



Taking the CSC to Scale

***Arusha, Tanzania
January 20, 2013***



Theories of Change

Theory of the program — How does the program work to influence outcomes?

Theory of scale up — How do we achieve widespread adoption and effective implementation of the program?



At CARE, we talk a lot about Theories of Change. One important kind of TOC is the Theory of how we think our program works---having a program theory helps us focus our program efforts on key levers or critical factors that we believe drive change in outcomes. So, we have a theory about how the CSC works—for example, one key factor in the CSC being effective is having all the key stakeholders bought into the process—so, because we know this is important to the program working, we make sure we direct enough energy and time into orienting all the stakeholders and making sure they support the process.

Theory can also help us think more clearly about what factors influence scale up, and how we might direct our efforts most effectively to target those factors, or ways we might need to adapt our program strategy for a new context or situation, to facilitate widespread adoption and effective implementation of the program.

Diffusion of Innovations

Diffusion of Innovations: How new ideas and practices spread

Innovation: Idea, product or practice that is new

Communication channels: Means through which a message is transmitted



Diffusion of Innovations is an idea developed in the late 60's by Everett Rogers, a graduate student studying the process of adoption of an innovation in agriculture, regarding the introduction of new seed corn and how it achieved widespread use in the community over time.

DOI describes the way in which new ideas, opinions, attitudes, and practices spread throughout a community.

The innovation we are referring to here is the CSC.

Communication channels refer to the means through which a message is transmitted from one individual, group or community to another.

Innovations spread throughout the community by means of communication—this can be from one individual to another or in a variety of other ways.

Innovation-decision process:

- 1.Awareness
- 2.Knowledge
- 3.Persuasion
- 4.Adoption
- 5.Implementation

Homophily

Degree of similarity between the people communicating with one another accelerates diffusion processes.

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Homophily is the degree of similarity between the people communicating with one another. When there is greater similarity between these people it accelerates the diffusion process.

Adopter categories

- Innovators
- Early adopters
- Early majority
- Late majority
- Laggards

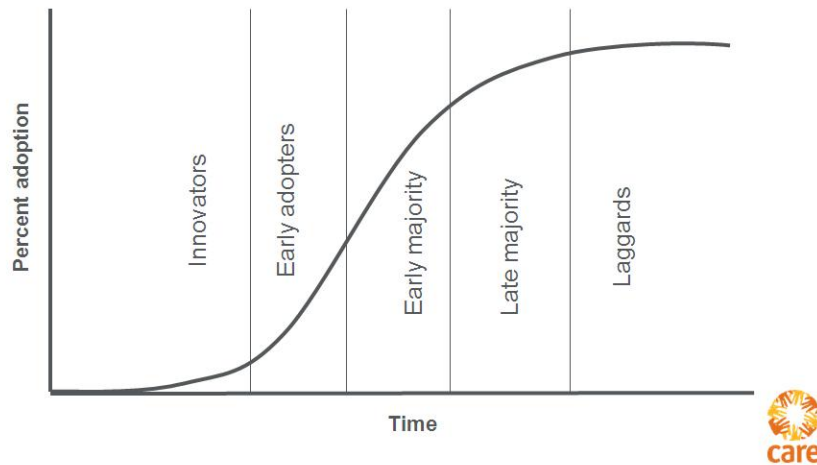
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According to diffusion theory, not everyone adopts an innovation as soon as it becomes available. Instead, some groups seek out and adopt innovations early, others adopt innovations when they become popular, and others continue to resist the innovation. Rogers classified adopters into five categories: innovators (the first 5%), innovators are the first to adopt new ideas and are often perceived as deviants from the systems norms. Next you have early adopters (the next 15%), early majority (the next 30%), late majority (the next 30%) and laggards (the remaining 20%).

Diffusion of Innovations

Rogers, 1985



When depicted as a cumulative response, you get an s-shape curve.

Program characteristics that facilitate diffusion

- Low complexity
- Observability of effects
- Trialability
- Compatibility
- Relative advantage



Both the theory and research identifies some key characteristics of an innovation that make it more likely to be taken up by others.

1. Low complexity - simple to use
2. Observability of effects – people who you might to take it up can see the positive benefits that occur as a result of the innovation.
3. Trialability - ability to try out a program on a small scale first
4. Compatibility of the program with the existing program and values – how does this fit with our culture, our way of communicating with each other, what we care about?
5. Relative advantage over existing or alternative programs

Scaling up the CSC

Reasons to scale up?

Challenges of scaling up?



Some of the challenges to scale up: fear or resistance, time and resources, funding, timing of funds, political context, economic context, etc

Scaling up the CSC

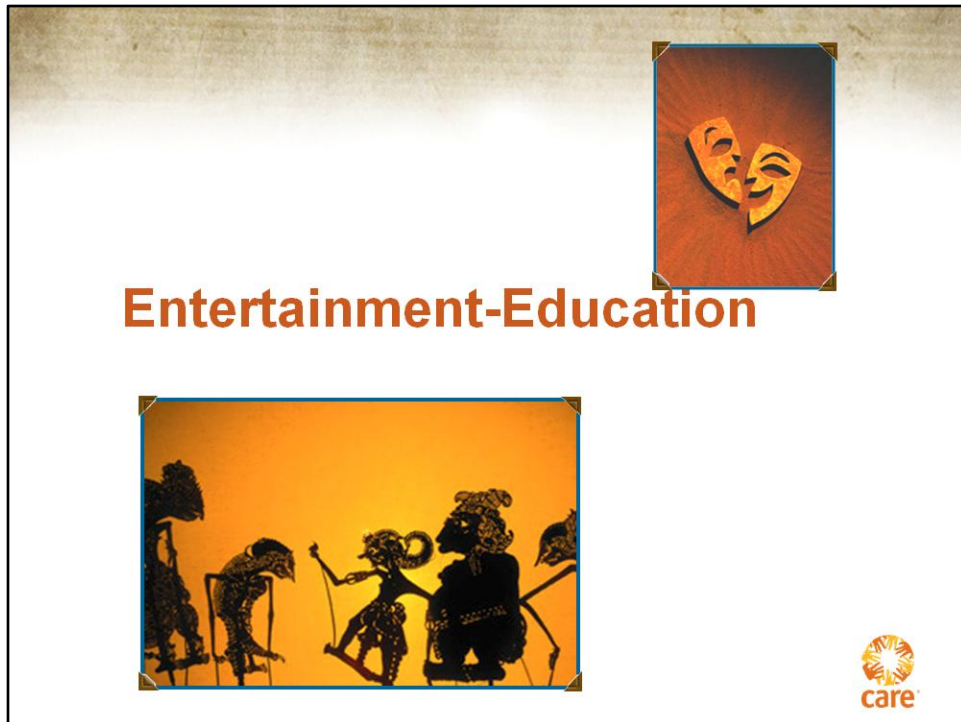
Change behavior of multiple actors



Another way to think about some of those challenges is as BARRIERS to behavior.

To successfully and effectively implement the CSC on a broad scale, the behavior of a number of different actors has to change: community members have to come to meetings and participate in the process, women and community members have to speak up in meetings, program managers have to go to meetings and listen and share information, district officials and local leaders need to endorse the process, etc.

Many different behaviors of many different people need to change, and as they change, more change will occur. They will interact in different ways, they will learn things they didn't know before, they will change their attitudes and behaviors, they will take risks, they will form new relationships and bonds, they will change their expectations, etc.



An example of a behavior change communication strategy is entertainment-education. This strategy will raise awareness, increase knowledge, persuade, and inspire people to adopt new behaviors and implement new practices. For centuries, societies have informally used stories via poetry, plays, puppet shows and drama to inform and enlighten. Now, however, instead of the tribal elders passing down the stories, or the traveling storyteller spreading the news across the countryside, more and more often mass media - both print and broadcast media-- carry these messages to the community.

Long-running Serial Drama

- Uses role models
- Emphasizes entertainment
- Illustrates change occurring at a realistic pace



One of the most effective entertainment-education strategies is the use of long-running stories, or soap operas. This has been used in Latin America and India, on radio and television, and in several countries in Africa (including a popular drama in Tanzania called *Twende Na Wakati*) to promote social goals. Long running serial drama draws from theory the idea that much of what we know we've learned through observing others, through MODELS.

Serial dramas can be designed to show key characters making their way through life, slowly changing specific attitudes and behaviors. There are good guys and bad guys, and then there are characters right in the middle, just like the audience, who over time, evolve and change their attitudes and behaviors. Characters and storylines illustrate people with whom the audience can identify, moving through life, facing and overcoming obstacles and situations similar to those found in the lives of the target audience.

Role Models

Educate

- impart information and skills

Persuade

- alter perceptions of costs and benefits

Motivate

- show success of similar others in obtaining desired rewards



Role models are at the heart of many communication activities, and for good reason. Role models in the media can do many things, they can:

- Educate: provide information on how to change and model the steps.
- Persuade by showing the consequences of different courses of action. Models can alter one's perceptions of the cost and benefits of a behavior.
- Motivate: when you see someone like you doing something that has a positive outcome, that can be motivating. If for example, you see someone standing up for themselves and then getting what they want, that might motivate you to assert yourself in a similar situation.

Role models are particularly effective when they are similar to the intended audience and confronting similar situations. If, for example, I observe a young athlete running a marathon that doesn't tell me anything about myself and my ability to run a marathon. I need to see a model with whom I can identify , someone similar to myself, doing something that I didn't think I could do to



Written, produced, and acted in Setswana by local talent

First broadcast in August 2001

Two 15-minute episodes per week

Nationally broadcast on 2 stations



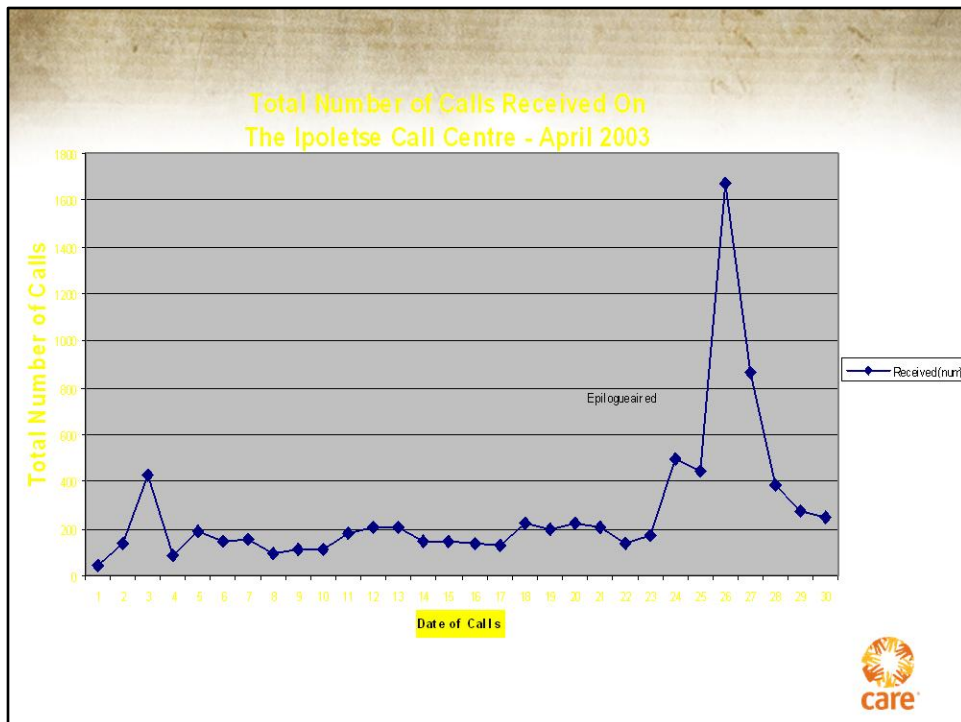
In collaboration with the Botswana Ministry of Information and Broadcasting, it has been airing twice weekly nationwide since August of 2001. In addition, thousands gather regularly to participate in community events and listening discussion groups.



One of the characters in the Botswana drama, Masego, is designed to serve as a role model for women planning or experience pregnancy and HIV risk. Another character—Mary—is her friend. Mary unfortunately has a couple of boyfriends, gets pregnant, doesn't go for PMTCT and her baby ultimately dies, as does she eventually. Masego, on the other hand, also falls pregnant unexpectedly is struggles with many of the same fears and dilemmas that Mary faced, but, after much fear and struggling goes for testing and enrolls in the PMTCT program, resulting in a healthy infant.

About 18 months into the program, following a very dramatic episode in which Masego enrolls in prenatal HIV prevention services, we aired an epilogue following the show in which Masego encourages other women to go for prenatal HIV testing.

To track response to the program, we had an agreement with a hotline run by the Ministry of Health. So, at the end of the epilogue the phone number for the information hotline was given and listeners were encouraged to call for more information.



As you can see, calls increased dramatically following the airing of the epilogue. You can see calls hover around 200 per day throughout the month and then jump to almost 500 after the epilogue aired on the 23rd and 24th, and, on the 26th when it aired again, there was an **eightfold increase** in call volume—over 1600 calls came in on one day.

A number of other evaluation activities later, showed that the program was having an impact. We found that almost half (49%) of the population in our national survey reported NEVER missing an episode of the program. Further, listeners were more than 4 times more likely to report being tested for HIV during pregnancy.

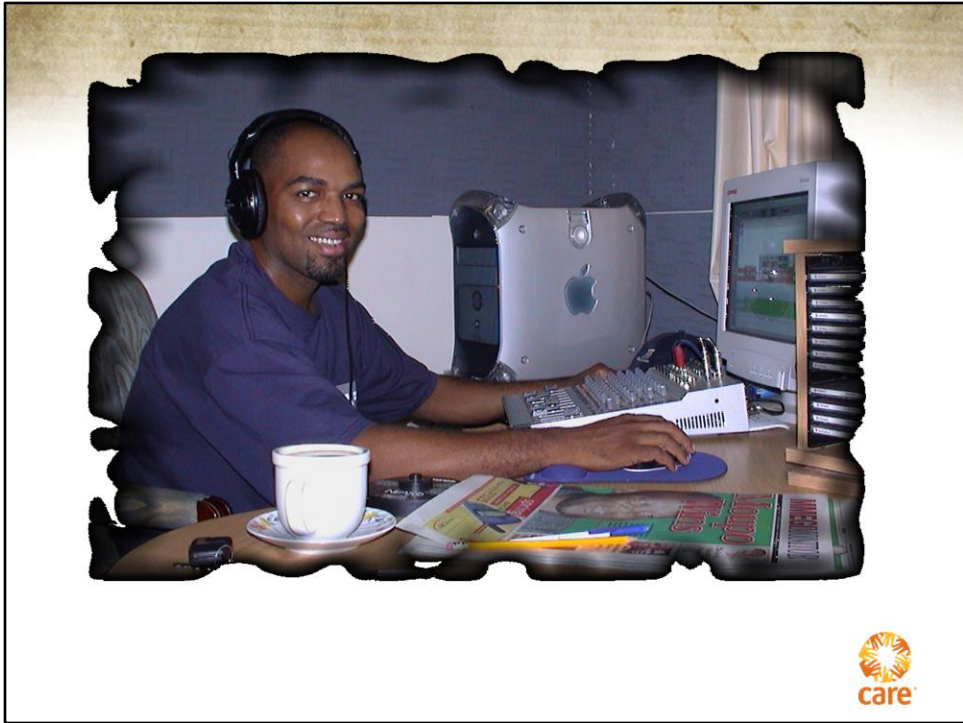


LISTEN TO
MAKGABANENG

RADIO BOTSWANA ONE - 89.9FM (Wednesday - 7.10pm / Saturday - 1.10pm)
RADIO BOTSWANA TWO - 90.1FM (Monday - 7.10pm / Saturday - 1.10pm)

Makgabaneng





Other stories?

- Make visible current cultural narratives and challenge them
- Show alternative ways of being
- Show consequences of different choices
- Model dealing with and overcoming obstacles
- Show positive outcomes

- Based on data gathered from context
- Real people, real stories
- Entertaining—not “messages” dressed up in drama

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The programs that I worked with focused on individual behavior change, but I hope you can see how a strategy like this could be used in many different ways, to tell many different stories. For example, stories of communities that come together to take action to improve the health of their community—they face all kinds of difficulties and obstacles but eventually succeed. Or a story of a new young HW who becomes disillusioned when she sees the older nurses around her mistreating patients, and is ridiculed by others when she is kind to be kind to a young woman in labor – what’s her story, how will she find her way, maybe the CSC comes to town and she has a chance to express her concerns and over time, she gets more support and feels more able to provide quality care. A district health official who is totally against the process and feels very threatened...what happens to change his mind? The religious leader who challenges social and gender norms and publically endorses providing young unmarried women with FP services, or the young father who accompanies his wife to the facility. But, it’s critically important that these are real stories, not idealized and not simplified—but complex, dramatic, and entertaining—you have to have bad guys in there who do everything wrong, and the role model characters can’t be perfect—they have to make mistakes—like real people– they have to struggle before they change.

Strategies for Scaling up

Break into groups

- Share best practices, recommendations for scaling up
- Discuss how to address challenges and generate strategies

Return to Plenary and share recommendations