HEALTH COMMUNICATION CAPACITY COLLABORATIVE

Orientation to the Ecosystem Framework for SBCC Capacity Strengthening

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The HC3 Mission

To strengthen country-based capacity to take the lead in state-of-the-art social and behavior change communication programming

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HC3 Capacity Strengthening

A working definition:

SBCC Capacity Strengthening is a **systematic iterative process.**

It is meant to develop the **skills, competencies and institutional support and structures** necessary to **design, implement and evaluate** state of the art SBCC.

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Individuals

with the skills and confidence to undertake effective SBCC

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Organizations

that can sustain effective SBCC intervention

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Systems

that support effective SBCC

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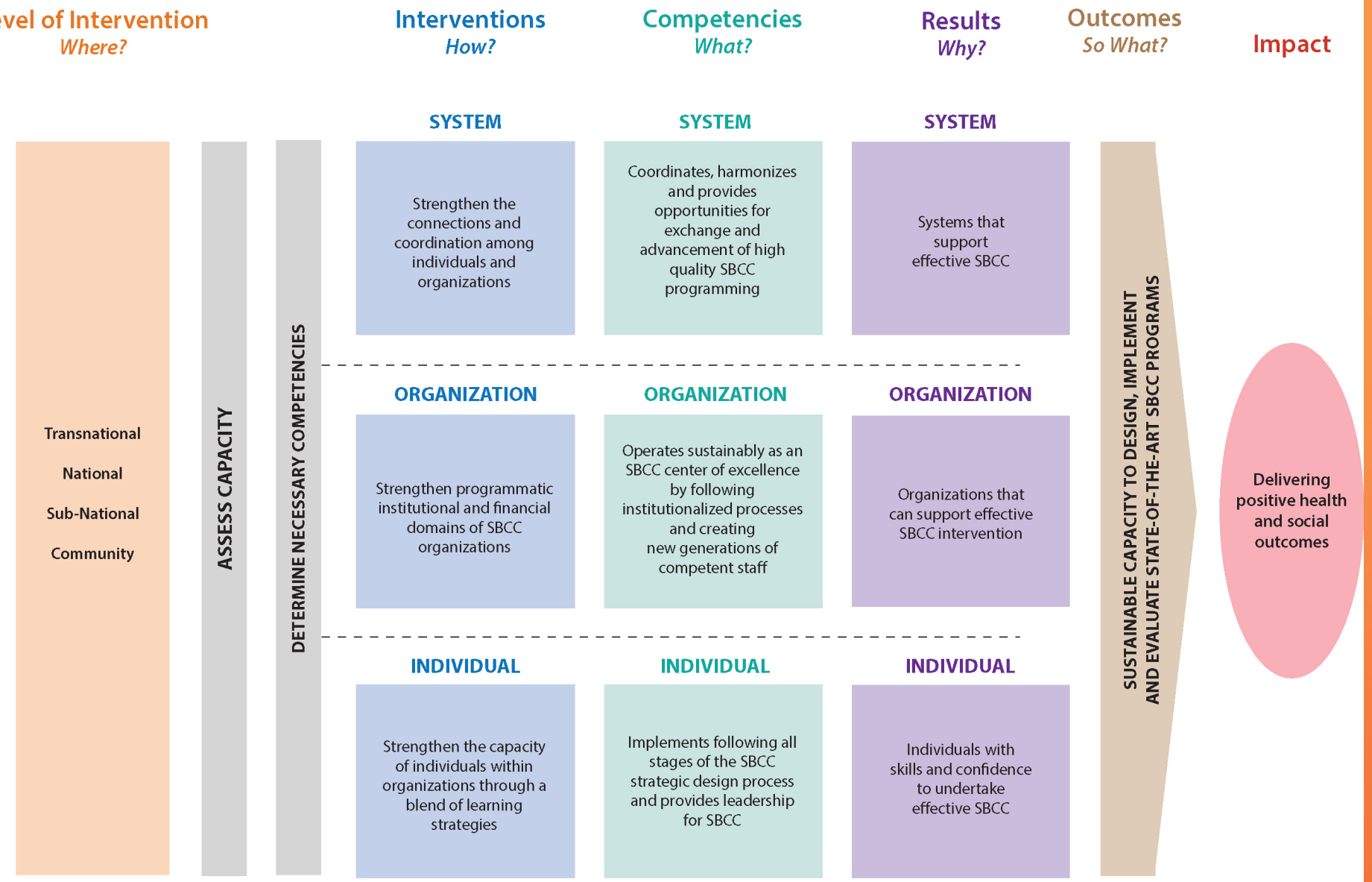
SBCC Capacity Ecosystem



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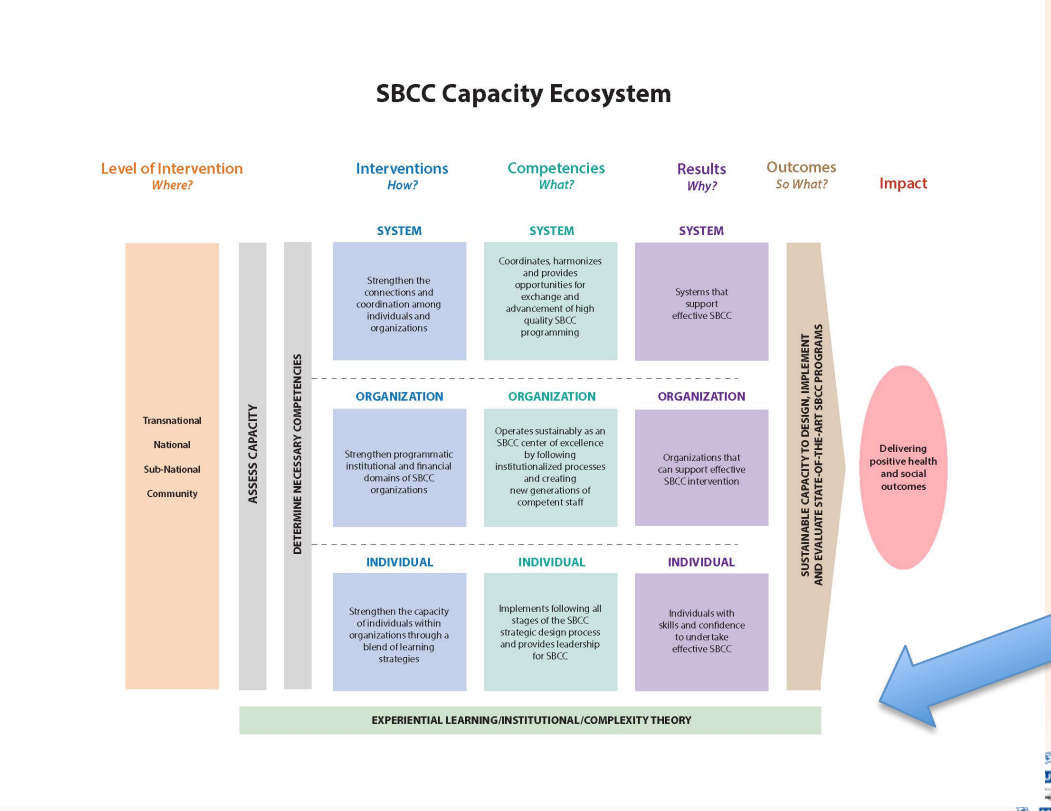
DRIVING THEORIES

We draw on three theoretical models that reflect and guide capacity strengthening at the multiple levels



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Experiential Learning Theory

Emphasizes the central role that experience plays in the learning process. Knowledge is created through the transformation of experience.

Employ methodologies that emphasize learning by doing, and that include experience, reflection, and adaptation.

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Institutional Theory

Capacity strengthening is not simply a transfer of technical skills but a process of change within a political and social context with patterns of formal and informal rules

Seek to understand how interventions operate in a specific socio-political context and the consequences of destabilizing power relationships. Seek to lower the barriers to participation in health communication.

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Complexity Theory

Human organizations and systems are a dynamic network of many agents acting in parallel, constantly acting and reacting to what the other agents are doing

Understand change not as a simple linear cause and effect relationship, but as non-linear and unpredictable with multiple interacting processes.

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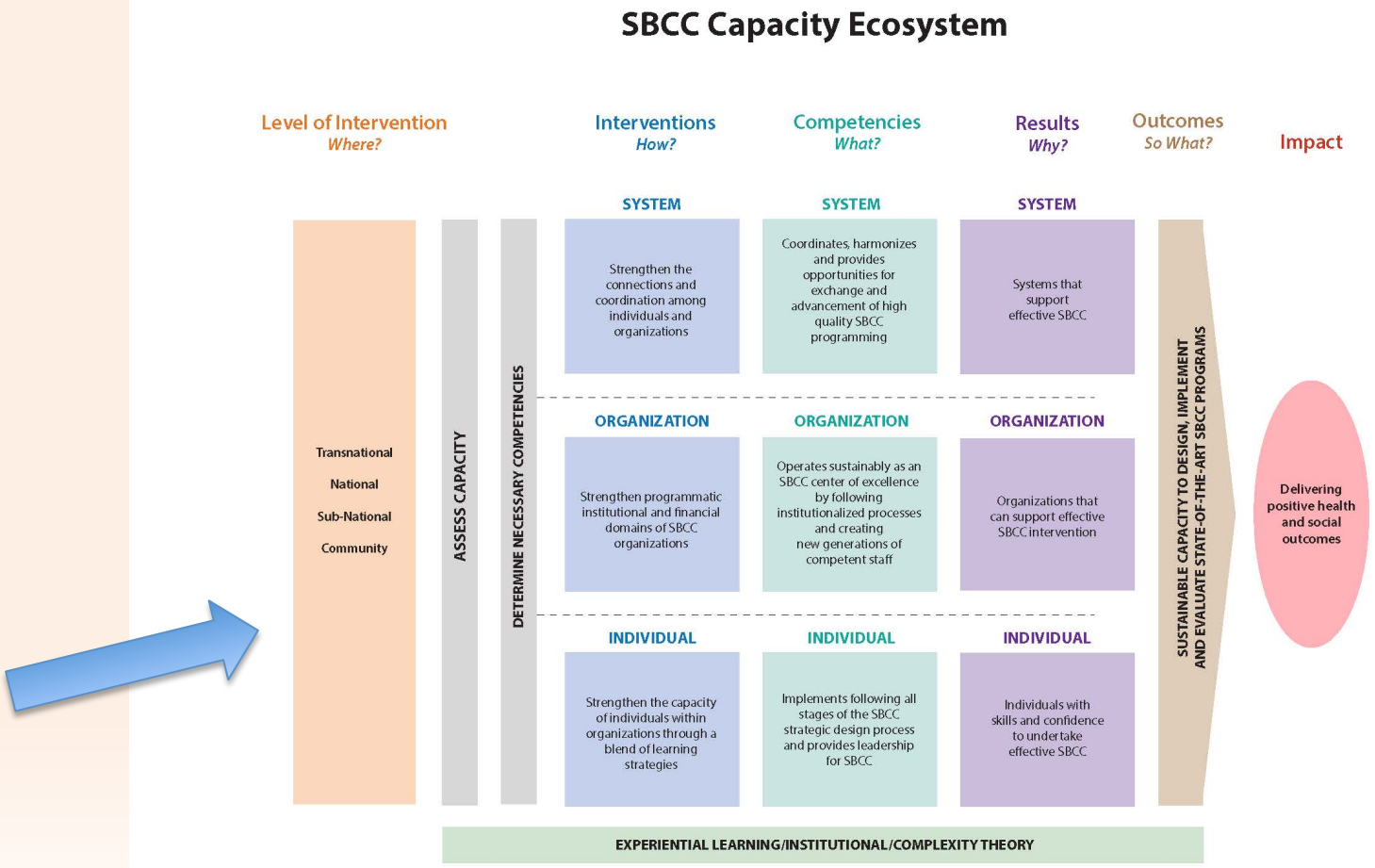
LEVEL OF INTERVENTION

Where?



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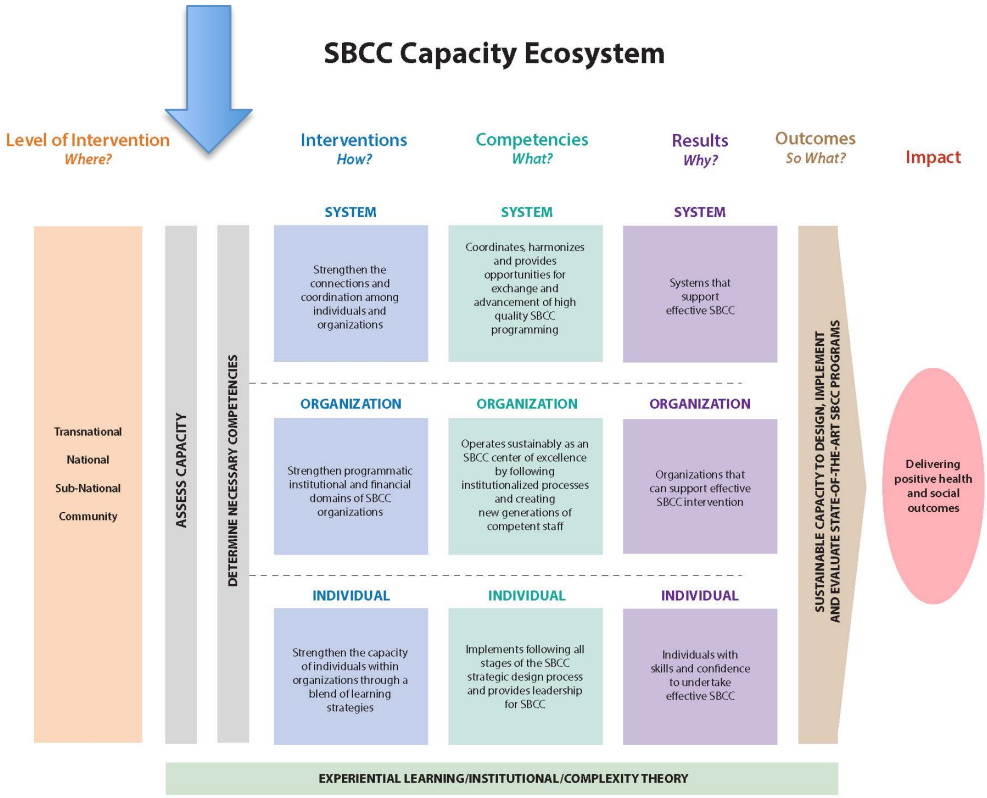
ASSESS CAPACITY

It is critical to understand the **existing capacity** of the system, organization or individual and to collaboratively develop a capacity strengthening program with the intended beneficiaries of that program. Capacity strengthening must be an **endogenously** driven process.



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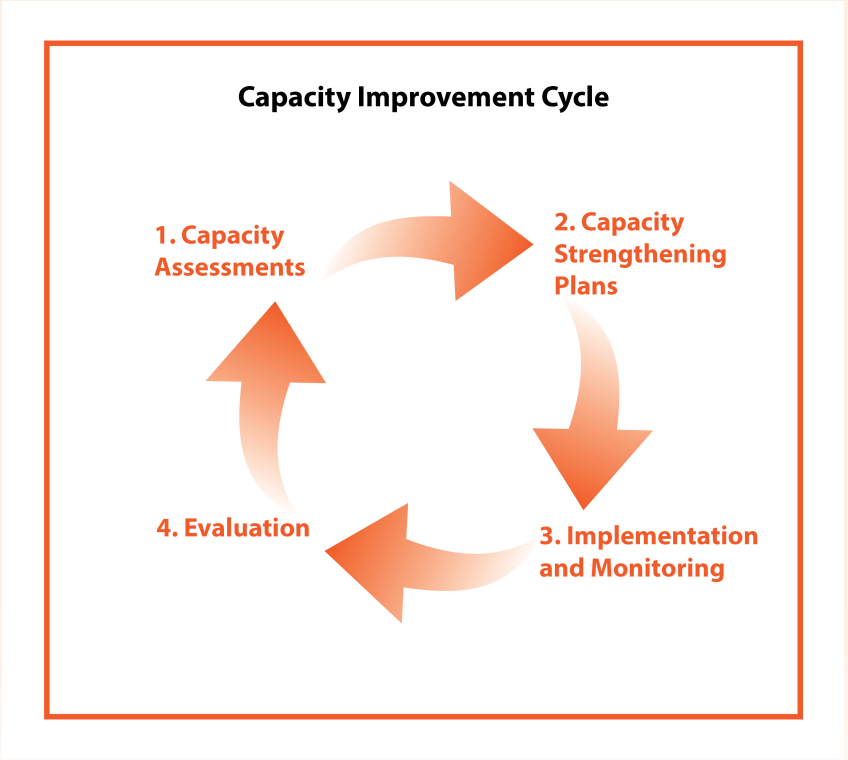
ASSESS CAPACITY

The capacity assessment may utilize a formal assessment tool or a less formal process of investigation to establish a baseline for intervention. Capacity strengthening is a systematic and strategic *process.*



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ASSESS CAPACITY AT THREE LEVELS

System: Mapping the context/ landscape in which SBCC operates

Organization: Programmatic, institutional and financial functions

Individual: SBCC related program, research and leadership skills

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Not Everyone Needs Everything

The capacity strengthening needs will be determined based on the skills needed by each of those types. This will make the response more efficient, targeted and useful.

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Capacity Strengthening Needs Depend on…

- Type of SBCC capacity there is interest in
- Geographic level at which the SBCC work will take place
- Whether or not there is direct involvement in the design, implementation and evaluation of programs
- Whether or not the programs the system, organization or individual works in solely focuses on SBCC or incorporates elements of SBCC
- Primary SBCC role
  - ☐ Program design and implementation
  - ☐ Research, monitoring and evaluation
  - ☐ Policy
  - ☐ Administration

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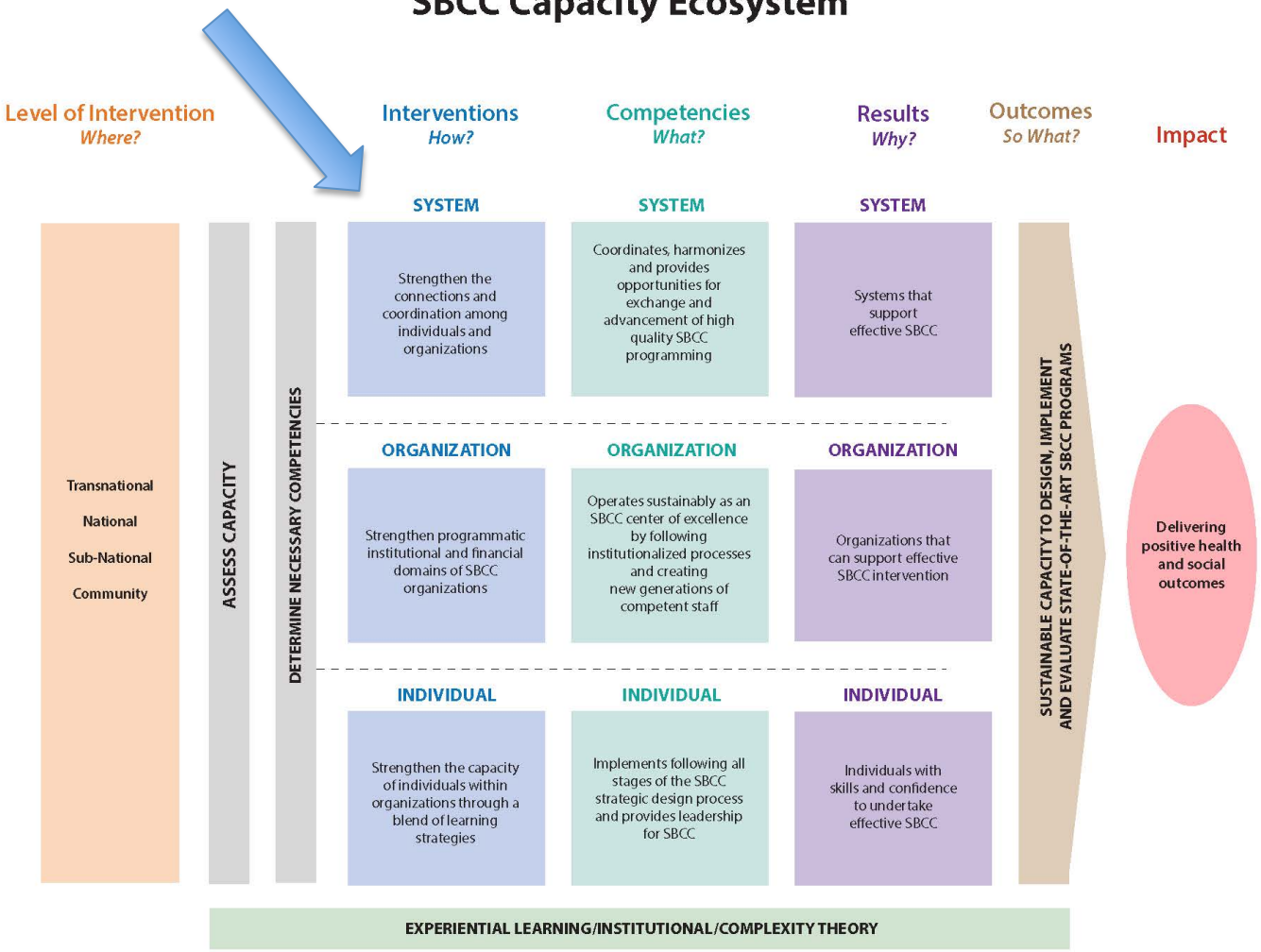
KEY INTERVENTIONS

How?



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KEY INTERVENTIONS
How?

Systems

- We cannot “only” strengthen the SBCC capacity of individuals and organizations
- We must also strengthen the “connective tissue’ which links and supports those actors.

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KEY INTERVENTIONS
How?

Systems

- Develop coordination structures and mechanisms
  - Support national coordinating body and technical working groups
- Develop national centers of health communication excellence
- Institutionalize health communication profession and roles
  - Expand number and type of health communication positions
  - Develop courses and curricula to professionalize health communication
- Advocate for the health communication's role in health system and for health communication resources
- Formulate health communication policies, strategies and frameworks
- Establish virtual and face to face networking fora
- Create repository for strategies, media and materials

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KEY INTERVENTIONS
How?

Organizations

- **Programmatic**
  - Institutionalizes strategic and design processes that:
    - Refine standard tools, resources and approaches
    - Develop quality assurance program
    - Create key programmatic partnerships
    - Create functioning KM system
    - Strengthen M&E capabilities

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KEY INTERVENTIONS
How?

Organizations

- **Institutional**
  - Form or strengthen governing body
  - Establish plan for succession
  - Ensure quality of operations and administrative procedures
  - Ensure quality of internal and external communications and structures
  - Establish or strengthen platforms and mechanisms for coordination across stakeholders
  - Strengthen networks for alliance building

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KEY INTERVENTIONS
How?

Organizations

- **Financial**
  - Strengthen financial management policies and procedures
  - Strengthen asset management policies and procedures including procurement of assets
  - Strengthen grants and sub-grants management policies and procedures
  - Develop plan to monitor the intake and outflow of resources
  - Strengthen internal control systems
  - Improve capability to produce and analyze financial reports

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KEY INTERVENTIONS
How?

Individuals

Design and implement a blended learning program that combines multiple learning strategies:

- **Provide face to face and/or virtual learning opportunities**
  - Develop experiential/workplace learning programs
  - Mentor and coach: short or long term
  - Embed seconded advisors
  - Develop and deliver courses and training
  - Design/facilitate distance learning opportunities
  - Organize professional field trips
  - Facilitate south to south assistance/exchange

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KEY INTERVENTIONS
How?

Individuals

- **Facilitate access to and encourage uptake and application of resources**
  - Provide job aids and resources
  - Connect to external resources including consultants
  - Develop SBCC resources, case studies, best practices

- **Facilitate participation in learning and exchange events**
  - Internships or professional exchange opportunities
  - Technical working groups/SBCC communities of practice
  - Formal learning programs including provision of scholarships
  - Conferences and meetings

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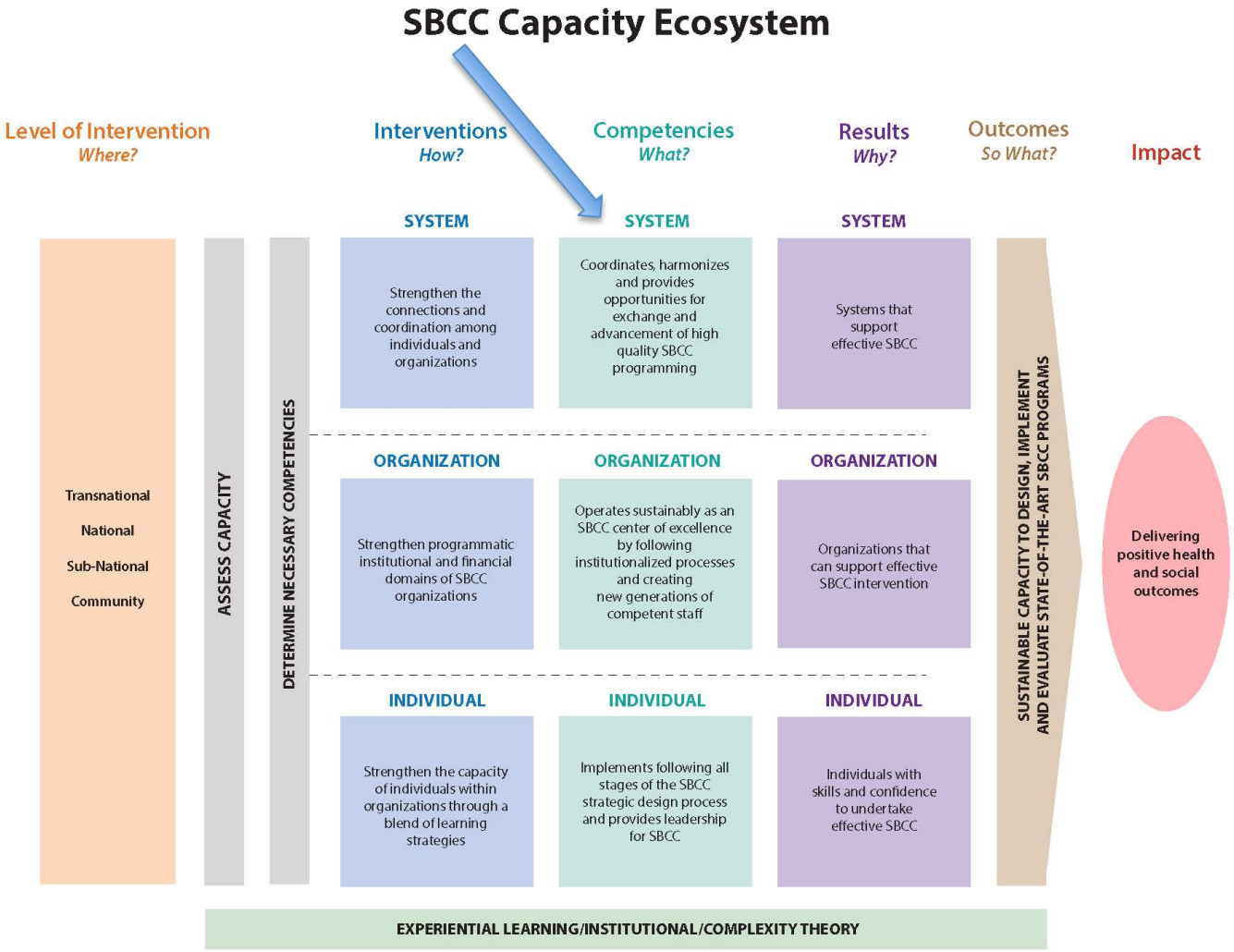
COMPETENCIES

What?



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COMPETENCIES
What?

Systems

- **Ability of the SBCC system to:**
  - Coordinate the activities of various actors at various levels
  - Provide strategic direction to partner organizations through well articulated and disseminated policies, strategies and frameworks
  - Harmonize messaging
  - Identify and support key national centers of health communication excellence
  - Sustain health communication training programs required to produce a critical mass of health communication professionals
  - Adequately fund health communication
  - Recognize health communication as critical element in the health system
  - Provide both virtual and face to face networking opportunities for health communication specialists
  - Catalogue strategies, media and materials

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COMPETENCIES
What?

Organizations

- **Ability to operate as an SBCC center of excellence that:**
  - Uses, and mentors others to use, strategic design processes
  - Utilizes a quality suite of tools, resources and approaches
  - Draws on a useful KM system
  - Manages technical assistance and outsources
  - Reproduces new generations of competent staff
  - Learns collaboratively. Uses data to inform programming
  - Navigates complexity
  - Engages politically and manages strategic partnerships
  - Is self-reflective. Identifies and corrects weaknesses in program quality
  - Manages sound operational systems.

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COMPETENCIES
What?

Individuals

Collective ability of individuals within an organization to effectively implement stages of the SBCC strategic design process and provide leadership for SBCC:

SBCC
- Enquiry/Analysis
- Strategy Design
- Research/M&E
- Materials and Activity
- Development
- Creativity
- Program Management
- Community Mobilization/ Stakeholder engagement

Leadership
- Set a Vision
- Inspire
- Scan environment
- Prioritize and Focus
- Network/ Build Relationships
- Mentor
- Advocacy
- Mobilize Resources
- Align Programs with Vision

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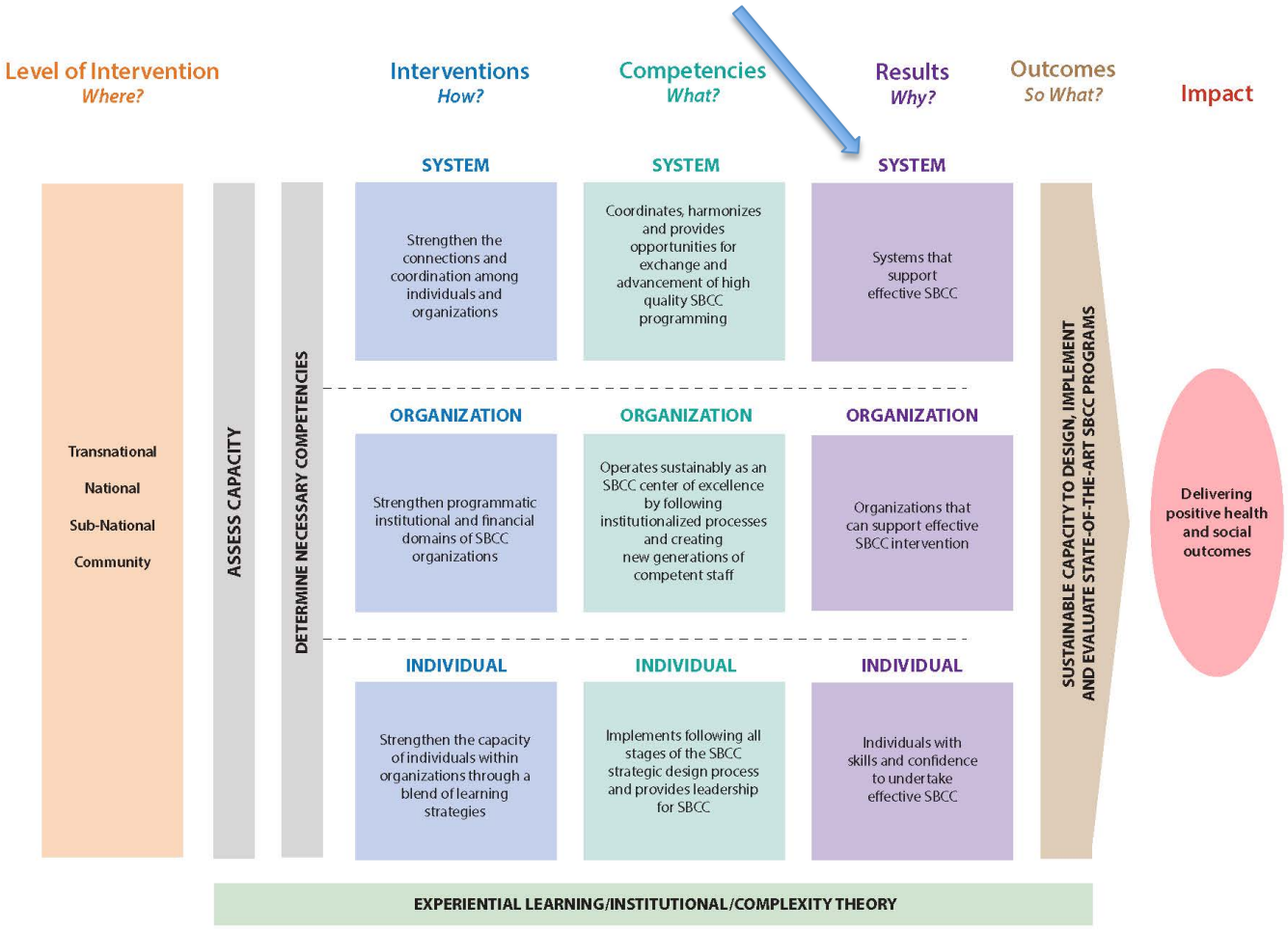
RESULTS

Why?

SBCC Capacity Ecosystem



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Organizations

that can sustain effective SBCC intervention

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Systems

that support effective SBCC

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OUTCOMES

So What?

Design, implement and evaluate state-of-the-art SBCC programs

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IMPACT

Positive Health and Social Outcomes

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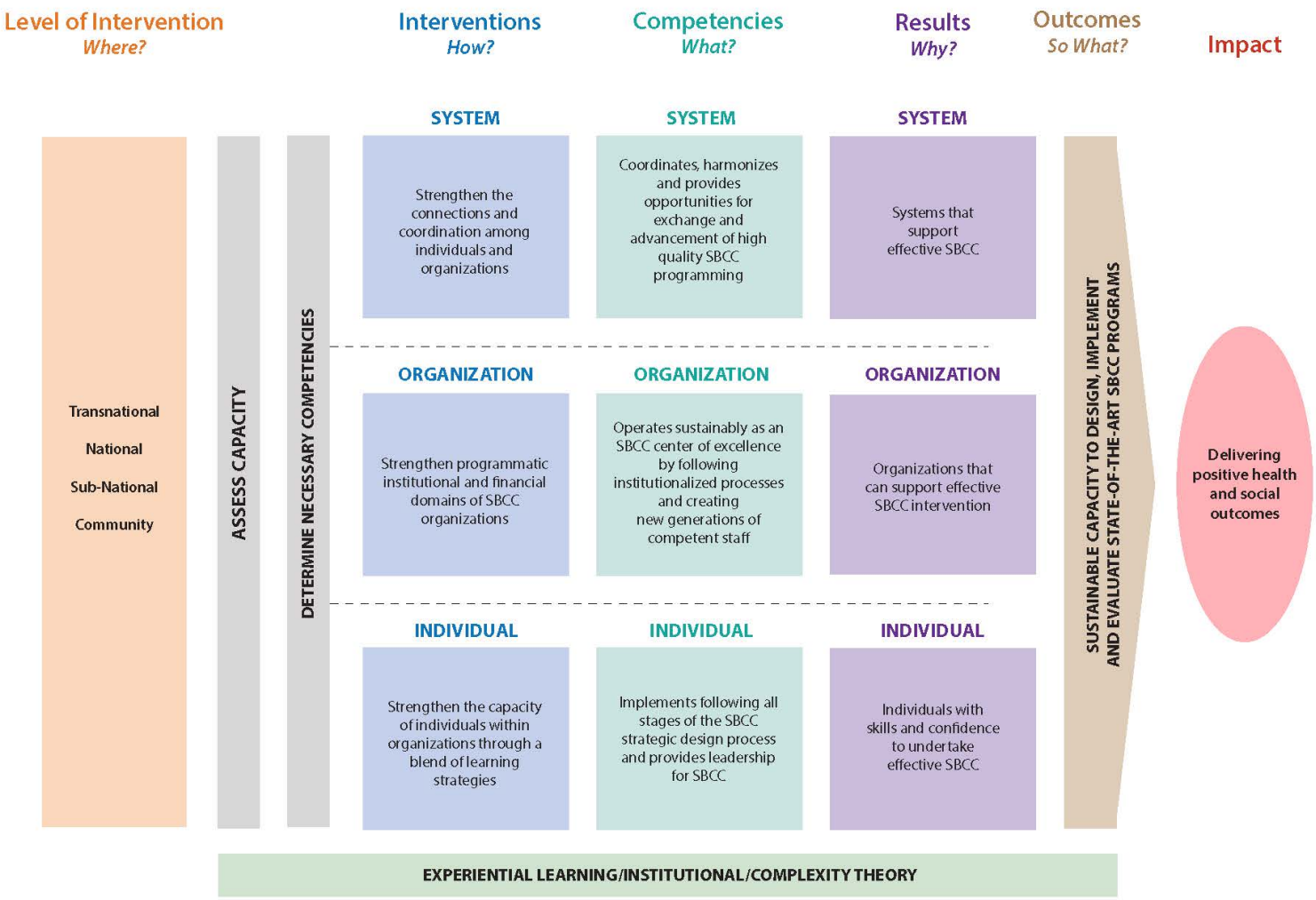
SBCC Capacity Ecosystem