

Advances in Strategic Communication

HANDBOOK



Bangladesh
Center for
Communication
Programs

Advances in Strategic Communication

Handbook

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Foreword

The Advances in Strategic Communication Workshop is strengthening capacity of the communication professionals on strategic communication and promote effective, state-of-the-art communication programs. It is designed to enhance understanding, knowledge, and skills in Social and Behavior Change Communication (SBCC) conducted annually by Bangladesh Center for Communication Programs (BCCP). Drawing from many disciplines/levels, including project leads, senior and mid-level officials, and development professionals in the field of social development will design a scalable strategic communication-based project idea based on a global/national development challenge. This two-week workshop, led by a distinguished faculty of communication, policy and development experts to help workshop participants transform various communication approaches into the work field.

The course is modeled after the “Leadership in Strategic Health Communication” workshop held annually in Baltimore, USA organized by The Johns Hopkins Center for Communication Programs (CCP), Baltimore, USA. The course is constantly evolving to acknowledge the real-time, dynamic nature of the strategic process in the field of development communication.

Started back in 1994 this course has left 24 episodes earlier to 2020 and BCCP could have capacitated over 500 mid to senior level communication professionals. The faculties included a group of professionals having long national and global experience, expertise and requisite educational qualifications in strategic communication.

The workshop generally explores the essential elements of successful communication in the context of social development programs. It is proved to be critically important in making a positive change in the communication behavior of professionals concerned with implementation, management, and supervision of BCC activities. The participants designed communication programs following a systematic process with the support of “SCOPE” – a computer-based planning tool. The highly participatory approach of the workshop helps participants to develop effective advocacy, social mobilization and program communication strategies while strengthening their ability to implement dynamic communication programs.

This course will nurture the spirit of continuous learning, sharpen critical thinking and inspire broadening horizon through;

- sharing and experiential learning over health and social development communication approaches
- classroom presentations, discussions and the SCOPE exercise create a synergy that greatly enhances communication skills
- design a scalable strategic communication-based project idea based on a global/national development challenge
- computer simulation-based exercise through five-step communication framework approach - the P process.

We believe this handbook for the course will help participants and adding value to their learning expectations in integrating knowledge, sharpen intellectual thinking and enhance applied learning.

Mohammad Shahjahan

Director & CEO, BCCP

Table of contents

Topic	Page Number
Communication Process and Behavior Change.....	1-2
The P-Process.....	3-4
Communication Problem: Understanding & Differentiation Problem.....	5-6
Communication Theories.....	7-8
Framework of Strategic Communication Planning.....	9-10
Audience Analysis.....	11-12
Objective and Design of Message and Material.....	13-14
Leverage ICT for SBCC.....	15-16
Entertainment Education.....	17-18
Social Media.....	19-20
Pretesting.....	21-22
Interpersonal Communication.....	23-24
Advocacy.....	25-26
Social Mobilization.....	27-28
Social Marketing.....	29-30
Media Campaign Planning.....	31-32
Branding and Positioning.....	33-34
Universal Health Coverage.....	35-36
Gender in Communication.....	37-38
Management of Change.....	39-40
Knowledge Management in SBCC.....	41-42
SBC Program Monitoring and Evaluation.....	43-44
Resource Generation.....	45-46
Effective Presentation.....	47-48
Organizational Communication.....	49-50
Strategic Leadership.....	51-52
SCOPE Exercise Guide.....	53-72

Communication Process and Behavior Change

In the past few decades, development communication has evolved from Information, Education and Communication (IEC) to Behavior Change Communication (BCC) to Social and Behavior Change Communication (SBCC). IEC as it was usually practiced focused on delivering information to a target audience with the assumption that given accurate information people would reduce damaging behaviors and adopt healthy behaviors. BCC acknowledged that information is necessary but not sufficient in most cases. BCC uses context-specific formative research to determine the motivators, barriers and facilitators to behavior change, and responds with a variety of techniques designed to incite the individual to change his or her behavior. SBCC expands BCC, explicitly recognizing the importance of changing social norms and increasing social support for behavior change, and acknowledging that change at the individual level occurs within the concentric circles of influence of family, community and society.



Currently, successful behavior change interventions are built on an understanding of the complex social, cultural and economic factors that make up the multiple levels of determinants of health and health behavior. Eight factors that best explain and predict behavior include:

- Intention to perform the behavior
- Environmental or external constraints and barriers
- Attitude or belief that the benefits of the behavior outweigh the risks or costs
- Perceived social or normative pressure
- Self-image
- Emotional reaction
- Self-efficacy (a person's confidence in her ability to take action and maintain a behavior)

Behaviors are generally classified as habitual, normative, and preventive. Habitual behaviors are performed without much thought; normative behaviors are based on powerful forces of traditional and social approval; and preventive behaviors may lack a salient, immediate outcome. Also, complex behaviors are more difficult to change than simple ones, and adopting new behaviors, or replacing old behaviors with new ones, is generally easier than prompting someone to stop doing (or avoid starting) an unhealthy or undesirable behavior. New habitual behaviors that require fundamental changes in routines are more difficult to change than one-off behaviors.

Social norms and pressures have a major influence on behavior, and this is key not just in initiating behavior, but also for reinforcing it through feedback that makes successes visible and supports maintenance of the behavior. Appeals to the heart as well as the mind. The idea that SBCC should appeal to emotions would seem to flow naturally from the idea that purely informational approaches are insufficient, but it is surprisingly absent in many interventions. In general, the less willing and able the audience is to change, the more the intervention has to be creative, entertaining, and emotive.

Strategic Communication

Strategic communication is a term used to describe the communication principles, strategies, and initiatives used to further an organization's goals, mission, or values. It is a multidisciplinary professional field, drawing upon communication practices found in related disciplines, including public relations, mass communication, advertising, and organizational communication. Strategic communication can

mean either communicating a concept, a process, or data that satisfies a long term strategic goal of an organization by allowing facilitation of advanced planning, or communicating through various media/channels to coordinate actions and activities of operationally significant social, commercial or corporate field.

Strategic Communication emphasize on 5 key components

- Determine audience's current state of behavior thru Behavior Change Steps process.
- Identify and profile audience.
- Select appropriate communication channel.
- Develop message, material and activities.
- Plan for monitoring and evaluation.

Communication and perception

Perception is awareness, comprehension or an understanding of something. An example of perception is knowing when to try a different technique with a student to increase their learning. A person's past experience plays a big role in shaping their perception of communication. This is vital to understand in a social development or business environment because it will affect whether or not your customers want to receive services or buy from you. Perception's effect on the communication process is all about how the same message can be interpreted differently by different people. Perception issues in workplace communication can lead to a number of distortions, which are biases or judgments of others. This is where problems in communication can develop.

The Perception Process

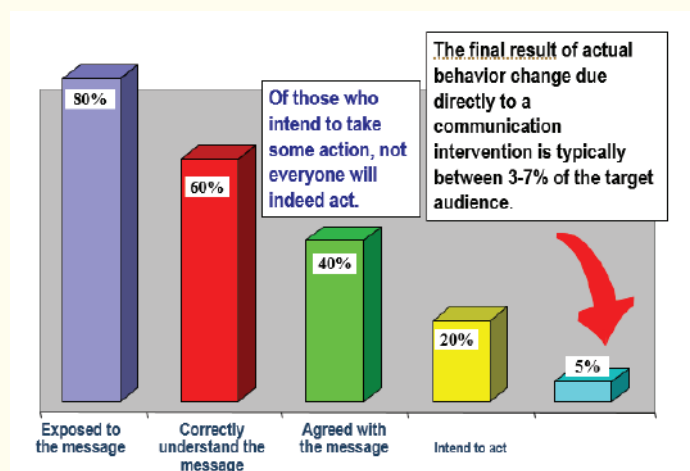
Perception and communication are tightly linked. While communicating with others, perception follows a three-step process:

1. Selection
2. Organization
3. Interpretation

Types of Perception

There are four main factors that affect how perception varies between people:

- Physiology
- Past experiences
- Culture
- Present feelings.



Hierarchy-of-effects in communication:

Communication has different effects on different individuals. Some people are inspired to learn new ideas, while others take action to change their behavior. This phenomenon is known as the Hierarchy of Effects. In the social communication field; it refers with exposure to a message, correct understanding of the message, agreement with that message, intention to change one's behavior and taking of action.

In the development and commercial communication field the hierarchy-of-effects theory is an advanced advertising strategy in that it approaches the sale of a goods or increase customer flow in service sites through well-developed, persuasive advertising messages designed to build brand awareness over time. The goal of advertisers is to guide a potential customer through all six stages of the hierarchy.

The P-process

Communicating strategically requires a clearly defined strategy with specific goals established in advance. The P-Process is a framework designed to guide communication professionals as they develop strategic communication programs. This step-by-step road map leads communication professionals from a loosely defined concept about changing behavior to a strategic and participatory program with a measurable impact on the intended audience.

The P Process is a step-by-step roadmap that can guide you from a loosely defined concept about changing behavior to a strategic and participatory program that is grounded in theory and has measurable impact. The P-Process is a framework designed to guide communication professionals as they develop strategic communication programs. Every day the P Process is used to design, implement and evaluate innovative and creative behavior change programs to promote family planning/reproductive health, reduce maternal mortality, promote child survival, reduce HIV transmission, prevent infectious diseases and protect the environment. It doesn't matter what health area you are working in or how big or small your budget, by following the P Process, you can help people make healthy changes.

Social and behavior change communication (SBCC) approaches work best when all three of these guides your strategic process; 1. SBCC theory 2. Stakeholder participation, and 3. Continuous capacity strengthening. In order to learn from the P Process, it is very important that you document your process. This documentation need not be formal, but it is key to being able to review decisions, progress, and data and to share your experience with others who want to replicate your approach. A simple knowledge management (KM) system can provide a central area to store documents and data and share them with partners. As projects become larger and more complex, this KM system becomes even more crucial to project documentation and internal communication.

Updated in November 2013 by the Health Communication Capacity Collaborative (HC3), P Process is a tool originally developed by the Johns Hopkins Center for Communication Programs (CCP) in 1982. P Process is a tool for planning strategic, evidence-based, health-centered social and behavior change communication (SBCC) initiatives. Communication professionals around the world use P Process to design, implement, monitor, and evaluate communication strategies, materials, and program that aim to reduce HIV transmission, promote family planning/reproductive health, reduce maternal mortality, promote child survival, prevent infectious diseases and protect the environment.

The steps include:

1. *Inquire - In this step, you will:*

- Begin to understand the extent of the problem
- Identify your audiences
- Uncover your intended audiences' barriers to behavior change (economic, social, structural, cultural, educational, or something else entirely)
- Identify facilitating factors to behavior change, including potential messengers and media
- Develop a succinct problem statement.



2. Design your strategy - This involves:

- Bringing together all the relevant players to participate in the strategy development process
- Agreeing on the scope of the program and discussing any limitations imposed by the budget, political situation, timeframe, etc.
- Choosing a behavior change model/theory and theoretical framework.
- Deciding, given budget, time, and other constraints, on; primary and secondary audiences, structural and communication interventions that are needed to overcome identified barriers to change, communication objectives, program approaches and positioning (be able to explain how these choices will overcome the audience's barriers to behavior change), communication channels (a combination of mass media and community-level or individual approaches works best), implementation plan and timeline, including roles and responsibilities; monitoring and evaluation plan; and dissemination plan to share project results.

3. Create & Test

In this step, you will develop the program's communication products. These could include mass media and print materials, participatory processes, trainings, and more. In this step you will combine art and science - the creative and artistic vision needed to move audiences and inspire them to change and the analysis, theory, and strategic decisions of Steps 1 and 2. You will also test your ideas and designs with your intended audiences to ensure that messages are clear and actionable.

4. Mobilize & Monitor

In this step, you will: Implement your program and monitor its progress. You and your partners will distribute your products and conduct activities as described by the strategic plan developed in Step 2. Designated players will monitor activities to make sure distribution and roll-out proceed as planned and potential problems are identified and addressed as quickly as possible.

5. Evaluate & Evolve

This involves: measuring outcomes and assessing impact through surveys and other evaluation techniques; disseminating results (even if not entirely positive) with donors, partners, key stakeholders and decision-makers, media, and other interested individuals and organizations; and indicate in your final report future opportunities, how to apply lessons learned, where follow-up is needed, and how results could be scaled up.

A cross-cutting concept throughout this process is that of learning through capacity strengthening at the individual, organizational, and system levels.

Communication problem: Understanding and differentiating problem and reality; while dilemma is in between

Defining a problem

A simple and well-defined problem statement should have been used by the project team to understand the problem and work toward developing a solution. It will also provide management with specific insights into the problem so that they can make appropriate project-approving decisions. As such, it is crucial for the problem statement to be clear and unambiguous.

Before the problem statement can be crafted, the problem must be defined. It is human nature to want to begin working on a solution as soon as possible and neglecting the definition of the true problem to be solved. However, a poorly defined problem increases the risk of implementing a solution that does not fully meet the expected results. A problem cannot be solved if it is not completely understood.

The process of defining the problem is often a group effort. It starts with meeting with the stakeholders, clients/customers, and/or users affected by the issue (if possible) and learning about their pain points. Since people often struggle with effectively communicating their issues, particularly to someone outside of the process, it is helpful to ask a series of “why” questions until the underlying reasoning is identified. This method, known as the “5 Why’s”, helps drill down to the core problem as many of the experienced frustrations could be mere symptoms of the actual problem. Asking these additional questions as well as paraphrasing what the stakeholder had said demonstrates a degree of empathy and understanding of the problem.

A problem pyramid is an excellent method to define your business problems. It consists of six steps:

1. Identify the problem, opportunity or challenge
2. Define current performance measures
3. Define target performance measures
4. Determine the cause of the problem
5. Define what should be done to resolve the problem
6. Define how the problem will be solved.

A Problem is something that has to be solved or an unpleasant or undesirable condition that needs to be corrected. **A problem** is a roadblock in a situation, something that sets up a conflict and forces you to find a resolution.

In association with discussing over the organizational aspect of understanding the Problem we also need to understand how it affects and turned in to a personal problem. The personal problem is one involving the person, commonly associates with a social problem is one involving society. Examples of personal problems may include; problems that originate within the person or his/her situation, relationship issues, health troubles, phobias, inability to make friends, loneliness, anger etc.

Defining a Reality

Reality is the sum or aggregate of all that is real or existent, as opposed to that which is merely imaginary. The term is also used to refer to the ontological status of things, indicating their existence. In physical terms, reality is the totality of the universe. Reality is used to describe the current or “as is” state of the process or product. It explains the pain points expressed by the stakeholders and customers. It



should also include the insights and expertise of the project team and subject matter experts provided during problem analysis.

Reality is the totality of all things, structures (actual and conceptual), events (past and present) and phenomena, whether observable or not. It is what a world view (whether it be based on individual or shared human experience) ultimately attempts to describe or map. **Reality** is the way things actually are, not the way you might want them to be. The only actual realities are the life and nature that happens and appears every day.



In association with discussing over **Problem** and **Reality** we need also to focus on **Dilemma**. Dilemma affects on individual, social and organizational perspective in making a logical choice. However, people commonly experience dilemma and face challenges making decisions.

Consensus view over **Reality** is that which is generally agreed to be reality. In other words, reality may also be non-consensual, as when one person's preferred version of reality conflicts with another person's preferred. In considering the nature of reality, two broad approaches exist: the realist approach, in which there is a single, objective, overall reality believed to exist irrespective of the perceptions of any given individual, and the idealistic approach, in which it is considered that an individual can verify nothing except their own experience of the world, and can never directly know the truth of the world.

A dilemma

Dilemma is a situation in which a choice has to be made between possibilities that will all have results you do not want. **A dilemma** is a tough choice. When you're in a difficult situation and each option looks equally bad, you're in a dilemma.

What are the distinctions between problem, reality and dilemma?

- | | | |
|---------|---|---|
| Problem | - | a difficulty that one can do something about. |
| Reality | - | a difficulty that one cannot do anything about and must live with it. |
| Dilemma | - | a difficult choice between two evenly balanced alternatives. |

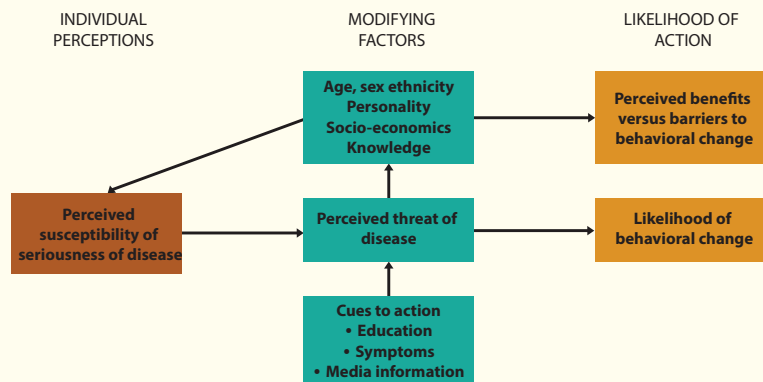
Now what is our understanding?

- People fail when they try to change realities.
- Problems remain when people incorrectly treat them as realities.
- Events or situations can be problems or realities. How people respond to events or situations is always a problem. Why? People can always choose their response.
- Good planners focus on problems, not realities.

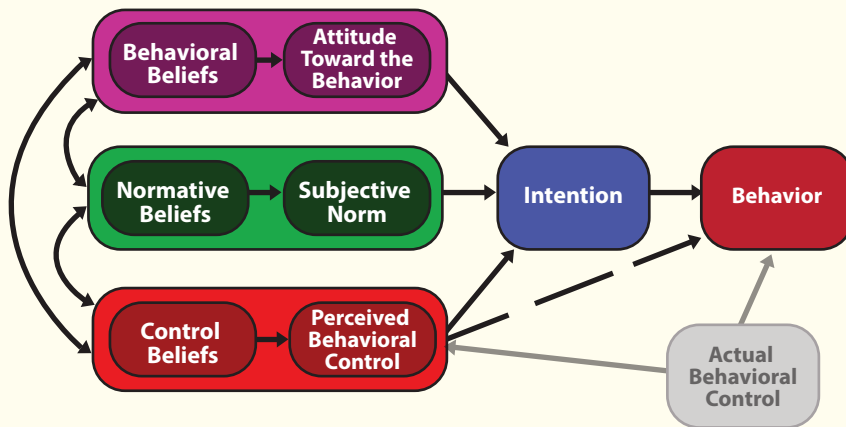
Communication Theories

Theory is an explanation of a process or phenomenon based on systematic observation. SBCC programs are grounded on theory. In the phase of program design /strategy the knowledge of theory translate into practical application. Theory assist to develop critical thinking and analytical skills – how to assess the value and strength of ideas to frame the program design. Communication theories guide to understand how communication can influence behavior - and help to focus on what or who to address in program. The most commonly used behavior change theories in SBCC programs includes:

Health Belief Model - highlights how programs need to consider individual beliefs about the problem being addressed and the costs and barriers associated with changing a behavior. The Health Belief Model is based on the understanding that a person is likely to change behavior if he/she experiences: perceived susceptibility/seriousness; perceived benefits; perceived barriers; cues to action and self-efficacy. The Health Belief Model is best used when promoting individual preventive behaviors.



Theory of Planned Behavior - helps program implementers design interventions that effectively address a particular behavior. When using this theory, implementers consider three types of beliefs that tend to guide human behavior:



Behavioral:

Produce a favorable or unfavorable attitude towards the behavior and guide considerations of positive and negative outcomes.

Normative:

Result in perceived social (or peer)

pressure or subjective norm.

Control beliefs:




Produce a behavioral control by impacting performance of the behavior.

When combined, attitudes towards the behavior, subjective norm and the perceived behavioral control result in the formation of an intention. It is up to program implementers to decide which areas the intervention will target – eliminating barriers to individual behavior change or promoting social attitudes favorable to change.

Social Learning Theory- stipulates that people can learn new behaviors by observing others. Social learning emphasizes the reciprocal relationship between social characteristics of the environment, how they are perceived by individuals, and how motivated and able a person is to reproduce behaviors they see happening around them. People both influence and are influenced by the world around them. According to Social Learning Theory, people learn by observing what other people do.

Ideation - Ideation refers to how new ways of thinking (or new behaviors) are diffused through a community by means of communication and social interaction among individuals and groups. Behavior is influenced by multiple social and psychological factors, as well as skills and environmental conditions that facilitate behavior. SBCC can affect all of these factors. Ideational factors are grouped into three categories: cognitive, emotional and social. Cognitive factors address an individual's beliefs, values and attitudes (such as risk perceptions); emotional factors include how an individual feels about the new behavior; social factors consist of interpersonal interactions that convince someone to behave in a certain way.

The most commonly used behavior change theories in SBCC programs and identifies the intervention level according to the socio-ecological approach.

SOCIO-ECOLOGICAL LEVEL	THEORY	FOCUS
 Individual	Health Belief Model	Individuals' perception of the threat of a health problem and the appraisal of recommended behavior(s) for preventing or managing the problem.
	Theory of Planned Behavior	Individuals' behavioral intention is the most important determinant of behavior.
 Interpersonal	Stages of Change (Transtheoretical Model)	Individuals' readiness to change or attempt to change toward healthy behaviors.
	Social Learning Theory	Behavior is explained via a three-way, dynamic reciprocal theory in which personal factors, environmental influences and behavior continually interact.
 Community	Diffusion of Innovation Theory	Addresses how new ideas, products and social practices spread within a society or from one society to another.

Key points:

Theory guide to identify:

- Program approach
- Who is likely to be the most important audience, and how they will make decision.
- What kind of messages and activities are most likely to influence behaviors
- What to measure.

Framework of Strategic Communication Planning

A communication framework is an externally facing, visual outline of activities that make up an organization's overarching strategy. A strong framework is aspirational, designed to inspire intended audience and stakeholders and demonstrate how the organization is working towards their vision, purpose, or goals. A communication strategy framework is a tool for planning communication with the audiences includes; members of the community, service providers, influential, policy makers and co-workers. Using of the framework is to build a better understanding of the organization and enhance connections with people whose attitudes and actions attaining the objective and influence the success of the business.

What is a strategic framework?

A framework serves as the foundation for internal and external messaging, organizing all priorities and initiatives into strategic drivers or pillars that ladder up to a high-level goal or purpose. A strong framework is aspirational, designed to inspire stakeholders and demonstrate how the organization is working towards their vision, purpose, or goals. If your strategy is a building a house, your framework is the blueprint.

Strategic communication can mean either communicating a concept, a process, or data that satisfies a long term strategic goal of an organization

to coordinate actions and activities of operationally significant commercial, non- commercial and military business or combat and logistic subunits. It can also mean the related function within an organization, which handles internal and external communication processes.

Strategy is the art and science of directing a systematic plan of action toward a specific, intended result. It entails linking clear objectives to actions, evaluated to assess the result. Strategic communications planning, then, is the process of driving alignment between the communications function and the organization's core objectives. Strategic communication refers to policy-making and guidance for consistent information activity within an organization and between organizations. Equivalent business management terms are: integrated (marketing) communication, organizational communication, corporate communication, institutional communication, etc.

Strategic communication management and planning could be defined as the systematic planning and realization of information flow, communication, media development and image care in a long-term horizon. It conveys deliberate message(s) through the most suitable media to the designated audience(s) at the appropriate time to contribute to and achieve the desired long-term effect. Communication management is process creation. It has to bring three factors into balance: the message(s), the media channel(s) and the audience(s). The strategic communication planning is:

- Based on a shared vision
- Comprehensive
- Systematic
- Collaborative
- Based on data/evidence/theory
- A process



- Connecting the dots
- Results-oriented

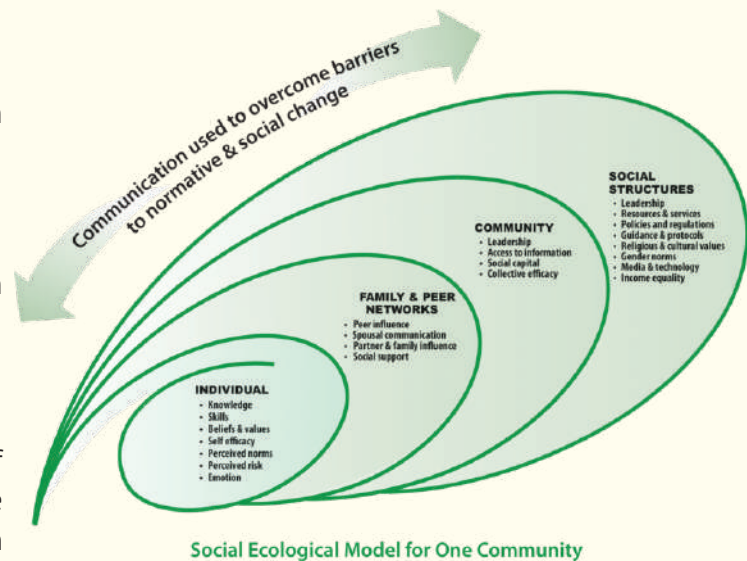
Strategic planning steps should pass on certain asking issues, those are:

- What do we want to happen?
- What is happening now?
- Why is there a difference between current situation and vision?
- What are the key constraints?
- How do we achieve our vision?

Strategic communication is the process of how organizations or communicative entities communicate deliberately to reach set goals. Although the term strategic communication has been in use for years, twenty-first-century scholars are only now fully engaged in defining the field and its theoretical influences. Traditionally communication in its organizational context has been studied through various disciplines academically and functionally scattered over domains from management communication, → marketing communication, → advertising, → public relations, technical communication, → organizational communication, and → political communication, to information or social marketing campaigns. It also covers the full spectrum of economic and social sectors, such as trade and industry, politics, nonprofit, government agencies, activist groups, and even celebrities in the sports and entertainment industries, all referred to here as communicative entities. Strategic communication can mean either communicating a concept, a process, or data that satisfies a long-term strategic goal of an organization. A strategic communications plan may also include to:

- Determine Goal
- Identify and Profile Audience
- Develop Messages
- Select Communication Channels
- Choose Activities and Materials
- Establish Partnerships
- Implement the Plan
- Evaluate and Make Mid-Course Corrections.

An effective communication strategy planning forges and maintains connections, allowing the business to work efficiently toward its goals. The most basic dynamic in communication exists between the message and the audience. Important issues to take in to account about the change of media technology in bigger form the ICT. Effective communication strategy must consider the current trend of people's behavior and reach to certain technology as the existing theories are often inadequate for mobile or digital SBCC due to their interactive and adaptive nature.



Audience Analysis

An **audience analysis** is a process used to identify and understand the priority and influencing audiences for a SBCC strategy. The priority and influencing audiences are those people whose behavior must change in order to improve the health situation. A complete audience analysis looks at:

- **Socio-demographic** characteristics such as sex, age, language and religion.
- **Geographic** characteristics like where the audience lives and how that might impact behavior.
- **Psychographic** characteristics such as needs, hopes, concerns and aspirations.
- Audience **thoughts, beliefs, knowledge** and **current actions** related to the health or social issue.
- **Barriers** and **facilitators** that prevent or encourage audience members to adopt the desired behavior change.
- **Gender** and how it impacts audience members' behavior and ability to change.
- Effective **communication channels** for reaching the audience.

Why Conduct an Audience Analysis?

An **audience analysis** informs the design of materials, messages, media selection and activities of a SBCC strategy. It establishes a clear, detailed and realistic picture of the audience. As a result, messages and activities are more likely to resonate with the audience and lead to the desired change in behaviors.

Who Should Conduct an Audience Analysis?

A small, focused team should conduct the **audience analysis**. Members should include communication staff, health/social service staff and, when available, research staff.

Stakeholders should also be involved throughout the process. Consider effective ways to engage stakeholders to gain feedback and input, including: in-depth interviews, focus group discussions, community dialogue, small group meetings, taskforce engagement and participatory **stakeholder workshops**.

When Should Audience Analysis Be Conducted?

An **audience analysis** should be conducted at the beginning of a program or project, in conjunction with a **situation analysis** and **program analysis**. The team should start thinking about the audience during the desk review and fill in any gaps during the stakeholder workshop. It is part of the Inquiry phase of the P Process.

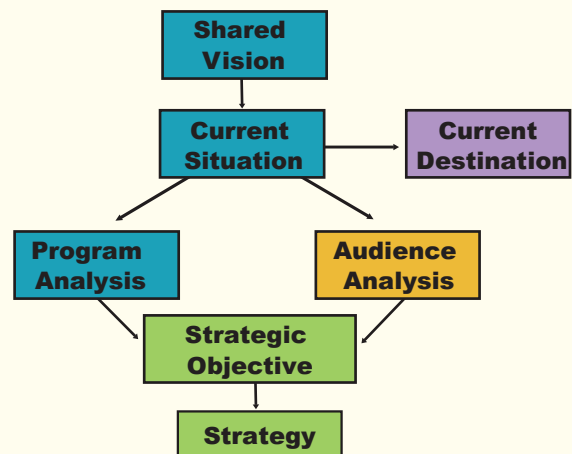
Learning Objectives:

After completing the activities in the audience analysis guide, the team will:

- Determine the priority audience.
- Determine the influencing audience(s).
- Describe the priority and influencing audience(s).
- Develop an audience profile for each priority and influencing audience(s).

Prerequisites:

Situation analysis is the prerequisites for audience analysis as we need the situation of the audience to address the problem statement and achieve the vision decided upon during the situation analysis, brainstorm and list all potential audiences that are affected by or have control over the health or social problem.



Situation analysis steps to adopt for audience analysis process:

- Step 1: Identify Potential Audience(s)
- Step 2: Select the Priority Audience
- Step 3: Identify Priority Audience Characteristics
- Step 4: Identify Knowledge, Attitudes and Practices
- Step 5: Identify Barriers and Facilitators
- Step 6: Consider Audience Segmentation
- Step 7: Identify Key Influencers
- Step 8: Organize Influencing Audience Information
- Step 9: Develop Audience Profiles

Audience analysis can be categorized by certain characteristics as shown in the following charts:

Socio Demographic	Geographic	Psychographic	Communication Channels	Other Opportunities
<ul style="list-style-type: none"> • Sex or gender • Age range • Education level • Job type • Language • Ethnicity • Religion • Household size or member of children • Level of income • Education • Occupation <p>Sources:</p> <ul style="list-style-type: none"> • DHS • Census Data 	<ul style="list-style-type: none"> • Region • District • City • Urban • Rural <p>Sources:</p> <ul style="list-style-type: none"> • Census Data • Local Government Data 	<ul style="list-style-type: none"> • Needs or concerns • Hopes and aspirations • Values • Interests • Activities • Attitudes and opinions • Lifestyle • Personality traits <p>Source:</p> <ul style="list-style-type: none"> • Market research • Consumer surveys • Media reports • Project research 	<ul style="list-style-type: none"> • Frequent vs. occasional use • Use for general information • Use for health information <p>Examples:</p> <ul style="list-style-type: none"> • Community media • Print • Radio • Television • Mobile phone • Social media <p>Source:</p> <ul style="list-style-type: none"> • Media reports 	<ul style="list-style-type: none"> • Where audiences spend time • Activities audiences already participate in <p>Examples:</p> <ul style="list-style-type: none"> • Community events • Health clinics • Religious institutions • Health fairs • Schools and school events

Methods for audience analysis:

- Literature review
- Exploratory research/case study
- Socio-demographic survey
- Focus group discussion
- Sample survey
- Values and life-styles research
- Online survey
- Observation
- Social media etc.

Audience Segmentation:

Process of looking at an entire population and identifying the group or segment(s), who would benefit most from an intervention and help reach program goals. Audience segmentation also requires to categorize logical groups to enhance better fit among messages, media, services or products, allocation/availability of resources.

In the development and commercial communication field the hierarchy-of-effects theory is an advanced advertising strategy in that it approaches the sale of a goods or increase customer flow in service sites through well-developed, persuasive advertising messages designed to build brand awareness over time. The goal of advertisers is to guide a potential customer through all six stages of the hierarchy.

- Audience selection - Select who need the information
- Change desired - Define segment require the change
- Audience profile - Describe segment in psychographic terms.

Objective and design of message and materials

Message Objective is the programmatic aspect of the message to mapping out message goal and evaluate audience. It encompasses shaping message content and select channels through which the message is to be disseminated. It also contains acquiring resources, generate source credibility, eliminate message flaws and send messages.

Message design is the process of connecting insights about the priority audience with key information the audience needs to know in order to make the change the program desires. Successful, well-designed messages are simple, memorable, easily understood, culturally appropriate and meaningful to the audience. Their design stems from a clear creative brief that outlines what the communication intervention aims to achieve.

In social and behavior change communication (SBCC), a message is a statement containing key points of information that a program wants to communicate to an audience to encourage behavior change. In order to be effective, a message needs to a) include a clear call to action and b) address the behavioral determinant of interest. A message to a key audience, therefore, typically reflects 1) a desired action (which should be small/doable) from the audience and 2) the key promise or benefit if they perform the action. The key message often has supporting information associated with it.

Why Design Messages?

When SBCC materials and interventions carry well-designed messages that are closely linked to audience needs and the communication objectives developed in the creative brief, they will more effectively persuade the priority audience to change or adopt new behaviors.

Who Should Design Messages?

A small, focused team of key communication and creative staff can collaborate to develop messages. It may be helpful to include representatives that are fluent in both the language the messages are designed in and the language to which they will be translated.

When Should Messages Be Designed?

Message design should be done after the team has developed the creative brief, which is informed by the situation analysis and audience analysis. Using the creative brief for direction, develop the key messages and creative materials for the audience(s).

After completing the activities in the message design guide, the team will:

- Know how to plan and hold a design workshop that includes the creative team and key stakeholders, including members of the priority audience.
- Identify and create successful campaign messages that will move audiences to change.

Message design steps:

Step 1: Gather Background Documents

Step 2: Identify Members of the Creative Team

Step 3: Organize a Design Workshop

Step 4: Review Background Documents

Step 5: Determine Key Message Content

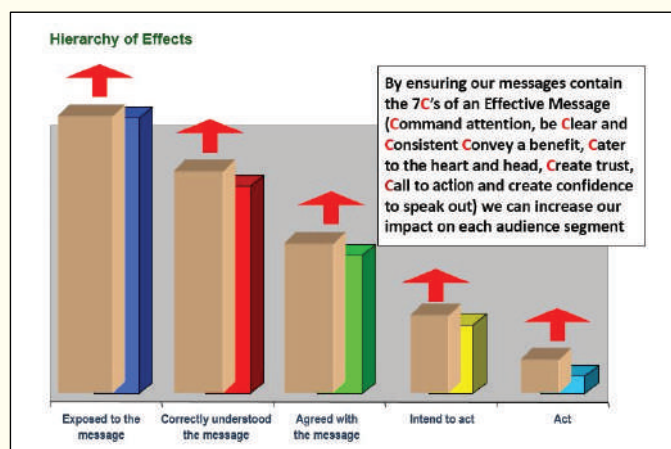
Step 6: Draft Key Messages

Step 7: Pretest and Finalize Key Messages

In addition to the above, when developing messages and materials the creative team should consider the 7 C's of Effective Communication. The 7 C's act as a checklist that helps ensure that messages are interesting, clear, and effective in reaching the audience.

7 C's	Description	Message Check
Command Attention	Attract and hold the audience's attention. Make it memorable.	Does the message stand out?
Clarify the Message	Ensure the message is clear and easily understood. Less is more!	Is the message simple and direct?
Communicate a Benefit	Stress the advantages of adopting the new behavior being promoted.	Is it clear what benefit the audience receives if they take the action?
Consistency Counts	Repeat the same message consistently to avoid confusion and enhance the impact of the message.	Are all messages consistent? Can the message be conveyed across different media?
Cater to the Heart and Head	People are influenced by both facts and emotions. Use both to maximize the persuasiveness of the message.	Does the message use emotion, as well as logic and facts?
Create Trust	The credibility of the message is important. Without trust and credibility, the message will go unheeded.	Is the message credible? What source will make the message most credible?
Call to Action	Include a clear call to action. Tell the audience precisely what they should do.	Does the message clearly communicate what the audience should do?

Following this logic, the 7 C's can help improve the effects of the communication efforts by increasing exposure, understanding and approval; motivating the intention to act; and encouraging actual action, as shown in the graph below. As a result, overall impact of the communication efforts can be increased across all stages of change.



Leverage Information and Communication Technology (ICT) for SBCC

Information and Communication Technology (ICT) plays a pivotal role in Social and Behavior Change (SBCC) initiatives for social development program like; climate, agriculture and health. It involves utilizing various digital electronic tools to improve social and behavior change by enhancing the user experience, improving communication channels, and increasing the ability of individuals to learn from others.

It is critical to pay attention to use of ICT practices and tools in initiating behavior change. ICT provides replicable, adaptable solutions designed to overcome challenges to sustainable development of SBCC capacity and delivery of high-quality SBCC programs. A range of ICT based tools and resources are currently available for SBCC that might help to achieve project objectives and strengthen project or program.

Use of ICT through different platforms

App-based SBCC interventions that occur via a smart phone or tablet application tend to have multiple components, all geared toward a particular set of behaviors. For example, an app that promotes breast feeding include an information component (text or videos introducing different methods), a social component (a forum for asking questions or sharing experiences), and a service delivery component (a mapping feature that shows the location of health facilities) or providr farming information to enable farmers becoming smart farmers.

Short message service (SMS) approaches engage with users to promote particular behaviors. Both mobile apps and SMS systems can facilitate two-way communication between users and the program team. For example, information can be collected to compare app usage between different user groups. Metrics can be used to track how individuals use a mobile app.

Social media is one type of digital health approach that usually uses web or phone-based platforms, such as Twitter or Facebook to facilitate interaction and sharing of ideas and materials. Participants are able to form relationships in virtual communities using social media or share information with a blog or event announcement. SBCC programs can post health, climate or agriculture related messages on social media networks, similar to using mass media, but with the added benefit of two-way communication through social media. As more people own tablets and phones, access to health messages via social media is expanding dramatically. SBCC programs can use social media monitoring software such to monitor how people are using a website or social media applications to interact, view and share information.

Web-based interventions involve sharing information or promoting positive behaviors via websites, and can include online toolkits, courses, discussion forums, and knowledge management interventions (e.g., online communities of practice or webinars). Similar to social media pages, web analytic software packages can be used to monitor user viewership and engagement of users with a website. The number of downloads or views of key documentation, for example, can be used to assess the online community's interest in particular topics.

Web platforms can also connect SBCC professionals so they may share their experience and expertise. These platforms also provide access to high quality resources to perform better and advocate for the critical role of SBCC in public health or any other branches of social development issues. Both formal and informal online learning tools provide capacity strengthening opportunities around a range of SBCC topics, from introductory concepts to more advanced strategy building frameworks.

Key points:

SBCC programs increasingly apply information and communications technologies (ICT). These programs use a wide variety of digital technologies to promote and sustain behavior change. Some benefits of using digital media:

- Able to disseminate highly tailored messages to the intended audiences while also receiving feedback from them
- Tailor to individual needs, can do e-counselling
- Can quickly share relevant information in a personalized manner
- Audiences can receive SMS and mobile voice recording on message and relevant reminders for follow-up visits
- Audiences can follow and share YouTube videos and Facebook postings linked to national SBC campaigns.
- Have the potential to mobilize youth, such as youth can get answers to frequently asked reproductive health questions via mobile apps
- Community-based organizations can access an online toolkit or training resources on implementing specific types of SBC programs

Example : Fosholi

Fosholi disseminates high quality farming information that is available in both static and dynamic form. The platform is designed to enable farmers to become smart farmers. Its services are broadly classified into the areas of Pre-Cultivation, Cultivation, Post-Cultivation, Weather Forecast, My Crop, Knowledge Bank, Farmer's Toolbox, Reach to Extension etc. Farmers are regularly getting relevant information and advisory services of their own area by the app on agriculture.

The HPN SBCC eToolkit

The Health, Population and Nutrition (HPN) SBCC eToolkit for FWs is an organized eLibrary categories on three main sections health, population and nutrition. The eToolkit was designed for use by field workers to aid their counselling with the clients and to supplement their own knowledge. This Toolkit will serve as ready reference for the field workers day-to-day SBCC activities . It is available online, offline (via pen drive for those without reliable internet), and via Google Play for Android-based mobile devices.



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Lesson learned

Outputs of digital health, climate or agriculture activities include the products and materials such as online toolkits or number of apps developed. Downloads of these materials and apps, and website views can be used to monitor reach, coverage or exposure. The monitoring of digital health interventions is commonly done by the app developed. Web analytics can indicate how many people have seen the post, though these data provide no indication as whether viewers responded to the post or shared it with their networks.



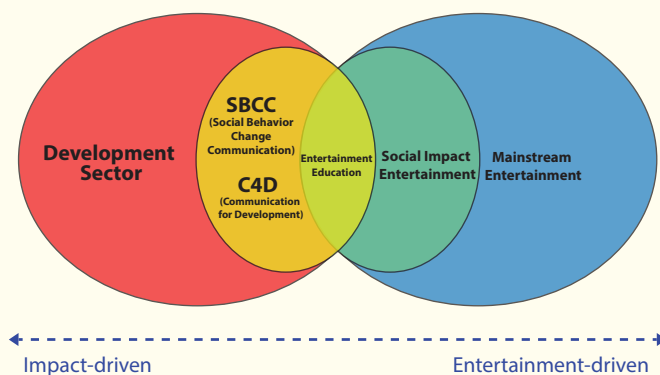
Entertainment Education

Entertainment Education is a way in which education can be effectively employed in both new and time-honored variety of entertainment to foster positive behavior change and life improvement in local environments.

This approach combines education content with entertainment with appeal (emotions, empathy, efficacy and empowerment) and employed to enhance social and personal attention, comprehension, learning, persuasion and life skills. Social and Behavior Communication are more effective when we combine education with entertainment.

EE is balanced between Social Impact Entertainment (SIE) and Social and Behavior Change Communication (SBCC). The primary distinction that can be drawn to SIE is that in Entertainment-Education, the "impact issue" usually comes first; the characters and story are built around the issue. In SIE, the story usually originates projects, and impact issues are woven into or extracted out of an existing narrative.

Impact-Entertainment Continuum



Entertainment-education is theoretically grounded. Purposeful use of entertainment media, designed to educate viewers about certain social issues linking with theory and evidence. The strategic nature of entertainment-education is based in communication theories. The study of human communication is commonly considered an academic field of study that is multidisciplinary, drawing from many theoretical traditions. Entertainment-education is research-based approach. It involves formative research with potential audiences before a media or arts product or performance is created, and it involves summative research to measure the effects of entertainment-education messages on their intended audiences. EE combined the science of analysis and theory with the art of storytelling.

Entertainment holds the attention of the audience, engages emotion and stimulates senses; education encourages and enables a person to develop and grow; enriches, enhances our knowledge and our life. Entertainment Education approach often uses stories for drama, music, or other communication formats that engage the emotions to inform audiences for changing attitudes, behavior, and social norms. Uses role models who can show/demonstrate the audience how to adopt model behaviors on any social development including health issues. Where possible, EE interventions take a transmedia approach, which uses popular characters across multiple platforms to reinforce messages and inspire change. This can include interactive features such as social media, video blogs, games, listeners' clubs, call-in shows and in-person community activities.



Advantages of EE:

- Encourages personalized learning.
- A better understanding of theoretical subjects.
- Enhance creativity and visualization.
- Real-time learning with virtual reality has tremendous uses in imparting **education** through **entertainment**.



Key Points:

A set of 9 elements of EE popularly known as 9 P's of Entertainment Education describes it and comprehends it in following way:

1. Pervasive: entertainment is everywhere
2. Popular: good quality EE
3. Passionate : generate intense feelings which enhance learning
4. Personal: people identify with character and situation
5. Persuasive: People learn from role model.
6. Participatory : people join and responding to discussion
7. Practical: need good subject
8. Profitable: sponsors are willing to pay for the product
9. Proven Effective: People do learn, change knowledge, attitude and behavior

Challenges:

- Getting the entertainment and education balance right
- Difficult to show some sensitive topics
- A quality program is challenging to make
- Hard to measure

Finally, entertainment-education requires collaboration between media practitioners and change agents such as health and development professionals and media scholars who create educational and social change goals.

Social Media

What is Social Media?

Social media is computer-based technology that facilitates the sharing of ideas, thoughts, and information through the building of virtual networks and communities. By design, social media is internet-based and gives users quick electronic communication of content. Content includes; personal information, documents, videos, and photos. Users engage with social media via computer, tablet or smartphone via web-based software or web application; often utilizing it for messaging. Social media refers to websites and applications that are designed to allow people to share content quickly, efficiently, and in real-time. Many people define social media as apps on their smartphone or tablet, but the truth is, this communication tool started with computers. This misconception stems from the fact that most social media users access their tools via apps. The key to successful social media is to not treat it as an extra feeler but to treat it with the same care, respect, and attention we do all of our communication and marketing efforts.



Images Are Key

Another thing to consider is that the most commonly-shared content on social media is an image. So, always include an image with our posts while using social media. This will dramatically increase our chances that one of our followers will share the post with their network. While building up a large network of followers is great, ultimately what we want is to have our followers—no matter how many we have—share what we are posting with their network, and those people will share these posts with their followers, and so on. This is the new form of "word of mouth" and its what people mean when they say a post went "viral."

Social Media Use

Globally, there are more than 3 billion social media users. Social media is an ever-changing and ever-evolving web-based platform. Social media users tend to be younger and nearly 90 percent of people between the ages of 18 and 29 used at least one form of social media.

Key Takeaways

- Social media is computer-based technology that facilitates the sharing of ideas, thoughts, and information through the building of virtual networks and communities.
- Social media typically features user-generated content and personalized profiles.
- Over one-fifth of an individual's online time is spent on social media.

Many Forms of use of Social Media

Social media may take the form of a variety of tech-enabled activities. These activities include photo sharing, blogging, social gaming, social networks, video sharing, business networks, virtual worlds, reviews and much more. Even governments and politicians utilize social media to engage with constituents and voters. For individuals, social media is used to keep in touch with friends and extended

family. Some people will use various social media applications to network career opportunities, find people across the globe with like interests, and share their thought, feelings, insight, and emotions. Those who engage in these activities are part of a virtual social network.

For businesses, social media is an indispensable tool. Companies use the platform to find and engage with customers, drive sales through advertising and promotion, gauge consumer trends, and offering customer service or support.

Role of social media

Social media's role in helping social and commercial businesses is significant. It facilitates communication with customers, enabling the melding of social interactions with community/social groups and on e-commerce sites. Its ability to collect information helps focus on marketing efforts and market research. It helps in promoting products and services, as it enables the distribution of targeted, timely, and exclusive marketing/sales and tokens to would-be customers. Further, social media can help in building customer relationships through loyalty programs linked to social media.

The figures for the most popular social media websites as of January 2019 are as follows:

1. Facebook (2.27 billion users as of January 2019)
2. YouTube (1.9B)
3. WhatsApp (1.5B)
4. Facebook Messenger (1.3B)
5. WeChat (1.08B)
6. Instagram (1B)
7. QQ (803M)
8. QZone (531M)
9. Douyin/Tik Tok (500M)
10. Sino Weibo (446M)



Real-World Example

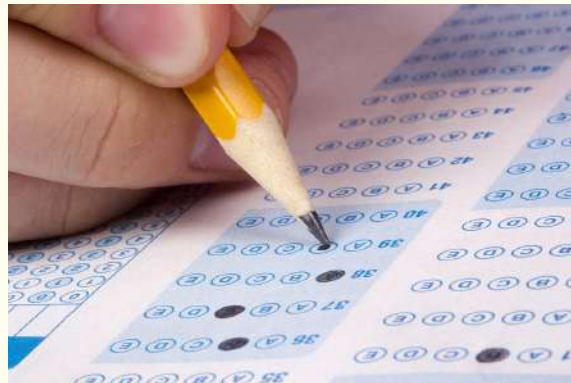
While social media has its positive side, many points to the platform and call out negative features, associating its overuse to an addiction. It contributes to inattentiveness, stress, and jealousy. Also, many times, social media may be a conduit for misleading information and falsehoods.

Pretesting: a prerequisite for audience driven SBCC campaign material development/production

Pretesting is the process of bringing together members of the priority audience to react to the components of a communication campaign before they are produced in final form. Pretesting measures the reaction of the selected group of individuals and helps determine whether the priority audience will find the components - usually draft materials understandable, believable and appealing.

Components of a communication campaign that benefit from pretesting include:

- Key benefit and support points
- Messages
- Story boards
- Draft materials
- Name of campaign and logo
- Signature tune/music
- Translated text
- Interpersonal communication activities such as those used by peer educators or field workers.



Keep in mind that for social and behavior change communication (SBCC) campaigns and materials to be most effective, they should be tested at several stages of development. In the SBCC process, four types of testing are typically conducted: concept, stakeholder reviews, pretesting and field testing.

Why Conduct Pretesting?

Pretesting increases the impact of SBCC campaigns and materials by determining if what has been designed is suitable for the audience. It can save money, time and energy overall as the resulting material will be effective. Pretesting should be conducted to gather information from the audience on the basic aspects or elements of the campaign and material.

Who Should Conduct Pretesting?

A small focused team of key program staff (3-4 people) should develop the plans for pretesting. For the pretest to be most effective, however, it is best to find people most like the priority audience, who are trained in pretesting, to lead the pretesting exercises. Having someone who is like the audience will encourage honesty and openness during the pretesting process.

When Should Pretesting be Conducted?

Pretesting should be completed after concept testing, message design, and material development, and before components of the communication campaign are finalized, produced and disseminated.

Pretesting: Learning Objectives

After completing the activities in the pretesting guide, the team will:

- Understand the steps and the stages of testing SBCC materials.
- Define and list the elements of pretesting.
- Know how to choose a pretesting method.
- Know how to conduct a pretest.

The 6-steps pretesting prerequisites are:

- Audience Analysis
- Situation Analysis
- Creative brief
- Message Design
- Materials Development

The 9-steps preparations for pretesting are:

Step 1: Outline Pretest Objectives

Step 2: Choose the Pretest Method

Step 3: Plan the Pretest

Step 4: Develop Pretesting Guide

Step 5: Develop Questions

Step 6: Conduct Pretest

Step 7: Analyse Data and Interpret Results

Step 8: Summarize the Results

Step 9: Revise Materials and Retest

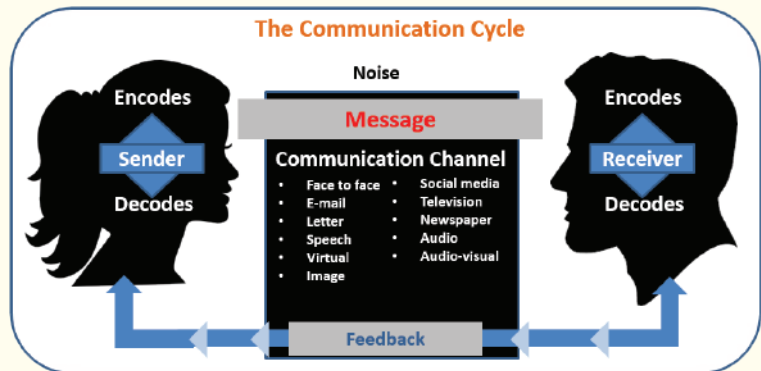
PRETESTING CONCEPTS

Aspect to be Pretested	Description	Sample Questions
Attractiveness/ Attention	Whether the message/material commands attention	<ul style="list-style-type: none"> ▪ What do you like of this message/material? ▪ What do you not like of this message/material? ▪ What was the first thing that caught your eye?
Comprehension	Whether the information is understood as intended	<ul style="list-style-type: none"> ▪ What does the message/material say? ▪ Who do you think the message/material is speaking to? ▪ What words/sentences/images are difficult to understand?
Acceptance	Whether the material is culturally and socially acceptable	<ul style="list-style-type: none"> ▪ Is there anything about this message/material that you find offensive or inappropriate? ▪ Is there anything about this message/material that someone in your community may find offensive or inappropriate?
Relevance	Whether the information is of interest to the intended audience	<ul style="list-style-type: none"> ▪ What type of people do you think should read/watch this message/material? ▪ In what way are those people different from you or the same as you?
Call to action	Whether the audience understands the call to action	<ul style="list-style-type: none"> ▪ What does the message/material ask the audience to do?
Persuasion	Whether the key benefit is persuasive and appealing to the intended audience	<ul style="list-style-type: none"> ▪ Why do you think you should do what the message/material asks you to do? ▪ How likely are you to do that and why?
Improvement	If and how the material needs to be improved	<ul style="list-style-type: none"> ▪ What would you change in this material / message to make it more appealing to you? ▪ What information do you think is missing? ▪ What else, if anything, would you like to include in this message/material?

The Interpersonal Communication: Top Interpersonal Skills

Interpersonal Communication (IPC) is a person to person, person to group, group to group, two-way, verbal and non-verbal interaction that includes the sharing of information and feelings between individuals. IPC influences and affects in following way in to an individual:

- IPC is influenced by feelings, values, social customs and circumstances
- IPC influence for any new behaviour change and consolidate it
- It plays a vital role attaining highest level of quality services
- It helps to address customer expectation, which also impact customer satisfaction
- IPC explains and reinforces messages provided through various communication channels
- IPC occurs at household, service sites or community



In making effective communication some relevant skills are considered as very essential skills to get influenced and affected over an individual or group of people with the target communication piece. These are:

Communication

One of the most important interpersonal skills in any job is communication. You will need to be able to communicate clearly and effectively with others. You will have to interact with others through oral and written communication. Some jobs also require skills in effective public speaking.

Conflict Management

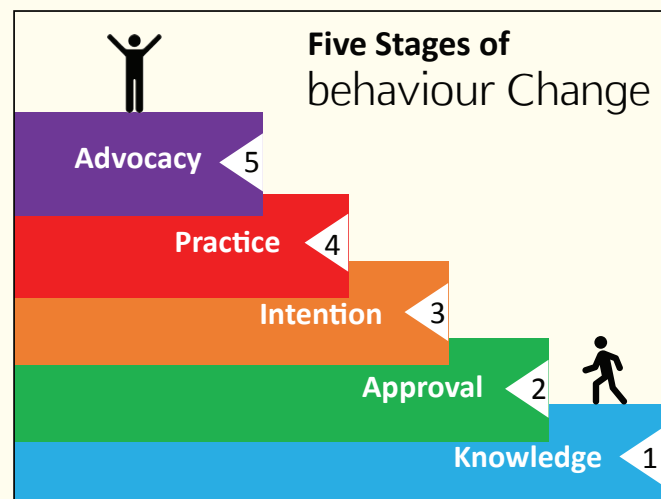
You need to resolve conflicts at some point of job that involve solving an issue between two staff members, between you and colleague, or between a client and your company. You will need to listen fairly to both sides and use creative problem solving to arrive at a solution.

Empathy

Part of being a good manager, employee, and colleague is the ability to understand and show empathy for others. If a customer or colleague calls with a complaint, for example, you will need to listen thoughtfully to the person's concerns, and express compassion for their issue. Empathy is an important skill that will help you get along with everyone in the workplace.

Leadership

Even if you are not a manager, it is important to have some leadership experience and ability. Leadership requires being able to motivate and encourage others, and help a team achieve success.



Listening

Listening is a skill that goes hand in hand with good communication. While you need to be able to express your ideas, you also need to thoughtfully listen to the ideas of others. This will help your clients, employers, colleagues feel like they are respected and valued.

Negotiation

Negotiation is an important skill and it might involve creating formal agreements between clients, or helping colleagues solve a problem and determine a solution. You have to be able to listen to others, use creative problem solving, and arrive at an outcome.

Positive Attitude

People with a friendly, positive demeanor makes other attracted/listened to you. This mean you have to be a social person and develop some sort of positive rapport with your clients/colleagues.

Teamwork

If your job involves a lot of independent work, you still need to be able to collaborate with others. Teamwork involves a number of the skills already mentioned: you need to listen to others, communicate your own goals, motivate team, and resolve any conflicts.

Advocacy

What is advocacy?

Advocacy is defined as any action that speaks in favor of, recommends, argues for a cause, supports or defends, or pleads on behalf of others. How is advocacy different from lobbying? Lobbying is only one kind of advocacy. Before direct action comes planning, and before planning comes an understanding of what needs to be put in the plan. So first, here's a reminder of what advocacy is (as well as what it's not).

- Advocacy is active promotion of a cause or principle
- Advocacy involves actions that lead to a selected goal
- Advocacy is one of many possible strategies, or ways to approach a problem
- Advocacy can be used as part of a community initiative, nested in with other components
- Advocacy is communicating with other people/policy/decision makers to gain support for an issue and influence their behavior in a specified way
- Advocacy means trying to convince others
- Advocacy includes both being an advocate and helping others to be advocates.

Adopting survival skills for advocacy

Advocacy survival skills are a set of general guidelines for pleading advocacy cause and for staying in the game long enough to be successful. They have been used effectively by other advocacy campaigns. You and your group may want to review and adapt them as you develop your strategy and tactics for community change. The "Golden Rules" for advocacy - that is, how to be effective in promoting your cause.

- Accentuate the positive!
- Emphasize your organization's values and accomplishments to the community
- Plan for small wins
- Be opportunistic and creative
- Make issues local and relevant
- Get broad-based support from the start
- Work within the experiences of your group members
- Make your opponent's play by their own rules
- Tie your advocacy group's efforts to related events



Types of advocacy

All people are very different from each other. Their needs for support are different, and may change during their life. A variety of advocacy has developed to recognize these differences:

- Case advocacy
- Self-advocacy
- Peer advocacy
- Paid independent advocacy
- Citizen advocacy
- Statutory advocacy

All advocacy types are of equal value. What advocacy is used, and when, should depend on what is best

different times in their life. What is common to all types of advocacy is that the person who it is for (in this instance the person with a learning disability) is always at the center of the advocacy process.

Case advocacy

Also referred to as crisis or short-term advocacy and this forms of advocacy similar to citizen advocacy, but which focus on one issue or set of issues, and are not intended to have a long-term basis.

Self-advocacy

People coming together to speak up for themselves. It is what most of us do most of the time. It is the best kind of advocacy where people feel able and willing to do so. This should always be worked towards.

Peer advocacy

This is when the advocate and the advocacy partner share similar experiences or environments. This happens for example between youths and adolescent who reached at such a stage coming out from the family bondage requires mental support and appropriate advice.

Paid independent advocacy

Generally, independent advocates are unpaid, many not taking even expenses. But volunteers are always in short supply. Where there is a huge demand, for example where a large number of people are being resettled, or where a major problem has occurred; paid advocates may be needed to deal with the situation on a temporary basis.

Citizen advocacy

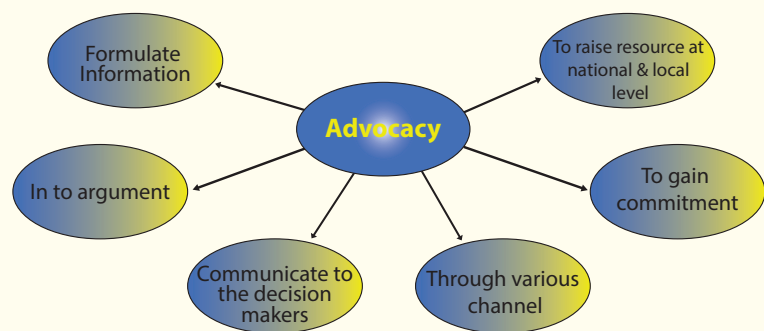
Volunteers developing long term relationships with people and speaking up for them. This is a partnership between two people. A citizen advocate is a person who volunteers to speak up for and support an advocacy partner and is not paid to do so.

Statutory advocacy

Government policy is clear that people should be able to be active citizens and have a say about how things work where they live. It also recognizes that some people need support to make this happen.

Bangladesh country situation are most familiar with community level advocacy where socially conscious and influential peoples raise their voice on social development issues. Policy advocacy is one another area through which state policy issues are advocated for bringing a change in the existing policy or any current policy are to be get enacted. Media advocacy is the way of involving media and get advantage of media reports in support of a social development issue. These advocacies are aimed for:

- Policy campaign
- Create advocate
- Build consensus
- Change social views
- Create supportive environment
- Neutralize the negative influencers
- Utilize the media appropriately
- Mobilize resources
- Facilitate the program



Advocacy is the strategic process of communication

Social Mobilization

Social mobilization is the process of bringing together all societal and personal influences to raise awareness of and demand for health care, assist in the delivery of resources and services, and cultivate sustainable individual and community involvement. In order to employ social mobilization, members of institutions, community partners and organizations, and others collaborate to reach specific groups of people for intentional dialogue. Social mobilization aims to facilitate change through an interdisciplinary approach. Social mobilization has promoted inter-sector consensus-building around community health issues, especially those related to maternal and child health. The promotion of the participation of representatives from various organizations via community engagement methodology has led to increased civic cooperation.

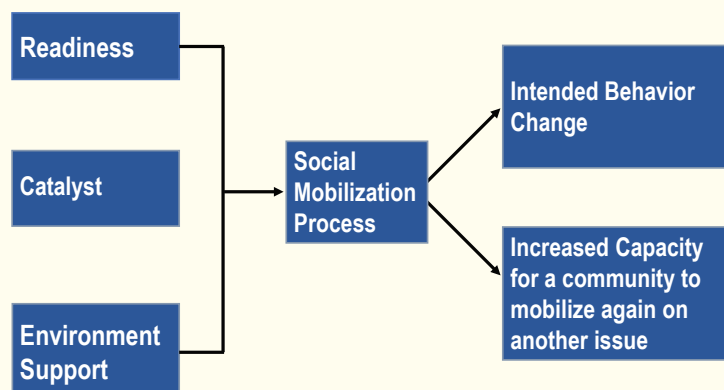
Social mobilization is the primary step of community development for recovery from conflicts and disasters. It allows people to think and understand their situation and to organize and initiate action for their recovery with their own initiative and creativity. Social Mobilization process starts with community engagement; therefore, it is almost synonymous to the community mobilization. Social Mobilization is important because the members of the community itself is ultimately responsible for and affected by situations of safety or insecurity. Social Mobilization consists of five distinct areas:

1. Political mobilization
2. Government mobilization
3. Community mobilization
4. Corporate mobilization
5. Beneficiary mobilization

Social Mobilization is defined as a process that engages and motivates a wide range of partners and allies at national and local levels to raise awareness of and demand for a particular development objective through face-to-face dialogue. Members of institutions, community networks, civic and religious groups and others work in a coordinated way to reach specific groups of people for dialogue with planned messages. The process usually takes the form of large public gatherings such as mass meetings, marches, parades, processions and demonstrations.

Benefits of Social Mobilization:

- local ownership and the sustainability of the programs
- motivating the people and encouraging participation
- building community capacity to identify and address community needs, and empowering the community
- intended behavior change infused to collective change becomes as a social practice
- social and community support becomes as a social norm.



Social mobilization and the Sustainable Development Goals

The Sustainable Development Goals were developed with input from an unprecedented global

conversation involving young people, women, people living with disabilities, civil society leaders and activists. To shift our planet onto a sustainable development path, SDG 17 includes an explicit target to: “encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.”

How can we achieve social mobilization?

Social mobilization is the backbone for strengthening this nationwide and global partnership and ensuring that it remains accountable to people’s overlapping needs and demands, whether in health, gender equality, labor or otherwise. Examples of roles for stakeholders in ensuring that strategic alliances are formed to advance the SDGs, by leveraging health promotion, include:



Government

Expand space for civil society engagement in decision-making, taking necessary precautions to interfere with healthy public policy making.

Civil society

Explore opportunities and innovative means to build cross-constituency partnerships for overlapping injustices and common causes.

Media (including social media)

Work with civil society to ensure that governments are committed to do as they have stated. Media platforms both new and old can be used to engage a wide population on decision-making processes.

Organizations

Support the development of win-win policies and programs to scale up advocacy and community mobilization for health and the SDGs, engaging as appropriate with media and civil society.

Community leaders

Mobilize affected communities and constituencies to respond to health and development injustices, supporting their capacity to push back and organize, and build cross-cutting capacities within change agents.

Research and academic institutions

Develop and improve methods to evaluate social mobilization using an evidence-based approach as both a process and an outcome. Valid and reliable tools are especially needed to measure the social and organizational aspects of social mobilization.

The potential to harness the growing power of social mobilization for health promotion is tremendous, and much has been written about the role of civil society to advance SDG goals including health and well-being. Health touches the lives of everyone, everywhere, and since health inequities stem from and contribute to other inequities, however, social mobilization process requires into various social development efforts for change which consequently can push the SDGs forward. The universal and indivisible Agenda 2030 offers a powerful stimulus to form alliances across constituencies that have traditionally worked in parallel, and to expand the space for all people to participate in meaningful decision-making.

Social Marketing

Social Marketing seeks to develop and integrate marketing concepts with other approaches to influence behaviors that benefit individuals and communities for the greater social goods. Social Marketing practice is guided by ethical principles. It seeks to integrate research, best practice, theory, audience and partnership insight, to inform the delivery of competition sensitive and segmented social change programs that are effective, efficient, equitable and sustainable. Social marketing is the use of commercial marketing principles and techniques to improve the welfare of people and the physical, social and economic environment in which they live. It is a carefully planned, long-term approach to changing human behavior.

Social marketing has the primary goal of achieving "social good". Traditional commercial marketing aims are primarily financial, though they can have positive social effects as well. Social marketing has been a large industry for some time now and was originally done with newspapers and billboards, but similar to commercial marketing has adapted to the modern world. The most common use of social marketing in today's society is through social media. However, to see social marketing as only the use of standard commercial marketing practices to achieve non-commercial goals is an oversimplified view.

Social marketing seeks to develop and integrate marketing concepts with other approaches to social change. Social marketing aims to influence behaviors that benefit individuals and communities for the greater social good. The goal is to deliver competition-sensitive and segmented social change programs that are effective, efficient, equitable and sustainable.

Increasingly, social marketing is described as having "two parents." The "social parent" uses social science and social policy approaches. The "marketing parent" uses commercial and public sector marketing approaches. Recent years have also witnessed a broader focus.

Social marketing now goes beyond influencing individual behavior. It promotes socio-cultural and structural change relevant to social issues. Consequently, social marketing scholars are beginning to advocate for a broader definition of social marketing: "social marketing is the application of marketing principles to enable individual and collective ideas and actions in the pursuit of effective, efficient, equitable, fair and sustained social transformation".



Social marketing campaigns are those that borrow from commercial marketing techniques for social engagement–influencing a target audience to change their social behaviors and to benefit society. Whether it's related to the environment, public health, safety, or community development, marketing for good is a methodology for creating change.

Social marketing, therefore, should not be confused with other similar terms: social media marketing, green or sustainable marketing, and commercial marketing with a social focus.

Social media marketing is that which uses social media platforms such as Twitter, Facebook, YouTube, and LinkedIn. These are collective groups of web properties that are published primarily by users to build online communities. They can be used to generate publicity for social marketing campaigns, but that is not their primary purpose.

Sustainable marketing is that which is used by a corporation to demonstrate their corporate social responsibility. Although a commercial company may engage in social marketing–promoting support for

public radio, for instance—sustainable marketing to promote their own business does not qualify as social marketing.

Commercial marketing with a social focus may run the gamut from advertising a new 100 per cent recycled plastic water bottle to encouraging people to buy a more fuel-efficient car. While these marketing campaigns are promoting eco-friendly products that will certainly have benefits for society, their primary focus is not societal good, it is selling a product.



Social marketing uses the same collection of tools to "sell" healthy behaviors or promoting "green" movement for an environment friendly country. All these social marketing efforts follows the marketing vehicle as it is followed by commercial marketing. There are four basic principles of commercial marketing. They are referred to as the "8 Ps".

Products/Services: How can you develop your products or services?

Prices/Fees: How can we change our pricing model?

Place/Access: What new distribution options are there for customers to experience our product, e.g. online, in-store, mobile etc.

Promotion: How can we add to or substitute the combination within paid, owned and earned media channels?

Processes: More sales staff are now involved in conversion.

Physical Evidence: How we reassure our customers, e.g. impressive buildings, well-trained staff, great website?

People: Who are our people and are there skills gaps?

Partners: Are we seeking new partners and managing existing partners well?

Social marketing uses a commercial approach but for different outcomes. Below are some of these differences:

Social Marketing	Commercial Marketing
Meets the needs of the priority population	Creates a need for the priority population
Society and consumer profit	Marketer profits more than consumer
Organizations with similar goals cooperate	Businesses with similar goals compete
Campaigns take longer to change behavior	Shorter time needed to sell a product
Consumer involvement and commitment needed	Shorter term commitment and involvement

Why rely on a social marketing approach?

- impacts a significant portion of the priority population
- facilitates active behavior change over a period of time
- stimulates change with limited resources
- develops creative ideas
- community partnerships become assets that compensate for limited funds
- elevates the voice of the priority population and increases community identification
- influences policy and promotes positive social change.

Campaign and Media Planning

The process of campaign and media planning is to strategies and identify the optimal combination of media to achieve the marketing goals.

In the planning process, you would need to answer some of the questions, such as:

- Who is your target audience?
- What are you trying to achieve?
- Which media should the ads be placed?
- How much money should be spent on each media?

What is a Campaign?

A campaign is an advertising term commonly used to describe a collection of messages describing a singular overarching idea and theme. These messages can be displayed in multiple formats including pictures, videos and texts. Campaigns can be run on different media and ecosystems, and are produced to reach a targeted audience on different devices, over a fixed time period. In order to run effective campaigns, it is important to understand the marketing funnel and determine which aspect of it is most relevant to the business needs.

Media Planning

Below is the general step-by-step media planning process to understand the customer behavior across the journey.

Step 1. Identify Campaign Objective

The very first step is to clearly list down the goals. If we want to increase overall brand awareness, or are looking to drive leads and/or conversions, we would require to check out type of campaign article to learn more about types of campaigns with different objectives.

Step 2. Identify Targeted Audience

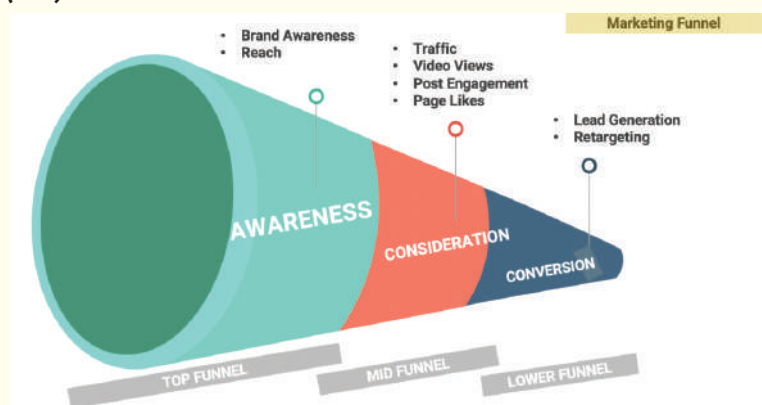
We must understand who are our ideal targeted audiences and how we can best reach them. Some few points to consider:

- Demographics - age, gender
- Interest
- Behaviour

Below example show different targeted audience groups across the funnel:

Step 3. Identify Key performance indicators (KPI)

KPIs help measure the impact of marketing in an organization. They're used to gauge the impact of marketing initiatives against pre-defined targets. At the beginning of every client engagement, we build a measurement plan that clearly lays out the KPIs for the engagement.



Marketing funnel: Level and reach

Step 4. Build Up Media Plan

Lastly, it's time to build up our media plan. Combine the above details with other campaign details such as; media channels, budget allocation, geography coverage, campaign duration, targeting strategies, creative development specifications, etc.

When to use a marketing campaign plan?

A marketing campaign plan should be used in order to maximize the reach of online and offline campaigns and acquire new customers; such as:

- A branding campaign to build brand awareness, favorability, and familiarity
- Launching a new service or product
- Distributing a new content asset as part of a content marketing lead generation initiative
- Increasing customer recruitment/sales of a current established service/product
- Promotional campaigns to increase customer recruitment/sales by offering a seasonal discount in service charge or product sale price.

How should a campaign plan be structured?

A campaign plan should be structured around the six areas summarized below. The stages of marketing campaigns and key issues that need to be included in your campaign plan are:

1. Campaign goals and tracking

What are we trying to achieve through our campaign and how will we know when we achieve it?

2. Campaign insight and targeting

Who are we trying to reach and influence?

3. Key campaign messages and offers

How are we trying to position our company, products and services? Which campaign or product offers will engage and convert our audience?

4. Campaign media plan and budget

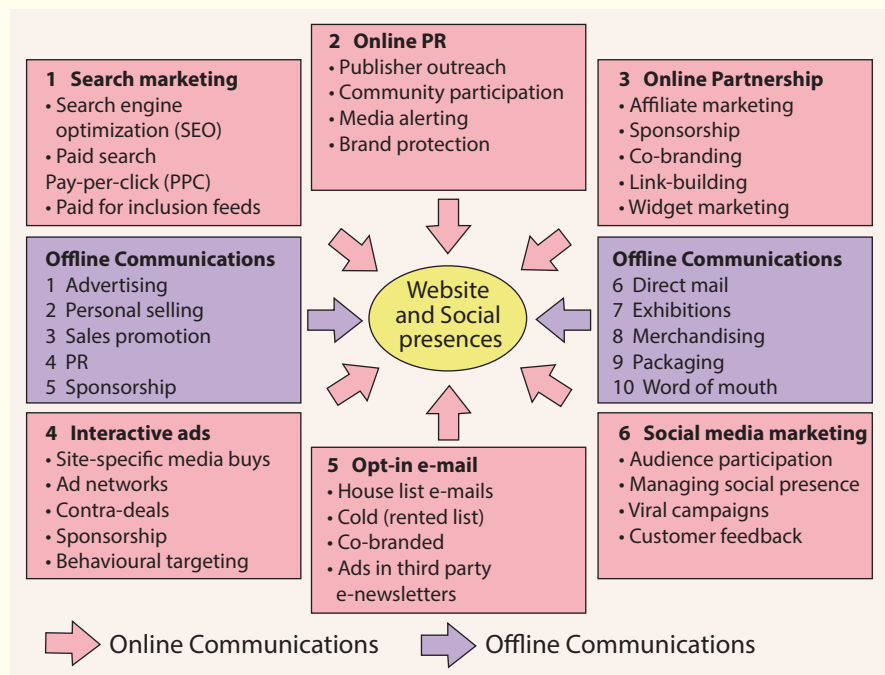
*Which media channels will you use to reach and influence your target audience?
What will be the sequence and integration of media activities?*

5. Campaign asset production

Managing the assets to form the campaign

6. Campaign execution

What needs to be tested before the campaign is live and adjusted during the campaign?



Media Mixing in campaigns

Branding and positioning

Branding creates positive user expectations of reward from your products or services. **Positioning** establishes a preference for your brand relative to competitive offerings based on the perception of a unique and important difference. Branding, therefore, makes the promise of good user experiences. Brand positioning is defined as the conceptual place you want to own in the target consumer's mind - the benefits you want them to think of when they think of your brand. An effective brand positioning strategy will maximize customer relevancy and competitive distinctiveness, in maximizing brand value. Branding and positioning are two important marketing terms. But while they are related to each other, they have very distinct meanings important for communication and business leaders to understand. Even the smallest organizations/companies need to spend time considering how they would like to be perceived by their desired market segments. The first step, of course, is determining which markets to serve, who is already serving those markets and how these competitors may differ. Then organizations need to consider how they wish to be perceived by certain market segments, understand how they are currently perceived and take steps to close those gaps.

Branding: A Product Identity

In very simple terms, a brand is a personality. While the personality of a product, service or company is ultimately determined by the target market, companies will often identify how they wish to be perceived and then take steps to influence consumer perceptions based on product, price, distribution and promotional elements of the marketing mix.

Positioning: Identifying Target Market Segments

Positioning involves claiming a position or reputation in a market or several markets of an organization/company for product or service. The first step in positioning is specifically identifying the markets to be served; these can be local, regional, national or even international. Within geographic areas, marketers might segment by other factors, such as; age, gender, income, or areas of personal or professional interest.

Branding: Claiming a Brand Position

Companies will claim a brand position based on their actions. Just like individuals' personalities are determined based on how they are viewed over time by others, the same is true of companies and products. Claiming a brand position requires ongoing efforts to convey a consistent image to target audiences through all company activities, from the attributes of the product itself to the company's service to the company's employees and through promotional activities. It is consistent over time, reflected through actual performance that will help a company effectively claim a brand position.



7-Step Brand Positioning Strategy Process

In order to create a position strategy, you must first identify your brand's uniqueness and determine what differentiates you from your competition. There are 7 key steps to effectively clarify your positioning in the marketplace:

- Determine how your brand is currently positioning itself
- Identify your direct competitors
- Understand how each competitor is positioning their brand
- Compare your positioning to your competitors to identify your uniqueness
- Develop a distinct and value-based positioning idea
- Craft a brand positioning statement
- Test the efficacy of your brand positioning statement.

How to Create a Brand Positioning Statement

There are four essential elements of a best-in-class positioning statement:

1. **Target Customer:** What is a concise summary of the attitudinal and demographic description of the target group of customers your brand is attempting to appeal to and attract?
2. **Market Definition:** What category is your brand competing in and in what context does your brand have relevance to your customers?
3. **Brand Promise:** What is the most compelling (emotional/rational) benefit to your target customers that your brand can own relative to your competition?
4. **Reason to Believe:** What is the most compelling evidence that your brand delivers on its brand promise?

After thoughtfully answering these four questions, you can craft your positioning statement:

A positioning statement is an expression of how a given product, service or brand fills a particular consumer need in a way that its competitors don't. Positioning is the process of identifying an appropriate market niche for a product (or service or brand) and getting it established in that area. A brand positioning statement explains what your brand does, who you target, and the benefits of your brand, in a short, concise statement. The statement will generally be an internal document, although it should be used as a guide to ensure all content is consistent.

In particular the positioning statement is comprised of 4 parts; the category in which the brand operates, target audience, benefits of the client/customer, the reason why the brand will deliver this promise. It is simple, memorable, and tailored to the target market. It provides an unmistakable and easily understood picture of your brand that differentiates it from your competitors. It is credible, and your brand can deliver on its promise.

Universal Health Coverage (UHC)

Universal health care (also called UHC) is a health care system that provides health care and financial protection to all citizens of a particular country.

Definition of UHC by WHO

UHC means that all people and communities can use the promotive, preventive, curative, rehabilitative and palliative health services they need, of sufficient quality to be effective, while also ensuring that the use of these services does not expose the user to financial hardship.

What countries have UHC?

Countries with universal health care include Austria, Belarus, Croatia, Czech Republic, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Luxembourg, Malta, Moldova, the Netherlands, Norway, Portugal, Romania, Russia, Sweden, Switzerland, Turkey, Ukraine, Serbia, Spain and the United Kingdom.

Is Universal health care free?

The three key elements which are needed to achieve UHC:

- ▶ Strong political leadership and long-term commitment to achieve Universal Health Coverage.
- ▶ Generate multi stakeholder support for Health Care Financing Strategy; and
- ▶ Implementation of UHC in country's health care system.

Why does UHC work?

Universal health care is a system that provides quality medical services to all citizens. The federal government offers it to everyone regardless of their ability to pay. Despite some similarities, Obamacare is not universal health care. Most universal health care is funded by general income taxes or payroll taxes.



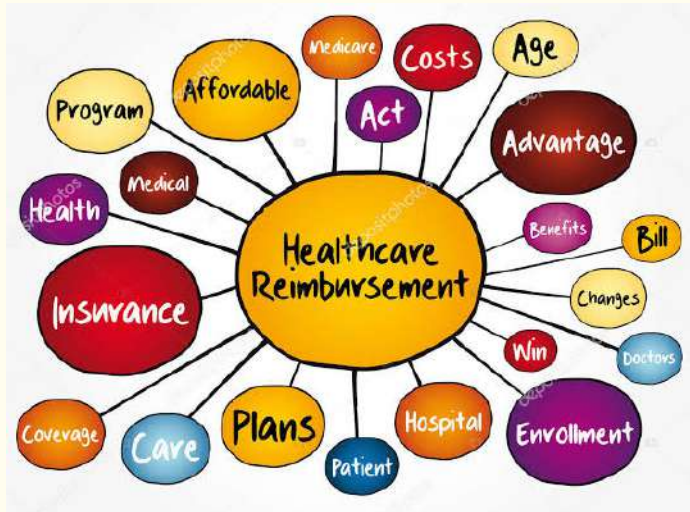
Who pays for Universal health care?

Single-payer health-care (in which the government pays for universal coverage, typically through taxes) helps keep costs down for two reasons: It means that the government can regulate and negotiate the price of drugs and medical services, and it eliminates the need for a vast private health-insurance bureaucracy.

Universal Health Coverage: Bangladesh situation

UHC is a top priority for Bangladesh. Under UHC people are expected to have access to quality health care services without any financial hardship. Although Bangladesh has been moving ahead in extending health care services to its citizens, there is still disparities in accessing services by various social groups. Financial barrier is still a very important barrier in accessing health care. As we know that annual per capita health expenditure is \$ 27. Of this, 64% comes from individual pocket (currently it has been increased to 73%) which is one of the highest and has a serious impoverishing effect on household economy. Catastrophic health expenditure forces 5.7 million Bangladeshis into poverty. Inequity is present in most of health indicators across social, economic, and demographic parameters.

At the strategy level, Bangladesh has adopted the health care financing strategy 2012-2032. It also worked on health workforce strategy 2013-2033 and communication strategy for UHC 2014-2016. At the action level the government has increased the manpower for hospitals and health centers to provide better health care services. The government has already established and revitalized 13,000 community health clinics. The policy environment in Bangladesh is primed for an all-out progress towards UHC, especially owing to the commitment from the highest political level within the country. Bangladesh requires a customized and context-specific policy adjustments need to be incorporated for progress towards UHC and subsequently achieving the pertinent SDGs.



Integrating Gender in SBCC

Gender roles and relations impact greatly health and development issues—from economic empowerment to governance to violence against women. Social norms and expectations of how men and women should behave are a key determinant of health and development outcomes, as are structural issues such as inequitable laws and policies.

Social and behavior change communication (SBCC) offers a unique opportunity to address gender-related attitudes, norms and behaviors, including among those who do not typically access health services, such as men and young people, as well as those that provide services, such as clinical providers and community health workers. SBCC also extends beyond health services into the community, workplaces and other institutions to provide tailored information, with the opportunity to address gender discrimination, gender-based violence, gender roles and encourage couple communication and community dialogue – all of which can lead to changes in health outcomes.

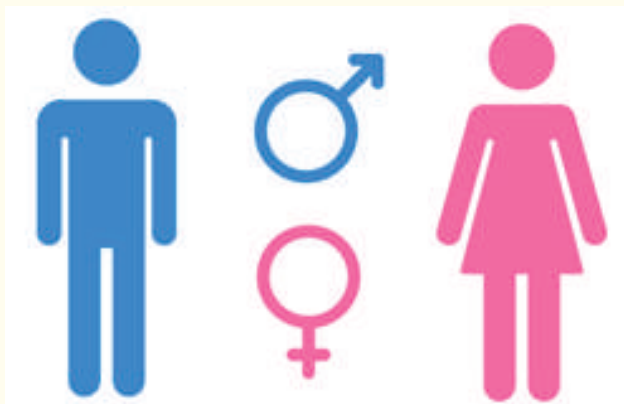
Social and behavior change communication (SBCC) interventions can work to reinforce positive gender norms or support communities in establishing new ones.

Interventions, such as advocacy to address inequitable legislation, can also address social and structural barriers. More generally, intentionally including attention to gender issues can help SBCC programs attain their health and development outcomes, particularly when space is given to help communities critically reflect on gender and find culturally appropriate ways to shift existing beliefs, attitudes, and social norms.

Since the roles and power relations between men and women affect how an activity is implemented, it is essential to address these issues on an ongoing basis. Integrating gender into a social and behavior change communication (SBCC) program involves identifying and then addressing gender inequalities during the strategy and project design, implementation, and monitoring and evaluation of a project. Gender integration in SBCC intervention, make the program more strategic and lead to better program outcomes.

A gender transformative approach attempts to transform the underlying social structures, policies and social norms to achieve gender equality and promote positive change. This is done by analyzing inequalities and gender roles, norms and dynamics, recognizing and strengthening positive norms that support equality and highlighting the position of women and girls relative to men and boys. SBCC interventions may address following gender transformation issues:

- Household decision-making
- Spousal communication
- Power relations between men and women (both in relationships and in the community)
- Unequal access to opportunities, such as employment, education and healthcare
- Cultural norms like gender preference
- Feminine norms that often relegate women to physically taxing work, household responsibilities and/or reproduction



- Masculine norms that encourage dominance, aggression and power
- Gender-based violence.

It is important to note gender transformation is a process and does not happen overnight. Elements need to consider while integrating gender in developing SBCC interventions:

- The program should be culturally sensitive and not built on assumptions about gender equality. Gender norms are not universal. Consider that how men and women live, interact and are treated is linked to broader cultural norms that can and do differ across communities and by social identities, including but not limited to social class, ethnicity, caste, etc.
- Balance the priority health needs of men and women, boys and girls. A focus on women's reproductive and maternal health are common, but more SBCC programs should explore how men and women interact as well as the health needs of men independent of women.
- Improve couple communication. Communication between partners plays an important role in women's access to and use of healthcare services. Facilitating this conversation so women and men are involved in health-related decisions is an essential contribution of SBCC programs.
- Programs should highlight the benefits to both men and women of working towards gender equity, capitalizes on the strengths of interdependence. It may be important to address the men first to facilitate their support.
- Consider socio-cultural contexts when defining male involvement. Socio-cultural contexts, and individual preferences, play an important role in defining "ideal" male involvement. Programs should identify the gender norms and practices that are culturally and individually relevant barriers to health services.
- Collect information from both men and women on their attitudes, concerns and aspirations.



Key Point

Gender integration has proven to be a vital component of effective SBCC strategies.

How men and women act, and are expected to act, is complex and influenced by cultural, political and historical factors. Gender norms are often played out in people's everyday thoughts and actions and the opportunities afforded to them, be it in accessing employment or perspectives on gender-based violence. When designing plans to measure the impact of SBCC intervention, program should consider the gender-related social and behavioral determinants. These include, but are not limited to:

- Women's and men's involvement in household decisions, including health and family planning.
- Freedom of movement.
- Women's social status: employment, education or age at first marriage.
- Attitudes toward gender-based violence.
- Attitudes concerning roles within the household, including childcare.
- Attitudes about sexual norms, such as the ability and/or right of women to refuse sex, men's perceptions of sex and number of sexual partners.

Management of Change

Management of Change (MOC) is a best practice used to ensure that safety, health, and environmental risks and hazards are properly controlled when an organization makes changes to their facilities, operations, or personnel. Change management is a process that helps ease any organizational transitions. More specifically, it aids on the people side of change. In essence, it helps “employees to understand, commit to, accept, and embrace changes in their current business environment.” Managing organizational change is the process of planning and implementing change in organizations in such a way as to minimize employee resistance and cost to the organization while simultaneously maximizing the effectiveness of the change effort.

Organizations don't change; people within organizations change. It is the cumulative impact of successful individual change that results in an organizational change being successful. Change management reduces the risk that a new system or other change will be rejected by the enterprise. It increases the teamwork required for the enterprise accept the change and operate more efficiently. Management of change (MOC) is a systematic approach to organizational changes with the aim of ensuring the continued safety of the workforce throughout the process. These systematic processes ensure that the change is dealt with in a proactive fashion.

Reasons for change

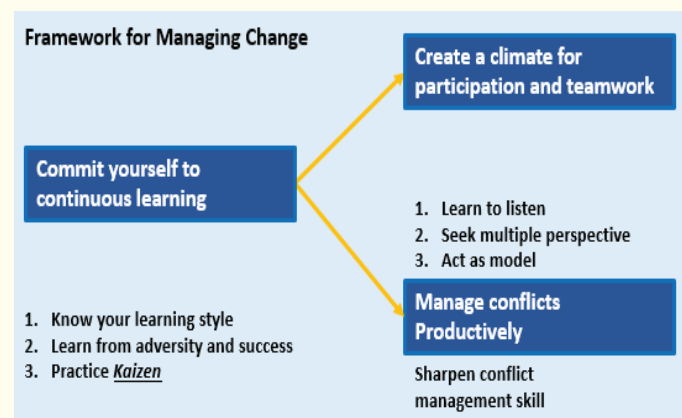
Globalization and constant innovation of technology result in a constantly evolving business environment. Phenomena such as social media and mobile adaptability have revolutionized business and the effect of this is an ever-increasing need for change, and therefore change management. The growth in technology also has a secondary effect of increasing the availability and therefore accountability of knowledge. Easily accessible information has resulted in unprecedented scrutiny from stakeholders and the media and pressure on management. With the business environment experiencing so much change, organizations must then learn to become comfortable with change as well. Therefore, the ability to manage and adapt to organizational change is an essential ability required in the workplace today.

The framework for managing change is a three-phase process:

- Commit to continuous learning.
- Create a climate for participation and teamwork.
- Manage conflict productively.

There are several models of change management, however, a systematic process has to follow that might include:

- Step One : Create Urgency
- Step Two : Form a Powerful Coalition
- Step Three : Create a Vision for Change
- Step Four : Communicate the Vision
- Step Five : Remove Obstacles
- Step Six : Create Short-Term Wins
- Step Seven : Build on the Change
- Step Eight : Anchor the Changes in Corporate Culture.



Benefit of bringing the change

Here are seven reasons why embracing change can be a very good habit to adopt.

- Change helps you grow
- Change teaches you to be flexible
- Change can challenge your values and beliefs
- Change reveals your strengths
- Change makes you more compassionate
- Change breaks up routines
- Change offers opportunities.

Six Characteristics of Healthy Organizational Change;

1. The specific need for the organizational change is real, understood, and meaningful to the change-recipients
2. Adoption has been achieved
3. Change capability is increased
4. People demonstrate a high level of readiness toward the change
5. People experience limited stress
6. People feel actively involved.

Challenges

Change management is faced with the fundamental difficulties of integration, navigation, and human factors. Change management must also consider the human aspect where emotions and how they are handled play a significant role in implementing change successfully.

Integration:

Alignment and integration between strategic, social, and technical components requires collaboration between people with different skill-sets.

Navigation:

Managing change over time, referred to as navigation, requires continuous adaptation. It requires managing projects over time against a changing context, from inter-organizational factors to marketplace volatility.

Human factors:

One of the major factors which hinders the change management process is people's natural tendency for inertia. Just as in Newton's first law of motion, people are resistant to change in organizations because it can be uncomfortable.

To assist with this, a number of models have been developed which help identify their readiness for change and then to recommend the steps through which they could move. The process of becoming ready for change is sequential, starting from the current level of each individual.

Knowledge management (KM)

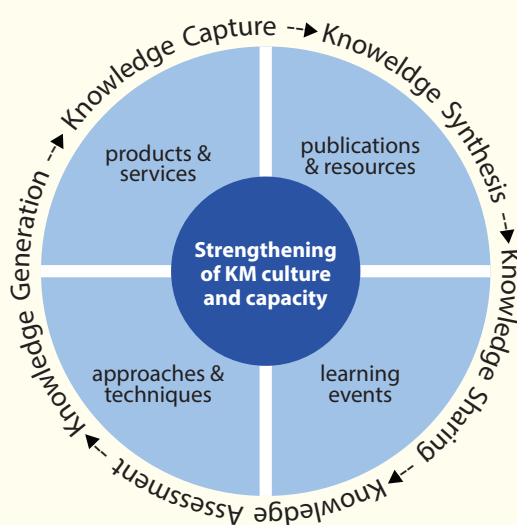
Knowledge management (KM) is a systematic approach that supports identifying, capturing, sharing, applying and creating knowledge, as well as making knowledge accessible and usable for the intended target audience.

KM transfer of tacit knowledge and expertise into explicit knowledge that can be shared and used by others. Tacit knowledge is the personalized knowledge that people carry in their heads. There are two dimensions to tacit knowledge: (i) a technical dimension, which encompasses the kind of informal personal skills or crafts often referred to as know-how; and (ii) a cognitive dimension, which consists of beliefs, ideals, values, schemata, and mental models that are ingrained in individuals. Explicit knowledge that can be organized in formal, systematic language and shared in discussion or writing.

KM Cycle/Process

The five processes of the KM cycle are

Knowledge assessment - a knowledge audit or mapping exercise scans existing information and knowledge sources and products. An audit also can reveal undiscovered, under-valued, or unused knowledge.



Knowledge generation - refers to the formulation of new ideas through research, collaboration, and the innovation sparked through the merging of information, knowledge, and/or experiences.

Knowledge capture - consists of the selection, cataloging, and storage of knowledge in systems and tools designed for specific purposes.

Knowledge synthesis - knowledge from various sources and from various experiences can be synthesized. These, in turn, can be adapted and tailored into readily adoptable formats that make this synthesized, collective knowledge actionable to specific users in specific contexts (e.g., job aids, fact sheets, summaries, policy briefs, distance learning modules,

mobile phone messages).

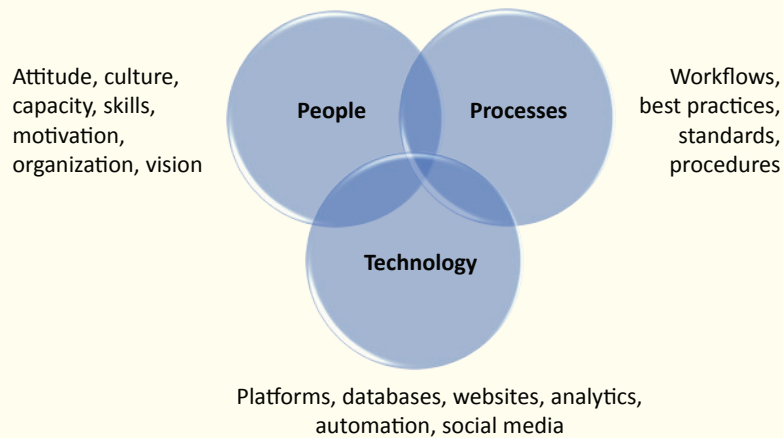
Knowledge sharing - KM fosters knowledge transfer within and among groups of people with common interests and goals. Although knowledge sharing can occur casually and in almost any setting, organized collaboration and networking opportunities, both face-to-face and virtual, can enhance this process.

KM Activities can be classified into four domains area

Products and services	Publications and resources	Trainings and events	Approaches and techniques
<ul style="list-style-type: none"> • Websites/portals • Libraries • Databases • eLearning platforms • Mobile applications • Helpdesks 	<ul style="list-style-type: none"> • Policy briefs • Guidelines • Journal articles • Manuals • Job aids • Project reports 	<ul style="list-style-type: none"> • Workshops • Seminars • Meetings • Webinars • Forums • Conferences 	<ul style="list-style-type: none"> • Learning before a project is implemented • Learning during the project allows for activities to adapt as new knowledge • Learning after helps facilitate knowledge capture for future use and scale-up

Elements of KM

Successful KM initiatives are supported by three key components - people, processes, and technology - which are interconnected.



People create, share, and use knowledge. As creators of knowledge, people are particularly important contributors to knowledge-based products and services.

Processes refer to the five processes of the KM cycle and the methods used to acquire, create, organize, share, and transfer knowledge.

Technology facilitates generating, capturing, organizing and storing, and exchanging knowledge. It also facilitates finding explicit knowledge.

Key points:

Service providers, program managers, and policy makers require evidence-based information and knowledge to increase efficiency, inform decision making, and improve the quality of services.

KM facilitate getting essential, evidence-based knowledge into SBCC programs and practice and facilitating exchange of expertise and experience among programmers and policy makers to improve quality, effectiveness, and outcomes of the program.

KM help in improving the intended outcomes of trainings, promoting learning and collaboration enhancing communications activities and strengthening systems.

Social and Behavior Change (SBC) Program Monitoring and Evaluation

Monitoring is an ongoing process using different methods and approaches designed to ensure that a program is on track to achieve its goals and objectives. Monitoring is crucial to reaching program objectives, identifying challenges and opportunities, making mid-course corrections, and identifying which activities work best in the specific environment.

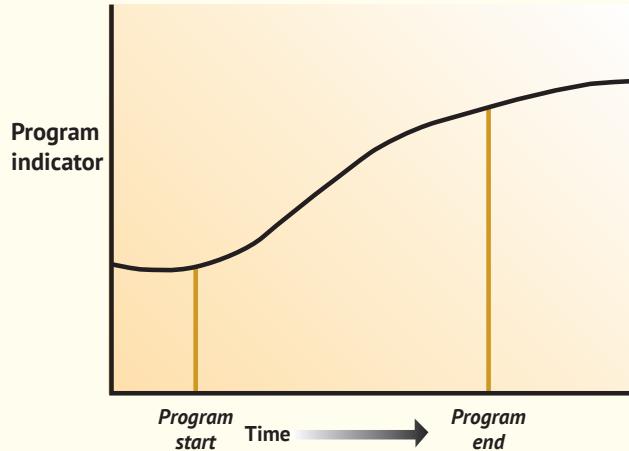
Evaluation is the methods to measure the implementation and outcomes of programs for decision-making purpose; a structured explanation to predict or actual impacts of the results.

Monitoring and evaluation are essential to move a program forward. Successful SBC programs involve monitoring as one of the important component.

Discussion/content details:

Monitoring of a program or intervention involves the collection of routine data that measure progress toward achieving program objectives. It is used to track changes in program performance over time.

A graphic illustration of program monitoring over time could look like this.



Purpose of monitoring is to permit stakeholders to make informed decisions regarding the effectiveness of programs and the efficient use of resources.

Monitoring has four main components:

- Tracking the timely production, quality, and delivery of outputs
- Assessing the program's reach, coverage, or exposure among its intended audience(s)
- Determining the program learning
- Detecting initial changes in the expected outcomes.

Evaluation measures how well the program activities have met expected objectives and/or the extent to which changes in outcomes can be attributed to the program or intervention.

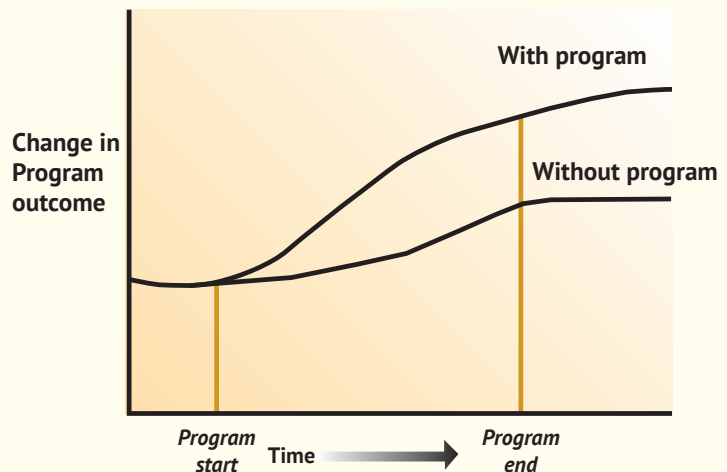
Evaluations are usually conducted at the end of programs. However, they should be planned for at the start because they rely on data collected throughout the program, with baseline data being especially important.

The difference in the outcome of interest between having or not having the program or intervention is known as its "impact" and is commonly referred to as "impact evaluation."

Monitoring and Evaluation (M&E) plan - A M&E plan is a document that helps to track and assess the results of the SBC interventions throughout the program/project life.

Ongoing learning from monitoring helps identify program strengths as well as weaknesses in time for mid-course corrections and to optimize efficiencies. Every SBC project or intervention should have a monitoring and evaluation (M&E) plan. The plan need to be developed at

A graphic illustration of program impact would look like this.



the beginning of the program when the interventions are being designed. The M&E plan summarizes the type of data to be collected, data collection methods, data sources, frequency and timing of data collection, and describes how data will be used to adjust and optimize program activities. Data from program monitoring provides valuable information to help design robust evaluations.

M&E Framework - Frameworks are key elements of M&E plans that illustrate the components of a project and the sequence of steps needed to achieve the desired outcomes. There is no one perfect framework and no single framework is appropriate for all situations, some commonly use framework are: **Conceptual framework**; show relationships between factors that are believed to lead to a target condition/goal,

Result framework; show causal relationship and explain how a project's strategic objective (SO) is to be achieved, including those results that are necessary and sufficient, as well as their causal relationships and underlying assumptions,

Logic model; show the logical connection between the main elements of a program and how these elements work together to reach a particular goal,

Logical framework; it helps to identify strategic elements -inputs, outputs, purposes, goal of a program, their causal relationships, and the external factors that may influence success or failure.

Indicators - An indicator is a variable that measures one aspect of a program or project that is directly related to the program's objectives. They are used to provide benchmarks for demonstrating the achievements of a program. It measures the value of the change in meaningful units that can be compared to past and future units. Indicators should describe a specific behavior, concept, or phenomenon. Indicators can be either be quantitative or qualitative. Quantitative indicators are numeric and expressed as a percentage or a number. Qualitative indicators are descriptive observations and can be used to supplement the numbers and percentages provided by quantitative indicators. The indicators can be set for following four stages that described the potential change from program outputs to behavioral outcomes. These four stages are combined and has reciprocal effects.



Key Points:

An important part of monitoring system is learning what the data are saying and what type of actions can be taken to optimize the various program activities and successfully reach the program goals.

SBC programs are generally complex operations that require consistent attention to run them smoothly. A good M&E plan helps SBC programs use data to tell the story of the program. The plan also provides the opportunity to engage stakeholders and inspires with the program's success.

Resource Mobilization and cost sharing

According to resource mobilization theory, a core, professional group in a social movement organization works towards bringing money, supporters, attention of the media, alliances with those in power, and refining the organizational structure. The theory revolves around the central notion of how messages of social change are spread from person to person and group to group. The conditions needed for a social movement are the notion that grievances shared by multiple individuals and organizations, ideologies about social causes and how to go about reducing those grievances.

This theory assumes that individuals are rational: individuals weigh the costs and benefits of movement participation and act only if benefits outweigh costs. When movement goals take the form of public goods, the free rider dilemma has to be taken into consideration.

Social movements are goal-oriented, but organization is more important than resources. Organization means the interactions and relations between social movement organizations (SMOs) and other organizations (other SMOs, businesses, governments, etc.). Efficiency of the organization infrastructure is a key resource in itself.

Resources are goods, material as well as symbolic, that can be accessed and used in social actions. Personal resources are resources belonging to an individual; they include such ascribed and achieved characteristics as gender, race, age, religion, education, occupation, and income as well as familial resources.

Resource mobilization is critical to any organization for the following reasons: Ensures the continuation of your organization's service provision to clients. Supports organizational sustainability. Allows for improvement and scale-up of products and services the organization currently provides.

Type of Cost Share Contribution	Valuation
Volunteer Services	Rates for volunteer services must be consistent with those paid for similar work
Donated Employee	Time Employee's regular rate of pay
Donated Supplies	Fair market value of the supplies at the time of donation
Cash Contributions	Cash value
Donated equipment, building or land	Fair market value or rental value at the time of the donation, as established by an independent appraisal
Project co-funding	Actual cost incurred

Collecting revenue, pooling risk, and purchasing services

Countries need to mobilize sufficient resources to provide essential health services for their populations, reduce inequalities in the ability to pay for those services, and provide financial protection against impoverishment from catastrophic health care costs through explicit policies affecting the 3 financing functions:

- collecting revenues
- pooling risks, and
- purchasing goods and services.

In managing their health financing functions, countries also need to ensure adequate fiscal space to scale up health spending. Developing countries, particularly low-income countries, face severe challenges in mobilizing sufficient resources to meet even basic service needs. Middle-income

countries focus more on providing universal coverage to their populations. Various mechanisms for risk pooling and prepayment are possible for countries at all income levels, but options are heavily constrained by the structure of a country's economy, as well as its financial, institutional, and political capacities. This chapter contains a discussion of the basic health financing functions of revenue collection, risk pooling, and purchasing. It describes how health financing systems are affected by social, economic, demographic, environmental, external, and political factors.

Cost Sharing: Projectized approach

Cost sharing is a process wherein two or more entities work together to maximize availability of resources to meet the budgeted/estimated cost for a project or business enterprise through partnership with donor/co-investor to add with planned income and leveraging initiative. It is a favorite tool of many social development programs or small business enterprises with limited financial resources.

The projectized approach refers cost sharing as below:

Cost Share, Program Income and Leverage		
Cost Share	Program Income	Leverage
<p>Cost share or “matching” refers to the resources a recipient contributes to the total cost of an agreement.</p> <p>It becomes a condition of an award when it is part of the approved award budget.</p> <p>It is verifiable from the recipient's records, ie it can be audited</p> <p>Includes all cash and in-kind contributions from the recipient of third parties.</p>	<p>The gross income earned by the recipient that is directly generated by an activity supported under an assistance award, or earned as a result of the award.</p> <p>Includes (but not limited to):</p> <ul style="list-style-type: none"> - Fees for services performed - The use of rental of real or personal property acquired under donor/DP funded project - Sale of commodities or items fabricated under an award; or - Interest on loans made with award funds (ie microcredit programs) 	<p>Resources that a non-traditional DP/Donor partner brings to a public-private partnership, ie the portion not being borne by DP/Donor.</p> <p>These non-traditional resource partners are typically NOT receiving DP/Donor funds</p> <p>It can be a variety of forms – anything of value that is measured, financial contributions, third part contributions, donated services property or intellectual property.</p> <p>It can NOT be audited</p>

Cost Sharing: Health Insurance Scheme

Cost sharing in health insurance schemes is a crucial method that would influence both health care utilization and financial burden of the insured population. The economic purpose of health insurance is to reduce financial risk of illness for the insured. Facing decreasing prices of health care paid by the insured, the insured have incentive to increase their health care utilization due to the price elasticity, even if some health services are not necessary (moral hazard). In health insurance schemes, cost sharing which can take various forms including deductible, co-insurance or co-payment, and ceiling implies higher out-of-pocket payment from the insured for health service. From demand side, the cost sharing mechanism could prevent users from utilization of health care; from the insurance designers' side, the cost sharing could control the cost of health insurance scheme by correcting the problem of moral hazard. But too high level of cost sharing may make health insurance lose the function of financial protection.

Effective presentation: Planning an effective presentation

Making a Presentation

The following write-up is an insight into the process of planning an effective presentation. It focuses on the importance of the presenter's relationship with the audience and suggests key strategies for making an impact.

What is an effective presentation?

An effective presentation makes the best use of the relationship between the presenter and the audience. It takes full consideration of the audience's needs in order to capture their interest, develop their understanding, inspire their confidence and achieve the presenter's objectives.



Seven stages in planning a presentation

1. Preparation

Many factors affect the design of presentation. A powerful presenter is to address:

Objectives:

What you want to achieve and what you want your audience to take away with them. Once it is decided, you are in a much better position to make strategic decisions about the design and tone of your presentation.

Audience:

Your audience will have a variety of different experiences, interests and levels of knowledge. A powerful presenter will need to acknowledge these and prepare for and respond.

Venue:

Where will you be making your presentation? What will the room be like? What atmosphere will the physical conditions create?

2. Choosing your main points

Once you have thought about the design of your presentation, you can define your main points. Try presenting no more than three main points in a ten-minute presentation. Always allow time for an adequate introduction and conclusion.

3. Choosing your supporting information

The supporting information helps your audience understand, believe in and agree with your main points. This evidence might take the form of factual data, points of detail or an explanation of process and be presented using diagrams, pictures or video segments.

4. Establishing linking statements

The next stage is to develop the linear flow of your presentation. This can be achieved by using linking statements to show clearly how your main points fit together.

5. Developing an opening

The introduction to your presentation is crucial. It is your first point of contact with your audience; you can either capture or lose your audience's interest in a matter of seconds. Use your introduction to lay a clear foundation for the presentation to follow.

6. Developing a conclusion

Your conclusion is another important stage in your presentation. You can use it to remind your audience of your main points, draw these points to a stimulating conclusion and leave your audience with a lasting impression of the quality of your presentation.

7. Reviewing your presentation

Once you have written your presentation make sure that you review its content. Ask yourself: Does the presentation meet your objectives? Is it logically structured? Have you targeted the material at the right level for your audience? Is the presentation too long or too short?

Top 10 Tips for Effective Presentations

Whether you are an experienced presenter, or just starting out, there should be ideas here to help you to improve.

1. Show your Passion and Connect with your Audience

It's hard to be relaxed and be yourself when you're nervous.

2. Focus on your Audience's Needs

Your presentation needs to be built around what your audience is going to get out of the presentation.

3. Keep it Simple: Concentrate on your Core Message

When planning your presentation, you should always keep in mind the question: What is the key message (or three key points) for my audience to take away?

4. Smile and Make Eye Contact with your Audience

This sounds very easy, but a surprisingly large number of presenters fail to do it.

5. Start Strongly

The beginning of your presentation is crucial. You need to grab your audience's attention right from the starting.

6. Remember the 10-20-30 Rule for Slideshows

Contain no more than 10 slides; last no more than 20 minutes; and, use a font size of no less than 30 point.

7. Tell Stories

Human beings are programmed to respond to stories.

8. Use your Voice Effectively

The spoken word is actually a pretty inefficient means of communication, because it uses only one of your audience's five senses.

9. Use your Body Too

It has been estimated that more than three quarters of communication is non-verbal.

10. Relax, Breathe and Enjoy

If you find presenting difficult, it can be hard to be calm and relaxed about doing it.

We need to consider presentation as an important job if we need to make it as an effective presentation. For effective presentation we need to get it practiced in well manner.



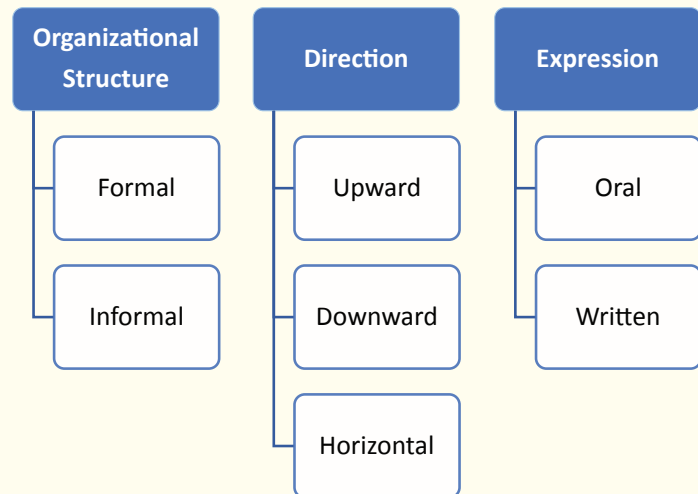
Organizational Communication

Organizational communication is the study of communication within organizations, why and how organizations send and receive information in a complex organizational environment. Organizational communication is highly contextual and culturally dependent. Organizational communication represents organizational climate and culture—the attitudes, and values that characterize the organization and its staffs. Organizational communication helps us to;

- 1) accomplish tasks relating to specific roles and responsibilities
- 2) adapt to changes
- 3) complete tasks with quality
- 4) develop relationships and
- 5) coordinate the operations of the organization.

The flow of communication in an organization could be;

- Formal Communication
- Informal Communication
- Downward Communication
- Upward Communication
- Horizontal Communication
- Oral or Verbal Communication
- Written Communication



Formal communications- associated with the formal organization structure and travels through the pre-defined formal channels. Departmental meetings, conference, news bulletins are some example of formal communication.

Informal communication- don't depend on any established channels; takes place in an unstructured manner and outside the formal forums. There is an element of spontaneity in this communication; uses informal relationships such as friendship, workmate etc. Such communication includes comments, suggestions etc. It is used more often in situations where there are no rigid hierarchical tiers.

Grapevine is a random, unofficial means of informal communication that prevails in organizations. The source of such communication may not be clear. It spreads by way of gossip and rumors. It travels through informal networks and quite often travels faster than the formal messages. Sometimes, it gets more powerful and becomes more receptive than formal communication. The prevalence of this type of communication in an organization has to be recognized. It may not always be possible to control the grapevine, but, nevertheless, an able communicator knows how to influence it. Grapevine can include destructive miscommunication, but it can also be beneficial by allowing feelings to be expressed. Persons at the executive levels also use informal communication when they find it difficult to collect information from the workers.

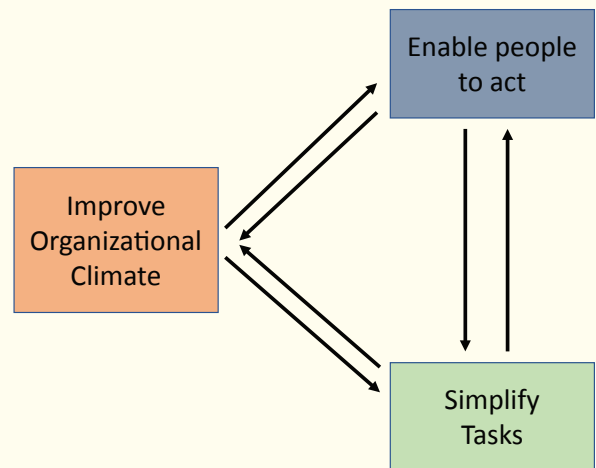
Upward communication -large organizations have different hierarchical levels or tiers. Upward communication is one which moves upward, i.e., from bottom to top levels in the hierarchy.

Downward communication is the approach is used by the top-level management to communicate to the lower levels. This is used to implement policies, guidelines, etc.

Horizontal communication proceeds in a horizontal manner and takes place among equals and at peer level. It may also be described as peer-level communication.

Organization communication deal with human behavior in a work environment and determines its impact on job structure, performance, communication, motivation, etc. Main challenges for effective organizational communications need attention of managements includes: 1) Individual differences; 2) Perception; 3) The desire for involvement; 4) Workforce diversity; and 5) Dealing with change and innovation.

An enabling organizational climate is critical for successfully implementations of SBCC programs. Organization need to focus on improving leadership, management and systems to have effective organizational communication.



It is the primary task of a leader/manager to improve organizational climate. Determinants of organizational climate includes; environment, strategy, systems, attitudes and management behavior. Among these management behaviors is the most important determinant of organizational climate.

A desirable organizational climate is that of a learning organization. Being effective organizational communicators require leadership as well as management skills.

Key point:

The organizations in which people work have an effect on their thoughts, feelings, actions and productivity. The factors that influence organizational climate includes: 1) Job satisfaction; 2) Engagement of the right people; 3) Team approach; 4) Organizational culture; 5) Leadership; 6) Conflict resolution; and 7) Flow of information.

Strategic Leadership

Strategic leadership refers to a manager's potential to express a strategic vision for the organization, or a part of the organization, and to motivate and persuade others to acquire that vision. Strategic leadership can also be defined as utilizing strategy in the management of employees. Strategic Leadership is the ability to influence others to voluntarily make decisions that enhance the prospects for the organization's long-term success while maintaining short-term financial stability.

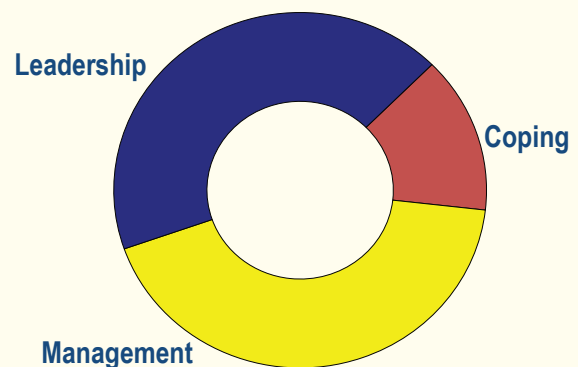
Strategic leadership can also be defined as utilizing strategy in the management of employees. It is the potential to influence organizational members and to execute organizational change. Strategic leaders create organizational structure, allocate resources and express strategic vision. Strategic leaders work in an ambiguous environment on very difficult issues that influence and are influenced by occasions and organizations external to their own.

The main objective of strategic leadership is strategic productivity. Another aim of strategic leadership is to develop an environment in which employees forecast the organization's needs in context of their own job. Strategic leaders encourage the employees in an organization to follow their own ideas. Strategic leaders make greater use of reward and incentive system for encouraging productive and quality employees to show much better performance for their organization. Functional strategic leadership is about inventiveness, perception, and planning to assist an individual in realizing his objectives and goals.

Strategic leadership requires the potential to foresee and comprehend the work environment. It requires objectivity and potential to look at the broader picture.

A few main traits/characteristics/features/qualities of effective strategic leaders that do lead to superior performance are as follows:

- ✓ Loyalty- Powerful and effective leaders demonstrate their loyalty to their vision by their words and actions.
- ✓ Keeping them updated- Efficient and effective leaders keep themselves updated about what is happening within their organization.
- ✓ Judicious use of power- Strategic leaders makes a very wise use of their power. They must play the power game skillfully and try to develop consent for their ideas.
- ✓ Have wider perspective/outlook- Strategic leaders just don't have skills in their narrow specialty but they have knowledge about a lot of things.
- ✓ Motivation- Strategic leaders must have a zeal for work that goes beyond money and power and also they should have an inclination to achieve goals with energy and determination.
- ✓ Compassion- Strategic leaders must understand the views and feelings of their subordinates, and make decisions after considering them.
- ✓ Self-control- Strategic leaders must have the potential to control distracting/disturbing moods and desires, i.e., they must think before acting.
- ✓ Social skills- Strategic leaders must be friendly and social.



- ✓ Self-awareness- Strategic leaders must have the potential to understand their own moods and emotions, as well as their impact on others.
- ✓ Readiness to delegate and authorize- Effective leaders are proficient at delegation.
- ✓ Articulacy- Strong leaders are articulate enough to communicate the vision to the organizational members in terms that boost those members.
- ✓ Constancy/Reliability- Strategic leaders constantly convey their vision until it becomes a component of organizational culture.

Strategic leaders can create vision, express vision, passionately possess vision and persistently drive it to accomplishment and typically, strategic leaders are involved in creating significant organizational change. Strategic leadership occurs when individuals and teams think, act, and influence others in ways that promote the enduring success of the organization.

Effective strategic leaders are strong communicators, active listeners, passionate, positive, innovative, collaborative, honest, diplomatic, empathetic, and humble. By taking the steps to embody these qualities, they are already becoming a better leader and can help move their team towards success! Effective leaders strategically think, acts and influences;

- **Strategic thinking** begins with understanding the complex relationship between the organization and its environment. Using that knowledge, leader can then make decisions that facilitate the organization's enduring success.
- **Strategic acting** involves taking decisive action consistent with the strategic direction of the organization – despite ambiguity, complexity, and chaos.
- **Strategic influencing** is about building commitment to the organization's strategic direction by inviting others into the strategic process, forging relationships inside and outside the organization and utilizing organizational culture and systems of influence.

A final thing to consider is that strategic leadership is different for everyone. How strategic leadership characteristics manifest depends on the organization culture and existing frameworks, as well as the individual skills. For example, effective communication channels will look very different for a manager who is working on-site daily with the team versus a remote manager checking in every so often. Adapt your strategic leadership style to fit your role, your organization, and your working situation.

Strategic leadership necessarily encounters with many challenges. Because they are dealing with humans who would have different competencies, different work-styles, different motivations and different temperament. They might face other challenges to strategically deal with to;

- Have a shared vision and stay focused
- Pay attention to results, deliver on time with high quality at an appropriate price
- Listening to unhappy staff members, hold "team spirit"
- Providing "career" opportunities to young talented professionals
- Creating a blame free "can do" culture, fix 'broken window' asap
- Applying discipline in combination with empowerment and trust
- Innovate constantly, push power down to the middle management
- Nurture "trusting" relationships with the client, government & media.

Beyond Imagination



What leaders can operate

The background is a light blue gradient with a bright, circular light source in the upper right quadrant. Scattered across the page are numerous semi-transparent blue hexagons of varying sizes and opacities, some appearing as solid shapes and others as faint outlines. The overall aesthetic is clean and modern.

SCOPE Exercise Guide

SCOPE Exercise Guide

Table of Content

A. Introduction.....	53-54
■ Purpose of Strategic Communication Planning Course	
■ Themes for Strategic Communication	
■ Communication Process	
■ “P” Process	
B. The Six Questions for Strategic Planning Process.....	54-67
Question 1: What is the communication problem?	
Question 2: What do you need to do?	
Question 3: What creative approaches and materials do we need to develop?	
Question 4: How do we make things happen?	
Question 5: How do we know that we are making progress and achieving our desired impact?	
Question 6: How do we plan for continuity?	
C. SCOPE Exercise Presentation Template.....	67

A. Introduction

Purpose of Strategic Communication Planning Course

Strategic communication course teaches communication professionals how to plan and implement communication initiatives that add greater value to SBCC program and deliver results. The participant will learn the processes, tools and techniques to build credibility as a trusted communication professional. Course objectives are:

- Understand the concept of strategic planning in the field of social and behavior change communication.
- Help participants to be more confident to conceptualize, design, plan, implement, monitor and evaluate effective social and behavior change communication programs at their respective program areas.
- Appreciate the “Ten Themes” of communication.

Themes for Strategic Communication

1. To change others, we may have to change ourselves first
2. Learn to listen, listen to learn
3. Communication is a process
4. Knowledge grows
5. Solve problems in stages
6. Think big, start small, act now
7. Focus demands sacrifice
8. Quality costs less
9. Team works
10. Believe you can make a difference and you will

Communication Process

Communication consists of a wide range of behaviors that include listening, reading, writing, talking, and thinking. These behaviors occur over time and often overlap with one another. While we seek mutual understanding when we communicate, research tells us that communication is not finite; it never really ends. The key to effective communication is **effective listening**. We can communicate more effectively if we understand the **relationship of perception and how they impact on the communication process**.

“P” Process

A Communication Program Planning Process. The “P” Process is a tool for planning strategic, evidence-based communication programs. The “P” Process is a step-by-step roadmap that can guide to design and implement a strategic and participatory behavior change program that is grounded in theory and has measurable impact.

Why strategic communication is emphasized?

Without strategy, there is a high chance that communication will miss target. Strategic communication has to have a realistic and well defined objective and a strong plan with coordinated, effective actions to reach its objective. It is based on understanding of the issue, stakeholders and intended audiences. In most cases for effective communication a joint effort of multiple actors is needed.



The P Process has five steps:

- Step 1: Inquire
- Step 2: Design strategy
- Step 3: Create and test
- Step 4: Mobilize and monitor
- Step 5: Evaluate and evolve

Three cross-cutting concepts are embedded in the “P” Process. Social and behavior change communication (SBCC) approaches work best when all three of these guide your strategic process:

1. SBCC theory
2. Stakeholder participation
3. Continuous capacity strengthening

For details see the following link: <http://www.thehealthcompass.org/sbcc-tools/p-process>



B. The Six Questions for Strategic Planning Process

Question–1. What is the Communication Problem? (Inquire)

A strategic communication program planning starts with clarifying Shared Vision, that followed by analysis of the problem that we are trying to address in a particular geographic area.

A situation analysis is the first step in the SBCC planning process. It involves a systematic collection and study of health and demographic data, study findings and other contextual information in order to identify and understand the specific or priority health/social issue to be addressed.

1.1 What do we want to happen? : Shared Vision

Develop a Shared Vision

Effective strategic communication program planning needs to nurture a clear shared vision and foster understanding of the current situation with respect to that vision.

Shared Vision is a clear description of the future that all stakeholders want to create. The purpose of shared vision is not only to change the current situation but to improve things by setting a more ambitious goal.

A vision provides a picture of what the situation will look like when the SBCC effort is completely successful and will anchor the SBCC intervention by stating what the program hopes to influence. In determining vision one can choose the easy, the difficult, or the impossible, but the most effective leaders go for “**beyond imagination**”. A good vision should:

- Be Ambitious – go beyond what is thought likely in the near term.
- Be Inspiring and Motivating – call to mind a powerful image that triggers emotion and excitement, creates enthusiasm and poses a challenge.
- Look at the big picture – give everyone a larger sense of purpose.

Guide Questions for developing shared vision

- What your group’s want to happen in the future with your health /social issue?
- Is this vision likely to be shared by all stakeholders (households, communities and governments)?
- Is your vision likely to secure commitment strong enough to overcome obstacles?

1.2 What is happening now? : Current Situation

An in-depth analysis is needed to understand current situation of a health/social issue in respect to shared vision. In-depth picture of current situation guides the identification of priorities for an SBCC intervention. It establishes a clear, detailed and realistic picture of the opportunities, resources, challenges and barriers regarding a particular health/social issue or behavior. The description of current situation should be factual, concise and verifiable and should also describe trend and comparison.

Exercise 1: Shared Vision

Write your vision in the form of a story or in a descriptive paragraph.

Guide Questions

- In contrast to your vision statement, what is the current situation?

Develop a Problem Statement

Successful SBCC strategies focus on one specific issue at a time. Addressing too many issues or too general an issue, such as overall reproductive health, can be confusing. To help focus the SBCC strategies, following the situation analysis we need to develop a focused problem statement.

1.3 Why are there differences? : Identify the key constraints and root causes

To determine key constraints the process need to start with a clear vision of where we want to go; then figuring out where we are now; and, finally, determining there is a difference and why this difference i.e. key constraints. After identifying the key constraints we can figure out the root causes for the gaps i.e., the barriers that comprise the difference.

Exercise 2: Current Situation statement

Describe what is happening in the community, district or region with respect to the shared vision. Make the description clear and concise. (Example)

Guide Questions

- What are the key constraints in your context?

Root Cause Analysis

A root cause analysis is a process used to identify the primary source of a problem. The root cause analysis is to identify the underlying deeper causes of the barriers that account for the difference between the current situation and vision. This helps to identify the challenges a program should address

and to select strategies and approaches to overcome these barriers and move the current situation closer to the vision.

To identify the root cause we need to ask a series of “Why” questions. We continue to ask “Why” of the answer to the question, “**Why there is a difference**” and so on until we reach a point when it is no longer practical to do so. Using root cause analysis we can track the chain of causes.

Exercise 3: Root Cause analysis

Track the chain of causes, and decide where the BCC intervention is needed to break the chain.

1.4 Program Analysis and SWOT

A program analysis is the process of looking at an organization’s intended social and behavior change communication (SBCC) program and then identifying enabling and limiting factors to implementing it successfully.

Program analysis helps the program team explore the following factors that may enhance or create constraint for the intended SBCC program and then utilizes the findings for program design:

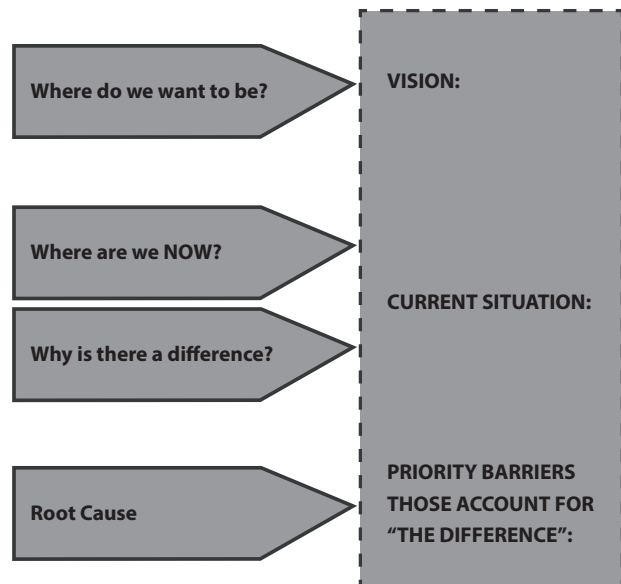
- Human and Physical Resources
- Programmatic and Management Structure
- Community and Client Dynamics
- Technological Resources
- Financial Resources and Funding

SWOT analysis

SWOT is an assessment technique for program analysis. SWOT stands for: Strength, Weakness, Opportunity, and Threat. A SWOT analysis guides to identify organization’s strengths and weaknesses (internal), as well as broader opportunities and threats (external).

Using the results from the analysis, determine how the program can:

- Eliminate or weaken the factors that stand in the way of reaching the vision.
- Enhance the factors that support reaching the vision.
- Build on key strengths and utilize available assets.
- Mobilize neutral forces to help the program achieve the vision.
- Minimize key weaknesses and avoid threats.
- Capitalize on key opportunities.



Exercise 4: SWOT analysis

	Helpful Strengths	Harmful Weaknesses
Internal		
	Opportunities	Threats
External		

1.5 Audience Analysis (Know your Audience)

For effective SBCC planning it is important to identifying the specific audience(s) the program wants to reach, and developing a communication objective and strategic approach for each audience to engage them in the process of change.

An audience analysis is a process used to identify and understand the priority and influencing audiences for the SBCC program. The priority and influencing audiences are those people whose behavior must change in order to improve the current situation.

A complete audience analysis looks at:

- Socio-demographic characteristics such as sex, age, language and religion.
- Geographic characteristics like where the audience lives and how that might impact behavior.
- Psychographic characteristics such as needs, hopes, concerns and aspirations.
- Audience thoughts, beliefs, knowledge and current actions related to the health or social issue.
- Barriers and facilitators that prevent or encourage audience members to adopt the desired behavior change.
- Gender and how it impacts audience members' behavior and ability to change.
- Effective communication channels for reaching the audience.

There are a number of factors that commonly influence individual behavior and should be considered when examining the audience's knowledge, attitudes, beliefs and behaviors.

Audience Segmentation

Audience segmentation is the process of dividing the priority audience into sub groups. One size doesn't fit all; segmentation is recommended if the audience cannot be reached effectively with the same messages, interventions and channels.

For segmentation look at the primary audience(s) and identify differences from other audience members. These differences are typically based on socio-demographic, geographic, behavioral or psychographic differences among members of the primary audience.

Develop Audience Profiles

It establishes a clear, detailed and realistic picture of the audience. Audience profiles bring audience segments to life by telling the story of an imagined individual from the audience.



The audience profile consists of a paragraph with details on current behaviors, motivation, emotions, values and attitudes, as well as information such as age, income level, religion, sex and where they live. The profile should reflect the primary barriers the audience faces in adopting the desired behavior. Include a name and photo to help the creative team visualize who the person is.

Guide Questions

- Identify all the audiences need to reach to achieve meaningful change
- Identify their ability to influence the process of change
- Develop a socio-demographic profile of the audiences

Example of actions to be taken to address different type of weaknesses

Exercise 5: Audience Profile

Develop a clear image that represent the key audience segments.

Question 2. What do we need to do? (Design Strategy)

The communication strategy will be developed after the analyses (situation, program and audience) have been conducted. The strategy will provide a roadmap for designing activities or creating materials and implementing the program.

Strategy should specify:

- The specific action(s) or changes(s) that we want the selected audience segment to make (Strategic objectives).
- The benefit that will best motivate the audience segment to act or changes as we intend (key benefit)
- The positioning statement that will best frame and deliver the message (creative approach)
- The communication channels, or media mix, most appropriate for the audiences (media mix)
- How we will know whether we are on track and having an impact (monitoring and evaluation).

2.1 Communication Objectives

The strategic communication objective based on analysis of the situation and the goals set by the program. Strategic communication objectives derive from larger program objective. Effective communication objectives focus on the key constraints to reaching the shared vision.

Strategic communication objectives should specify two things: the WHAT – we want our audience to do and the corresponding WHY. Communication objectives clearly and concisely state the intended impact of communication efforts. Communication objectives should focus on addressing the key constraint, or biggest communication challenges, identified through analysis.

The communication objective should describe the intended behavior clearly, in measurable terms and within a specific time frame. A Communication objectives should follow SMART criteria!

SMART communication objectives:

Specific

Measurable

Action oriented/Appropriate

Reach high

Time-bound.

Communication objectives – bring about adoption of specific behaviors that communication efforts have focused on:

- Awareness
- Understanding
- Acceptance
- Encourage
- Action- mobilize
- Sustained actions

Exercise 6: Communication Objectives Statement

Use the SMART criteria.

2.2 Strategic or Conceptual Framework

SBCC programs are more effective when they are based on social and behavioral science theories. There are many theories used in social and behavior change. These theories provides a foundation for greater understanding of campaign to address the issue, help predict how the audience will change through exposure to the SBCC program and measure success accordingly. Based on communication needs the theory can be choose from following link <http://www.thehealthcompass.org/sbcc-tools/theory-picker>

2.3 Identifying the Key Moves or Strategic Approaches

Strategic approaches are the way a communication intervention is packaged or framed into a single program, campaign, or platform. It holds together the different interventions, channels, and materials and combines them into one program. They describe how the program will achieve its communication objectives.

While identifying the key moves we need to consider some expected barriers that could prevent the intendent audiences from changing, as well as their experiences about the issue.

Moving from where we are to where we want to be requires the careful selection of “key moves” or strategic approaches which, if implemented, have the greatest potential to bring about change(i.e., to deal with the root cause(s) and overcome the associated barrier). Typically, several approaches such as **advocacy, counselling, entertainment education, mass media** etc. will be used, either in a phased manner or at the same time.

When selecting approaches followings aspects are need to be considered:



- Complexity, sensitivity and magnitude of the problem being addressed
- Effectiveness of the suggested approach for the problem being addressed
- Literacy levels among audiences
- Desired reach
- Cost of approach
- Age, media and digital access, and other relevant audience characteristics
- Theories selected

Guide Questions

- What is your strategy approach?
- Do your strategic approach catalyze change and enable others to engage in achieving the vision?
- Is your strategy sustainable over a longer period of time?

2.4 Key Benefits

To understand the audience(s), we need to put ourselves in their shoes and determine what will motivate them to change. To determine what benefits they might be interested in, we need to review the audience's characteristics and needs. Then, brainstorm what benefits the program's behaviors, services or products could offer the audience, in comparison to the audience's current practices, needs and benefits. In general, benefits fall into one of these groups:

- Social approval- this is what others expect of you
- Prestige- doing something that is respected or envied by society
- Fear reduction-decreasing fear by acting as suggested
- Health and life encasement – perceived health benefit
- Economic- action could lead to saving money or making money
- Conformity – everyone is doing what is suggested.

Create a benefit statement using the following format: “if you [adopt x behavior, buy x product or use x service]...then you will [benefit in this way]...”.

Support points are information that supports the key benefit. They tell the audience why they should believe the promise the program is making. Support points can be in the form of facts, testimonials, celebrity or opinion leader endorsements, comparisons or guarantees. The kind of support point used will depend on what will appeal and be credible to the audience. After selecting key benefit, narrate the desired action response from intended audience.

2.5 Decide on Positioning

Positioning the message is one of the most important steps in effective communication.

It is important for SBCC campaign to decide how the program will position the desired changes (as outlined in the objectives) so that they stand out. Positioning determines how the audience perceives the changes they are being asked to make by presenting a clear benefit and an attractive image of the change.

Exercise 7: Key Benefit(s)

Illustrate the three concept ideas with the available photos.

If you, (intended audience), choose to (desired behavior)
then you benefit by,

1. Benefit A
2. Benefit B
3. Benefit C

Pre-test and Select the most appropriate concept and KEY BENEFIT.

Exercise 8: Positioning Statement

Names the behavior, product or service; the unique difference that sets it apart

Summary:

1. Program name (Choose an appealing name for your program or project).
2. Communication Objectives
3. Key benefit(s)
4. Key Support Points a. b. c.
5. Desired Action Response
6. What is the 'big idea', or creative concept that we can use to best frame our campaign?

Question 3. What creative approaches and materials do we need to develop? (Create and Test)

3.1 Media Plan

An effective media mix plan ensures that messages appear in the right place and at the right time to reach the priority audience. Hence it is important to choose communication channels, or the media mix, that will be most appropriate for the priority audience. While developing media plan it is also important to consider the geographical factors.

Steps for selecting media mix

Step 1: Assess available channels

Step 2: Determine the priority audience's habits and channel preferences

Purpose of the SBCC program

It may be to:

- Inform and educate.
- Persuade and promote.
- Increase intention to act.
- Encourage behavior change.
- Reinforce behavior change.

- Step 3: Consider the strengths and limitations of channels
- Step 4: Determine what channels best fit the program's objectives
- Step 5: Establish a preference for reach or Intensity
- Step 6: Select the channel mix
- Step 7: Select the media schedule (timing and frequency)

Reach – the number of individuals or households exposed to the program's messages.

Intensity – the average number of times individuals or households are exposed to the program's messages.

Communication channels

Each channel has strengths and limitations. Decide which communication channels will best reach the audience. It is effective to use a variety of channels, keeping in mind that there is no one perfect channel.

Channel	Strengths	Limitations
<p>Interpersonal Communication Community dialogue, peer-to-peer, health provider-client, inter-spousal and parent-child communication</p>	<ul style="list-style-type: none"> • Tailored and personalized • Interactive • Able to explain complex information • Can build behavioral skills • Can increase intention to act • Familiar context - enhances trust and influence 	<ul style="list-style-type: none"> • Low reach • Relatively costly • Time-consuming
<p>Community/Folk Media Community drama, interactive storytelling, music, community events, video group discussion, mobile video units, talks and workshops, door-to-door visits, demonstrations and community radio</p>	<ul style="list-style-type: none"> • Stimulates community dialogue • Motivates collective solutions • Provides social support for change • Can increase intention to act • Reaches larger groups of people 	<ul style="list-style-type: none"> • Less personalized than IPC • Time-consuming to establish relationships • Relatively costly • May have less control over content
<p>Mass Media and Mid-Media Radio, TV, print, film, outdoor – posters, billboards</p>	<ul style="list-style-type: none"> • Extensive reach • Efficient and consistent repetition of message • Capacity to model positive behaviors • Sets the agenda- what is important and how to think about it • Legitimizes norms and behaviors 	<ul style="list-style-type: none"> • Limited two-way interaction • Available only at certain times • Relatively impersonal
<p>Digital and Social Media Mobile phones, SMS, Facebook, Internet, twitter, eToolkits, web sites, eForums, blogs, YouTube, Chat rooms</p>	<ul style="list-style-type: none"> • Fastest growing and evolving • Potential to mobilize youth • Highly tailored • Interactive • Quickly shares relevant information in a personalized manner • Flexibility to change and adapt as needed 	<ul style="list-style-type: none"> • Program may have less control over content • Requires literacy • Limited reach and accessibility • Can lack credibility

Exercise 9: Media mix for the campaign/program.

3.2 Message and Material Development

Message design

Successful, well-designed messages are simple, memorable, easily understood, culturally appropriate and meaningful to the audience.

In social and behavior change communication (SBCC), a message is a statement containing key points of information that a program wants to communicate to an audience to encourage behavior change. In order to be effective, a message needs to include a clear call to action and address the behavioral determinant of interest.

Materials development

Programs use creative materials to communicate with audiences and influence behavior change. Well-designed materials with tailored messages have the potential to impact social norms and behaviors that lead to a healthier society. Following a structured process for materials design helps ensure that program outputs are audience-focused and compelling, which ultimately increases their effectiveness.

7 C's of Effective Communication

When developing messages and materials, the creative team should consider the 7 C's of Effective Communication. The 7 C's act as a checklist that helps ensure that messages are interesting, clear, and effective in reaching the audience. The 7 C's – principles for ensuring effective communication – apply in both message and materials development. While developing content, continually ask if it meets the 7 C's:

7C's	Description
Command Attention	Attract and hold the audience's attention. Use colors, images, key words and design elements that make the material stand out so that it is noticed and memorable
Clarify the Message	Ensure the material conveys the message clearly, with easy-to-understand words and images.
Communicate a Benefit	Stress how the audience will benefit from adopting the new behavior.
Consistency Counts	Ensure that content within and among materials does not conflict. Repeat messages throughout the materials. Re-use the same words and phrases, as appropriate. Also, re-use the same or related images and styles. This avoids confusion and repetition enhances the impact of the message.

Create Trust	Well-developed materials encourage the audience to trust the organization or program using them. Trust and credibility allow and encourage the audience to heed the message.
Cater to the Heart and Head	People are swayed by both facts and emotions. Use both to maximize the material's persuasiveness.
Call to Action	Include a clear call to action in materials. Tell audience members precisely what they can do.

Exercise 10: SBCC Materials for the campaign

3.3 Pretesting

Pretesting is the process of bringing together members of the priority audience to react to the components of a communication campaign before they are produced in final form. Pre-testing measures the reaction of the selected group of individuals and helps determine whether the priority audience will find the components - usually draft materials understandable, believable and appealing. **Pretesting** increases the impact of SBCC materials by determining if what has been designed is suitable for the audience.

Comprehension: Are the message and materials understood by the priority audiences? Do they recognize the benefit of taking action?

Pretesting has 6-step necessity:

- Attractiveness, Acceptance, Believability,**
- Involvement, Relevance**
- Motivation/Persuasion, Improvement**



SUMMARY:

Audiences	Key Message(s)	Channel(s) of Communication	Resources- SBCC materials Needed	Time Frame

Question 4. How do we make things happen? (Mobilize and Monitor)

4.1 Organizational Climate / Operational Effectiveness

Good management is essential to the effective implementation of any communication program. Management means the ability to START, STOP and CHANGE. A manager can start desirable activities,

change direction and when necessary stop unproductive activities. How to respond to deviations is a part of a good management.

Determinants of organizational climate include:

Environment, strategy, systems, attitudes and management behavior. Among these management behavior is the most important determinant of organizational climate. A desirable organizational climate is that of a learning organization.

Being effective requires leadership as well as management skills. It is the primary task of a leader/manager to improve organizational climate.

4.2 Implementation

The implementation plan details the- who, what, when and how much of the communication program. While developing implementation plan of SBCC program we have to focus on key actions rather than trying to do everything that diffuse our efforts.

To enhance effectiveness of SBCC program during planning following areas need to be considered:

- Define the roles and responsibilities of each partner
- Promoting teamwork and synergy
- Empowering team members to act
- Strengthen quality, simplify task, and minimize procedural delay.



Exercise 11: Implementation Plan with Timeframe and Budget

Tasks	Activity	Time Frame	Indicator	Resources Needed	Budget	Person in Charge	Output

Summary:

Implementation Plan

Tasks	Activity	Time Frame	Indicator	Resources Needed	Budget	Person in Charge	Output

Question 5. How do we know that we are making progress and achieving our desired impact? (Monitoring and Evaluation)

5.1. Monitoring and evaluation

The purpose of monitoring is to get the answer of the question, “How are things going?” Monitoring is a continuing activity and very much an integral part of the management process. A monitoring plan should specify – what program wants to do, when to aim to complete the task, and what level of output is expected to achieve.

The monitoring plan should consider:

1. What will program want to know on an ongoing basis?
2. What indicators will best represent the information?
3. How to gather the data on these indicators?
4. How to analyze and use the result in the program?

Evaluation is usually conducted to answer two questions:

- Did the project achieve its goal? and
- What lessons can we learn from our experience?

A monitoring and evaluation (M&E) plan is a document that helps to track and assess the results of the interventions throughout the life of a program. It is a living document that should be referred to and updated on a regular basis.

An M&E plan will help make sure data is being used efficiently to make programs as effective as possible and to be able to report on results at the end of the program.

Indicators provide data that can be measured to show changes in relevant SBCC program areas. As a tracking device, indicators alert managers to any needed mid-course adjustments if it is found that the program is having unexpected difficulties or going off track. At the end of the program they are measured to validate the success and achievements of the intervention.



Create Indicators

Monitoring Indicators	
Activities to monitor	Indicators
1.	
2.	
Evaluation Indicators	
Outputs/Effects to evaluate	Indicators
1.	
2.	

Exercise 12: Monitoring and Evaluation Plan

Indicator	Baseline	Year 1	Lifetime target	% of target achieved

Question 6. How do we plan for continuity? (Re-planning)

For continuity and re-planning it is important to know the lessons learned and successes of the communication efforts. Insights from experience will benefit to adjust the future program.

To assess the success and the lessons learned and for re-planning, following information are needed:

1. What have you learned from the project experience?
2. How can you best document the lessons or insights gained from your experience?
3. What are the successes – that could be replicated/scaled up?
4. What are some of the most important lessons learned?
5. Where the program could have done better?
6. How can you best apply these experiences to prepare more effectively for future interventions?

For systematically documenting the information the project should have a mechanism; however re-planning the program needs to seek different perspectives of other stakeholders and community in addition to their own.

C. SCOPE Exercise Presentation Template:

1. Shared Vision
2. Current Situation Statement
3. Root Causes
4. Program Analysis Profile ; SWOT analysis
5. Audience Profile
6. Program name (Choose an appealing name for your program or project).
7. Communication Objective
8. Strategic Concept - Key Benefit(s)
9. Supporting Points for Key Benefits
 - a.
 - b.
 - c.
10. Desired Action Response
11. Positioning Statement
12. Intervention/Media Strategy
13. Program Materials
14. M & E plan
15. Budget

