

WELCOME!

The Passages Project

The 'How-To' of Norms-Shifting Interventions: Improving Implementation

Luke Martin, Olivier Bizimana, Jennifer Gayles, Pierrot Mbela, Mariam Diakite, Jamie Greenberg, Dickens Ojamuge, Susan Igras, Rebecka Lundgren, Courtney McLarnon



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Our Agenda Today

1. THE PASSAGES PROJECT & **IMPLEMENTATION OF NORMS-SHIFTING INTERVENTIONS**
2. LEARNINGS AND RESOURCES FROM FOUR NORMS-SHIFTING INTERVENTIONS: **GROWING UP GREAT AND MASCULINITE, FAMILLE, ET FOI, REAL FATHERS, TERIKUNDA JEKULU**
3. QUESTIONS & ANSWERS WITH SPEAKERS
4. FINAL REFLECTIONS ON **NORMS-SHIFTING MECHANISMS** FROM A REALIST SYNTHESIS

Our Speakers Today



**Olivier
Bizimana,**
Tearfund



**Mariam
Diakité,**
IRH



**Luke
Martin,**
Tearfund



**Dickens
Ojamuge,**
Consultant



**Pierrot
Mbela,**
Save the
Children



**Jennifer
Gayles,**
Save the
Children



**Jamie
Greenberg,**
IRH



**Rebecka
Lundgren,**
UCSD




**Susan
Igras,**
IRH



**Courtney
McLarnon,**
IRH

Our Tools Today

- **English – French Interpretation** 
 - Choose between your desired languages using the button at the bottom of your Zoom.
 - We will have multiple presenters in English and French, please toggle between them, as needed.
- **Send us your questions!**
 - Use the Q&A feature to add your questions to specific speakers or in general, we will be monitoring the chat throughout and posing the questions at the end.

Passages Project Overview

Goal

Improved family planning use and reproductive health among youth, especially newly married couples, first-time parents and very young adolescents

Strategic Objective

Build and widely share the evidence base and strengthen capacity of the global RH community to develop normative environments that support RH/FP among youth



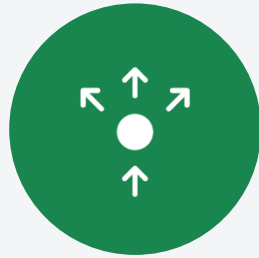
Passages has helped programs to:



Develop a
common
social norms
language



Diagnose
social
norms



Design
approaches
and support
scale-up



Monitor and
evaluate
norms



Access timely
and high-quality
evidence and
tools

Passages Project & Today's Webinar:

Improving Implementation of Norms-Shifting Interventions



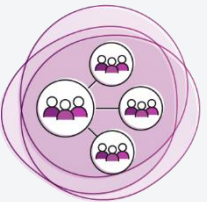
**ADVANCING
UNDERSTANDING**



**IMPROVING
IMPLEMENTATION**



**ENHANCING
EVALUATION**



**STRENGTHENING
SCALE-UP**



Passages has added to the knowledge base by working to assess program strategies to shift norms, develop program design tools, and provide technical assistance to guide practitioners to **improve implementation** of norms shifting approaches.



Norms-shifting Interventions

What guides improved implementation?

What are social norms?

Unwritten rules of behavior shared by members of a given group or society.



**MALE INCOME
EARNER**



LARGE FAMILY



MARRIAGE

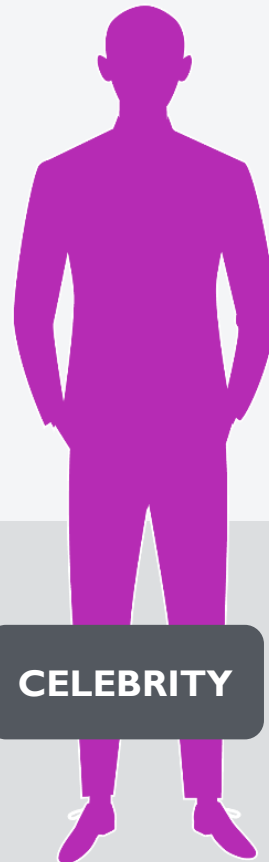
Social norms are what individuals believe others do, approve of, and expect.

Why reference groups matter

Social norms are context-specific and defined in relation to a *reference group* — those who matter to an individual in a specific situation.



**FAMILY
ELDER**



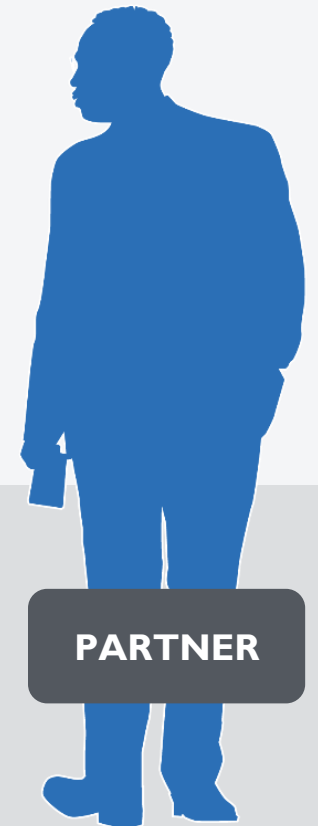
CELEBRITY



**HEALTH
OFFICIAL**



**RELIGIOUS
LEADER**

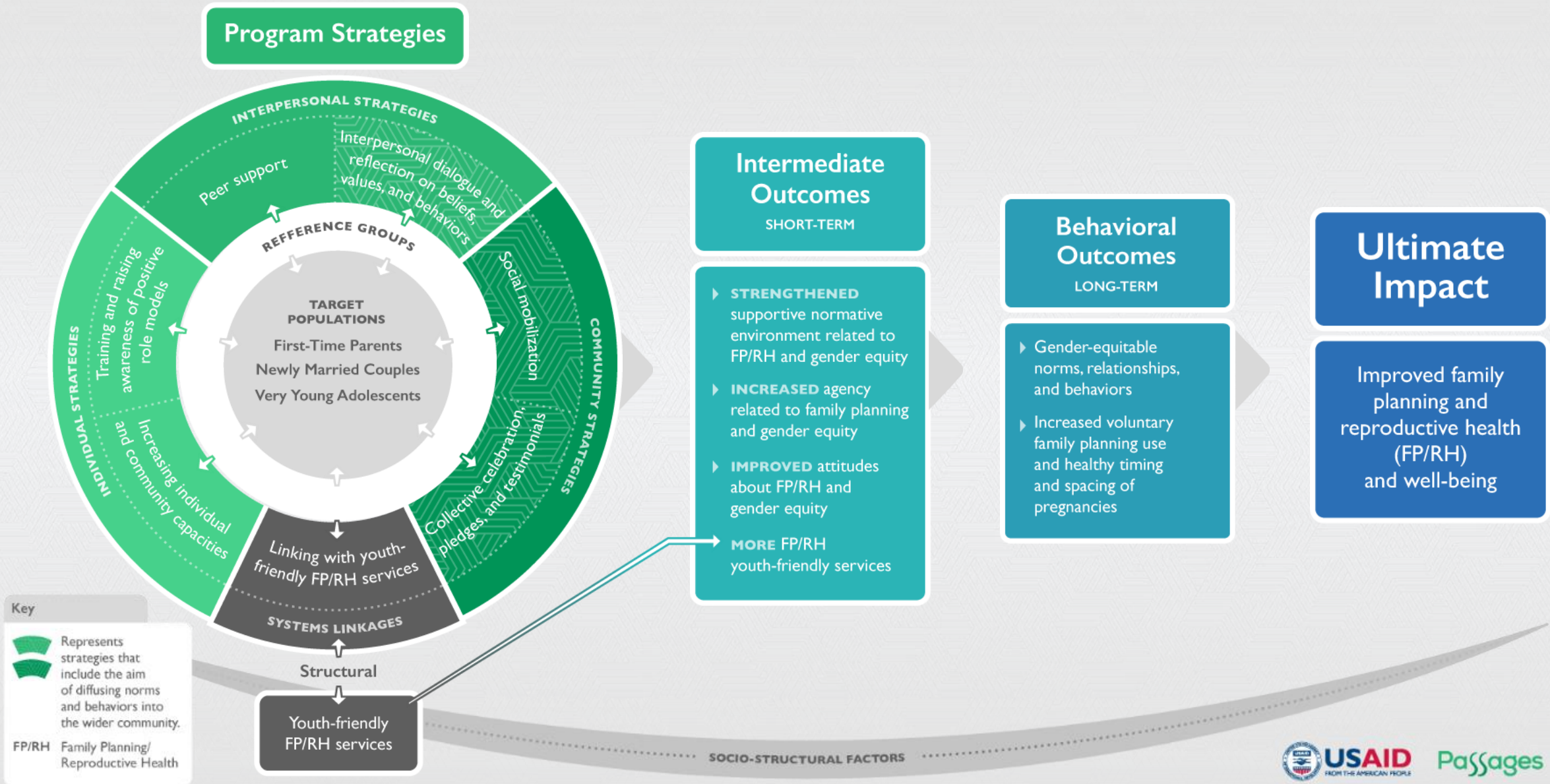


PARTNER

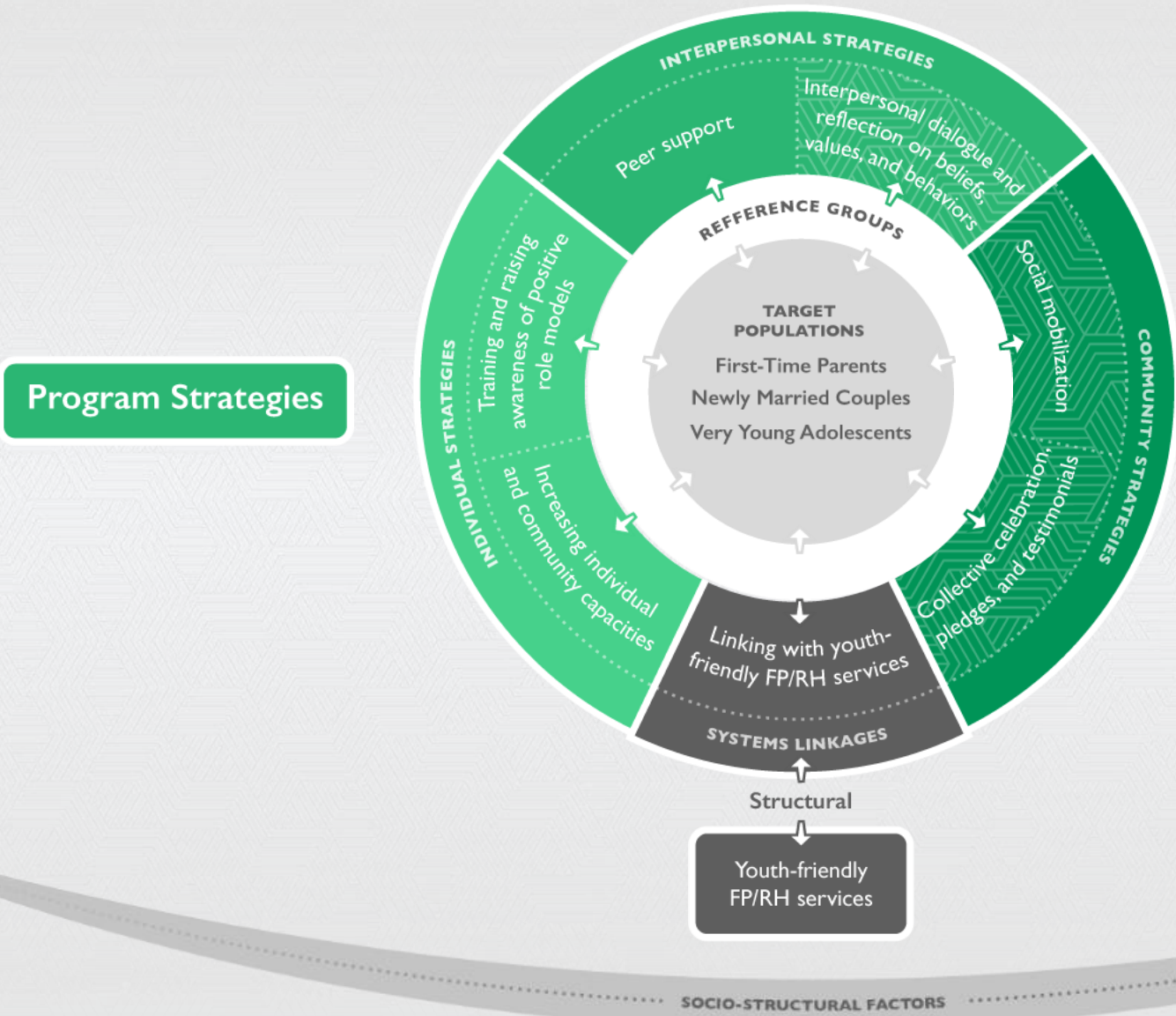
Norms-shifting approaches promote collective change by encouraging communities to reflect on—and question—social and cultural factors influencing behavior



PASSAGES PROJECT THEORY OF CHANGE



PASSAGES PROJECT THEORY OF CHANGE



Key

 Represents strategies that include the aim of diffusing norms and behaviors into the wider community.

FP/RH Family Planning/ Reproductive Health



Word Cloud

What strategies do you use to **shift norms** in your program design and implementation?

Go to [menti.com](https://www.menti.com) and add code: **6082 4744**

Supporting NSI Design & Implementation

Building blocks informing improved implementation of NSIs:

Program Theories of Change

Provide a context-specific roadmap of how norms will shift as a result of program activities. Designed at program outset, based on formative research, with program staff. Revisited throughout implementation.

Adaptive Management

Approaches to support real time identification and response to expected and unexpected consequences of programming and program effects.

Implementation Guides

Provide step-by-step guidance to inform design, adaptation, preparation, implementation, monitoring, and costing of norms-shifting interventions. Critical resources to support scale up.

The background is a dark gray color with several overlapping circles of varying sizes and opacities, creating a bokeh effect. There are also a few small white dots scattered across the background.

Reflections from **Passages Interventions**

Passages Interventions

MASCULINITÉ,
FAMILLE ET FOI



LOCATION: DRC
POPULATION: Newly-married couples, First-time parents.
OUTCOMES: IPV, RH, Healthy timing and spacing of pregnancies

GROWING UP
GREAT!



LOCATION: DRC
POPULATION: VYAs 10-14 year-olds, in and out of school
OUTCOMES: GBV, RH/FP, Gender-equitable roles

REAL
FATHERS

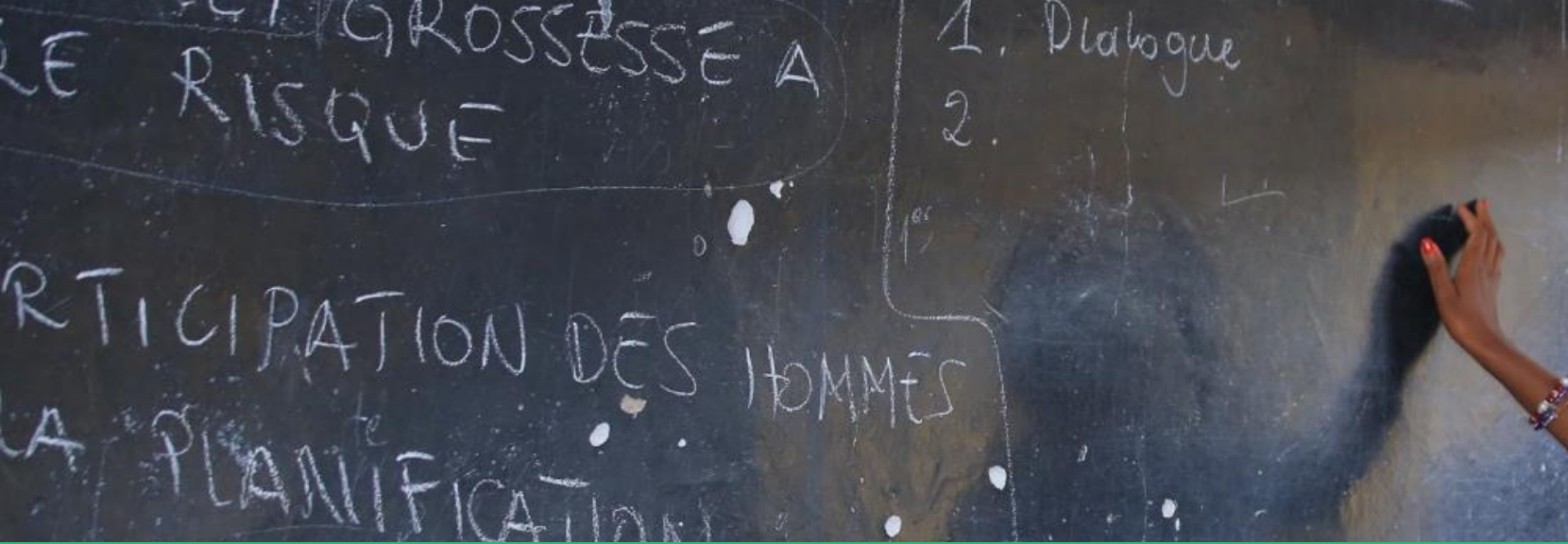


LOCATION: Uganda
POPULATION: First-time Fathers
OUTCOMES: Couples communication, Positive Parenting, GBV

TERIKUNDA
JEKULU



LOCATION: Mali
POPULATION: Couples of reproductive age
OUTCOMES: Decrease unmet need for FP



MASCULINITÉ, FAMILLE ET FOI

CREATING ENABLING ENVIRONNEMENTS IN FAITH COMMUNITIES FOR FAMILY PLANNING IN DRC

LUKE MARTIN & OLIVIER BIZIMANA, TEARFUND



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Norms Addressed



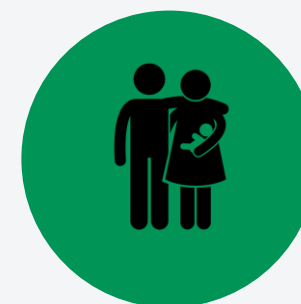
**IN THIS
COMMUNITY,
PEOPLE BELIEVE
GOD CREATED
MEN AS
SUPERIOR TO
WOMEN.**



**IT IS
ACCEPTABLE
FOR A MAN TO
USE VIOLENCE
TO CORRECT HIS
WIFE'S BEHAVIOR
OR DISCIPLINE A
CHILD.**



**AS HOUSEHOLD
DECISION-MAKERS,
A MAN CAN
DICTATE A
WOMAN'S ABILITY
TO SEEK AND USE FP**



**YOUNG COUPLES
SHOULD WAIT TO
USE FP UNTIL AFTER
THEIR FIRST CHILD
TO PROVE
'FERTILITY'**

The How-To: Norms-Shifting Strategies

Individual strategies

- Project and partner staff trained on norms and reflective approach
- Gender Champions trained as facilitators and role models for transformation

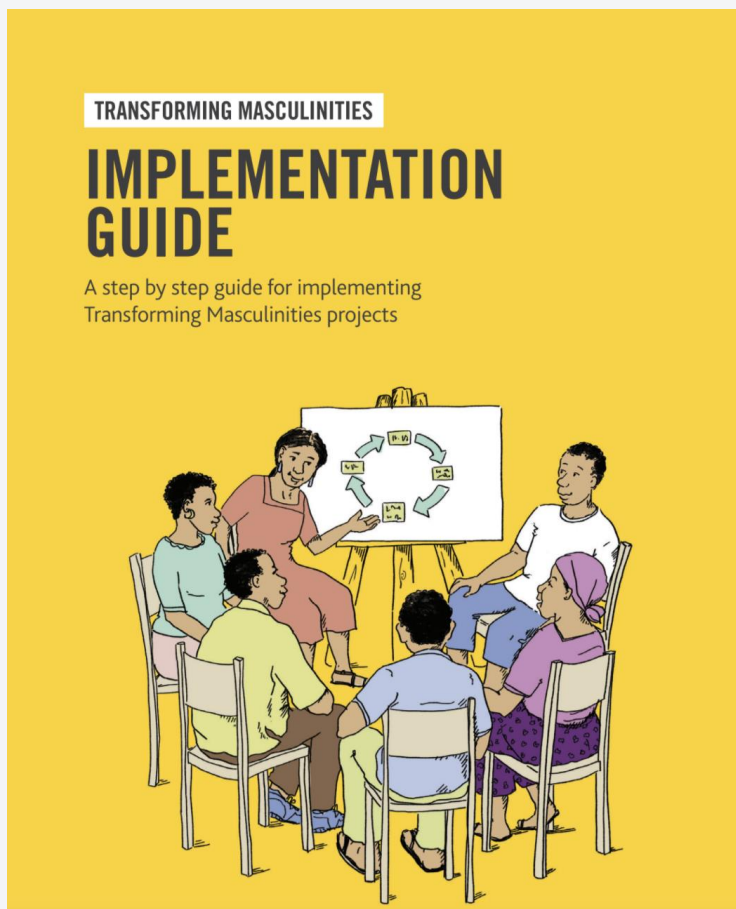
Interpersonal strategies

- Faith leaders, as key influencers, engaged in reflective, scripture-based workshops
- Gender-synchronized reflective community dialogues for young couples

Community strategies

- Diffusion activities to reach wider congregation: supportive sermons, testimonies of change, community mobilization events
- Community Dialogues (group discussions) facilitated by Gender Champions.

Supporting Implementation of 'TM' across Sectors & Countries



- Provides an overarching framework and values for all TM content, capturing learning from 10 years of implementing TM across sectors
- Developed in partnership with TF offices, consultations with staff and partners, with significant attention to program M&E and adaptations

How-to Use the 'How-To'

- Reinforce core values guiding the approach
- Support with community entry and engagement
- Ensure quality and effectiveness of implementation
- Provides written resources to support capacity building of Tearfund and implementing partner staff
- Used for scale up to support ownership and sustainability of TM



GROWING UP GREAT!

INCREASING GENDER EQUALITY FOR VERY
YOUNG ADOLESCENT BOYS AND GIRLS IN DRC

JENNIFER GAYLES & PIERROT MBELA, SAVE THE CHILDREN



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Norms addressed in Growing Up GREAT!



**DISCUSSION OF
PUBERTY,
SEXUALITY AND
OTHER
REPRODUCTIVE
HEALTH TOPICS
IS TABOO**



**GIRLS SHOULD
COMPLETE
HOUSEHOLD
CHORES**



**BOYS SHOULD BE
PRIORITIZED TO
RECEIVE
EDUCATION**



**ADOLESCENTS
WHO SEEK
HEALTH
INFORMATION
OR SERVICES ARE
ENGAGED IN
“BAD BEHAVIOR”**

**LINKED TO GENDERED TRAITS, ROLES
AND BEHAVIORS**

The How-To: Norms-Shifting Strategies

Individual strategies

- Building fact-based RH knowledge for VYAs and their parents (caregivers)
- Building and creating opportunities for VYAs to practice skills

Interpersonal strategies

- Peer-based small group dialogue and critical reflection
- Role modeling positive behaviors among adolescents and families
- Encouraging intergenerational communication between parents and adolescents

Community strategies

- Community dialogues to promote positive social norms within the community around AYSRH

How-To Guide:

Supporting implementation of Growing Up GREAT!'s multilevel intervention for VYAs



1. Makes the case for early intervention and norms-shifting approaches to support improved adolescent reproductive health
2. Provides detailed guidance as well as a menu of options/alternatives and flexible program criteria to support implementation in different contexts
3. Includes guidance on engaging and building capacity of partners to lay the groundwork for sustainability



REAL Fathers Initiative

ENGAGING MEN FOR VIOLENCE PREVENTION IN UGANDA

DICKENS OJAMUGE, CONSULTANT & JAMIE GREENBERG, IRH



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Norms addressed in REAL Fathers



It is acceptable for a man to use violence to discipline children



It is acceptable for a man to use violence to correct his wife's behavior or resolve disputes



Men are decision-makers; women are primarily responsible for housework and childcare



Couples should not discuss or seek advice about family planning

The How-To: Norms-Shifting Strategies

Individual strategies

- Training community elders to be mentors and positive role models
- One-on-one mentoring to support skill building, reflection and advice giving
- Build fathers' skills for non-violent parenting and conflict resolution

Interpersonal strategies

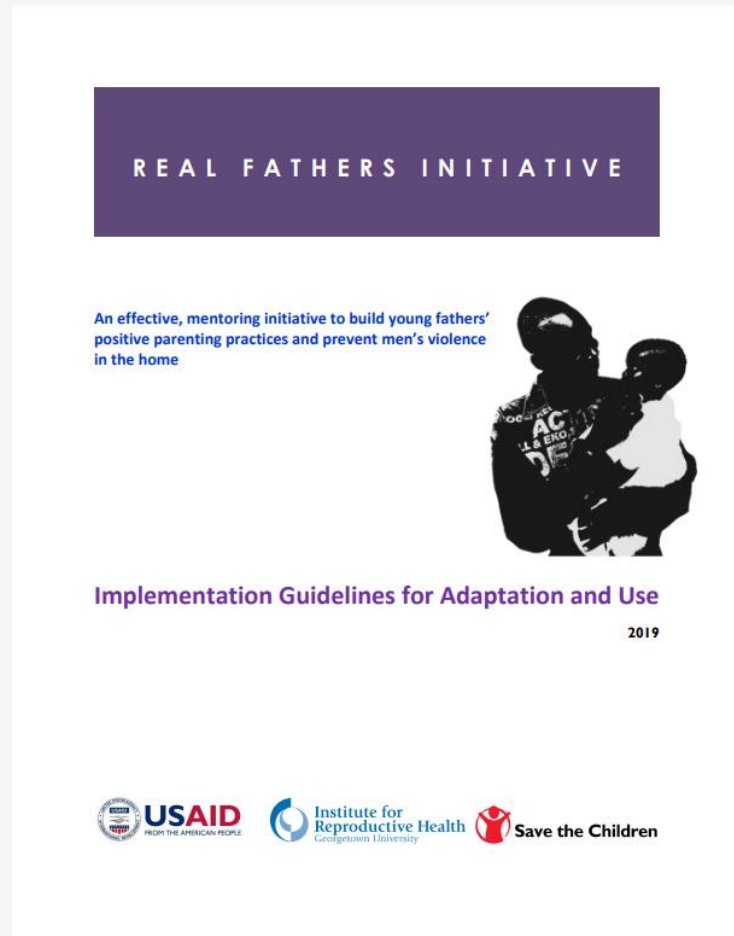
- Fathers' group sessions promote dialogue and reflection on beliefs, values, and behaviors
- Fathers' group sessions allow space for peer support for new behaviors and beliefs

Community strategies

- Community poster sessions echo messaging of one-on-one and group sessions
- Community celebration affirms changes made by REAL Fathers

How-To Guides:

Resources to support Implementation



- Built around REAL Fathers core values
- Provides guidance for assessing if REAL Fathers is right for your setting, adapting for your context, and preparing to implement the intervention
- Includes adaptations for different contexts, including training options for low-literacy mentors



TERIKUNDA JEKULU

ENGAGING SOCIAL NETWORKS TO SHIFT NORMS TO IMPROVE
COMMUNICATION ABOUT AND USE OF MODERN FP IN MALI

MARIAM DIAKITÉ, IRH



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Norms Addressed



COMMUNITY BELIEFS THAT RELIGION PROHIBITS USE OF FP RESULT IN: STIGMA, LACK OF COMMUNITY SUPPORT, DISAPPROVAL OF FP USE



FAMILY, PEERS, AND COMMUNITY INFLUENCE COUPLE DECISION-MAKING



MEN HAVE THE FINAL SAY IN FP DECISIONS

MEN DON'T COMMUNICATE WITH THEIR WIVES ON FP-RELATED ISSUES



HAVING MANY CHILDREN IS VALUED BY MEN AND WOMEN

The How-To: Norms-Shifting Strategies

Individual strategies

- Training change agents
- NGO (field staff) as coaches
- Group discussion leaders (catalyzers) and influential persons encourage discussion

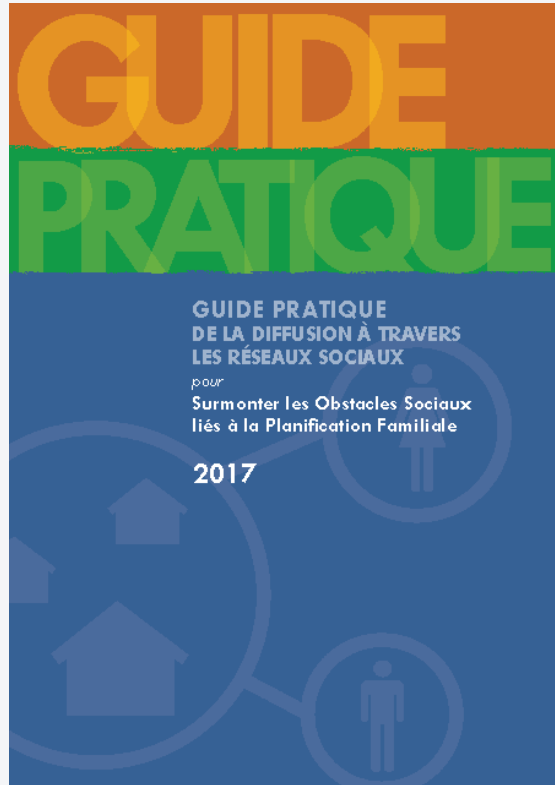
Interpersonal strategies

- Engaging socially influential groups and opinion leaders (reference groups of women and men)
- Influential people and groups diffuse ideas and show support FP users

Community strategies

- Engaging the government to support and legitimize intervention
- FP campaign “Each One Invites 3”
- Tj radio broadcasts
- Closing ceremony in communities

Supporting Implementation and Adaptation



- Completed compilation of all documents used during the pilot phase
- Developed a reference tool for new users (NGO)
- Ensured standardization of activities and fidelity to the intervention
- Later adaptation after the scale up phase: new chapter on the intervention adaptation to a new context
- Development of a How-To video to facilitate the comprehension and use of the guide for future users



Panelist Reflections





Audience Questions

How do Norms-Shifting Interventions work?

Findings from a
Realist Synthesis of four
interventions



OVERARCHING AIM OF THE REALIST SYNTHESIS



- Provide greater **clarity of the design** of NSI
- Help **future interventions be more strategic**

QUESTIONS GUIDING ANALYSIS



1. Are there common norms-shifting mechanisms?
2. Are there commonalities in social change agents?
3. How do NSI engage reference groups?
4. At what point do reference groups become change agents?

ANALYTIC APPROACH



- Operationalizing terms: *change mechanisms, change agents, reference groups*
- Evidence review of NSI evaluations, rapid studies, other studies
- Content & visual analysis of program TOCs
- Comparison of mechanisms, change agents, reference groups' actions and effects along change pathways

Change Mechanisms

Mechanisms have two constituent parts (*Dalkon 2015*)

- Resources offered by the intervention
- NSI activities and change agents



- Ways they change the reasoning of participants
- Observed norms shifting effects due to activities & agents



Across NSIs, activities employed similar social norms-change mechanisms to change reasoning of participants

Change Agents

+ Activities →

How they change reasoning of participants



- Project facilitators
- Project supported community members
- Sometimes (eventually) reference groups



Safe spaces

Information provision with dialogical, experiential discussion

Role modeling-witnessing

Within and cross-village meetings

Planned diffusion

Community-service linkages

For frank examination of sensitive issues

For improving quality of critical reflection on norms and behaviors grounded in real-life

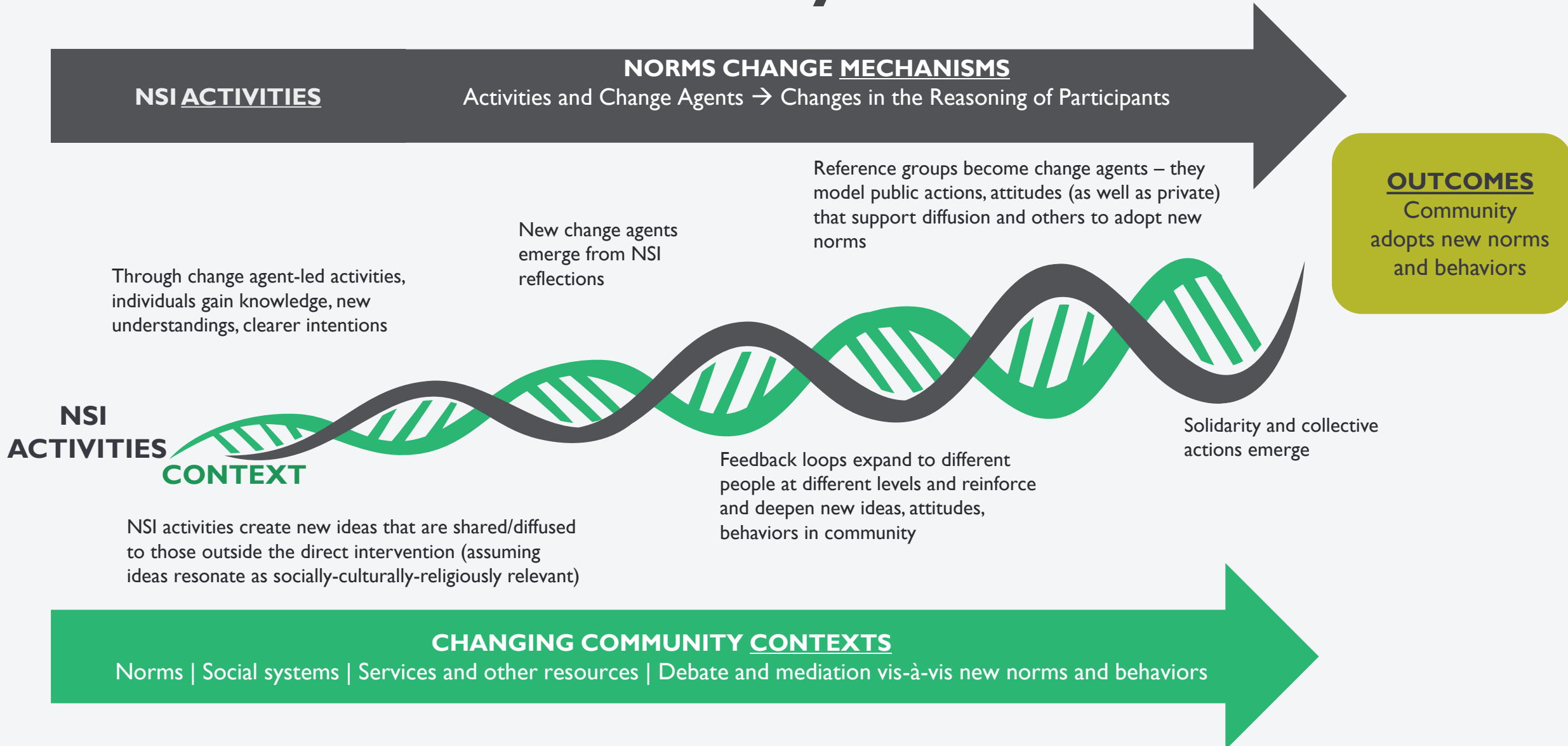
To demonstrate publicly new attitudes, behaviors, break norms on appropriate behavior

To equalize information and reflections across community groups and create conditions for solidarity of change actors

To maximize reach of social change mechanisms at a community level

To allow achievement of service-behavior aims, an end point of social change

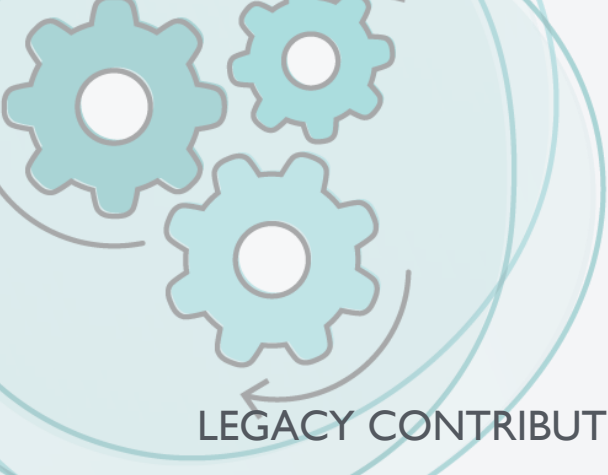
How NSIs Foster Social Norm Shifts at the Community Level



Question for consideration

How might the findings of the 'Realist Synthesis' influence your thinking on how to design and implement norm-shifting interventions?





LEGACY CONTRIBUTION

Improving Implementation

Passages improves implementation of norms-shifting interventions through its work to design and adapt programs grounded in social norms theory and evidence.

PASSAGES PROJECT

Evaluating, Learning, and Adapting for Scale: Understanding How Norms-Shifting Interventions Work Through a Process Evaluation of the "Husband's School"

Revisit Evaluation

Program implementers have been assessing results, such as reaching a sufficient number of men, rates of health seeking (PH) services, or whether community organizations (CO) programs continue to offer the training about the "Husband's School" and implementation. How can program work be improved? What information do you need to know to make these decisions? How can you use the information that you have to make these decisions? How can you use the information that you have to make these decisions? How can you use the information that you have to make these decisions?

What is Passages?

Passages is a social norms change program that aims to address adolescent pregnancy in PH and HIV risk reduction. It is a community-based program that uses a combination of social norms change, community-based organizations (CBOs), and peer educators to reach young people with evidence-based information, skills, and resources to reduce their risk of adolescent pregnancy and HIV risk.

PASSAGES PROJECT

Understanding the Male Life Course: Opportunities for Gender Transformation

Background Paper

November 2020

USAID Passages

Getting Practical

Integrating Social Norms into Social and Behavior Change Programs

USAID THE LEARNING CATALYSTS INITIATIVE

PASSAGES PROJECT

Adaptive Management: Learning and Action Approaches to Implementing Norms-Shifting Interventions

What Passages has Learned about Adaptive Management:

- Be reflective about information that is collected and create a culture of learning.
- Be systematic about establishing monitoring and learning systems.
- Be strategic about data sources and analysis, prioritizing areas for learning and addressing team needs.
- Be inclusive about information collection, who is collecting what, how, and how it is being used.

What are Norms-Shifting Interventions?

Community-based norms-shifting interventions (CNSIs) seek to improve the behavior of men and boys by shifting the social norms that influence or serve as barriers to healthy behaviors. Often part of larger efforts to behavior change, CNSIs can complement or substitute other strategies to change behavior, such as changing individual attitudes or addressing structural and material conditions. For example, CNSIs to improve adolescent and youth reproductive health seek to shift the social norms that act as barriers to seeking health information or care and seeking social norms associated with healthy behaviors. Multiple social norms underpin adolescent and youth reproductive and protection, including those related to acceptance of masculinity and femininity, appropriateness of access to and use of family planning, acceptability of adolescent marriage, expectations of sexual gender roles, and acceptability of gender-based violence. These norms can contribute to support each other, be reinforced by different groups in a community, and profoundly shape the life course of individuals and communities.

Shifting norms to improve PH, HIV, women shape the rules we live by, they are not to be easily recognized by individuals and communities. Social, community members may be involved in spreading norms, if they are perceived to serve a common good or reinforce cultural identity, even when the norms have no longer reflect the values of the community. For that, because the focus of PH activities is the community, PHs challenge social dynamics, power relations, and community beliefs. Therefore, PHs may risk backlash or opposition that should be considered in intervention planning and management.

BOOK 1

What is Passages?

Passages is a community-based program that uses a combination of social norms change, community-based organizations (CBOs), and peer educators to reach young people with evidence-based information, skills, and resources to reduce their risk of adolescent pregnancy and HIV risk.

SOCIAL NORMS EXPLORATION TOOL

USAID **BILL & MELINDA GATES Foundation** **Passages**

PASSAGES PROJECT

LINKING COMMUNITY-BASED NORMS-SHIFTING INTERVENTIONS TO AYRH SERVICES: A Guide for Program Managers

What is Passages?

Passages aims to address a broad range of social norms that act as barriers to healthy behaviors. It is a community-based program that uses a combination of social norms change, community-based organizations (CBOs), and peer educators to reach young people with evidence-based information, skills, and resources to reduce their risk of adolescent pregnancy and HIV risk.

Why use norms-shifting interventions to improve AYRH?

Norms-shifting interventions explicitly address social norms – the other complex rules that govern behavior – that shape the life trajectories of young people, including addressing norms that inhibit voluntary PH services and men.

While they often target young people, norms-shifting interventions also engage those who influence young people, asking them to reflect and act on normative beliefs and on community stigma related to voluntary use of voluntary PH by youth. Youth themselves are critical assets to have allies, implementers who have strong relationships with PH providers, and respectful gender attitudes and behaviors.

Connect with us

- Sign up for our [newsletter](#) to see new products & tools
- Join our next **webinar in early 2022** on the Passages Project third legacy area on ***Enhancing Evaluation*** of social norms and norms-shifting interventions

THANK YOU!



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RESOURCES

<https://irh.org/projects/passages/>
www.alignplatform.org/learning-collaborative

LEGACY WEBSITE

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TECHNICAL ASSISTANCE

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