

A group of people, mostly Black, are seated around a long table in a meeting room. Some are looking at laptops, while others are engaged in conversation. A projector is visible on the table. A large green semi-transparent banner is overlaid across the middle of the image, containing white text. In the background, there are posters on the wall and a window showing a car outside.

# SOCIAL NORMS COSTING WEBINAR

## WELCOME! WE'LL BEGIN SHORTLY



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# SOCIAL NORMS COSTING WEBINAR

## WELCOME!

# Meet Today's Panel



Francesca Quirke | Tearfund – Transforming Masculinities

Jennifer Gayles | Save the Children – Growing Up Great

Prashant Bhardwaj | UC, San Diego – Reaching Married Adolescents

Sergio Torres-Rueda | LSHTM – What Works

Christine Michaels-Igbokwe | Cumming School of Medicine - SASA

# Webinar Objectives

1. Describe the social norm intervention
2. Discuss the goal and intended audience for the cost analysis
3. Discuss some of the challenges faced in developing cost estimates
4. Share lessons learned/findings
5. Discuss the Costing Primer prepared by Passages
6. Learn from each other through Q & A





# Masculinité, Famille et Foi

Francesca Quirke, Tearfund



**USAID**  
FROM THE AMERICAN PEOPLE

**Passages**

Transforming Social Norms for  
Sexual & Reproductive Health

# Intervention Overview

**Name:** **Masculinité, Famille et Foi** (Masculinity, Family and Faith), part of the Passages Project

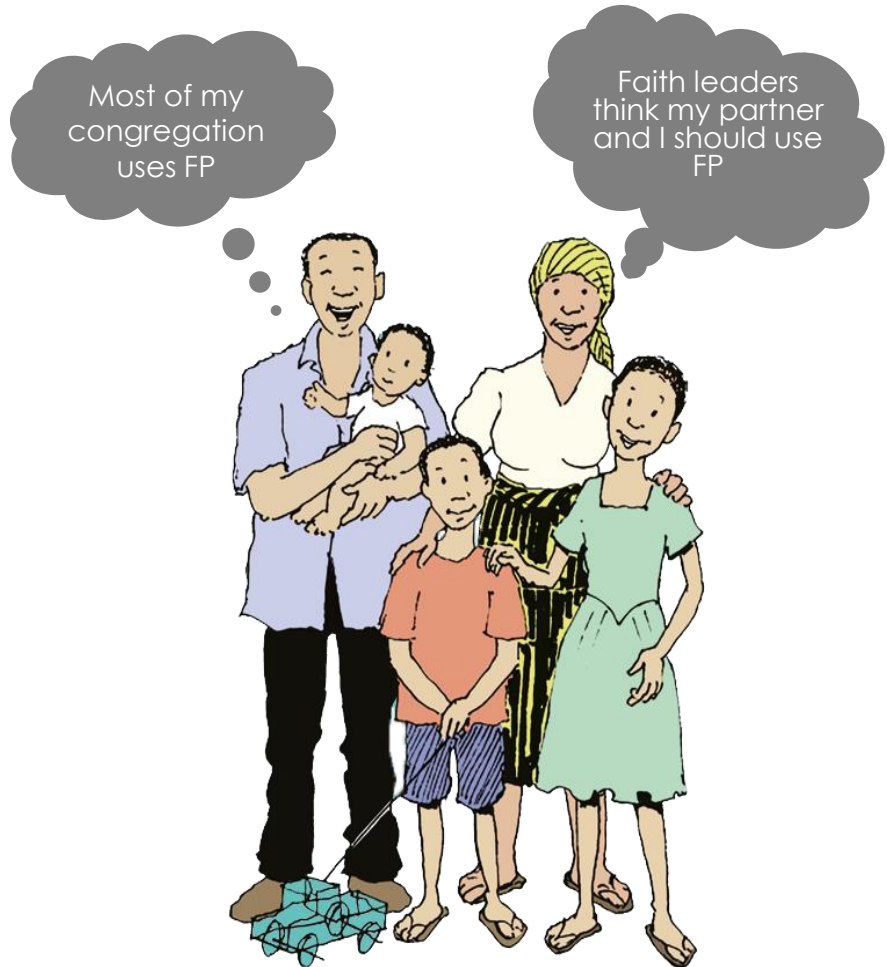
**Location:** 17 Protestant congregations in Kinshasa, Democratic Republic of Congo

**Implementing partners and roles:**

- **Institute for Reproductive Health**, research and overall coordination
- **Tearfund** and **Eglise de Christ au Congo** (DRC Partner), intervention implementation
- **Association de Santé Familiale**, DRC-based Health Service Partner



# Intervention Overview



**Objective:** Pilot to test the effectiveness of an intervention engaging faith leaders and communities in addressing social norms to

- Reduce IPV
- Increase use of modern FP methods

**Target population:** youth in transitional life moments

- Newly-married couples (NMCs)
- First-time parents (FTPs)
- Female partner aged between 18-35, no upper age limit for male partner





### FAITH LEADERS

(Protestant) at national, provincial, and congregational levels receive training and commit to creating an environment that supports family planning use, and rejects family violence. These influential leaders provide sermons and guidance to congregations to spread positive change, working alongside selected Gender Champions.



**GENDER CHAMPIONS** are congregation members selected by faith leaders to act as change agents and peer mentors. They facilitate group discussions with young couples called 'community dialogues.'



**NEWLY MARRIED COUPLES & FIRST-TIME PARENTS** (ages 18-35) participate in community dialogues for eight weeks. The final two sessions on family planning include a family planning health talk. They engage in other congregation-wide activities, and receive support from their peers.



**CONGREGATIONS** receive sermons and testimonies, and participate in group discussions and mobilizing events. They reflect on gender equity, and the ways in which they interact and make decisions.



**AN ENABLING SERVICE ENVIRONMENT** strengthens connections to health services. ASF/PSI trains providers in youth-friendly services, leads family planning health talks, offers referrals to family planning and gender-based violence services, and maintains their confidential health hotline.

#### WEEKS 1-5 IN SINGLE SEX GROUPS OF COUPLE MEMBERS/FIRST TIME PARENTS

##### WEEK 1

Introduction/  
SGBV root  
causes

##### WEEK 2

Gender roles  
and norms in  
daily life

##### WEEK 3

Power,  
status and  
SGBV

##### WEEK 4

Faith and  
SGBV

##### WEEK 5

Moving  
forward and  
reflections

#### WEEKS 6-8 COMBINED SEX GROUPS

##### WEEK 6

Looking ahead/  
envisaging a  
community free  
of SGBV

##### WEEK 7

FP  
sessions  
1-3

##### WEEK 8

FP sessions  
4-6 & ASF/PSI  
health talk



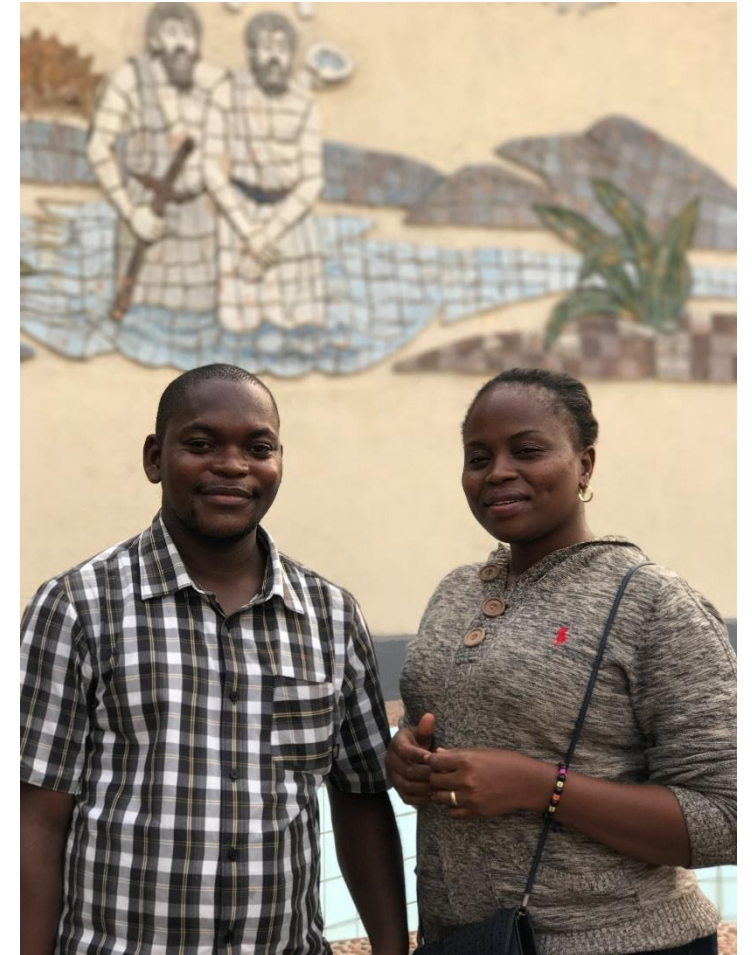
# Overview of Cost Analysis

Interested in understanding the cost of working with church partners, and the cost of **sustaining** and **replicating** the intervention

We used our perspective as programme implementers to complete the costing analysis.

Intended audience(s) for the results:

- Other implementers/(I)NGOs
- Scale up congregations; user organizations in scale up
- Government ministries of health and gender; other stakeholders



# Overview of Cost Analysis

- ✓ For Years 1 & 2 data collected retrospectively, concurrently in Year 3 and planned to be concurrent in Year 4.
- ✓ The data used to develop the costing came from financial reports, then cross-checked with activity plans and input from the Project Coordinator
- ✓ Labour costs were measured as a proportion of time. Currently assigned to activities but likely to be separated out as a composite amount when finalised
- ✓ In-kind or donated inputs have been assigned an equivalent/shadow cost - for example meeting spaces within the congregations for workshops or larger meetings



# Planned Analysis



- ✓ Will likely organize around implementation phases and highlight up-front vs. recurring costs
- ✓ Secondary analysis may consider how costs change if programme were operated under the sponsorship of the Protestant church (Église du Christ au Congo)

# Learnings to Date

- ✓ **Staff turnover** is the key challenge. The knowledge was lost with handovers and it took time to get back up to speed. *Need to ensure multiple people trained, not just one person's responsibility.*
- ✓ **Coordination between Finance and programme staff:** There was sometimes a separation between support staff working from financial reporting and needing to cross check with programme staff. *Need to build into reporting process.*
- ✓ **Competing priorities:** For programme staff it was not a high priority in the midst of implementation challenges. *Need to re-communicate purpose and goal of costing.*



A photograph of two young Black girls in a schoolyard. The girl on the right is wearing a grey t-shirt with 'JEANS ORIGINAL 1989' and 'the best quality of world best' printed on it, and a black choker with a small pendant. The girl on the left is wearing a yellow and blue patterned shirt. They are both looking towards the camera. In the background, there are school buildings, trees, and other children sitting on benches.

# Costing the Adaptation of Growing Up GREAT!

Jennifer Gayles, Save the Children



**USAID**  
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**Passages**

Transforming Social Norms for  
Sexual & Reproductive Health

# Intervention Overview



Community

Community discussions

Health system

Health provider lessons and health center exchange visits

School

Teacher orientation to materials and guide linking materials to national Life Skills curriculum

Family (Parents)

Video testimonials and reflective group discussions about model behaviors

Individual (VYA)

Group learning sessions with in-school and out-of-school VYA clubs



Puberty workbooks



Storybooks



Activity Cards



Game



# Overview of Retrospective Costing Study



## Goal = Estimate the cost of:

1. Adapting a consolidated package of social and gender norm materials for two different VYA cohorts (in-school and out-of-school) and their reference groups
2. Completing preparatory/start-up activities prior to launch of the intervention



## Anticipated output:

- Cost per activity
- Cost per cohort



## Intended audience:

- Programmers
- Government ministries

# Cost Estimations & Data Sources

## DIRECT COSTS

- Actual costs pulled from expense reports
- Estimates drawn from planning documents

## LABOR COSTS

- Program staff (HQ and field) estimated LOE per activity
- Administrative staff (field only) pooled actual LOE was applied across activities based on % of total direct costs

## PARTNER COSTS

- Analyzed financial reports to determine monthly average during different periods
- Provided written description of what funding covered during each period

## SOURCE OF DATA

Expense reports  
Planning/procurement  
documents

Staff estimations  
Expense reports

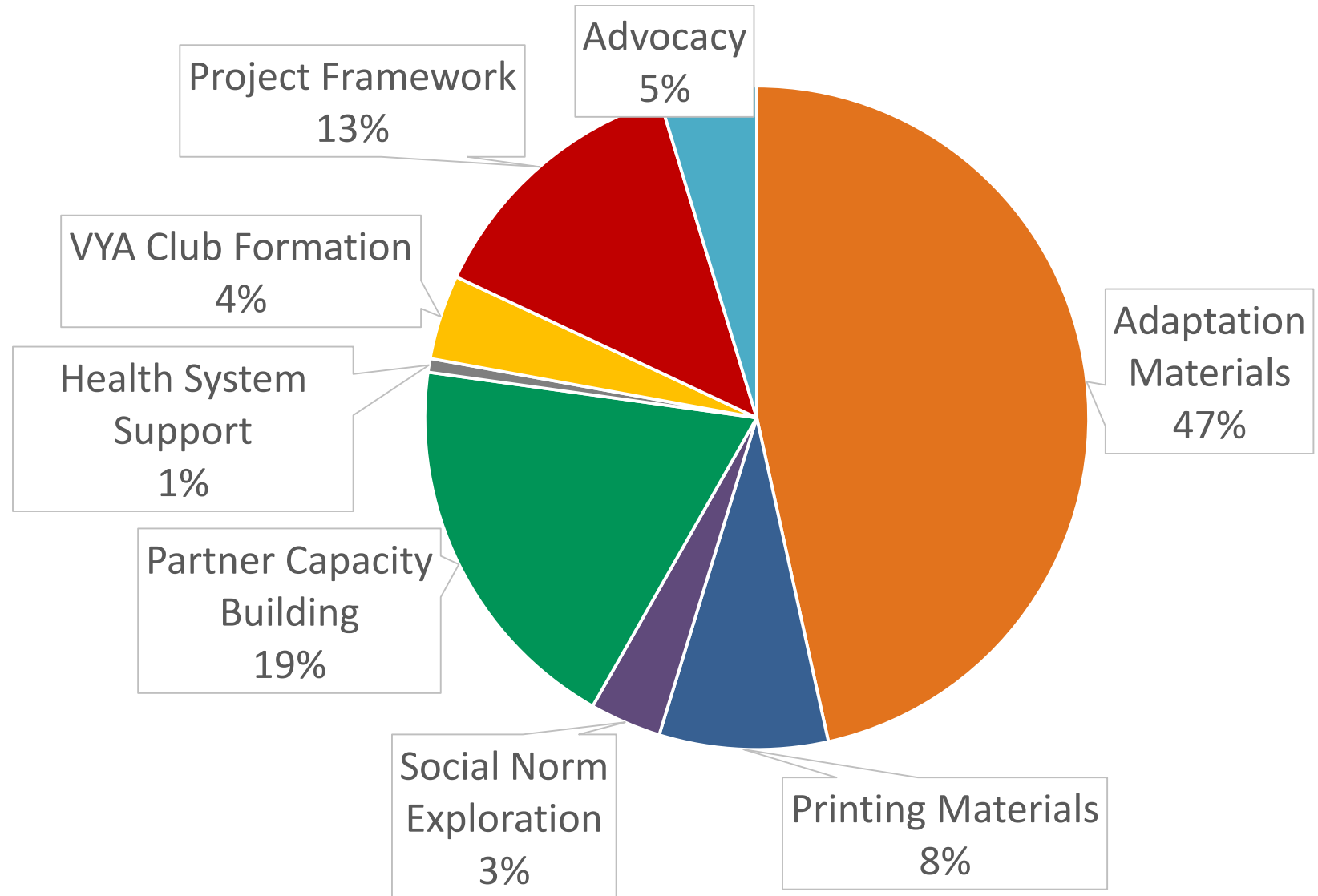
Budgets  
Monthly financial reports



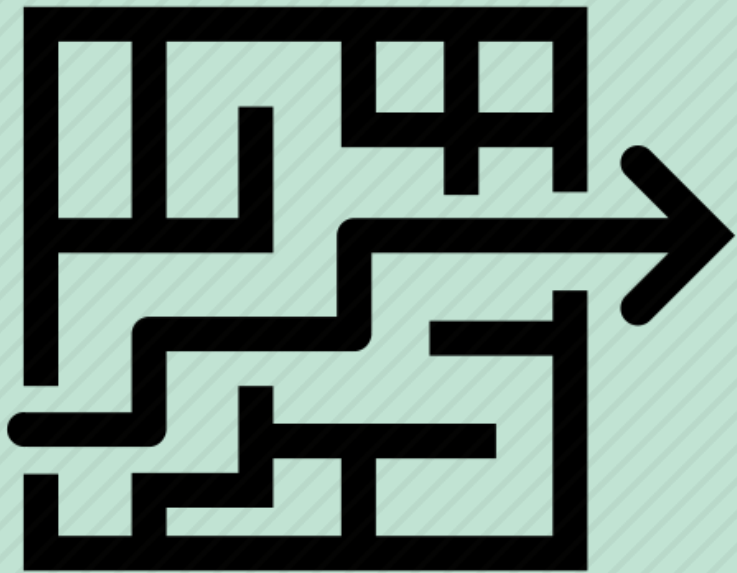
# Overview of Cost Analysis

ACTIVITY CATEGORIES	DESCRIPTION
<b>Adaptation &amp; Printing of Materials</b>	Translation, adaptation, pre-testing and revision of materials; illustrator, graphic designer and videographer; validation with Technical Advisory Group; printing
<b>Social Norm Exploration</b>	Revision of tool; participatory activities with VYAs and parents; identification of reference groups; analysis
<b>Partner Capacity Building</b>	Mapping and selection of partner organizations; trainings and orientation to intervention materials
<b>Health System Support</b>	Youth-friendly health services training for providers in targeted health centers
<b>VYA Club Formation</b>	Mapping and selection of intervention schools; formation of school clubs; identification of out-of-school VYAs
<b>Project Framework</b>	Development of theory of change, results framework, M&E plan and tools and preliminary scale-up strategy
<b>Advocacy</b>	Project launch and other high-level meetings

# Results: Total Cost by Activity



# Challenges



Costing wasn't integrated into project activities from the start

- ✓ Allocation of resources – redistribution of staff time for costing activity
- ✓ Estimation of costs was difficult without systems and tools built into project design
- ✓ Partner costs were especially hard to estimate without any disaggregated data





# MERCI!

Questions? Contact [jgayles@savechildren.org](mailto:jgayles@savechildren.org)

# REACHING MARRIED ADOLESCENTS

**Prashant Bharadwaj**



# Description of Intervention



**Name:** Reaching Married Adolescents

**Location:** Three districts of Dosso Region, Niger

**Objective:** Increased family planning use among adolescents

**Target population:** married adolescents aged 13-19

**Key implementing partners:** Lafia Matassa, UCSD-GEH

# Description of Intervention

District: Loga	District: Douthi	District: Dosso
<ul style="list-style-type: none"> <li>- Component 1: YFS training for health facility staff &amp; service providers</li> <li>- Component 2: Conducting community dialogues</li> <li>- <b>Component 3:</b> <b>Household visits by relais</b></li> <li>- Component 4: N/A</li> </ul>	<ul style="list-style-type: none"> <li>- Component 1: YFS training for health facility staff &amp; service providers</li> <li>- Component 2: Conducting community dialogues</li> <li>- Component 3: N/A</li> <li>- <b>Component 4: Small group sessions</b></li> </ul>	<ul style="list-style-type: none"> <li>- Component 1: YFS training for health facility staff &amp; service providers</li> <li>- Component 2: Conducting community dialogues</li> <li>- <b>Component 3:</b> <b>Household visits by relais</b></li> <li>- <b>Component 4: Small group sessions</b></li> </ul>



# Overview of Cost Analysis

Cost question(s) trying to answer:

- What is the per adolescent cost of this intervention (by district)?

Intended audience(s) for the results:

- Policy makers, researchers, and implementing organizations

Perspective used for analysis: Program implementer

Were data collected concurrent to program implementation or retrospectively?

- Concurrent data collected

# Details of Cost Analysis

Source(s) for the data used in cost analysis:

- Budgets from Pathfinder, including all subcontracts
- Monthly performance monitoring data
- Household surveys

How were labor costs measured?

- Subcontracts specified labor hours, wages, salaries, and benefits

How were capital investments handled in analysis?

- Costs per unit of time for space, vehicles, etc

How were in-kind or donated inputs handled in analysis?

- There were no donated or in-kind inputs

Challenges faced in analysis and how they were addressed

- Attributing cost associated with the different intervention components across the districts.
- Number of adolescents visited not recorded in unique quantities



WhatWorks

TO PREVENT VIOLENCE

A Global Programme To Prevent  
Violence Against Women and Girls



LONDON  
SCHOOL of  
HYGIENE  
& TROPICAL  
MEDICINE



# WHAT WORKS TO PREVENT VIOLENCE AGAINST WOMEN AND GIRLS

**Sergio Torres-Rueda, Giulia Ferrari, Anna Vassall**  
**London School of Hygiene & Tropical Medicine**



# 'What Works' Program

## Rationale

- Violence against women and girls (VAWG) most widespread form of abuse globally: 1/3 women physically or sexually abused during lifetime

## Objective:

- Produce rigorous evidence on 'what works' in reducing violence

## Program

- Department for International Development (UK government): £25 Million
- Multiple components (prevention interventions, VAWG in conflict zone, social and economic costs of VAWG)

# ‘What Works’ Program

## Projects:

- 15 different interventions in 13 countries in Africa and Asia
- Interventions: run by NGOs (paired with academic institutions for intervention delivery and evaluation plans)
- Research component measuring effectiveness: randomized-controlled trials and other experimental/quasi-experimental methods; some interventions only evaluated qualitatively
- Economic Evaluations (5 interventions) in RCTs: carried out by team from London School of Hygiene & Tropical Medicine and local health economists

# 'What Works' Interventions Costed

	GHANA	RWANDA	SOUTH AFRICA	ZAMBIA	KENYA
NAME	Community-Based Action Teams (COMBAT): Rural Response System	Indashyikirwa: Agents of Change	Stepping Stones/Creating Futures	Violence Alcohol Treatment (VATU)	Women and Girls Empowerment and Boys Transformation Program to Prevent VAWG (IMPower programme)
SETTING	Rural	Rural	Urban (Durban)	Urban (Lusaka)	Urban (Nairobi)
INTERVENTION TYPE	Community-based social norms change: trained members of the community to do sensitization activities (gender-equitable norms), counselling and referral to services for victims	Community-based social norms change: couples curriculum (gender-equitable norms); community-activists carry out sensitization; opinion leader engagement	Workshop-based, economic empowerment: Personal skills, employment focus (and gender norms)	Workshop-based, psycho-therapeutic: substance use reduction, mental health focus (psychotherapy)	Classroom-based, self-defence/empowerment: self-esteem and self-defence for girls; positive forms on masculinity for boys
TARGET POPULATION	Community at large	Community at large	Late teens/young adults (males and females)	Families (husband & wife plus most affected child)	Girls and boys in primary and secondary schools
IMPLEMENTING PARTNERS	Gender Centre	CARE Rwanda, RWAMREC, RWN	South Africa MRC & Project Empower (local NGO)	SHARPZ/JHU	Ujaama



# Overview of Cost Analysis

Cost question(s) trying to answer:

- What is the Value for Money (VfM) of different 'What Works' interventions? (cost per case of violence averted, cost per DALY averted)
- How do unit costs vary by setting/type of intervention/size?
- What are the unit costs for 'intermediate' components (i.e. cost per volunteer trained)?

Intended audience(s) for the results:

- DfID and other funders
- Domestic policymakers (multi-sectoral: Ministry of Health, Ministry of Gender, Ministry of Education, etc.)
- Implementing organizations
- Academia

# Overview of Cost Analysis

Perspective used for analysis:

- Provider perspective (societal perspective, where possible)

Were data collected concurrent to program implementation or retrospectively?

- Start up costs: retrospectively
- Implementation costs: concurrently and retrospectively

# Details of Cost Analysis

Source(s) for the data used in cost analysis:

- Initial interviews (understand scope of intervention)
- Financial records (accounts, asset registers)
- Interviews (allocation/time use)
- Direct observation (time use)
- Program records (M&E and reports, vehicle logs, etc)

How were labor costs measured?

- Costing included paid staff and volunteers
- Micro-costing approach
- Time use data: interviews, time and motion, timesheets
- Paid staff: salary information
- Volunteers: replacement price (cost of substitution); opportunity cost (salary in regular job)



# Details of Cost Analysis

How were capital investments handled in analysis?

- Capital goods (vehicles, computers, etc)
- Annualized: value in currency year (2018), useful life, 3% discount rate

How were in-kind or donated inputs handled in analysis?

- Economic costing (in-kind, donated inputs included)
- Both financial/economic costs presented

(Potential) challenges faced in analysis and how they were addressed

- Data collection ongoing!
- Potential challenges of cross-country comparisons:
  - Standardizing unit costs across settings: need to be specific enough but also comparable across
  - Interpretation of differences in costs: role of price levels which differ by country
  - Coordinating analysis across sites and ensure standards are applied equally

# Presentation of Results

## Cost data disaggregation:

- Costing tool (to be made public) built to disaggregate by:
  - Phase (start up v. implementation costs)
  - Calendar year
  - Input type (i.e. staff, supplies, transport)
  - Implementation site
  - Funding source
  - Activities (i.e. core implementation, management, ancillary/support)
  - Sub-activity (i.e. counselling session, street theatre performance, training)

# Presentation of Results

Currency unit(s) reported:

- Local currency, USD and GBP (all 2018)

Secondary analyses planned or included

- Costing cross-country synthesis paper
- Modeling for scale-up (if interventions are effective) (?)
- Part of economic evaluations

Comparisons:

- Cross-country study



# SASA! Study

**Christine Michaels-Igbokwe**

# Description of Intervention/Program

**Name:** The SASA! Study

**Location:** Kampala, Uganda; two administrative divisions, eight communities

**Objective:** Community mobilization to stimulate change at individual, relationship, community and societal levels; prevention of intimate partner violence and reduction of HIV risk

**Target population:** Community members

**Key implementing partners:** Program designed by Raising Voices and implemented by Center for Domestic Violence Prevention (CEDOVIP), both local NGOs

# Overview of Cost Analysis

- ✓ Unit cost estimates:
  - Cost per activist supported, cost per community member in intervention areas, cost per SASA! Activity conducted
- ✓ Cost effectiveness analysis:
  - Cost per case of physical intimate partner violence averted (past 12 months)
- ✓ Intended audience(s) for the results: Policy makers, other implementing organisations
- ✓ Payers perspective adopted
- ✓ Retrospective data collection

# Details of Cost Analysis

- ✓ Cost data sources:
  - Financial costs: financial records and annual reports
  - Economic costs: estimated replacement costs annualized over expected useful life, activist and community member time estimated based on local cost of unskilled labour; discount rate and labour cost varied in sensitivity analysis
- ✓ Labour costs:
  - Staff time estimated based on individual interviews
  - Activist and community member time estimated based on average length of activities conducted



# Details of Cost Analysis

- ✓ Capital costs: physical space valued based on rental rates and proportion of actual space allocated to SASA! Activities
- ✓ Resource use: monitoring and evaluation data, individual interviews

# Results: Development Costs

SASA Development Summary	Total (US \$ 2011)	Proportion of Total
Recurrent Staff	\$ 105,321.64	75.99%
Recurrent Building and Overhead	\$ 314.27	0.23%
Recurrent Activities	\$ 0.29	0.00%
Recurrent Supplies	\$ 50.08	0.04%
Recurrent Other	\$ 27,638.38	19.94%
Recurrent Total	\$ 133,324.67	96.20%
Capital Building	\$ 1,024.69	0.74%
Capital Equipment	\$ 187.80	0.14%
Capital Training	\$ 8.79	0.01%
Capital Materials Development	\$ 4,051.66	2.92%
Capital Total	\$ 5,272.93	3.80%
<i>Total</i>	\$ 138,597.60	100.00%

# Results: Implementation Costs (approx 4 yrs)

SASA Implementation Summary	Total (US\$ 2011)	Proportion of Total
Recurrent Staff	\$ 233,710.23	43%
Recurrent Volunteers	\$ 16,223.47	3%
Recurrent Building and Overhead	\$ 8,793.59	2%
Recurrent Transport	\$ 26,667.88	5%
Recurrent Activities	\$ 79,342.93	15%
Recurrent Supplies	\$ 29,150.05	5%
Recurrent Training	\$ 126,852.90	23%
Recurrent Other	\$ 13,719.90	3%
Recurrent Total	\$ 534,460.94	98%
Capital Building	\$ 9,249.49	2%
Capital Equipment	\$ 2,777.54	1%
Capital Transport	\$ 230.00	0%
Capital Training	\$ 902.26	0%
Capital Materials Development	\$ 5,632.14	1%
Capital Total	\$ 18,791.43	2%
<i>Total</i>	\$ 546,307.73	100%

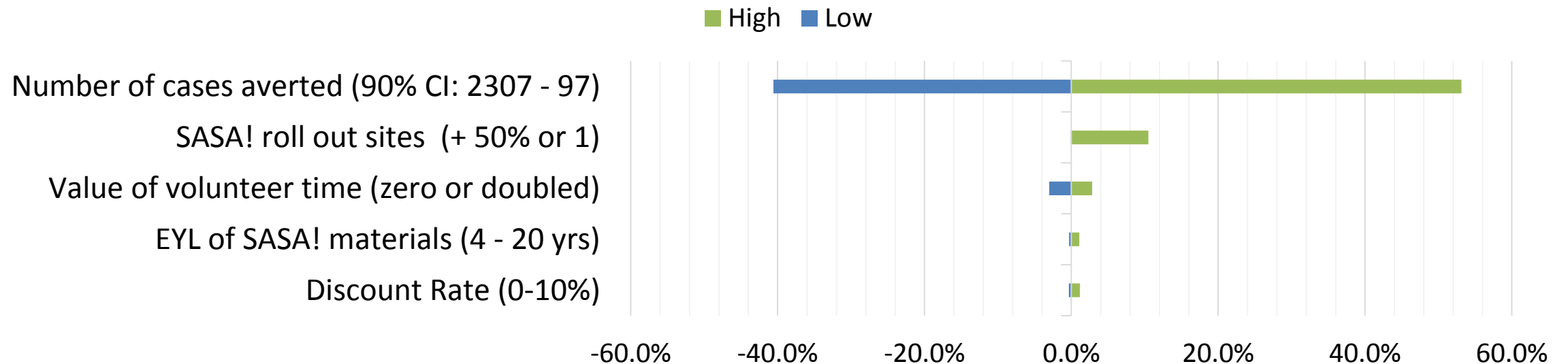
# Results: Unit Cost Estimates

UNIT COSTS	AVERAGE COST (US\$ 2011)
Per person in intervention community (15yrs+)	\$ 18.24
Per person in intervention community (10yrs+)	\$ 15.83
Per person in intervention community (18-49 yrs)	\$ 21.16
Annual cost per person in intervention community (18-49 yrs)	\$ 5.29
Per Community Stakeholder Supported (4 Years)	\$ 1,576.22
Per Community Stakeholder Supported Per Year	\$ 394.05
Per Activity (Base Case Estimate for Number of Activities)	\$ 46.58
Per Activity (Base Case Plus 20%)	\$ 38.82
Per Activity (Base Case Plus 40%)	\$ 27.73

# Results: Cost Effectiveness

Cost per case of physical intimate partner violence averted: \$460.36 (90% CI: \$327.46 – 982.37)

## Univariate Sensitivity Analysis - Percent Change in Cost Per Case of IPV Averted





# Discussion

- ✓ Data collection challenges:
  - Retrospective data collection → staff turnover, missing data, unable to observe activities in the community, not possible to link direct or indirect exposure and outcomes
- ✓ Analytical challenges:
  - Multiple trial outcomes difficult to incorporate into a single measure
  - Primary outcome not statistically significant at 5%;
    - However! Effects only measured amongst 18-49 year olds and impacts may be seen outside this age group and outcome focused only on past 12 months experience of violence; additional cases may have been averted years two and three of the intervention and future cases may be prevented

SEPTEMBER 2016

# Costing of Social Norm Interventions

A Primer for the Passages Project

RICK HOMAN, PhD – FHI 360



PaSSages

Transforming Social Norms for  
Sexual & Reproductive Health

## Costing Primer Content

- Why do we care about costs?
- What are costs?
- How are costs measured
- Timing of cost analysis
- Activity based costing
- Reporting results of cost estimation
- Additional potential cost analyses

<http://bit.ly/2rgQvQC>



# THANK YOU!

## QUESTIONS?