

Development of a Global Mechanism in Support of Advancing the Scale and Impact of Communication and Media for Development, Social and Behaviour Change

Draft Implementation Plan

A. Background

Following a series of virtual and on-site consultations with more than 900 communication and development practitioners and researchers around the world, a Stakeholders Meeting was held in New York on June 27th and 28th, 2017, hosted by UNICEF in collaboration with The Communication Initiative (CI). The main purpose of the meeting was to deliberate on an Options Paper, developed with inputs from the various consultations, and to provide specific guidance on the factors required to establish an effective mechanism.

Participants supported the original intent of this initiative: to establish a global mechanism that can help advance the scale and impact of communication and media for development and social and behavior change, and 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 the Options Paper.

Participants also recommended the creation of an interim committee or working group that can rapidly start the process. The following participants volunteered for this task:

- 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
- Warren Feek, The Communication Initiative
- Rafael Obregon, UNICEF

The main tasks of this working group should include the following:

- Review the meeting's 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; this should include identification of 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 UNICEF, IFRC, CDAC Network and other partners' initiative on the establishment of communication and community engagement platform within the humanitarian

architecture; the upcoming Second Summit on Social and Behavior Change Communication);

- Propose potential funding options for the operation of the mechanism and engage potential 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 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.

B. Overarching Operational Principles

In order for this process to have the best chance of working, a number of clear elements emerged from the consultations and the stakeholders’ meeting. These are reflected in the milestones and tasks outlined above. They are built from the following foundations:

Tangible focus: That the effort begins with a focus on some specific tangible steps and tasks ... not on the internal development of what could be a complicated structure and process.

Working relationships: That having people from the key participants in the Alliance develop close working relationships in this beginning phase ... will be more important than developing an extensive set of rules and regulations for the Alliance.

Balance between action and process: The activities and milestones outlined above ... balance taking some of the actions required with building strong foundations for the Alliance.

Manageable brief: That taking these first steps with a limited number of key partnership and membership organisations as the nascent Alliance, in conjunction with the focus on a few specific areas of work ... will establish much stronger roots and foundations than working to develop a full-scale process with an extensive agenda.

Early wins: There will be an emphasis on some early, substantive efforts in order to provide momentum and demonstrate added value ... as opposed to a long, full-scale planning and development process.

Maintain good communication flows and relationship with the full field: That this process will not work if it is isolated from the broader global network of people and organisations working on inform and engage principles ... hence the focus in each quarter on communications with that broader network.

Ownership of the strategy: It will be very important that the Alliance itself establish the programme of work within the priority parameters established through the consultation process ... Related to those priorities, there were lots of specific ideas proposed during the consultation and the stakeholders' meeting (as just one example, a policy voice focus on the High-Level Political Forum), and these will be fed into the Alliance for its consideration.

Stepped approach: With the approach outlined to commence with two of the priorities to start the process (impact data and policy voice) followed by a delayed start to the other two priorities (funding and standards), a manageable process is further outlined.

The Implementation Plan

Based on the recommendations and agreements expressed in the stakeholders' meeting, the following is a draft implementation plan for this mechanism. It includes sections on the **Name, Mission, Priorities, Key Action Points for the first 12 and second 12 months, Main Activities and Milestones** per each of the proposed priorities.

Please note that all normal text is the implementation plan. The explanation text outlining the reasons for the nature of the plan proposed is in italics following *Explanation:*

A. Name

Throughout the consultation phase, there were real difficulties identifying a common name for this field of work which in turn has implications for the name of the mechanism. There are 3 factors here:

- This is a principles issue - what lies at the heart of what we all do and so binds us together;
- This is an understanding issue – how do we explain what we do to others;
- This is a practical issue – we cannot expect organisations to change their own naming in response to this work – BBC Media Action will remain as Media; Center for Communication Programs will keep Communication; Soul City will remain the Institute for Social Justice; the Foundation for New Journalism (FNPI) will keep that name; UNICEF will maintain its use of Communication for Development – and these are just a few examples.

While the name of the mechanism is yet to be decided, most participants agreed that an alliance could be the most appropriate option. This alliance is **for** people, communities, governments, and organisations working across the full range of local, national, and global priorities through strategies that include at least one of the following: communication for development, media for development, social change, behaviour change, entertainment-education, social marketing, nudge theory, stakeholder engagement, media development, community action, issue-focused campaigns, community engagement, behavioural economics, programme communication, issue-based networking, and facilitation of local and national dialogue and debate.

This alliance is **not for** those people whose working role is to promote, enhance the brand, or undertake other public relations (PR)-style communication actions for the purpose of the positioning and reputation of the organisation for which they work.

Below are some initial ideas for further discussion:

- Communication Alliance for Informed and Engaged Societies: Putting People at the Heart of the Development Agenda – Proposed by Warren Feek, The Communication Initiative. The rationale for this name is available in Appendix A.
- A Communication Alliance to Advance the Scale and Impact of Communication and Media for Development – Proposed by Rafael Obregon, UNICEF.
- A Communication Alliance to Enhance Scale and Impact of Social and Behavior Change Communication for Development – Proposed by Rafael Obregon, UNICEF.

B. Mission

Fully informed and actively engaged societies on their priority issues in their contexts

Explanation:

- *Places the stress on “fully informed” and “actively engaged”.*
- *Highlights them as crucial for effective development.*
- *Highlights the two key main principles that bind this field of work together across its separate strategic components.*
- *...all in the context of working towards whichever global, regional, national, and local development priorities they find most related and identify with.*

See Appendix A for a further explanation of this mission statement.

C. Priorities

To strengthen government, international agency, and civil society communication action towards fully informed and actively engaged societies through a focus on:

- Impact:** Identifying the most compelling and credible research and evaluation data that (i) demonstrates the development impact of strategies rooted in inform and engage principles and (ii) identifies strategic principles for more effective action across a larger number of societies.
- Policy:** Working to ensure that the analysis, experience, perspective, and ideas of people and organisations working to inform and engage strategic principles are prominent in national and international development policy fora.
- Funding:** Expanding the funding possibilities for organisations working to inform and engage strategic principles.

- d. **Standards:** Negotiating and agreeing on a set of programming and training standards that provide the basis for high-quality, effective inform and engage action across different contexts.

Explanation:

These are the 4 main priorities (in priority order) identified in both the consultation phase of this process and the stakeholders' meeting in New York.

D. Key Action Points for the First 12 months:

- a. Build the core alliance through the gathering and facilitation of a group that includes the two most senior people (e.g., Chair of the Board and most senior staff person) for membership and/or partner-based organisations that seek to bring segments of this field of work together.

Potential members of that initial group would include organizations such as (where applicable key contacts are listed):

- **UN agencies** (with the limited role of the Communication for Development Roundtable, a new UN coordination mechanism will need to be established) – to commence, UNICEF as the interim inaugural Chair of this Alliance.
- **Member States (Key ministries)** – Potential candidates could be ministries of health that have invested in this area of work (i.e. Egypt's Ministry of Family Planning and Welfare).
- **Global Forum for Media Development** (GFMD) - Ricardo Corredor, Chair of the Board; Mira Milosevic, Executive Director;
- **International Union for Health Promotion and Education** (IUHPE) - Graham Robertson, President; Erma Manoncourt, Vice President for Membership;
- **Africa Media Initiative** - Trevor Ncube - Board Chairman; Eric Chinje – CEO;
- **International Association for Media and Communication Research** (IAMCR) - Janet Wasko, President; Gerard Goggin, Secretary General;
- **African Women's Development and Communication Network** - Emma Kaliya - Chair; Dinah Musindarwezo - Executive Director;
- **International Social Marketing Association** - Patrick Cook – President; R. Craig Lefebvre - Past Vice President and Chair, Fundraising Committee;
- **Communication for Development Network** – Stacy Hilliard, Chair of the Board; Jackie Davies – Director;
- **Our Media Network** – Amparo Cadavid (present convenor);
- **Communicating with Disaster Affected Communities partnership** (CDAC) - Brendan Gormley, Chair; Marian Casey-Maslen, Director;
- **The ICT4D Conference and Network** – Schulyer Thorup (Chair); and
- **CIVICUS** - Anabel Cruz - Board Chair and Chair of the Executive Committee (Instituto de Comunicación y Desarrollo); Dr. Dhananjayan Sriskandarajah - Secretary General.

There may be others to be added, particularly individual organizations such as donors and government officials unless they are members of partners based organizations. As this process evolves, it may help to motivate other parts of this field of work to get organised – for example, the

entertainment-education community. This group will need to be facilitated and supported in their work by an agreed Secretariat (initially one to handle the start-up phase).

Explanation:

As an initial step, this matches one of the 3 options – the Council idea – for the basis of the mechanism in the consultations and the stakeholders’ meeting. The other 2 options (UN relationship and civil society networks) will follow to build the hybrid model that was requested as the favoured mechanism model by participants in the stakeholders’ meeting.

It will be very important for this process to commence in a manageable way - starting small with good cohesion and moving from there.

These are the core membership- and partnership-based organisations that cut across the “inform and engage” field of work (subject to others being added – in particular, regional organisations).

They meet the criteria being applied – a membership or partnership base. They are not discrete programming and/or policy organisations.

Key Action Points for the Second 12 months:

From the base established:

- Reach out to and engage **civil society networks** to join this process as outlined in Option 3 of the Options paper.
- Identify and establish the credentials for an appropriate **UN relationship**. This would not be the Standing Committee as outlined in Option 1 of the Options paper; it would be a specific relationship to a particular committee of event such as the High Level Political Forum, ECOSOC, or existing special commissions.

Explanation:

This is left more general than is outlined for the first 12 months. As will be seen from the main activities and milestones outlined below, judgments will need to be made related to the best options for both the civil society and UN relationships. For example, it could be that the next steps for both of those are determined by the decisions related to the impact, policy, and standards priorities.

Should a decision be made to test the process with a focus on a particular issue then the possibilities could include: the reviews being undertaken by the Committee on the Rights of the Child, any reviews being undertaken by UNAIDS related to HIV/AIDS strategies, engaging the World Bank on its next World Development report, engaging the Gates Foundation concerning its focus on this field, or any other option that could inform the nature of either the civil society networks and partnerships from the South and/or the point of engagement with the UN system.

E. Main Activities and Milestones

September – October 2017

Alliance building:

- a. Reviews of this plan from the small group that volunteered at the conclusion of the stakeholders' meeting.
- b. Revision of the plan in accordance with the main, common themes to emerge from the consultation.
- c. Individual discussions with the lead person in each of the proposed partnerships/membership organisations.
- d. Briefing/orientation note developed, sent, and discussed with the possible participants in the Alliance.
- e. "Added value" statement developed and shared for review.
- f. Invitation to join sent – invitation is for an initial 2-year period, upon which there will be a review by all parties.
- g. Involvement confirmed or rejected.
- h. 2 initial conference calls.
- i. Online communication, coordination, and discussion space established.
- e. Responsibilities and roles discussed.
- f. Inventory of ongoing initiatives relevant to each of the four priorities (i.e. Social and Behavior Change Communication Summit; BBC Media Action Policy Briefs; UNICEF's Global Think Tank of C4D; WHO-led Global Reporting Standards in SBCE; Gates Blueprint Initiative on common SOPs and Indicators amongst others) conducted.
- g. Draft document prepared for each of them to brief their membership/partners provided for use at their discretion.
- h. Introductory outline of proposed priorities provided.
- i. Initial draft of positioning/advocacy document for this Alliance developed – for example *"with a total of X members in X organisations, active in X countries and X communities within those countries and between the organisations and their membership working on X (all?) of the 17 Sustainable Development Goals and X (all?) of the 169 targets related to those goals."*
- j. Start-up (initial) Secretariat arrangement agreed.

Priority 1: Impact

- a. Alliance has initial discussions on how best to approach the impact data issue and concern.

Priority 2: Policy

- a. Alliance has initial discussions on the policy voice options to pursue.

Priority 3: Funding

- a. No action.

Priority 4: Standards

- a. No action.

November – December 2017

Alliance building:

- a. Draft of 2-year plan developed (will include budget and revenue sources).
- b. Plan debated, amended, and adopted by the Alliance participants.
- b. In-person meeting of Alliance participants planned and held.
- c. 2 additional Alliance participant conference calls held.
- d. Series of external communications to the full field of work both (i) providing information on plans and progress and (ii) raising questions, ideas, and issues for discussion and input by the broader field of work.

Priority 1: Impact

- a. Building on the guidance provided by the previous discussions on impact data, draft action paper developed for consideration at the in-person meeting in this quarter.
- b. Draft action paper reviewed, amended, and adopted by the Alliance participants.

Priority 2: Policy

- a. Building on the guidance provided by the September-October discussions on the policy voice options, draft action paper developed for consideration at the in-person meeting in this quarter.
- b. Draft action paper reviewed, amended, and adopted by the Alliance participants.

Priority 3: Funding

No action.

Priority 4: Standards

No action.

January – March 2018

Alliance building:

- a. 2 conference calls amongst Alliance participants.
- b. Initial consideration of which specific issue-focused networks could be approached to join this Alliance (for example: Global Network of People Living with HIV (GNP+); International Union for Conservation of Nature; Child Rights International Network; Africa Women's Development Fund – these are not proposed, just examples).
- c. Initial consideration of why, where, and how to engage in a formal manner with the UN system.
- d. Discussion on the options for the permanent Secretariat process in support of the Alliance.
- e. Series of external communications to the full field of work, both (i) providing information on plans and progress and (ii) raising questions, ideas, and issues for discussion and input by the broader field of work.

Priority 1: Impact

- a. Begin implementing the plan adopted in October – December, 2017 quarter.

Priority 2: Policy

- a. Begin implementing the plan adopted in October – December, 2017 quarter.

Priority 3: Funding

- a. Initial discussion on how best to approach progress on the funding priority (background paper will be prepared).

Priority 4: Standards

- a. Initial discussion on how best to approach progress on the Standards priority (background paper will be prepared).

April – June 2018**Alliance building:**

- b. Conference calls amongst Alliance participants.
- c. Decision on which issue-focused civil society networks to invite to participate in the Alliance.
- d. Decision on how best to connect with the overall UN system.
- e. Decision on permanent Secretariat arrangement.
- f. Series of external communications to the full field of work, both (i) providing information on plans and progress and (ii) raising questions, ideas, and issues for discussion and input by the broader field of work.
- g. Launch and In-person meeting of Alliance participants at the Social and Behavior Change Communication Summit in Bali.
- h. Engagement with participants at the Bali Summit.

Priority 1: Impact

- a. Continue implementing the plan adopted in October – December, 2017 quarter – at minimum one specific activity undertaken.

Priority 2: Policy

- a. Continue implementing the plan adopted in October – December, 2017 quarter - at minimum one specific activity undertaken.

Priority 3: Funding

- a. Building on the guidance provided by the July-September discussions on the Funding priority, draft action paper developed for consideration at the initial conference call in this quarter.
- b. Draft action paper reviewed, amended, and adopted by the Alliance participants.

Priority 4: Standards

- a. Building on the guidance provided by the July-September discussions on the Standards priority, draft action paper developed for consideration at the initial conference call in this quarter.
- b. Draft action paper reviewed, amended, and adopted by the Alliance participants.

July – September 2018

Alliance building:

- a. 2 conference calls held.
- b. Series of external communications to the full field of work, both (i) providing information on plans and progress and (ii) raising questions, ideas, and issues for discussion and input by the broader field of work.

Priority 1: Impact

- a. Begin implementing the plan adopted in October – December, 2017 quarter – one further specific activity undertaken.

Priority 2: Policy

- a. Continue implementing the plan adopted in the October- December, 2017 quarter - one further specific activity undertaken.

Priority 3: Funding

- a. Begin implementing the plan adopted in the April – June 2018 quarter – one specific activity undertaken.

Priority 4: Standards

- a. Begin implementing the plan adopted in the April – June 2018 quarter – one specific activity undertaken.

October – December 2018

Alliance building:

- b. Expanded in-person meeting held – Alliance participants plus any interested organisations to attend and help to review progress and contribute to the discussion on the next steps for this process.
- c. One conference call amongst Alliance participants.
- d. In-person meeting of the Alliance participants - either in advance and/or following the expanded in-person meeting.
- e. Series of external communications to the full field of work, both (i) providing information on plans and progress and (ii) raising questions, ideas, and issues for discussion and input by the broader field of work.

Priority 1: Impact

- a. Review and revise the plan adopted in October – December, 2017 quarter based on the Alliance plus meeting held in the previous quarter.

Priority 2: Policy

- a. Review and revise the plan adopted in October – December, 2017 quarter based on the Alliance plus meeting held in the previous quarter.

Priority 3: Funding

- a. Continue implementing the plan adopted in the April-June, 2018 quarter - one further specific activity undertaken.

Priority 4: Standards

- a. Continue implementing the plan adopted in the April-June, 2018 quarter - one further specific activity undertaken.

Overall

As with any good plan, once the work starts, the plan gets amended! The purpose of the implementation plan above is to provide a very firm and clear starting point.

Appendix A

Rationale for Communication Alliance for Informed and Engaged Societies

Explanation:

As the naming issue is so important, below is a full breakdown of the explanation for each word in this proposed name:

Communication

Explanation:

Overall, throughout the consultation process, there was a desire for the word ‘communication’ to appear. It is regarded as the general umbrella name within which there are specific communication processes (dialogue, debate, news, community meetings, entertainment, and others) and communication media (radio, TV, interpersonal, social media, visual arts, journalism, traditional media, and others).

Alliance

Explanation:

There was a general wariness about creating a mechanism that was too heavy in its structure, with the resulting need for too much time, money, and effort to be put into creating that new organisation – a formal partnership, for example.

But there was a desire for something substantive – much more than a general network, for example (plus, there are many networks). Hence the notion of an Alliance. It provides the space for a gathering together of interested parties whilst also being clear that all involved will retain their unique identities and action.

There is no “Global” in front of the name. This opens up the possibility for national and regional alliances that mirror the global one.

As will be highlighted later, this would initially be an alliance of the existing membership- and partnership-based orgs in our field of work (Option 2 in the draft Options paper). But it provides the base to extend to issue-based networks, either on a permanent basis or specific to particular issues (Option 3). Additionally, it provides an operational/organisational base to engage with the relevant parts of the United Nations (UN) system (Option 1).

Through this process, we get the hybrid model that was the predominant vision of people who reviewed the Options paper.

for

Explanation:

The essential element here is that we position ourselves in relation to what we are working towards for effective development results, not who we are as a field of work. We need to have

an analysis of development that leads us to these requirements for effective and principled action.

Taking this “for” rather than “who” approach will help us to (i) positively get past some of the definitional issues and (ii) provide a clear signal that we are looking forward with a focus on outcomes, not internal processes.

Informed and Engaged

Explanation:

As we all worked through the consultation process, it became clear that there were some core elements that, like a pot of glue, do bind this field together.

Each strategy in the communication and media for development, social and behaviour change field has its unique elements, of course. But whether the work is identified as community action, social marketing, communication for development, entertainment- education, social justice, media development, media for development, behaviour change, nudge theory, social movement facilitation, development communication, behavioural economics, facilitation of dialogue and debate, creation of social space, or any other name, there are two major elements that we are all working to ensure are in place across communities, provinces/states, countries, regions, and globally.

*That people are **informed** – from within their own contexts, from peers in other contexts, with outside knowledge, and through the creation of new ideas, knowledge, and perspectives.*

*That people are **engaged** – they are involved in both discussion and debate on the issues they confront and are active on the policy and action (social and individual) requirements for effective and relevant change at local, national, regional, and global levels.*

Inform(ed) and engage(d) are central principles for all of the different elements of this field of work.

This field of work – across all of its various names - has a distinct set of skills, knowledge, and initiatives and a substantive track record related to societies being informed and engaged.

This formulation is also most likely to attract the full range of required stakeholders. It will do so without having to get into the debates about the comparative nature and merits of different elements and sectors in this field.

This approach places the focus on where all of the work comes together – at the people level. It will be as easy for UNDP as UNICEF, the Africa Media Initiative as the Grameen Bank, DFID as the Mo Ibrahim Foundation, the Global Investigative Journalist Network as CIVICUS, MISA as Soul City to engage.

If the aim is to bring in the full set of relevant actors, then a focus on inform(ed) and engage(d) means the conversation can quickly zero in on the issue people are going to be concentrating on (whether nutrition, child rights, political accountability or climate adaptation).

Therefore, this is the best route to get to a clear, problem-focused conversation.

The concepts of inform(ed) and engage(d) are intuitively and easily understood by people outside the communication and media for development, social and behavioural change field of work. They know what inform means. And they know what engage means. There is no need for long explanations, for example, of what is “social change” and what is the difference between “media development” and “media for development”.

Finally, this approach potentially cements our place as a key player in development across all development issues from a particular and clear niche. Everyone involved in development knows that it is important that people are informed, and that those people also inform; they know that successful development action requires engagement of individuals, families, communities, networks, issue-based groups, and general populations.

Societies

Explanation:

- 1. Who is informed and engaged?*
- 2. In the course of the consultations and the stakeholders’ meeting, various words and phrases were used. These included: individuals, communities, people, countries, citizens, civil society, and many others.*
- 3. The first instinct was to go with “citizens”. It is a concept that combines both people as individuals with the social component that is embedded in the notion of citizenship. But that term may be interpreted as not including people within countries who are not full citizens – for example, refugees.*
- 4. Therefore, the move was to use “societies”. It is a term that includes individuals as well as the social perspective. It does not relate to a specific context such as country, state, province, or ethnic identity group. It is inclusive. Whether the work is local community action or development-related journalism, that work and all other work on that continuum of media and communication, social and behavioural change action relates to “society”. Finally, it is a term that has common currency usage in the field of development and is intuitively understood.*