C-CHANGE))) CASE STUDY
COMMUNICATION FOR CHANGE

Collaborating with Regional Networks to Develop and Implement a Comprehensive Package of Capacity Strengthening Activities

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Working with regional networks with similar interests— media, community-level programming in HIV and health, and tertiary education— enabled C-Change to have widespread coordination, harmonization, and impact across several countries. However, there is a misconception that programs can rapidly scale up and disseminate materials through regional networks because of their wide geographic coverage and the numerous organizations with which they interact. C-Change's experience working with regional networks shows that although programs can reach a wide number of organizations and the potential exists for bringing activities to scale, the collaboration takes time—from relationship building to transfer and application.

C-Change worked in partnership with three regional networks—the Southern African AIDS Trust (SAT), the African Broadcast Media Partnership (ABMP), and the African Communication Network (AfriComNet)—to strengthen the capacity of their country members.

	SAT[1]	ABMP[2]	AfriComNet[3]
Mission	To support the development of replicable models for the integration of HIV responses into strong and sustained community systems for sexual and reproductive health and rights	To increase the quantity and quality of HIV and AIDS and family planning and reproductive health-related programming	To strengthen capacity in, and commitment to, strategic communication for health and development in Africa
Reach of Network	130 community-based organizations, national advocacy organizations, and networking agencies in six countries in southern Africa	68 radio and television media companies representing 38 African countries	1,638 individuals and 15 organizations from 59 countries
Collaboration with C-Change	To prepare a core group of master trainers, in four countries, to cascade SBCC training to other network members	To increase the amount, quality, entertainment, and information value of health-related broadcast programming across Africa	To promote capacity strengthening in SBCC at the tertiary level and with practitioners in the south

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[1] http://www.satregional.org/
[2] http://www.broadcasthivafrica.org/
[3] http://www.africomnet.org/index.php

Background

Working with networks allowed C-Change to support and work through existing structures, complement ongoing technical support the network provides to its members, and reach a large geographic area. C-Change collaborated with networks in Africa that were open to a partnership with C-Change to incorporate or strengthen SBCC capacity within their networks. This case study documents C-Change's experience developing and implementing long-term capacity strengthening activities with the three regional networks selected—SAT, AfriComNet, and ABMP—and provides results, lessons learned, and recommendations for future collaborations with regional networks.

Working with SAT

In 2008, SAT requested SBCC capacity strengthening from C-Change for their network of partners and work began in 2009. Previous feedback from an assessment that SAT conducted of its partners' HIV prevention initiatives showed that the partners lacked skills in designing effective SBCC interventions, developing appropriate messages and materials to promote SBCC, and developing effective SBCC approaches for HIV and AIDS prevention, care, and treatment and support interventions. This resulted in identifying a need for SBCC capacity strengthening of SAT's partners. SAT then entered into a partnership with C-Change to provide technical assistance to strengthen selected SAT network partners[4].

Working with ABMP

Building upon work begun by the Kaiser Foundation, C-Change began collaborating with ABMP in 2010 to increase the amount, quality, entertainment, and information value of HIV and AIDS and reproductive health (RH)-related broadcast programming across

Africa. Through the delivery of technical assistance, C-Change worked with ABMP to increase its partners' technical capacity in current HIV and AIDS and RH issues, SBCC principles and techniques, TV and radio production and broadcast trends, creative strategies and message development, social media, measurement of impact, and production of local programming.

Working with AfriComNet

Starting in 2011, the third regional network, AfriComNet collaborated with C-Change to promote SBCC capacity strengthening at the tertiary education level starting in March 2011. AfriComNet partners with ten universities in eight countries to develop and offer courses in SBCC. The partnership was beneficial to both parties since both C-Change and AfriComNet work with universities to develop and sustain SBCC courses in Africa.

Capacity Strengthening with Regional Networks

There were three phases in C-Change's CS effort after the identification of the regional networks:

- Phase I: relationship building and setting the groundwork

- Phase II: implementation of capacity strengthening activities

- Phase III: focus on the transfer and application of skills to ensure sustainability and scale.

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[4] A more comprehensive case study on the collaboration with SAT is available at http://www.c-changeprogram.org/resources/type/114.

Phase I: Relationship Building and Setting the Groundwork

C-Change collaborated with SAT, AfriComNet, and ABMP to determine what the relationships would look like, who would be responsible for certain inputs, how the capacity strengthening program would be designed, and which network partner organizations C-Change would strengthen.

Considerations during Phase I:

What is the goal of the collaboration?

What kind of mechanism is needed? MOU? Subcontracts?

What is the current and potential capacity of the network and its members?

What are the expectations for network members during and after the activity?

What network partners will participate in the activities?

What mix of partners will the collaboration include?

Developing mechanisms for collaboration.

In many cases a memorandum of understanding (MOU)[5] or a subcontract was negotiated and developed to document the collaboration process. C-Change developed an MOU with SAT and AfriComNet, and subcontracts for its partnerships with all three networks.

Assessing and developing capacity strengthening activities/plan.

After MOUs or subcontracts to determine roles and responsibilities, C-Change and the network partners

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[5] A memorandum of understanding (MOU) is a document describing the agreement between parties. It outlines roles and responsibilities for each party, activities and deliverables. It clearly lays out expectations for the partnership going forward. In the case of C-Change there were no funds associated with the MOU, and when necessary subcontracts were developed.

determined what the capacity strengthening activities would entail. C-Change conducted consultations and assessment visits with SAT staff in planning and design, implementation, and monitoring and evaluation. For the work with AfriComNet, the MOU was developed after an orientation and consultation with members at a regional partners meeting, which was co-funded by AfriComNet and C-Change.

For each regional network, C-Change developed a capacity strengthening strategy within existing model and structures, applied lessons learned from the region and leveraged existing resources. In some cases, such as SAT, the network contributed to the costs of trainings such as meeting and travel costs for the participants. For the ABMP partnership, each network committed to donating airtime for HIV and AIDS content.

Selecting partners.

C-Change requested a selection of SAT partner organizations that could participate throughout the entire three-year capacity strengthening activity, committing to attending multiple trainings and completing assignments. During this phase, C-Change and SAT determined that it would be best to select approximately three to four partners from across Malawi, Mozambique, Tanzania, Zambia, and Zimbabwe. This would ensure a core group of organizations trained in SBCC would be in each of the countries.

C-Change introduced the SBCC capacity strengthening activity at the AfriComNet Universities Meeting in March 2011. At this meeting C-Change introduced its SBCC CS Toolkit and brainstormed with participants potential activities for collaboration. Since the AfriComNet network of universities is small, C-Change decided to work with the partners that showed interest in participating in the collaboration.

For partners with the ABMP network, there were no particular selection requirements; however, the opportunity to participate in the CS activities were open

to all ABMP member companies that pledged 5 percent of daytime airtime—approximately one hour per day—for airing HIV and AIDS content.

Phase II: Capacity Strengthening Activities

Although time was spent developing a capacity strengthening plan with the regional organizations, the nature of working with networks and their partners necessitated flexibility on all sides. Training times had to be shifted, supplemental trainings were designed and delivered based on participant needs, and mentoring systems were modified based on lessons learned.

Capacity Strengthening Tools Used[6]	
SAT	• SBCC-Capacity Assessment Tool • C-Modules, Training of Facilitators • Community Conversation Toolkit
ABMP	• C-Change's SBCC Framework • C-Modules
AfriComNet	• Online C-Modules • Online Wiki

Implementing of a series of trainings and mentoring organizations with SAT.

C-Change collaborated with 22 SAT partners and conducted a series of five SBCC trainings:

- Five-day training in participatory facilitation skills

- Ten-day training on the *C-Modules: A Learning Package on Social and Behavior Change Communication* (Modules 0–4)

- Five-day training on C-Module 5 on Monitoring and Evaluation (M&E)

- Five-day training on data analysis and replanning

- Ten-day refresher training and training of trainers (TOT)

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[6] For more information on C-Change's CS Toolkit visit http://c-changeprogram.org/focus-areas/capacity-strengthening/SBCC-Toolkit

Figure 1: SAT participants at the training of trainers workshop

Participants prepared communication strategies, creative briefs, and M&E plans based on their organizations' projects and submitted them to C-Change for technical review and comments. Based on feedback, participants revised their submissions and received a certificate when all were completed. During Phase II, C-Change provided technical assistance to the partners, including how to develop and facilitate trainings. SAT supported the meeting and participant travel costs and incorporated information into existing SAT activities.

Building SBCC capacity and applying SBCC approaches into media programming.

C-Change provided SBCC technical support to ABMP members on SBCC principles and techniques on how to incorporate them into their HIV and AIDS programming. C-Change tailored the *C-Modules* to facilitate discussions and lead group exercises on prevention of mother-to-child transmission (PMTCT), RH, and HIV and AIDS. Training for ABMP focused on the socio-ecological model, types of audience segmentation, and the contextual factors shaping PMTCT, RH, HIV and AIDS in their member countries to assist them in applying SBCC approaches in their broadcast media programming.

In-service trainings, developing production guides/manuals, identifying RH priority issues, and supporting improved quality and appropriateness of program production from conception through design, pre-testing, and final production were among the types of technical assistance C-Change offered.

Building on the platform established by the YOU campaign, C-Change assisted ABMP members to design and produce two pan-African radio and television campaigns on PMTCT and integrated RH and HIV prevention.

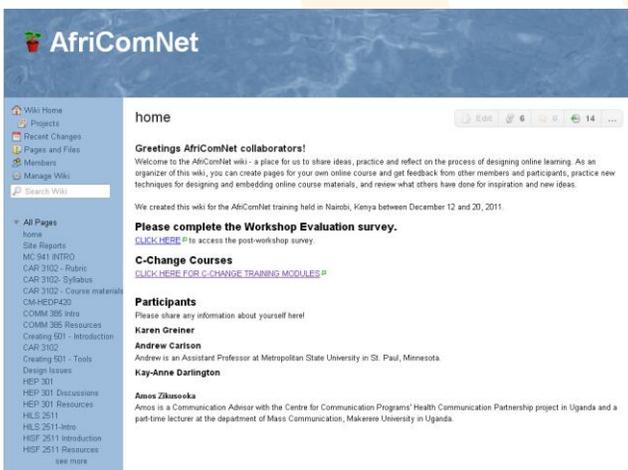*Strengthening SBCC at the tertiary education level with AfriComNet.*

Figure 2: Wiki page for AfriComNet online course

After introducing the SBCC CS Toolkit C-Change and AfriComNet agreed that university members would be trained to be facilitators for online C-Modules. By training AfriComNet university partners, C-Chance could potentially decrease the cost of hosting the facilitated online course and potentially increase the frequency of offerings. A training for university faculty members— potential facilitators of the online C-Modules—was planned through an eight-day workshop that would give participants general insight into and understanding of key schools of thought, theories, and concepts that inform SBCC practice; connect SBCC theory and concepts with curriculum design; and help participants

develop and share online training tools and methods for adapting courses for online delivery in their own institutions. A wiki was created that participants and facilitators used to practice skills related to online learning, including embedding video, posting files, and generating discussions.

Phase III: Transfer and Application of Skills
Following each training, C-Change mentored and assisted the networks to ensure learning did not stay in the classroom. Each partnership developed its own system of ensuring and measuring transfer and application of skills.

SAT: increasing capacity in the design, implementation and M&E of SBCC programs.
C-Change provided feedback assignments such as creative briefs, communication strategies, and M&E plans. C-Change conducted baseline, midline, and endline assessments in SBCC to measure competency levels as well as application and transfer of SBCC skills and knowledge. All the partners improved across the four competency areas.

C-Change developed a series of indicators to measure capacity strengthening efforts with SAT and its partners. The indicators measure knowledge, application, and transfer of capacity strengthening skills. Of the 30 participants from 23 organizations that collaborated with C-Change, 88 percent have exhibited application of SBCC knowledge and skills through completing training assignments, and 86 percent have reported providing technical assistance or training to others in at least one SBCC topic area.

The SAT network has committed to continuing to expand SBCC within its network. One of SAT's intermediate results for the next two years is for their network member organizations to develop and implement SBCC strategies thus showing a real commitment to SBCC. In addition, SAT integrated SBCC as a strategic priority in their strategic plan for 2012–2017.

ABMP: increasing technical skills in developing TV and radio PSA's and supportive campaign materials.
ABMP's individual member companies have stronger capacity to produce and broadcast socially relevant programming of higher production and entertainment value, with strategically developed and targeted information. It has sustained PSA campaigns on radio and TV and local programming. During the collaboration, 79 high-level media practitioners (network owners, producers, broadcasters, and editors) were oriented in SBCC approaches and showed evidence of incorporating SBCC into their programming and produced and broadcast programming of higher production and entertainment value, with strategically developed and targeted information. They have either aired components of ABMP's YOU campaign and/or have produced and aired their own program on HIV or RH.
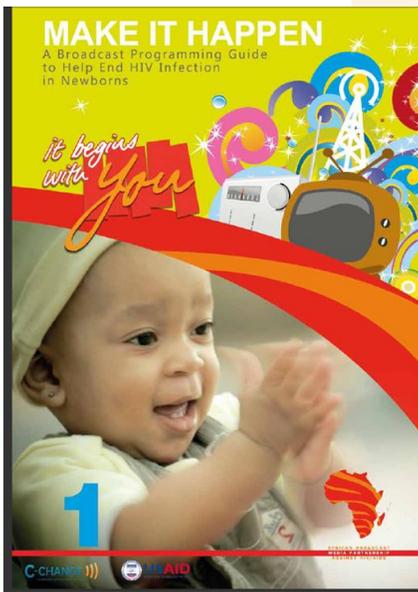

Figure 3: Broadcast Programming Guide developed for ABMP members

AfriComNet: training facilitators for an online Introduction to SBCC course.
Following the training on online learning and SBCC, C-Change organized a practicum for university professors. After the training, participants went back to their universities and recruited students to take an online course that was set up on a wiki page. The university professors facilitated the course with support from C-Change. Two professors completed the course and are now considered trained to be facilitators of the online C-Modules. Scheduling conflicts and other priorities prevented training other faculty who had expressed interest.

In addition to strengthening the capacity of potential online facilitators, both organizations have shared resources and invited each other to opportunities for exchange. AfriComNet has adapted C-Change's SBCC Frontline Health Care Workers Curriculum to use with peer educators and will translate the adapted curriculum. C-Change and AfriComNet have invited each other to share experiences and lessons learned at meetings. AfriComNet attended C-Change's Southern Africa End of Project Meeting. In addition, AfriComNet invited C-Change to present at the practicum on Community-based Communication for Comprehensive HIV Prevention: Evidence and Lessons in Tanzania.

Cross-Cutting Lessons Learned According to Phases

Although each experience had different goals, process, and results, C-Change and the partner regional networks learned several overarching lessons. Below are some lessons learned with select examples from the three regional networks.

Phase I: Relationship Building and Setting the Groundwork

Time should be invested in partner selection.
ABMP's secretariat selected network member organizations to participate in the activity based on reach rather than consistency and having a smaller

number of partners at each training. Partner selection was not based on clear criteria and capacity assessment. C-Change relied heavily on the networks to select the partners. It is worth the time and planning to have in-depth discussions related to selection criteria, capacity assessment results, and clear communication with potential partners about their commitment and long-term expectations.

Build off of existing resources for cost-effectiveness.
For much of the work with networks, C-Change and the networks ensured the SBCC technical assistance was complemented by the TA in other areas that the networks provided to their members. For example, C-Change's TA in SBCC complemented SAT's organizational development, HIV, and SRH technical assistance to their network.

Ensure commitment of participants for CS activities.
Trained AfriComNet facilitators were excited about the use of the wiki but when they got back to their individual universities, they found it challenging to balance to competing priorities and a lack of institutional support.

Phase II: Implementing CS Activities

Flexibility in tailoring technical assistance is key.
C-Change and SAT developed an SBCC CS strategy, but there was still room to make adjustments based on the needs of SAT participants. C-Change added trainings as needed, which included a data analysis and refresher training on SBCC. These decisions were based on feedback from SAT participants after the M&E training and midline SBCC capacity assessments. C-Change's ability to be flexible and address participant needs allowed for increased ownership and tailored support.

Capacity strengthening takes time.
This was true across all three phases but was especially important during implementation. With the collaboration with AfriComNet, implementing and

applying learning took place over a short time period and could not be extended. This was a challenge because some university faculty were not available to participate in the practicum. When working with networks, C-Change had to deal with a variety of priorities and network and member organization schedules, including time away from one's organization and travel to face-to-face trainings.

Phase III: Transfer and Application of Skills

The SBCC capacity of network staff itself needs to be increased, not just their network partners' capacity.
Working with networks means working with two entities—the network and its member organizations. SAT network partners received an SBCC package that included training, mentoring, and materials. SAT country staff was not able to attend the first phase of the activity because of competing priorities and was unable to be away from the office for 10 days. As a result, SAT country staff could not provide needed country-level SBCC technical assistance to its network partners. It is important to increase capacity in SBCC at the network level and not focus all efforts on increasing capacity of network members; the network will play a major role in sustaining the activity and should be able to provide TA in SBCC to members.

Clear goals and outcomes should be set early.
In addition to a CS framework and curriculum, clear end goals and outcomes are needed to increase the capacity of network partners. SAT committed to increase the capacity of their network partners in SBCC and relied on trained partners to become technical focal points for SBCC within their country networks. SAT plans to support these partners to facilitate SBCC capacity assessments within their country networks, lead a C-Modules training, and provide individualized technical assistance in SBCC to other partners based on need.