

A Global Alliance to Advance Our Common Field of Work Focus on Media and Communication for Social and Behaviour Change

Overview, Key Issues and Action Points¹

I. INTRODUCTION

An all interested parties (stakeholders) meeting held in New York on June 27th and 28th, 2017, hosted by UNICEF in collaboration with The Communication Initiative (CI), culminated an extensive consultation process aimed at discussing, exploring and making recommendations towards the establishment of a global mechanism to advance the scale and impact of communication and media for development and social and behavior change. The New York meeting, which followed several on-site and virtual consultations with engagement of more than 900 individuals and organizations, convened a broad range of participants (more than 60), including representatives from UN agencies, national governments, civil society organizations (CSO), academic and professional organizations, donors, and academic experts and practitioners.

Support for the original intent of this process - *to establish a global mechanism that can help advance the scale and impact of communication and media for development and social and behavior change* - has been overwhelming. Participants have stressed that this mechanism should focus primarily on the role and contributions of this field to national development goals which could be organized around the priorities identified throughout the consultations and captured in an Options Paper.

Participants at the New York consultation recommended the establishment of an interim working group to rapidly start the process with a focus on the following:

- Review the consultations' discussions and recommendations and define name, structure, priorities and other relevant aspects of the mechanism;
- Develop an implementation plan for the first year of operation of the mechanism, including funding priorities, and suggest broad directions for the second year;
- Identify relevant initiatives that could be easily tied to the role of this mechanism (i.e. WHO, USAID, UNICEF and other partners' work on reporting standards on social and behavior change and community engagement; the communication and community engagement platform within the humanitarian architecture currently implemented by UNICEF, IFRC, CDAC Network and other partners; the upcoming Second Summit on Social and Behavior Change Communication);
- Propose potential funding options for the operation of the mechanism and engage donors and partners;
- Implement a small set of strategic activities with a focus on 'low hanging fruits' that can rapidly help position the mechanism within the larger development field. For

¹ This report summarizes the interim working group's discussions and action points agreed by participants at the meeting hosted by the Johns Hopkins University's Center for Communication Programs, Baltimore, December 2017.

instance, development of an advocacy/policy paper; and plan for engagement in the 2018 High Level Political Forum on the SDGs.

- Work on the formal establishment (i.e., roles and responsibilities; rules of operation, etc.) and launch of the mechanism, as well as procedures to put in place a permanent steering or advisory committee (depending on the final configuration of the mechanism) that could work for a two-year period.
- Consider other relevant activities that may help solidify establishment and operation of the mechanism.

It was agreed that Rafael Obregon (UNICEF) and Warren Feek (The Communication Initiative) will work in close collaboration with a small group of participants who volunteered to be part of the interim working group. An effort was made to ensure that organizations involved in this interim working group (IWG) reflected the broad range of stakeholders convened for this process and who have expressed interest in supporting this initiative. Participants that volunteered for this task included the following:

- Sue Goldstein - The Soul City Institute for Social Justice
- Susan Krenn - Johns Hopkins University's Center for Communication Programs
- Patrick Cook - The International Social Marketing Association
- James Deane - BBC Media Action
- Hope Hempstone - The U.S. Agency for International Development
- Radhika Gajjala - The International Communication Association
- Lisa Hilmi - The Child Survival Resources Group
- Antje Becker - Save the Children

Following these recommendations, including the decision to name this mechanism an **Alliance**, the IWG met in early December 2017 in Baltimore, hosted by the Johns Hopkins Center for Communication Programmes, and agreed on critical aspects and actions to commence activities of the Alliance. These include Vision, Mission, Rationale, Areas of Work, Priorities for 2018, Membership Criteria, and initial outreach to a wider group of core partners. These agreements and actions are outlined below, followed by Appendices that provide additional details.

II. THE ALLIANCE - ORGANIZATIONAL ARCHITECTURE

A. Name

- **Option 1: Informed and engaged societies for social (and behavior) change: A Global Alliance.**
- **Option 2: Global alliance for social and behavior change - building informed and engaged societies.**

It was agreed that further consultation should take place. Please see the very draft survey at this link – copy and paste this URL to your browser - <https://www.surveymonkey.com/r/59CLW5K> This survey is to be sent to everyone

who has engaged in the consultation process. (Note: you may need to copy and paste that URL to open given the vagaries of links in Word)

B. Vision

Fully informed and engaged societies working to achieve equity and realize their rights.

C. Mission

Advance the scale, quality, impact and sustainability of communication for development, media for development, social change and behavioral change strategies.

D. Fields of work covered

Though having different names and some variation in strategies and principles, the following fields of work have sufficient in common to join together in pursuit of the shared goals and priorities outlined above and below:

- Communication for development
- Communication for social change
- Behavior change/Behavior Change Communication
- Media for development
- Community engagement and participation
- Programme communication
- Development communication
- Social media and development initiatives
- Facilitating dialogue and debate



E. Rationale

In order to exert policy influence, position a field of work as an important contributor, and expand funding possibilities within the international development dynamic it is vital for different fields of work to have weight (numbers) and clarity of ideas (for example policy proposals and evidence data). The field of work to which all of the above contribute has lacked that presence. The Alliance will seek to create the combination of weight and clarity required for this field of work to play an expanded role in development policy, strategy and resource allocation.

The Alliance will not replace or compete with any existing partnership, network or membership group related to any part of this field of work. On the contrary, it will seek to add value to those processes as well as providing the platform for the pursuit of common goals across and between the fields of work outlined above.

F. Development Issues addressed

In order to be covered by this Alliance initiative the strategies developed and implemented by the fields of work outlined above will need to relate to either one of the Sustainable Development Goals (SDGs) or a government development plan goal and priority (national, state/province or local government). Through this perspective both the development and humanitarian issues will be covered. There is of course very significant overlap between those two perspectives in the context of the SDGs and government plans.

G. Goals

The following are the long-term goals for the Alliance.

- Expand policy influence from these perspectives and learning
- Agree and communicate the most compelling evidence from these strategies
- Increase the scale of this work
- Improve the quality of this work
- Ensure higher levels of funding support for this work

H. Priorities 2018

The following will be the Alliance priorities for 2018. They are designed to meet the requirement for some quick action that will help to build the Alliance with a clear task focus.

- **Evidence** - commence the work related to most compelling impact and evidence data by agreeing the 20 most compelling and credible evidence data, and communicating that data as an Alliance. See Appendix B for a more detailed plan.
- **Policy:** Focus on one major policy initiative for this field of work with agreement to concentrate on the next meeting of the High Level Political Forum (HLPF) in July 2018 that will have an emphasis on The focus for the July 2018 meeting will be SDGs 6, 7, 11, 12 and 15. SDG 11 for example is "*Make cities and human settlements inclusive, safe, resilient and sustainable*". See Appendix C for a more detailed plan.
- **Build the infrastructure of the Global Alliance** - based on the interim agreement concerning how the Alliance will work in the its initial 12 months in 2018 (see below) undertake work to design the long term structure of the Alliance. See Appendix C for a more detailed plan.

I. Criteria for initial participation in the Alliance

The criteria for agreeing the organizations to be invited to commence the Alliance include:

- No more than 25 organisations at the beginning in order to ensure the process is manageable in its initial phase.

- 50% of the individual organisations should be genuinely Southern developed and managed organisations.
- A significant number of the networks and partnerships that exist for some of the sub-sectors in this field should be involved.
- Balanced across the different sub-sectors in this field.
- Balanced across the global regions.
- Balanced across development issues.
- In this first phase a focus on organisations that have at least one of the strategies outlined in “*Fields of work covered*” above as a major strategic focus and choice.

J. Process for selecting and inviting the initial organizations to form the beginnings of the Alliance.

Based on the criteria outlined above, the IWG agreed on an initial group of organisations to be invited to form the Alliance (listed below). These organisations will be invited to consider joining the Alliance. Organisations that agree to join the Alliance will receive a formal, jointly signed letter from the organisations that comprise the IWG – UNICEF, USAID, BBC Media Action, The CORE Group, International Social Marketing Association, Soul City Institute for Social Justice, International Communication Association, Save the Children and Johns Hopkins University Center for Communication Programs.

K. Proposed initial 25 organisations to be invited to comprise the Alliance

Using the criteria above the following organisations are to be invited to be at the table for the commencement of the Alliance. There is an understanding that not all will commit – hence the slightly longer list. Other organisations will be invited to join the Alliance at different stages of development.

1. Southern created and managed organisations (8)

- Soul City Institute for Social Justice (South Africa)
- Tostan (West Africa)
- Breakthrough (India)
- ANDI (communication rights) (Brasil)
- BRAC (Bangladesh)
- CCRDA (Ethiopia)
- Femina Hip (Tanzania)
- Minga (Peru)

2. Networks, Partnerships, Membership based organisations for sub-sectors of this field (8)

- AMARC (World Community Radio)
- Global Forum for Media Development (GFMD)
- International Social Marketing Association (ISMA)
- FEMNET (African Womens Development and Communication Network)
- Civicus
- The CORE Group

- CDAC (Communicating with Disaster Affected Communities network)
- International Union for Health Promotion and Education (IUHPE)
- Global Network on Safer Cities (UN Habitat)

6. United Nations (3)

- UNICEF
- UNDP (Oslo Centre)
- World Health Organisation (WHO)

7. Bilaterals and Foundations (3)

- Bill and Melinda Gates Foundation
- Open Society Foundation
- Omidyar Network

3. International NGOs (3)

- Johns Hopkins University Center for Communication Programs

- BBC Media Action
- Save the Children USA

4. Academic (3)

- International Association for Media and Communication Research
- International Communication Association
- American University of Beirut

5. Government and Bilateral (2)

- USAID
- City of Medellin
- DFID

8. Private Sector (2)

- IDEO
- Busara Center for Behavioral Economics (Kenya)

Both the number of organisations (25) and the specific organisations will apply throughout the initial 12-month period. In order to provide time for this process we need consistent membership but new members will be gradually invited to join the Alliance.

L. Operation of the Alliance in the initial 12 months

The main elements for the operation of the Alliance over the first 12 months of its existence (2018) will include:

- Invitations to join the Alliance sent by the IWG
- Follow up discussions between UNICEF, The Communication Initiative and each organisation invited
- Memorandum of Understanding (or equivalent) signed by the organisations accepting to be at the Alliance table.
- Two co-Chairs to be agreed by the Alliance participants who have signed the MOU or equivalent

- Monthly series of meetings to be scheduled – mostly conference call but with the possibility of meeting around other events
- Decisions at those meetings will require 70% agreement.
- Three clusters of organisations within the Alliance agree to work on the **Evidence, Policy** (HLPF engagement) and long term **Infrastructure of the Alliance** priorities (one for each priority)
- A fourth cluster of organisations within the Alliance will work on the long term funding questions related to positioning this field of work with large funders.
- The Communication Initiative (with UNICEF support) continues as the Secretariat to the Alliance until May 2018. Arrangements after that debate to be negotiated.

For much of the above more detail was developed at the Baltimore meeting. They include, for example, action plans related to the policy engagement, evidence and funding priorities. These details are provided in the Appendices below and will inform discussions with organisations invited to join the Alliance.

The Secretariat roles, which take into account inputs provided at the Baltimore meeting, will continue to be developed and should be finalized early in 2018. A draft should be available for discussion with organisations that confirm their agreement to join the Alliance.

III. LIST OF APPENDICES

Appendix A: 12-month plan – Evidence and Impact

- **Goal:**
To identify and agree upon 20 compelling (results, methodology, and journal published) research results that draw a direct connection between a communication, media, social and/or behavior change strategy, programme, or social trend, and positive movement related to one or more SDGs in local, national, or global contexts.
- **Products:**
 - A 2-page distillation of the results with the most compelling data.
 - A 4-page outline of the strategic implications from that data.
- **Supporting this field of work:**
 - Organise extensive communication of the 2-page distillation and 4-page strategic outline through all major networks relevant to this field of work.
- **Responsibility:**
 - A small action group from within the Alliance to pursue this goal and develop these products with updates on progress and issues reported to meetings of the Alliance. The group would select their own Chair. *Interim Secretariat support would come from The Communication Initiative.*
 - **Commitment:** Staff time as available from the Alliance participants involved.

Appendix B: 12-month plan - Policy Engagement

- **Focus:** The July 2018 meeting of the **High Level Political Forum (HLPF)** <https://sustainabledevelopment.un.org/hlpf> that has as its theme "Transformation towards sustainable and resilient societies" <https://sustainabledevelopment.un.org/hlpf/2018>
- **Goal:** Within the formal statement from the High Level Political Forum, obtain two specific mentions of the importance and added value of communication and media development, social and behaviour change (however expressed) for accelerating progress towards the SDG.
- **Products/Steps:**
 - Develop a position paper with analysis, data, and recommendations from this field of work on the theme of "*transformation towards sustainable and resilient societies*".
 - Consider a specific emphasis on one of the SDGs that will be the focus of the July HLPF meeting – for example, "*Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable*".
 - Identify 20 to 30 people who are engaged in planning the HLPF meeting and/or will be prominent participants in that meeting.
 - When the position paper is completed, arrange meetings with those people in advance of the HLPF meeting in order to introduce them to and explain the position paper.
 - Communicate the HLPF regional preparation information to relevant people in our field who are in the countries/cities in which those meetings will be held. Provide them with the position paper and support key people to engage at the regional level.
 - Learn from their regional engagement for the global meeting in July.
 - Review the HLPF meeting process and identify the best intervention points in the meeting itself.
 - Ensure that 2 people (minimum – could be more if available) attend the HLPF as representatives of the Alliance.
 - At the meeting, the Alliance representatives to identify people engaged in the HLPF process who have an understanding of the value of the case being made for this field of work.
 - Develop and contribute draft text from our perspective for the HLPF statement from the meeting.
 - Develop and implement a follow-up strategy post the HLPF meeting.
- **Supporting this field of work:**
 - Inclusion of our perspectives in the HLPF statement will enhance the policy positioning of this field of work and provide the platform to pursue policy goals in other local, national, and international policy environments.
 - The positioning paper for this field of work relative to the SDGs (or one or more of them) will provide an important document that any

organisation involved in media, communication, social and behaviour change work can adapt and use in their policy environments for their policy and positioning goals.

- **Responsibility:**

A small action group from within the Alliance to pursue this goal and develop these products with updates on progress and issues reported to meetings of the Alliance.

This action group would nominate their own Chair. *Interim Secretariat support would come from The Communication Initiative.*

- **Commitment:** Staff time as available from the Alliance participants involved.

Appendix C: 12-month plan - Infrastructure of the Alliance

- **Context:**

Time is needed to develop the long-term formal structure and legal base for the Alliance. Therefore, in accordance with the requirement outlined by the New York meeting for some quick action, the work to formally organise the Alliance will happen in parallel to the action on impact data and policy engagement over the next 12 months as outlined above. It is important to note that the proposals below are for the next 12 months only. They are designed to both provide a clear basis for the work and decision-making that will take place over the next 12 months and to create the space to define, outline the details of, and develop the instruments that create the formal, long-term basis for the Alliance.

- **Formal interim agreement - Memorandum of Understanding** (initial 12 months)

A Memorandum of Understanding (or equivalent) will be developed for the signature of the network- and partnership-based agencies and the individual organisations that will comprise the interim Alliance over the initial 12 months. That signed memorandum will include the following:

- Commitment to the mission of the Alliance.
- Commitment to work with the other organisations involved in the priority areas of policy engagement (with a focus on the HLPF), impact data, and building of the long-term structure of the Alliance.
- Agreement to co-sign the products that result from the impact data work.
- Agreement to co-sign the position paper for the HLPF and to act in alliance with the other involved organisations in relation to the overall HLPF strategy.
- On a voluntary basis, at the discretion of each organisation involved in the Alliance or supportive of the work of the Alliance, allocation of one staff day per week to the work and development of the Alliance over its initial 12 months. That staff person would need to be named and formally allocated to the Alliance in order that the team can be identified.

- **Decision-making process** (initial 12 months)

The following decision-making process be adopted for the initial 12 months of the Alliance:

- The meeting of the review group in Baltimore agrees on the initial networks, partnerships, associations, and individual organisations (subject to the results of the consideration of Paper 3 – Criteria above) that will be invited to form the inaugural Alliance.
- The rationale for the invitation to those organisations is clearly laid out.
- UNICEF and The Communication Initiative conduct discussions with those organisations related to their involvement.

- Each of the interested organisations is required to sign the Memorandum of Understanding (see above).
 - Decisions of the Alliance comprising the invited organisations that have signed the Memorandum of Understanding require 70% agreement.
 - The inaugural Alliance agrees on 2 co-Chairs of the Alliance for the initial 12 months.
- **Meeting pattern** (initial 12 months)
- That the following meeting pattern will take place:
- Full Alliance: Monthly conference calls starting in January 2018, and in person meetings in April (at the Social and Behavior Change Communication Summit) and in October.
 - The Action Groups: The leadership and membership of the action groups focused on each of the 3 main priorities – Evidence, Policy, Infrastructure - will be agreed by Alliance. Those groups will then adopt their own working pattern.
- **Interim Secretariat arrangement** (initial 12 months)
- Present situation

At present, the Secretariat work for the development of the Alliance is being done through a close working relationship between UNICEF (overview and strategic guidance) and The Communication Initiative (strategic discussion with UNICEF and the detailed work – for example: the field consultations; the writing of the papers and facilitation of the New York meeting; support for the Name, Criteria, and Priorities sub-groups work; and preparation, paper writing, and conducting of the Baltimore meeting).

As outlined at the New York meeting, UNICEF has contributed considerable staff time from the C4D section as well as providing funds to The Communication Initiative for the primary purpose of supporting the involvement of Warren Feek. The Communication Initiative has utilized its capacities – for example, partnership base, network, platform, e-magazines, connections to non-children and health development areas - and has also utilized some of its resources to cover additional staff time by Warren and others.

The present agreement for The Communication Initiative to undertake this work concludes in May 2018. The Alliance will consider the secretariat arrangements for the remaining 7 months of the initial 12 month period – June to December, 2018 and make the required decisions.
- **Finances** (the initial 12 months)
- The financing issue can distort engagement with initiatives such as this proposed Alliance. The requirement for staff time, travel costs, secretariat funding, and other basic cost can work in favour of significant engagement by the larger UN, foundation, government, and

international agencies. And it can work against engagement by even the largest of the national and regional civil society organisations that work in the contexts experiencing significant development issues. We have experienced that dynamic in this process to date. The New York meeting committed to being different, given the core principles for this field of work.

➤ Projection

Given the proposed plan of action for the initial 12 months of the Alliance, the main start-up costs will most likely involve:

- Staff time allocation by members of the Alliance related to the 3 priority areas - impact, policy influence, and developing the long-term infrastructure.
- Travel costs to meetings
- Secretariat support for the leadership/coordination to drive this process forward in a collective and organised manner.

Early in 2018 a revenue and expenditure budget will be developed for each of the 3 items above for the consideration of the January or February meeting of the Alliance based around the following principles:

- For the initial 12month period, individual organisation staff costs related to participating in the priority activities are not funded through any Alliance process.
- There is agreement in principle that the organisations involved with the larger budgets will seek to support those with much smaller budgets to participate in the in-person meetings (as UNICEF has done to date on a few occasions).
- UNICEF negotiates with other larger organisations as to which of them will take over the Secretariat funding for the final 7 months of the initial 12-month period.

○ Long-term formal structure and funding base

In order to develop the long-term formal structure and negotiate the funding base for the Alliance, considerable work will need to take place.

The possible tasks include:

- Identifying and negotiating a legal basis for the Alliance
- Developing the outline of a longer term (3-year) plan of action
- Agreeing and formalising participation in the Alliance
- Creating the Alliance brand identification
- Developing and negotiating the budget for the year period
- Within the boundaries and guidance outlined from the New York meeting (see below), implementing a funding plan. (Some initial thoughts follow.)
- An Action Group will be formed to advance the items above. It will include members of the Alliance with appropriate support

- **Long-term funding plan**

Considerable care will be taken to ensure that the Alliance is not competing with other organisations for funds, as has been a key principle since the commencement of this process. This not only removes revenue streams such as membership fees from the table but also requires huge caution regarding whom to approach for funding support for the Alliance. It was for those and other reasons that the New York meeting concluded: *“The majority preference was for one organisation to raise or provide new money to support a small 2-year funding arrangement for start-up purposes”*

The advent of the Alliance provides an opportunity to help advance overall funding for this field of work, within which the Alliance financial requirements could be positioned. Therefore the following tasks will be undertaken by the Alliance:

- **Development of a 1-page and 5-minute pitch for this field of work.**
This would require considerable work to hone the language, examples, and data into the proverbial one pager with appropriate explanation. It would require considerable practice to deliver effectively. When shared, it could be of value to others across our common field of work seeking to attract the required funding.
- **Take the show on the road.**
Agree on a team of people (or teams – could be different teams in different contexts) to pursue major funders for meetings to hear the pitch. The chances of confirming these meetings at a high level will be greater as a collective field of work than working separately.
- **Place the Alliance needs within that context.**
The specific and comparatively small financial needs of the Alliance would be part of that overall pitch.