On the CUSP of Change:
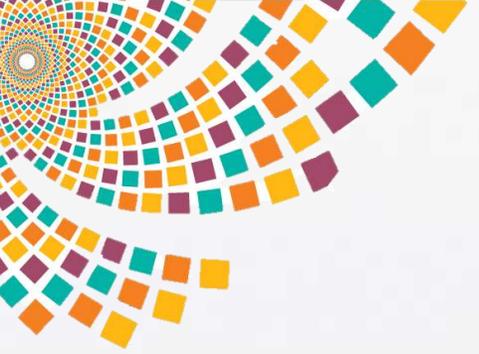
Ethical and effective scaling of social norms programming for gender equality

Community for Understanding Scale Up (CUSP)

SVRI Forum 2019
October 23, 2019

Presenters

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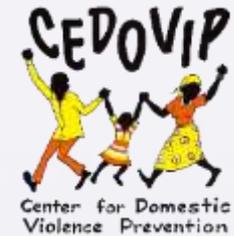
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Who we are

Why we came together

o Side conversations about concerns and challenges as well as excitement about opportunities

o Interest in sharing and collectively analyzing experiences

o Commitment to synthesize and share lessons learned related to ethical and effective scale up practice

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Scale up:

"Deliberate efforts to increase the impact of...innovations successfully tested in pilot or experimental projects so as to benefit more people and to foster policy and programme development on a lasting basis." (Expandnet/WHO)

Social norms:

Social norms are unspoken behavioural rules shared by people in a given society or group; they define what is considered 'normal' and appropriate behaviour for that group (Cislaghi and Heise, 2017)

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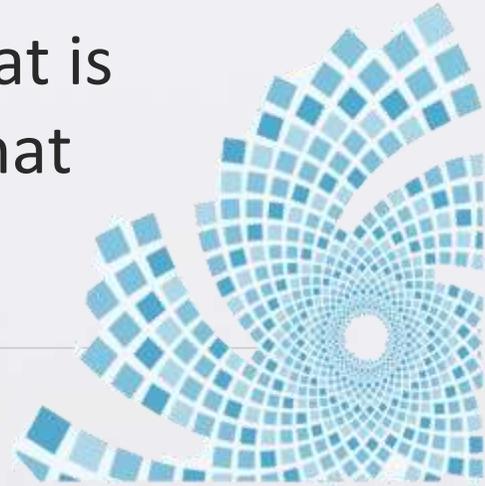
Scale up types

Horizontal: Geographical expansion, replication → adaptation

Vertical: Institutionalization via organizational policies and budgets

'Grafting': Adding components to an existing initiative

Wholly-owned: Original designers/implementers work directly in new region

Additive/Partnerships: Original implementers help scale with new partners

Multiplicative: New implementers take on work
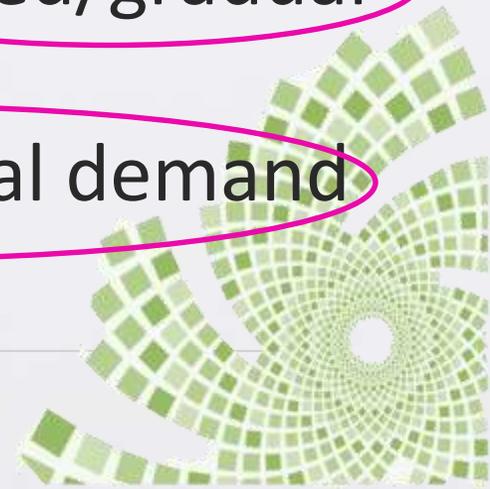
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Social Norms at Scale

Diffusion: Planned or spontaneous

Structure: Centralized/top-down or decentralized/bottom-up

Implementation: Standardized or flexible/adaptive

Pace: Rapid (often more popular with donors) or phased/gradual

Leadership: Expert/donor driven or participatory / local demand

Social Norms Change at Scale: Insights from CUSP

This case study collection identifies key elements for success, highlights challenges, and provides recommendations for adapting and scaling the methodologies of CUSP members and, more broadly, social norms change interventions.

Insight 1: Prioritize accountability to communities

o Accountability requires community insights and substantive community involvement in planning, implementing, and monitoring social norms change programming

> **Stepping Stones**
> Resource pressure and limited understanding led to inadequate facilitation training. Young women reported reduced violence because they were taught to be more submissive.

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# Insight 2: Fully understand the principles of, and align with, the values of the methodology

o Organizations working to change social norms need to model the equality and human rights embodied in social justice programming

Raising Voices & CEDOVIP
Implementing organizations in which leadership is willing to reflect on and discuss power inequalities lead to more meaningful conversations in the community
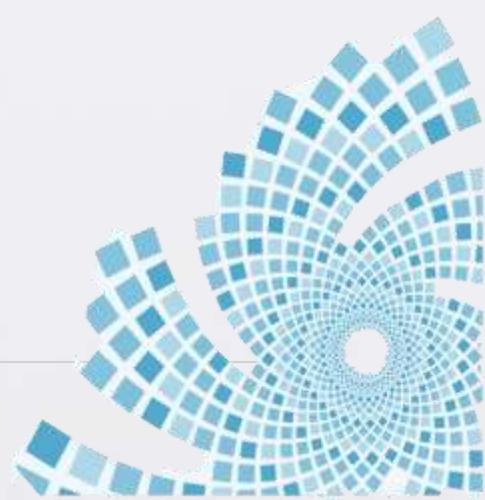
Insight 3: Maintain fidelity to the structure of the original methodology

o Social norms change programming is not merely a collection of activities

o Successful use of CUSP programs has depended on implementing organizations' ability to adapt to context while maintaining fidelity to the methodology's core structure.

Tostan
Tostan decided not to share its curriculum publicly because of the results of truncated adaptation and scaling.

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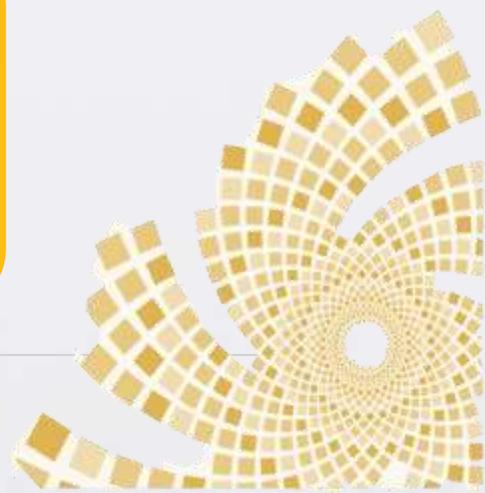
Insight 4: Ensure adequate time and funding

o With donors often funding short-term, measurement-driven projects rather than longer-term initiatives, the crux of social norms methodologies and appreciation for the complex, yet effective, programming can be lost.

IMAGE

A donor withdrew funding just as IMAGE implementation was ready to begin because it felt the effort was taking too long to "get off the ground." However, IMAGE and its partner were conducting critical preparatory work to ensure success and sustainability.

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Insight 5: Involve Originators

o Often, CUSP members are not involved in strategy or program design when their approaches are being taken to scale

o When donors, implementers, researchers, and other stakeholders work with program originators and with communities, there is more likely to be a win-win

> **Stepping Stones**
> Donor and grant holders were either not in touch with the originators or misunderstood basic program principles—or contacted the originators when it was too late for mistakes or incorrect reports to be rectified

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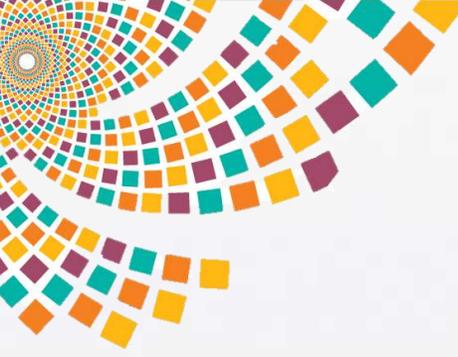# Insight 6: Re-examine the role of government and INGOs/IDCs in effective and ethical scaling

o Be mindful of which individuals and organizations benefit from the status quo and whose principles may inherently be at odds with social norms transformation

GREAT
Meaningful national-level support failed to materialize and local organizations were prevented from implementing the program due to broader national or donor priorities.

SHARED PRACTICES: CUSP's COLLECTIVE INSIGHTS

Six interconnected insights to take social norms change approaches rooted in social justice practices and principles to scale

1. PRIORITIZE ACCOUNTABILITY TO COMMUNITIES

2. FULLY UNDERSTAND THE PRINCIPLES OF, AND ALIGN WITH, THE VALUES OF THE METHODOLOGY

3. ENSURE ADEQUATE TIME AND FUNDING FOR PROGRAMMING

4. MAINTAIN FIDELITY TO THE ELEMENTS OF THE ORIGINAL METHODOLOGY

5. INVOLVE ORIGINATORS

6. RE-EXAMINE THE ROLE OF GOVERNMENT AND INTERNATIONAL ORGANIZATIONS IN EFFECTIVE AND ETHICAL SCALING

Summary Considerations for ethical & effective scale up

	Considerations
Planning	☐ Is there demand from the community to implement the process? Who is deciding if and/or where to implement? ☐ How are communities' safety and voices included in planning, implementation, and M&E? ☐ Have resources been requested for the entire duration of the methodology? ☐ Are resources for technical assistance of originators included in the budget?
Values	☐ How do organizations' missions and past work align with the methodologies? ☐ How do organizations plan to strengthen their internal values-alignment throughout the programming process?
Training	☐ Have donors and implementers provided sufficient funds and time for quality and quantity training? ☐ How can training in participatory methods prepare trainers/facilitators for resistance to them, especially in communities where learning has been uni-directional, from expert to passive learner? ☐ How can we ensure that trained facilitators and trainers are invested in and respected and can form their own ongoing local and/or national networks?
Fidelity	☐ Have organizations identified the key components of the methodology that underpin its effectiveness? ☐ Are organizations simply adding in a couple of the methodology's activities? ☐ Has the methodology's processes and activities been truncated into a short amount of time? ☐ Have implementing organizations been in contact with originators?

TRUE TO CORE PRINCIPLES | TRANSPARENCY | THEORY & EVIDENCE-INFORMED | ADAPT, LEARN AND EVOLVE | DO NO HARM

Thank you!

Further reading

[Social Norms at Scale:](#) CUSP's Collective Insights

- [Case Study 1:](#) Insights from GREAT

- [Case Study 2:](#) Insights from IMAGE

- [Case Study 3:](#) Insights from SASA!

- [Case Study 4:](#) Insights from Stepping Stones

- [Case Study 5:](#) Insights from Tostan

- The CUSP of Change: Effective scaling of social norms programming for gender equality https://tinyurl.com/CUSP2017

- On the CUSP: the politics and prospects of scaling social norm change SRHM Journal 2019 : 27 : 2 https://bit.ly/2GVLUwm

- SRHM Blog- [The politics and possibilities of scale](#)

- SVRI Blog- [On the CUSP: Global learning for sustained social norms change](#)

- Receive CUSP updates [here](#)

Access all resources at: http://raisingvoices.org/influence/global-dialogue/

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