



Who we are

Our social norms change for gender equality initiatives, methodologies and materials have been / are being scaled up in different ways:

- ✓ mentioned in "best practices" roundups
- ✓ donors have recommended and/or prescribed them in their funding calls
- ✓ being used by many other groups often in positive ways, sometimes in ways they were not originally designed for

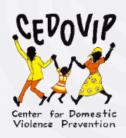




Who we are























ORGANIZATION	INITIATIVE & COUNTRY OF ORIGIN	TYPE OF INITIATIVE
Raising Voices/CEDOVIP	SASA! - Uganda	3-year community mobilization program for VAW and HIV prevention
Salamander Trust	Stepping Stones - Uganda	12-week facilitated peer-group training program to build communication and relationship skills
Tostan	Community Empowerment Program - Senegal	3-year holistic participatory human rights-based education program for adults and adolescents.
Multisectorial partnership	IMAGE Programme - South Africa	Microfinance for women combined with gender and HIV training
Oxfam	We Can - Bangladesh / Nepal	Large scale campaign to mobilize change makers
Institute for Reproductive Health, Pathfinder, Save the Children	GREAT - Uganda	Radio drama, community mobilization, group activities and service linkages
Sonke Gender Justice	One Man Can - South Africa	Community Education and mobilization to involve men in violence and HIV

prevention

"Social soap" TV series + multi-media, community capacity-building and

organizing + multi-sector coalition building

Sonke Gender Justice

Puntos de Encuentro

Nicaragua

One Man Can - South Africa

We're Different / We're Equal

(Sexto Sentido) - Nicaragua

One definition of Scale up:

"Expanding, adapting and sustaining successful policies, programs or projects in different places and over time to reach a greater number of people."



Why we came together

- ✓ Side conversations about concerns and challenges as well as excitement about opportunities
- ✓ Interest in sharing and collectively analyzing experiences
- ✓ Commitment to synthesize and share lessons learned and recommendations for ethical and effective scale up practice

The context: Opportunities

- ✓ Growing evidence base on impact and importance of social / gender norms change as key for advancing gender equality and various kinds of outcomes
- ✓ Growing evidence base and knowledge about core principles and attributes of effective norms change initiatives
- ✓ Donor interest in scaling up of effective initiatives



Concerns and challenges

- ✓ Northern donor and research community emphasis on RCTs leads to exclusion and/or invisibility of other promising initiatives
- ✓ Pressure to expand reach and cut costs can lead to:
 - Cookie-cutter approach that doesn't adequately take new context into account
 - Abbreviation or mix-and-match implementation that may compromise core principles
- ✓ Less willingness to fund innovation in what is still a developing field



Aspects of Scale up

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

Dissemination: Making how-to information freely available



Scale up processes/issues

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





Ups and downs: The case of Stepping Stones

Characteristics

- 12-week participatory peer-group training program to build communication and relationship skills, address gender norms, violence, HIV, stigma
- Structured stages led by trained facilitators ("staircase" approach)
- 4 different peer groups: adult women | adult men | adolescent girls | adolescent boys

Scale up

- Over last 15+ years, had been used/disseminated/adapted in many places in coordination with originators
- Now in 60+ languages in all continents

THEN...

 RCT of modified Stepping Stones in South Africa showed reduced intimate partner violence and HSV2.



MRC: Gambia -300 villages

What went right:

- In touch with originators for adaptation
- Facilitators went through process first as participants, then trained
- Worked with all groups, followed "staircase" approach
- Incorporated local priorities: condoms as fertility protection, involving imams in endorsing their use, added session on SRH.
- Multiple positive outcomes, eg reduced IPV, greater condom acceptance, greater cross-gender & cross-generational respect and collaboration.

DREAMS/PEPFAR - Africa

What went wrong:

- Prescribed to potential partners as condition for funding
- Not in touch with originators or contacted too late to correct mistakes
- Compromised key principles:
 - Not translated into local language.
 - No understanding of staircase model
 - Reduced duration, excluding some exercises
 - Inadequate training: facilitators thought they should promote traditional female behaviour to reduce VAW)
 - Instead of four peer groups, focus on adolescent girls, with partial involvement of male partners, no adult groups
- **Did harm:** DREAMS required HIV testing of adolescent girls. Those who tested positive were excluded, de facto exposing their status.

Some thoughts on ethical and effective scale up

BEFORE	PREPARATION	IMPLEMENTATION
 Talk with originators & in-country partners about appropriateness of adaptation/implementation in new context Understand principles of core elements and discuss what kind of adaptation is necessary and/or possible for this setting Assess whether time and resources are adequate (and don't go forward if not) 	 Create advisory group for ongoing engagement Build in process/time for new partners to internalize core principles and components and adapt Engage end-users in adaptation, field testing and adjustments Invest in and support staff and facilitators – personal processes 	 Document ongoing adaptation and implementation Continued support for staff and facilitators Monitoring, learning, adjustment, evaluation

What can donors do

- Challenge exclusive / over-reliance on RCTs
- Avoid prescribing interventions to potential grantees
- Recognize that scaling of existing initiatives is not necessarily always the best option for effective and cost-efficient programming
- Encourage and invest in innovation based on core principles that underpin effective programming

If you want to scale up existing initiatives:

- Engage original designers for criteria and guidelines
- Do no harm: Commit to and invest in assuring core principles and components in adaptation, training, implementation

Further Reading





Over the past 10 years, the evidence base on the effectiveness of programs focused on changing social norms to achieve gender equality has grown. A number of approaches and methodologies demonstrate significant impact in preventing violence against women and girls (MWWG) and in advancing women's and girls' sexual and reproductive health and rights (SRHR). Activists, organizations, governments, researchers, and donors now want to know how best to scale up these initiatives to reach more communities and increase sustainable impact. This is a critical moment, rich with opportunity. It also comes with risks and challenges.

In this brief, we provide practical insights and advice for programmers, funders, researchers, and policymakers as they take social norms programming to scale. Drawing on our broad and diverse experiences globally as practitioners and activists, we also highlight key challenges embedded in social norms change work and ways to-overcome them. Most importantly, we suggest that effectively transforming harmful social norms at scale requires moving beyond the current thinking of scale as a numbers exercise to better reflect key principles from social norms change work. At this critical moment, we encourage the international development community to: 1) ensure that gendered, social justice principles and values are prioritized when programming at scale; and, 2) support innovation of new social norms change approaches that also reflect these principles. We believe that embracing this approach while prioritizing the agency, well-being and safety of communities is essential to achieving impact and ensuring sustainability.



Who we are

The Community for Understanding Scale Up (CUSP) working group was borne out of informal discussions between Raising Voices (author of SASA!) and Salamander Trust (author of Stepping Stones), about the opportunities and challenges that emerge when external groups scale up our respective methodologies. Recognizing our shared experiences, we invited seven other organizations from across three continents to join us, each of which has designed social norms change initiatives for preventing VAWG and improving SRHR. Most of us have, or will be, working with other stakeholders across the globe to scale up these approaches (see page 12 for organizational summaries of CUSP members).

Community for Understanding Scale up (CUSP)





















