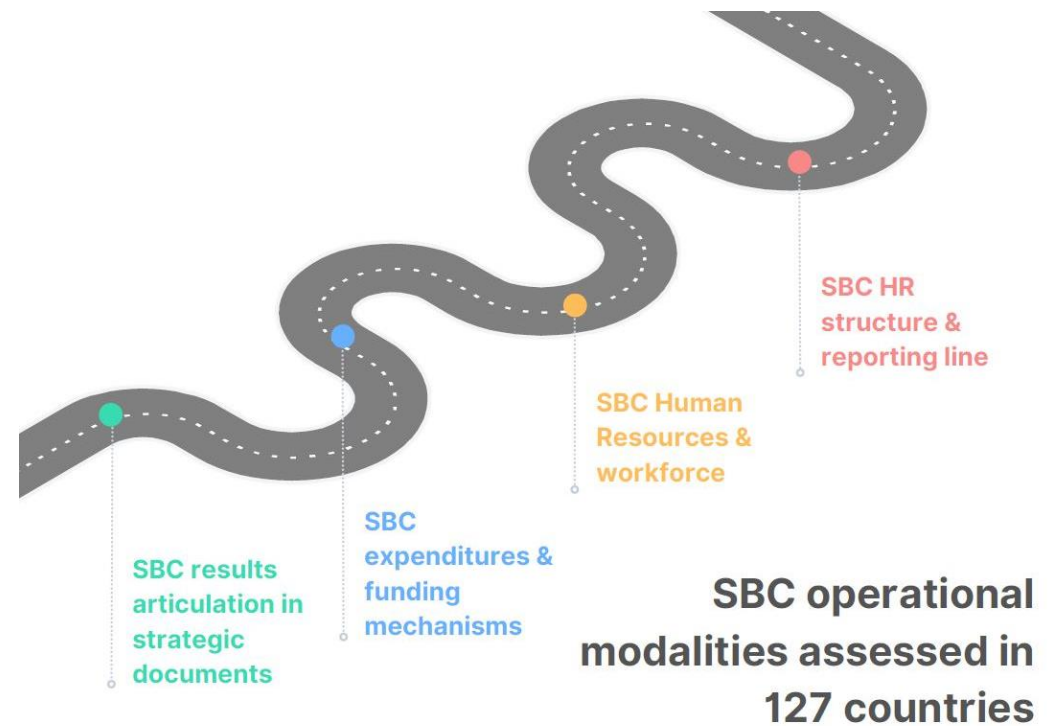
Main recommendations from the global Operational Modalities assessment

Reinforcing SBC operational modalities starts with identifying SBC results (The "WHAT") from the onset of the development of a country programme; and require SBC results articulation within the country result framework along with a monitoring system
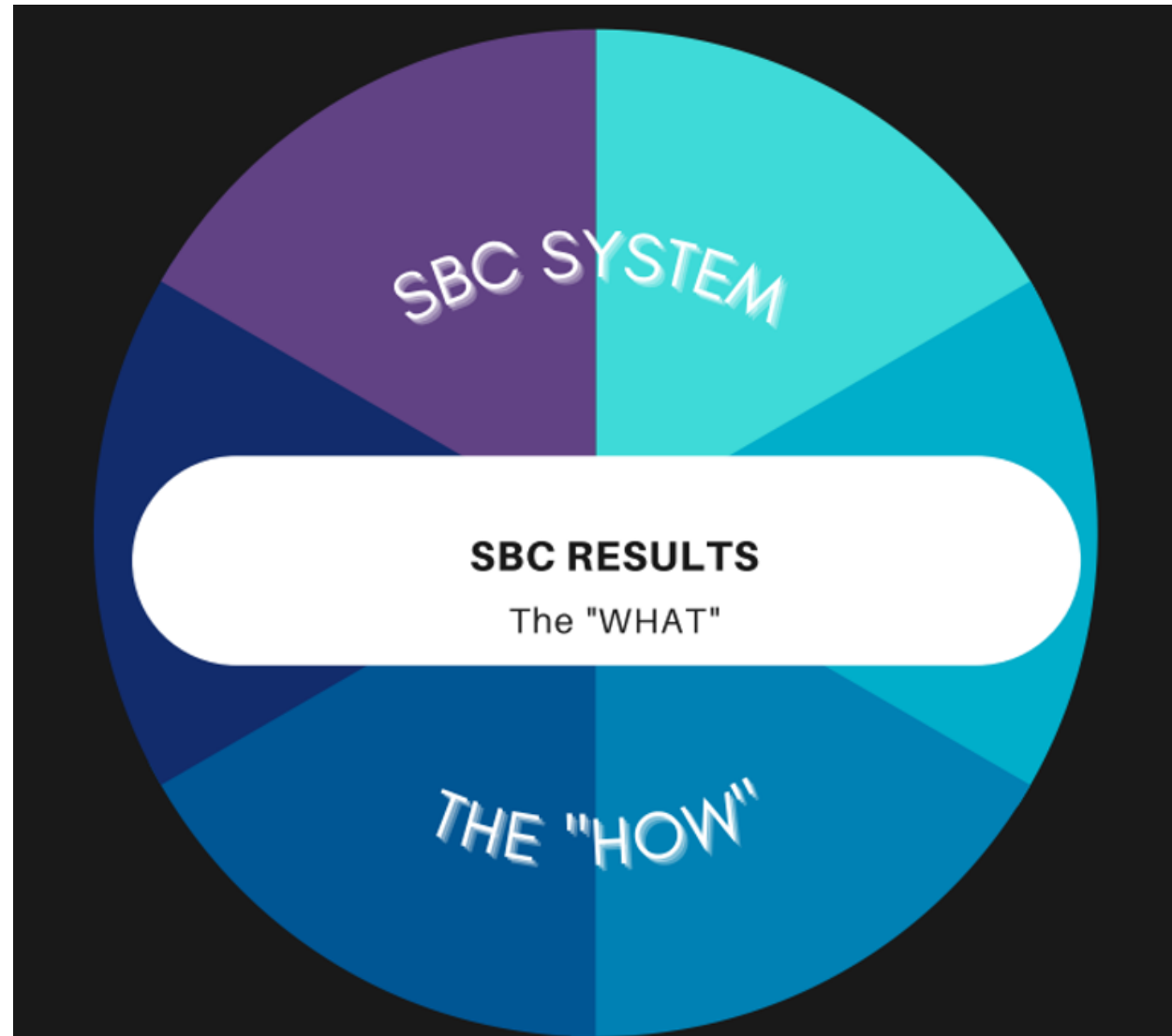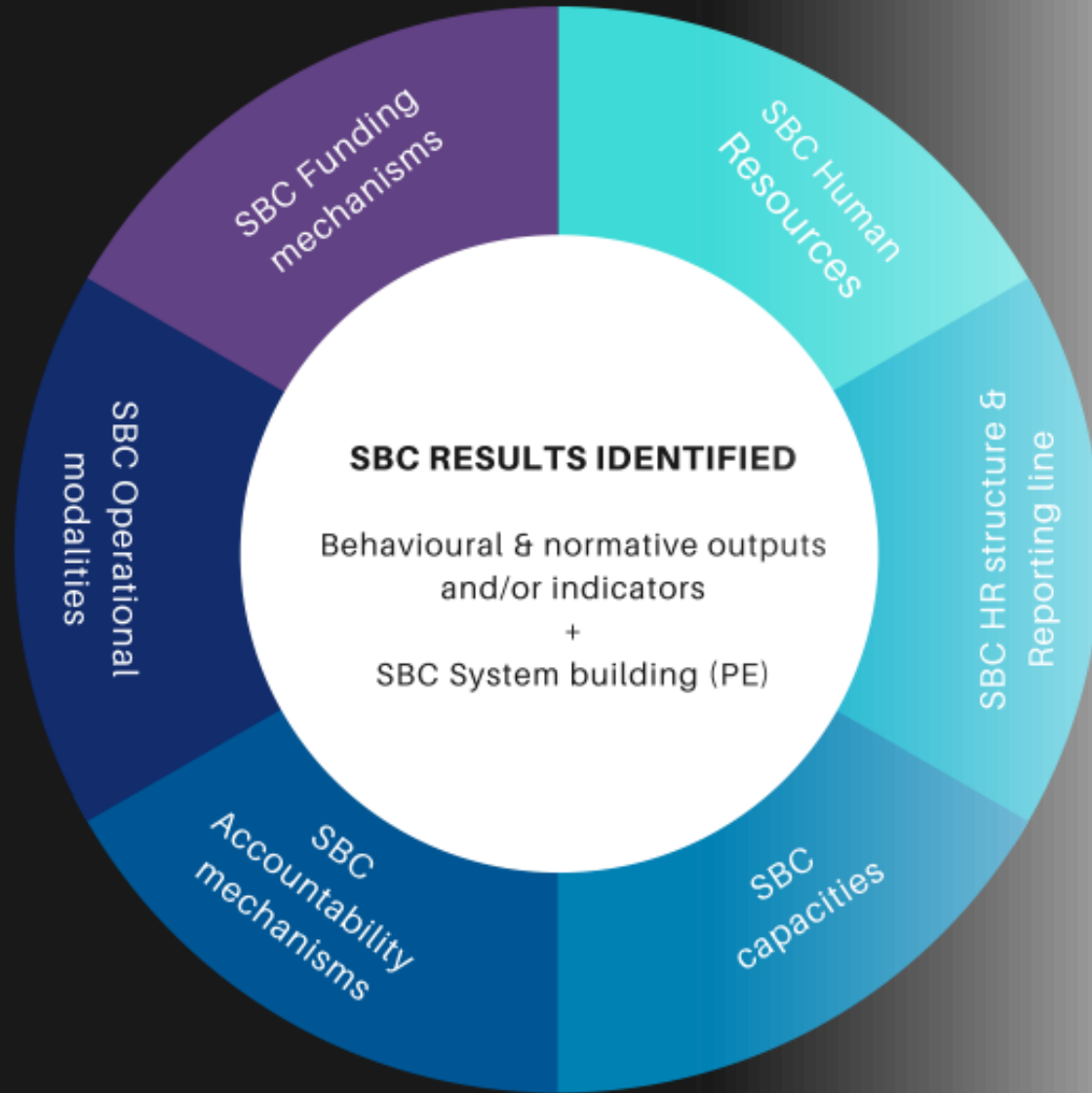
Unpacking the «HOW»

Six complementary dimensions to activate a system to support SBC operationalization at CO level

Staff Costs

SBC Lead: RR 🔗 *2021 Baseline*

SBC Spec/Off: RR/OR/ORE with pooled resources from sectors

- SBC articulated in prog. Funding proposals, AND/OR
- LEVY/TAX
- UMIC/HIC: PFP when available

AWP
- SBC outputs under outcomes
- SBC PE outputs
- WBS tracked - PIDB

🔗 *2021 Expenditure analysis*

SBC embedded in key Coordination mechanisms (Prog. coord; emergency, research etc.)

Budget ownership for SBC related outputs / required for PE outputs

RACI - Table of accoutability defined for SBC interventions

Management accountable to support SBC to set solid programmatic and capacity foundations

PER: SBC functions for progr staff (technical and chiefs of prog. section)

SBC Activities

funding proposals (Joint with prog. and SBC proposals)

Tax/LEVY for cross-sectoral activities

UMIC/HIC: PFP when avaliable

Tool: Guidance for fundraising proposals 🔗

Tool: Competency Framework; Skills and JDs

SBC HR analysis 2021 🔗

Tool: Competency Framework 🔗
Tool: SBC training package, BI & Social Norms course 🔗

Central Diagram

SBC Funding mechanisms

SBC Human Resources

SBC Operational modalities

SBC HR structure & Reporting line

SBC Accountability mechanisms

SBC Capacity

Center:
SBC RESULTS IDENTIFIED

Behavioural & normative outputs and/or indicators
+
SBC System building (PE)

Right column

CPMP to define the appropriate structure (staff & level) to deliver the identified results (RO to support te exercise)

For acute SBC Needs/humanitarian countries, at least 1 dedicated SBC for emergency staff

For UMIC/HIC, at least 1 SBC staff under Dep Rep or pooled cross-cutting function

If SBC work supported by prog.sectors staff, clear role, tasks and function identitifed in the JDs

Option1: SBC section accountable for SBC results and system building, under the Dep Rep- Recommended option for Acute and Very High Needs Score, both humanitarian and development, with large country programme and SBC related priorities in the majority of PSNs / outcomes

Option 2: SBC lead (system and techncial oversight on SBC outputs) & Coordinator (system(/PE) under the Dep Rep + SBC staff or focal points under progr. outcome leads - Option can be considered in High Needs and Targeted SBC Needs score, mostly in development context, and in country programmes with selected SBC priorities in a limited number of PSNs / outcomes

Option 3: SBC embedded in a pooled cross-sectoral section, under the Dep Rep. Can be considered by small size COs, with limited or no SBC staff and Targeted SBC Needs,

Orientation of Senior Managers, programme chiefs/specialists and partners

SBC skills framework and capacity gap assessment

SBC Learning agenda and plans (Internal & External)

Ongoing mandatory SBC capacity building
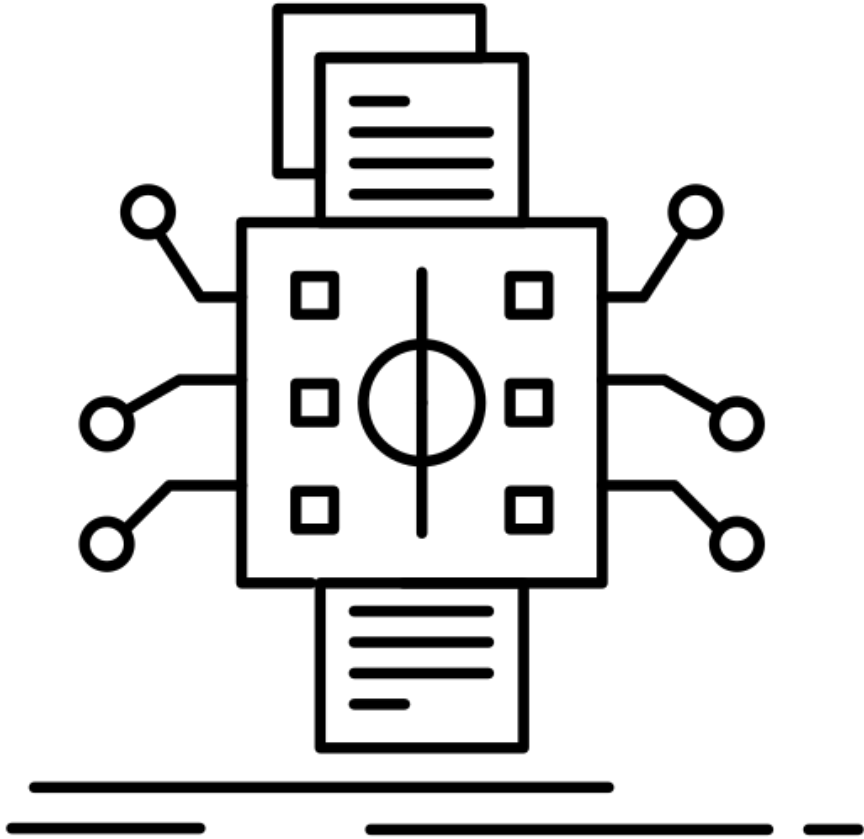
Analysis of the ESAR landscape; how does it resonate with the global recommendations?

SBC Needs Score

A UNICEF composite score, based on 4 variables to indicate the contextual and programmatic pressure faced by COs that should be addressed – at least partly – through SBC

Three variables common to all 7 regions:

- Vulnerability to risk/emergency (EU risk index);

- Gender norms (Gender discrimination in the family – OECD);

- Inequity (Inequality-adjusted Human Development Index - UNDP)

One variable region specific:

- Development Classification building on 8 region-specific indicators to assess the level of deprivations in each region-specific context For ESAR, building on the ROMP 2022-2025 and available data, this variable is informed by the following indicators: Stunting, Justification of Wife beating, Birth Registration, Routine Immunization (DTP3), OOS children (primary), Knowledge of HIV among adolescent girls, Teen pregnancy

- Data extracted from SOWC, World Bank datasets or other datasets shared by the Ros; Data reviewed and validated by each RO

The composite scoring allows to classify the countries in

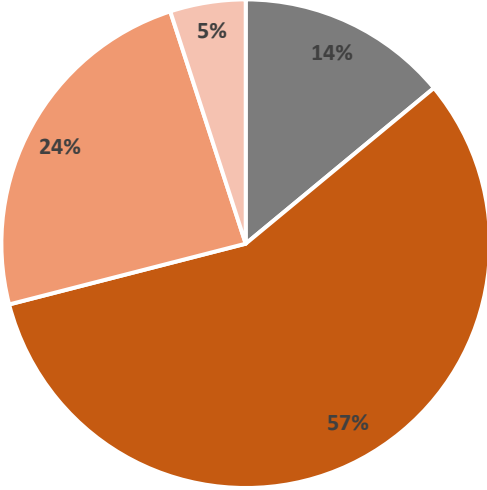four categories in terms of intensity of SBC needs:

Countries with Acute SBC Needs
Countries with Very High SBC Needs
Countries with High SBC Needs
Countries with Targeted/Specific SBC Needs

SBC Needs Score per category - global & ESAR in %
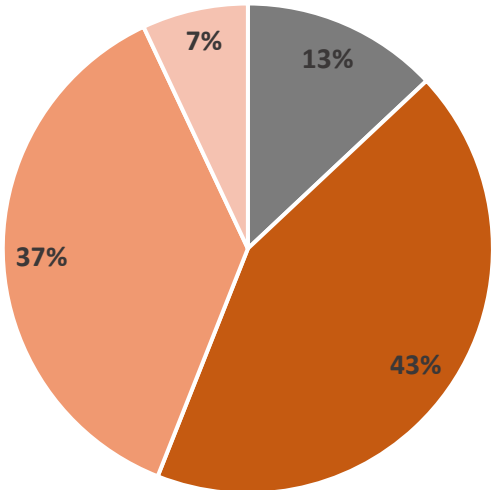
Income (WB 2021)	Country Office	SBC NEEDS SCORE	
		SCORE	RANKING
LIC	Burundi	2.13	7
	Eritrea	2.22	5
	Ethiopia	2.11	9
	Madagascar	1.98	16
	Malawi	1.80	19
	Mozambique	2.13	8
	Rwanda	1.58	21
	Somalia	2.56	2
	South Sudan	2.59	1
	Uganda	1.85	18
LMIC	Angola	2.15	6
	Comoros	2.30	4
	Eswatini	2.03	15
	Kenya	2.08	11
	Lesotho	2.04	13
	Tanzania	2.39	3
	Zambia	2.05	12
	Zimbabwe	2.10	10
UMIC	Botswana	1.80	20
	Namibia	2.04	14
	South Africa	1.93	17

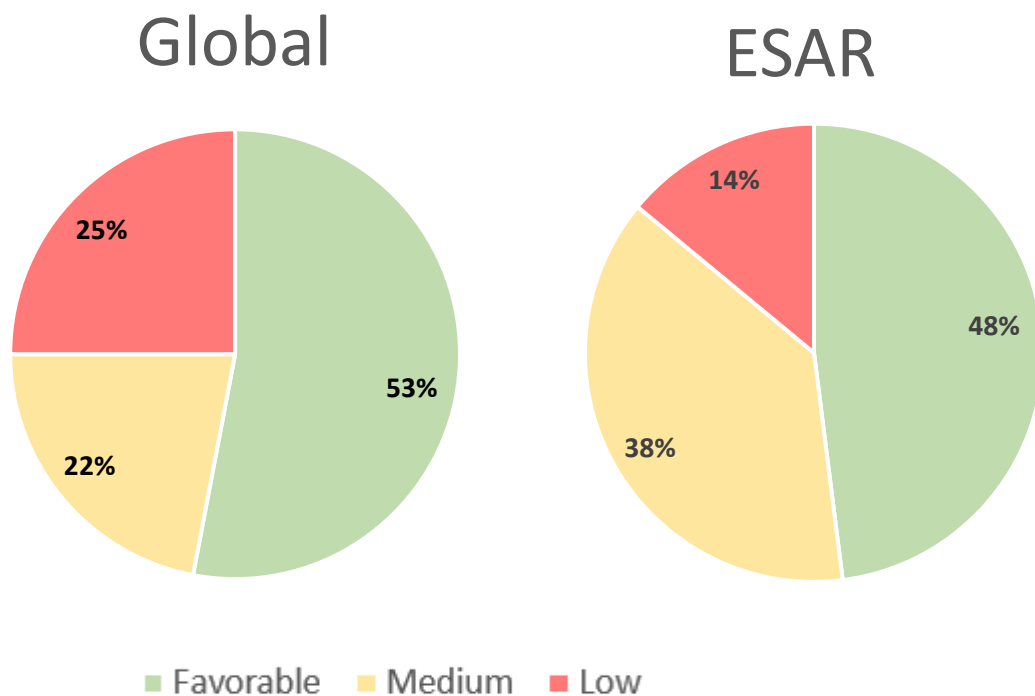# SBC Needs Score per ESA country

How enabling are the current operational modalities in ESAR:

Final Score per country

INCOME CLASSIFICATION (WB).	Country Office	SBC NEEDS SCORE 2021	Final Score per income group
LOW INCOME COUNTRIES	Burundi	2.13	2
	Somalia	2.56	1.67
	Mozambique	2.13	1.26
	Madagascar	1.98	1.67
	Malawi	1.8	1.73
	Eritrea	2.22	1.84
	Rwanda	1.58	1.27
	Uganda	1.85	1.49
	South Sudan	2.59	1.59
	Ethiopia	2.11	2.02
LOWER MIDDLE INCOME COUNTRIES	Tanzania	2.39	1.94
	Zimbabwe	2.1	1.98
	Lesotho	2.04	2.09
	Zambia	2.05	2.43
	Comoros	2.3	2.1
	Kenya	2.08	1.79
	Angola	2.15	1.42
	Eswatini	2.03	2.67
UPPER MIDDLE INCOME	Namibia	2.04	1.53
	South Africa	1.93	2.52
	Botswana	1.8	1.96

How enabling are the current operational modalities in %, Global and ESAR

Global

53% Favorable
22% Medium
25% Low

ESAR

48% Favorable
38% Medium
14% Low

■ Favorable   ■ Medium   ■ Low

Countries with Medium or Low enabling working environment:
- 80 % of them are classified as countries Very High Needs
- 90% of these countries have suboptimal articulation of SBC results in their CPD;
- 45% have challenge in terms of SBC workforce; and there is room to reinforce their HR structure/articulation for increased efficiency

Unpacking the results per country in ESAR
Low Income countries - 2021

Countries	SBC Needs Score	SBC results articulation in CPs	SBC/C4D HR	SBC/C4D HR Accountability & reporting
Burundi	2.13	2.49	1.54	1.94
Somalia	2.56	2.16	1.49	1.59
Mozambique	2.13	1.84	1.06	1.47
Madagascar	1.98	2.49	1	1.76
Malawi	1.8	1.86	1.55	1.97
Eritrea	2.22	2.33	1.83	1.45
Rwanda	1.58	1	1.43	1.95
Uganda	1.85	2.15	1.18	1.54
South Sudan	2.59	2.65	1.04	1.39
Ethiopia	2.11	2.58	1.73	1.71

Unpacking the results per country in ESAR **Lower-Middle Income** countries - 2021

Countries	SBC Needs Score	SBC results articulation in CPs	SBC/C4D HR	SBC/C4D HR Accountability & reporting
Tanzania	2.39	2.3	1.36	1.63
Zimbabwe	2.1	1.99	1.41	1.95
Lesotho	2.04	2.1	1.68	1.73
Zambia	2.05	2.62	1.69	1.73
Comoros	2.3	1.85	1.61	2.09
Kenya	2.08	1.45	1.65	1.96
Angola	2.15	1.46	1.56	1.47
eSwatini	2.03	2.24	1.94	2.23

Unpacking the results per country in ESAR
Upper-Middle Income countries - 2021

Countries	SBC Needs Score	SBC results articulation in CPs	SBC/C4D HR	SBC/C4D HR Accountability & reporting
Namibia	2.04	1.98	1.61	1.49
South Africa	1.93	2.49	2.04	2.56
Botswana	1.8	2.6	1.81	1.56

SBC HR workforce Global and ESAR

Almost all ESAR COs have at least one dedicated SBC full time position.

Only two thirds of the SBC lead in country report to Deputy Representatives; however, significant improvement observed since 2019 (from 48 to 66%)

"Given the programmatic focus and cross-sectoral nature of the work, C4D would gain from being systematically linked to sectoral results, under the supervision of the Deputy Representative to ensure the integration and cross-sectorial nature of the work, in particular at community level". (extract from the ESAR Diagnostic Assessment, 2019)

129 Country Offices

81% with at least one dedicated SBC post

76% of these SBC posts have a reporting line to the Dep Rep.

SBC workforce in Country Offices & reporting line

21 Country Offices

85% with at least one dedicated SBC full time post

66% of these SBC posts have a reporting line to the Dep Rep.

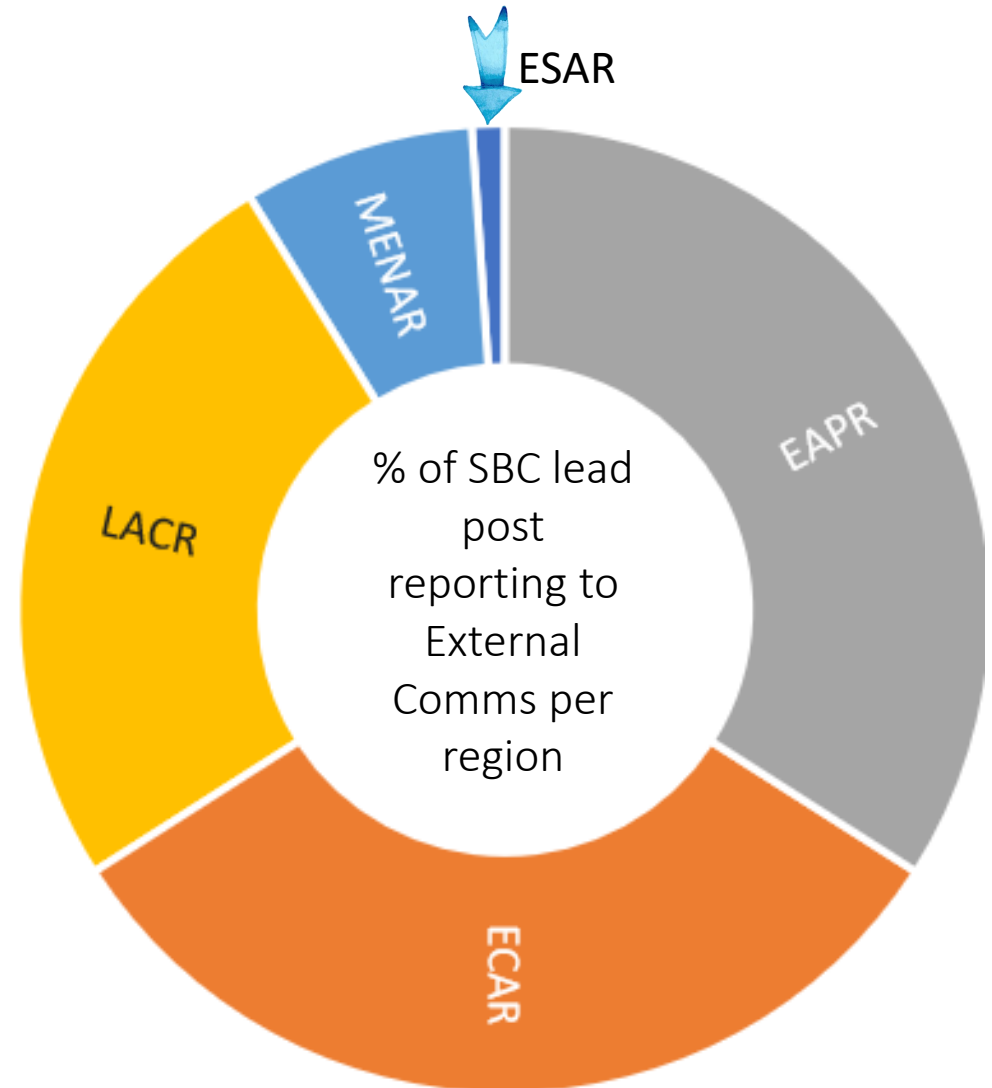SBC workforce in ESAR COs & reporting line
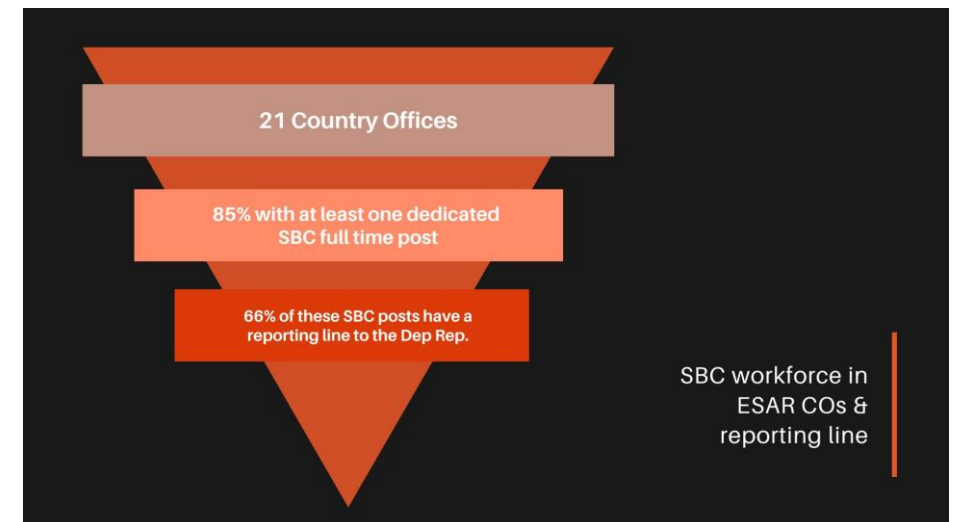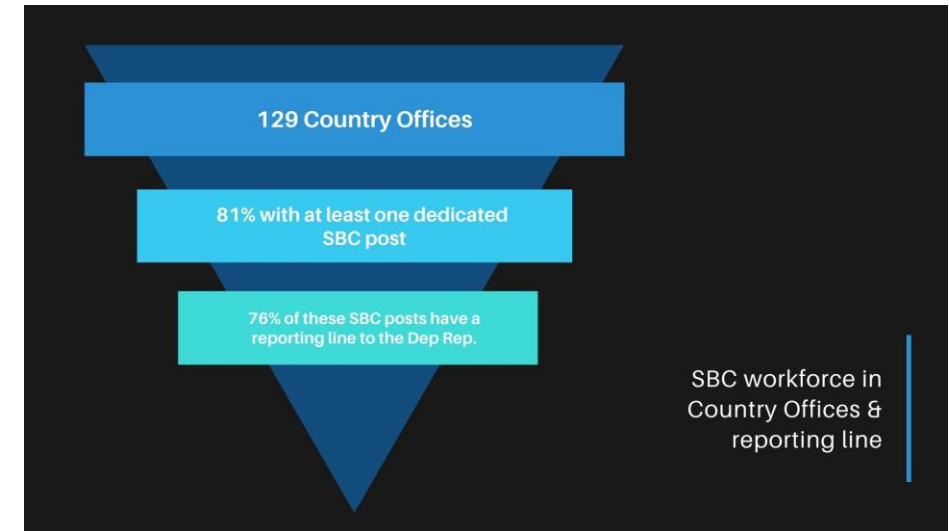
SBC and External Communications: more specialized functions and roles

Globally only 15% of the SBC lead post report to External Comms Chief; Significant percentage of SBC still reports to External Comms in 3 regions: EAPR (31%), ECAR (29%) and LACR (23%)

Interviews with COs demonstrating good SBC operational modalities (Montenegro, Bulgaria, Rwanda, Malaysia) highlighted the need to strengthen linkages between SBC and programmes and the trend observed in recent years to move SBC out from Ext Comms.

SBC shift requires further skills in social sciences applied to programmes, reducing the initial focus on communication products and events.

Keep relationships with External Comms for strategic communications (media engagement, social/digital engagement, U-Report/IoGT, advocacy, etc.)

% of SBC lead post reporting to External Comms per region

Questions?