

Ups and Downs of Scaling Norms-Shifting Interventions

Different Countries. Different Partners. One Aim.

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Passages

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The Passages Project

Passages

The Passages Project

2015-2022

Passages focuses on key life course transitions—among very young adolescents, newly married couples, and first-time parents—as periods of opportunity for norms shifting and behavior change.



Passages focus areas among adolescents and youth

- Reproductive health & well-being
- Gender equality
- Violence prevention



Passages Project & Today's Webinar:

Strengthening Scale-up of Norms-Shifting Interventions



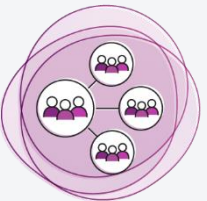
**ADVANCING
UNDERSTANDING**



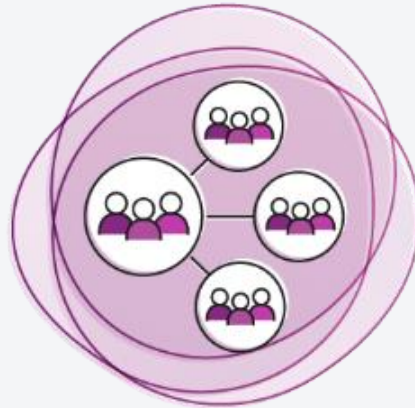
**IMPROVING
IMPLEMENTATION**



**ENHANCING
EVALUATION**



**STRENGTHENING
SCALE-UP**



Passages has worked to strengthen understanding of and guidance for ethically and successfully designing and scaling norms-shifting interventions

Ups and Downs of Scaling NSIs

**Different Countries. Different
Partners. One Aim.**



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Main Presentation Points

Why

focus on scaling
NSIs and
studying scale-up
processes?

How

did Passages
work at multiple
levels to build
scale-up and MEL
planning and
implementation?

What

are key learnings
from the
comparative scale-up
analysis across NSIs?

Norms-Shifting Interventions Seeking to Influence Behavior

- Promote examination of existing norms in relation to new ideas and new desired behaviors by:
 - Correcting incorrect information.
 - Catalyzing different norms.
 - Supporting collective action as it emerges.



DEFINITION

Scaling 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 program development on a lasting basis.”

Source: World Health Organization (WHO) and ExpandNet, *Nine Steps for Developing a Scaling-Up Strategy* (Geneva, Switzerland:WHO, 2010).

Our Scale-Up Learning Journey 2016-2021



Build Passages' core and partner staff's common understanding and capacities, and do targeted learning on scale-up issues - like scalability assessments, intervention adaptation, building political and technical demand, assessing change in new contexts

Guideposts for NSI Scale-Up



NSI DESIGN ADAPTATION DURING SCALE-UP

1. Understand the NSI's theory of change, its underlying values and change mechanisms, for effective transfer to new organizations.
2. Remember that adaptation is an option, but you need to KISS!
3. Many NSIs operate outside of health systems and need linkages.

MONITORING IN NEW CONTEXTS

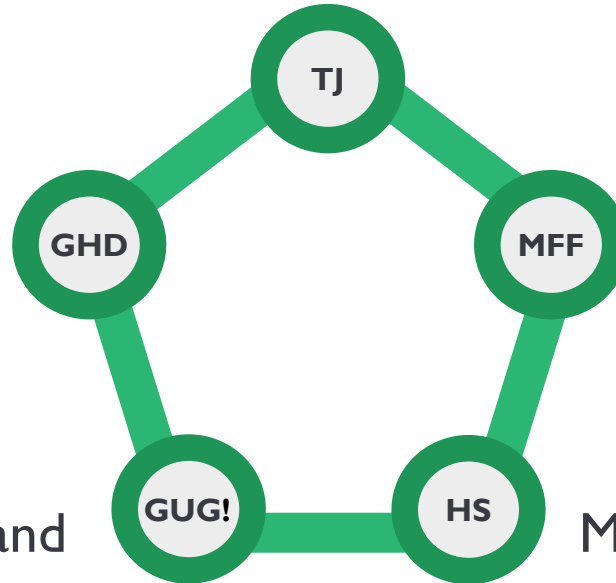
4. Ensure new staff have technical and social change competencies.
5. Monitor whether NSI activities are leading to social change and idea diffusion at the community level.
6. Monitor the receiving social system for unexpected opposition and other unanticipated effects.

EVALUATION

7. Be multi-dimensional in outcome measurement and move beyond the individual.

Intervention Descriptions

Social-network approach to address gender and social barriers in peer and couple discussions on family planning, encouraging couples to move from intention to use of modern methods.



Faith-based approach to encourage reflection on masculinity, gender, family planning and violence in congregational settings.

Male peer-modeling and outreach approach to sensitize and engage more men in reproductive health and supporting women's use of services, with concurrent gender role shifts in men and women.

Intergenerational approach to increase family and community-wide support for girl-child issues, including teachers, mothers, and grandmothers.

Multi-level approach to build assets and gender-even support for very young adolescent girls and boys, including parents, teachers, and service providers.

Five NSIs focused on creating supportive normative environments for SRH for young people

INNOVATE

conceptualize and pilot

INTRODUCE

demonstrate scalability in non-pilot contexts

INTEGRATE

expand for sustained health and social impact

ADVOCATE

COLLABORATE

COMMUNICATE RESULTS

↑
Girls' Holistic
Development
Senegal

↑
Growing
Up GREAT!
DRC

↑
Masculinité
Famille et Foi
DRC

↑
Terikunda
Jékulu
Mali

↑
Husbands'
Schools
Niger

Some Scale-Up Aims Under Passages

Girls Holistic Development	Growing up GREAT!	Masculinité Famille & Foi	Terikunda Jékulu	Husbands' Schools
<p>EFFECTIVENESS How well does GHD work to create community consensus on girls' health, education, and wellbeing?</p>	<p>INSITUTIONALIZATION How do Ministries of Education and Health take on implementation responsibilities?</p>	<p>INSITUTIONALIZATION How does MFF work in congregational networks in an urban context <i>and</i> with a FP component?</p>	<p>EXPANSION & ADAPTATION How effective is a slightly adapted TJ in a new country context, with new NGO and Ministry of Health users?</p>	<p>EFFECTIVENESS AT SCALE Does the HS gender-equitable effect vary by pilot and scale-up regions?</p>

What did we learn?
Common challenges
10 key learnings

PROCESSES OF SCALE UP



NSI-Specific Scale-Up Challenges



Transferring NSI implementation to new organizations.



Dealing with social pushback to shifting norms.



Institutionalization within Ministry SBC programs.



Changing Political Support.



Resources to Support Expansion.

LESSONS LEARNED:

Scale-Up Planning

1

Respect scale-up core principles.

Develop Theories of Change and identify norms BEFORE scale-up begins.

2

3

NSIs offer Ministries and NGOs a way to address social norms, moving from concepts to practice.

LESSONS LEARNED:

Implementation by New Organizations

Stakeholder inputs to adapting materials and approaches make NSI scale-up more acceptable.

4

5

Passing the baton is the goal, but finding funding makes it difficult.

Implementation partners become invested despite potential for community opposition.

6

LESSONS LEARNED:

Institutionalization

7

Seize opportunities for NSI institutionalization as they arise.

NGOs and Ministries may need reassurance to implement norms-focused initiatives, a new SBC area for most.

8

LESSONS LEARNED:

Monitoring, Evaluation & Learning

Monitoring community social change is important and feasible to do during scale-up into new areas.

9

10


It is sometimes challenging to link monitoring data with learning efforts.



What comes next?

Stay tuned! Scale-up and learning continues, as Passages collaboration represents only one moment in a longer implementation timeline.

The five NSIs existed before the Passages Project, and will continue after Passages ends.



Questions?



Thank you to today's panelists!

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Further Reading

- **[Passages Project](#) and [Social Norms Learning Collaborative](#) practical and guidance products**
- [Learning from Five Norms Shifting Interventions Going to Scale](#)
- [Passages' Social Norms Training Curriculum – Module 5: Scale-Up of Norms-Shifting Interventions](#)
- [Considerations for scaling up norms-shifting interventions for adolescent and youth sexual and reproductive health](#)
- [Community-based, norms-shifting interventions: definitions and attributes](#)
- **Implementation resources from Passages-supported norms-shifting interventions**
- [Growing Up GREAT! Implementation Guide](#) [ENGLISH]
- [Transforming Masculinities Implementation Guide](#) [ENGLISH | FRENCH]
- [Girls Holistic Development Implementation Guide](#) [ENGLISH & FRENCH]
- [REAL Fathers Implementation Guidelines](#) [ENGLISH]
- **Journal articles**
- [Scaling-up Norms-Focused Interventions for Adolescent and Youth Sexual and Reproductive Health: Current Practice and Reflections for Moving the Field Forward](#)
- [Scaling-up Normative Change Interventions for Adolescent and Youth Reproductive Health: An Examination of the Evidence](#)
- [Bringing ethical thinking to social change initiatives: Why it matters](#)