

A photograph of two young boys looking at a newspaper. The boy in the foreground is wearing a cap and a plaid shirt, looking intently at the paper. The boy behind him is also wearing a plaid shirt and looking at the same paper. The background is filled with various papers and documents, suggesting a newsstand or a library. The entire image has a blue tint.

BEHAVIOUR CHANGE FOR GOOD

YOU CAN'T
TRUST
SATURDAY
SUSPECTED
VIRUS PATIENT
IN LAG

Palladium's teams use behaviour change approaches to deliver positive social and economic impact. From engaging traditional leaders to encourage family planning to promoting better use of data for decision-making, we integrate behavioural science insights and experience-based knowledge into interventions that create sustainable change.

This brief provides a glimpse of our behaviour change work, with select examples of the various approaches.

Contents

Social and behaviour change communication	3
Social marketing	8
Promoting behaviour change during a pandemic amongst hard-to-reach populations	12
Responding to capabilities, opportunities and motivations to drive change	15
Shifting social norms	19
Using environmental cues to nudge change	23
Tackling bias	25
Research and analysis for evidence-based behaviour change	26
Actor-Based Change Framework	29
Improving decision-making through data	30

SOCIAL AND BEHAVIOUR CHANGE COMMUNICATION

Social and behaviour change communications (SBCC) is a strategic and evidence-based approach to changing behaviours through communications by influencing people's attitudes, beliefs and social norms. SBCC targets multiple levels of society – the individual, community, and broader population - with the right information, at the right time, and from messengers whom people trust.





Religious leaders in Pakistan were engaged to deliver health behaviour related messages with communities.

Engaging influencers

In Pakistan, the Empowerment, Voice and Accountability for Better Health and Nutrition programme implemented an overarching social and behaviour change communication strategy to influence citizens' knowledge and, ultimately, their practices of healthy behaviours. The messages were disseminated through citizen volunteers, religious scholars, mass media, and social media.

A network of religious scholars supported the programme's SBCC activities and shared key health messages in Friday sermons. The messages focused on maternal, newborn and child health-related rights and responsibilities, in light of Islamic preaching and perspectives. Over 1,100 sermons were delivered in mosques in which more than 400,000 individuals participated. (UK aid)

Using the right messengers

In Kenya, the Enabling Sustained Health for Equity Family Planning project carefully selected messengers to promote family planning. Traditional leaders were brought on board and analysed the Quran for its perspectives on birth spacing. They then developed messages related to family planning and Islam. The leaders used these messages to influence their communities in facilitated group discussions with men and women.

They combatted myths and misconceptions, addressed gender norms, and encouraged family planning uptake. The programme reached 51,760 elders, men, traditional, and religious leaders with messages across the underserved, low-contraceptive prevalence counties, of which 46,471 (90%) pledged support for family planning. (UK aid)

Creating commitments to change

The Maternal, Newborn and Child Health 2 (MNCH2) programme in Nigeria established links between traditional leaders, birth attendants, and male heads of households. These groups worked together to influence individuals and families towards a common goal of improving maternal, newborn and child health. 'Male Support Groups,' which consisted of men who were married to young women, were set up in communities.

The groups were led and mentored by trained volunteer male motivators, and had the aim of improving men's awareness of maternal and child health needs. The groups discussed topics such as reproductive health, danger signs in pregnancy, and immunisation, while also building basic communication skills. Husbands then committed, in writing, to allow their wives to access health services without them present. (UK aid)

Husbands were encouraged to commit to allow their wives to access health services without them present.



Behaviour change communications responding to emotional motives

Palladium managed the Civil Society Water, Sanitation and Hygiene Fund Management Facility in 19 countries in Asia, Africa and the Pacific. The fund supported civil society organisations that pursued several hygiene behaviour change aims.

One such organisation, SNV Bhutan, carried out research that identified nurture and disgust as the most powerful motivators of hygiene behaviour in the community. As a result, emotionally focused and evidence-based behaviour change communications to promote handwashing with soap was added to a government health programme.

A trial showed a significant improvement in self-reported handwashing before feeding children and preparing food as a result of the communications. (DFAT)

Civil Society Water, Sanitation and Hygiene Fund Management Facility

3.6 million

additional people with improved knowledge of hygiene practises.

2 million

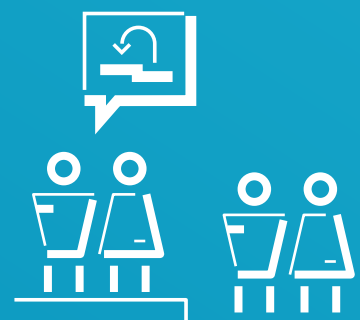
additional households where handwashing is practiced.

348,000

additional students with access to an adequate number of school handwashing facilities with soap.

SOCIAL MARKETING

Social marketing uses traditional marketing techniques to influence the behaviours of individuals and communities, to create positive social impact. At Palladium we've used social marketing to influence people to purchase and use health-related goods and services, to reduce the costs of such goods and services, and to bring these goods and services closer to the intended users.



Making health products more accessible and attractive

The Kenaya Jemu Kan project used social marketing to increase the availability of high impact health products and services, such as male and female condoms, contraceptive implants and water purification tablets, in Mali. This included designing and implementing marketing and product-specific behaviour change strategies using community and mass media channels.

In 2019, the project was named one of 14 'Best Programmes' in the world in terms of the years of contraceptive protection it provided and the reach to its target markets (according to DKT International, which compiles a report of the sales data of every contraceptive social marketing programme in the world). (USAID)

In Mali, a social marketing approach helped make contraceptives and water purification more accessible and more likely to be used.



Incentivising social entrepreneurs to promote family planning

Project Ujjwal aimed to increase access to family planning products in rural India. The project improved the communication and counselling skills of frontline workers and other community members who then worked to reduce myths and misconceptions around contraception and helped couples make informed choices.

Ujjwal supported more than 5000 'community-based social entrepreneurs,' who encouraged couples to adopt family planning methods, referred clients to clinics, and ensured follow-up. These 'entrepreneurs' received referral payments for counselling and motivating clients to visit the clinics. They were encouraged to stock family planning and reproductive health products for sale within the community. (UK aid)

In India, incentives were created to help promote the use of family planning products.



Facilitating the use of health products

Palladium leads all social marketing activities of the DISCOVER-Health Project in Zambia. The project is managing a portfolio of five products – oral contraceptives, two types of condoms, and two types of water purification solutions. The product marketing and behaviour change strategy links each product’s communication and marketing to the project’s service delivery work, which focuses on HIV/AIDS testing, family planning, and tuberculosis treatment

To promote water purification, DISCOVER carries out demonstrations on how to correctly use water purification solutions and addresses the misuse of inappropriate containers for water purification. A new condom and a water purification product that the project launched both reached market leader position within 18 months. (USAID)

[Demonstrations on how to use contraceptives and water purification solutions in Zambia have made it easier for people to use these products.](#)



PROMOTING BEHAVIOUR CHANGE DURING A PANDEMIC AMONGST HARD- TO-REACH POPULATIONS

As the novel coronavirus spread, Palladium's projects pivoted to respond. Many used their resources, networks and expertise to promote behaviour change and reduce the spread of the disease, including in remote areas and amongst marginalised communities.



In Bangladesh, the Sudokkho programme trained 600 rural community paramedics, who undertook awareness-raising with 150,000 households around COVID-19 related preventions, while also providing primary healthcare services. (UK aid and SDC)

In collaboration with the Tanzania Association of the Deaf and the University of Dar es Salaam, the I4ID programme's support was used to equip health centres to raise awareness of COVID-19, and produce distributable videos to share health and public information. Sign language was used to make the information accessible for the deaf and hard of hearing. (DFID and Irish Aid)

In Afghanistan, we leveraged the private sector's brand and marketing capacity to combat disinformation and promote behaviour change around COVID-19. (USAID)

In Vanuatu we supported the police to receive training from the Ministry of Health Mind Clinic in relation to managing stress caused by COVID-19. The officers who received this training deployed to Tropical Cyclone Harold-affected, often remote, areas to promote awareness and undertake investigations into family and gender-based violence offences, which have been on the rise during the pandemic. (DFAT)

Through the Market Development Facility in Papua New Guinea, pastors worked throughout the challenging mountainous terrain of the Eastern Highlands province – one of the most remote coffee origins – to convey a message of safety and teach villagers to make masks to prevent the spread of COVID-19. (DFAT)

In Nigeria, Propcom Mai-karfi used its networks, contacts, and database to spread messages about COVID-19. The programme used illustrative posters to promote behaviour change, limiting the use of text to reach those who are illiterate and accommodating the many language groups where the programme operates. (UK aid)

The Pacific Labour Facility manages the Pacific Labour Scheme and provides support to the Seasonal Workers Programme, connecting Pacific Island workers to Australian employers. The facility undertook a communications campaign to promote healthy

behaviours with Pacific workers in Australia. Communications, delivered in Pacific languages through brochures and videos, outlined culturally appropriate examples of social distancing (for example, how best to celebrate Easter while maintaining social distancing regulations), hygienic behaviours, and where to access support. (DFAT)

Our programmes created behaviour change communications materials to help slow the spread of coronavirus.

Pacific Labour Scheme **Seasonal Worker Programme**
An Australian Government Initiative

If you are in Australia and have serious symptoms such as difficulty breathing, phone 000 for urgent medical help.

CORONAVIRUS

HEALTH ADVICE

The following information is an important update for workers in Australia, current at 3 August 2020.

WHAT IS CORONAVIRUS?

Coronavirus, or COVID-19, is a respiratory illness caused by a new virus. Symptoms can vary widely from mild illness to pneumonia. Some people will recover easily, and others may get very sick very quickly.

SYMPTOMS CAN INCLUDE:

- FEVER
- COUGH
- SORE THROAT
- DIFFICULTY BREATHING

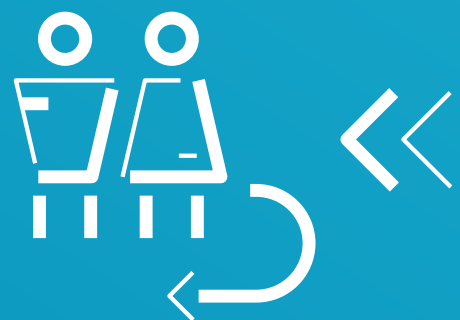
PROTECT YOURSELF AND HELP STOP THE SPREAD

The best protection against infection is to practice good hygiene:

- WASH HANDS OFTEN WITH SOAP AND WATER
- COVER YOUR MOUTH WHEN YOU COUGH OR SNEEZE
- AVOID CLOSE CONTACT WITH OTHERS
- PRACTICE PHYSICAL DISTANCING (1.5m)
- KNOW HOW TO PRACTICE ISOLATION IF YOU ARE EXPERIENCING SYMPTOMS OR HAVE A CONFIRMED CASE
- FOLLOW THE REQUIRED LIMITS FOR SOCIAL GATHERINGS

CORONAVIRUS HEALTH INFORMATION LINE
Call the national coronavirus helpline on **1800 020 080** for information on COVID-19. The line operates 24 hours a day, seven days a week.

RESPONDING TO
CAPABILITIES,
OPPORTUNITIES
AND MOTIVATIONS
TO DRIVE CHANGE



Market-actor change

In supporting change in markets to ensure they meet the needs of the poor, we shift the incentives of businesses and other market players. Our market systems-focused programmes look to ensure that the behaviour changes they bring about reflect key actors' motivations and capabilities, to ensure their sustainability beyond the influence of the programmes or other external funding.

Improving market systems programming by using behaviour change approaches

The Australia-Indonesia Partnership for Rural Economic Development (AIP-R) is a suite of programmes that aim to improve smallholder farmers' competitiveness and access to new markets, inputs, know-how and technology. AIP-R's experience demonstrates how market systems development programmes can improve their interventions' scale and sustainability through widespread behaviour change. AIP-R's behaviour change approach relies on:

- Contextual analysis: understanding the local conditions and market actors' incentives and capacity to change behaviour.
- Having a 'proof of concept' and engaging 'scale agents': intervening in subsectors where 'scale agents' (that is, businesses with networks, influence, and incentives to diffuse innovations) are present.
- Tailoring interventions to address market actors' specific constraints to behaviour change.

Government decision-making

To influence policy-making, we explore how policy-makers make decisions – what interests they have, what motivates them, and what pressures they are under in a specific political and economic context. Then we use a mix of ‘insider’ and ‘outsider’ approaches to try to influence change – insider approaches entail communicating behind closed doors, often through influential and interested intermediaries. ‘Outsider’ approaches involve using external or publicly-facing media and events to advocate for change.

Responding to incentives to change policy

Ikiraro Cy’Iterambere was a policy influencing programme that looked at how policy-makers in Rwanda make decisions. It supported private sector and civil society actors to influence policy, whether through evidence-production, lobbying, or use of media. By being sensitive to the decision-making context and individuals’ motivations and capabilities, the project effectively impacted decision-makers’ policy responses. (UK aid)

[In Rwanda, close attention to decision-makers’ motivations and capabilities enabled effective influencing of policy.](#)





By understanding motivations, interests and incentives of leaders and government officials in Nepal, our team in Nepal has been effectively impacting decision-making.

Influencing decision-making

The Economic Policy Incubator supports the Government of Nepal to develop better policies to attract investment, create quality jobs, and achieve higher and sustainable economic growth. The incubator focuses on problems that leaders and officials are motivated to address and takes into consideration their interests and incentives. It combines high-grade technical advice with formal and informal brokering, convening, and persuasion to influence decision-making. The incubator's approach has been lauded for its effectiveness (UK aid)

SHIFTING SOCIAL NORMS

Social norms are mutual expectations of what is acceptable or common behaviour. They play a major role in how we conduct our lives every day. At Palladium, we use evidence-based approaches to shift social norms and change behaviours related to social issues such as gender equality, human trafficking, and corruption.





Social norms approach integrated with policy and legal reform as a behaviour change strategy

Voices for Change (V4C) worked to improve gender equality and reduce violence against women in Nigeria. Reducing violence against women requires changing social norms that enable the practice – in particular the norms around women’s and men’s place in the household and society. V4C used a social norms lens in the design of its activities, which included media campaigns, in-person engagements, and policy and legal reform that strengthened the negative repercussions of gender-based violence. The programme helped improve over two million young people’s attitudes or behaviours around women’s roles in decision-making, women taking leadership positions, and violence against women and girls. Over 24,000 people exposed to the programme reported taking action to reduce inequalities and violence. (UK aid)

A social norms approach integrated with policy and legal change was used to improve gender equality in Nigeria



Social norms research to inform anti-corruption programming

In Jordan, we carried out research to understand how social norms impact on corruption. The research will inform UK government programming and the Jordanian government's communications to reduce corrupt behaviours. (UK aid)

Addressing the social norms that enable human trafficking

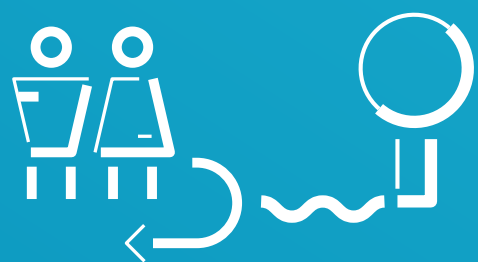
The Stamping Out Trafficking in Nigeria programme supported government agencies and civil society to more effectively address unsafe migration and trafficking. The programme created a behaviour change communications toolkit for organisations that outlined how to use evidence on what works to change behaviours, including by shifting social norms. (UK aid)

A toolkit was designed to help civil society actors use a social norms approach to reduce unsafe migration from Nigeria. (Photo by Adedotun Adegborioye)



USING ENVIRONMENTAL CUES TO NUDDGE CHANGE

The physical environment has a massive impact on human behaviour. Adjusting that environment, sometimes even in small ways, can be a highly effective way to nudge change. This tactic can often work without any attempts at persuasion – that is, without shifting people’s views, attitudes or beliefs about how they should act. This is particularly useful when trying to change habits – the easier a behaviour is made thanks to changes in the environment, the more likely are people to take it on, and the more likely for the behaviour to be sustained.



Nudging Hand Washing

Palladium managed the Civil Society Water, Sanitation and Hygiene Fund in 19 countries in Asia, Africa, and the Pacific. The fund supported civil society organisations, such as Save the Children, that pursued several hygiene behaviour change aims. In Bangladesh, Save the Children trialled nudge theory to improve handwashing in soap with schools. Instead of simply teaching children about the importance of handwashing, the project provided environmental cues to the children in the bathroom. These cues included painted pathways from toilets to sinks and handprints on soap stations. This led to a 70% increase in handwashing, even six weeks after the intervention. (DFAT)

Adding painted footpaths, footprints and handprints in school latrine areas increased handwashing by 70%.



TACKLING BIAS

Biases impact decision-making and can lead to suboptimal outcomes and harm to society. 'Unconscious bias,' for instance, refers to the judgements and assessments people make about others – the social stereotypes that often lead people to treat others in an unfair manner. People are usually unaware when they are exhibiting behaviours reflecting any of the numerous biases they are susceptible to, even if they know they exist. But through a combination of techniques it is possible to reduce bias and to diminish its impact on behaviours.

Training to investigate unconscious bias and increase profits

To help banks and microfinance institutions grow their female customer base and to improve access to financial products for women, Palladium offers sales and customer service training for bank employees, so they better meet the needs of women. Our interactive curriculum investigates unconscious bias and how to overcome biased behaviours. Our work with staff focuses on how to identify and serve women's banking needs and how to offer women the most relevant products. The training exercises shift how employees interact with female customers and improve the service they provide. In turn, this helps banks capture more of a woman's wallet, better serve her needs, and retain customers over a financial lifetime.

RESEARCH AND ANALYSIS FOR EVIDENCE-BASED BEHAVIOUR CHANGE

We undertake research and analysis to gain insights into the contextual and individual factors that drive behaviours to understand how to shift them.



Analysing interests, influence and incentives

We regularly undertake political economy analyses when designing and implementing programmes. This includes understanding the interests and incentives facing different groups in society. We also look at the role that formal institutions and informal social, political, and cultural norms play in shaping human interaction, economics and politics, and at the impact of values, ideas, religion, and cultural beliefs on political behaviour and public policy. In addition, this involves identifying the most influential actors and how to engage them to promote change.

Consumer behaviour assessments for better health

The USAID DISCOVER-Health Project contributes towards HIV epidemic control in Zambia while also improving access to reproductive health and family planning, and maternal and child health services and products. The project carried out formative research studies on consumer preferences and behavioural questions related to the usage of condoms and oral contraceptives. (USAID)

In Nigeria, we carried out an assessment to inform a market entry strategy for General Electric's Sustainable Healthcare division and their maternal and newborn health technologies. The assessment made specific recommendations on engaging key stakeholders and market actors, on barriers and opportunities to new technology introduction, and on provider and decision-maker behaviour. (General Electric)

Assessing the potential of media to influence change

The Health Policy Plus project (HP+) performed an assessment of the private sector and civil society (including academic institutions and media) in Indonesia to analyse their appetite for engaging in the health sector. The assessment also identified opportunities to create or expand partnerships and innovations to reduce maternal and newborn

mortality. A major component of this assessment was to understand how media could be better used to call for increased investment in maternal and newborn health, build awareness of issues, and encourage a multi-sector movement to address them.

(USAID)

Understanding motivations to bolster volunteering

In Senegal, the MEASURE Evaluation undertook a study to understand what motivates community health volunteers in the work they were doing in disease reporting. The study identified ways of increasing the volunteers' levels of motivation. (USAID)



A study in Senegal explored how to motivate community health volunteers.

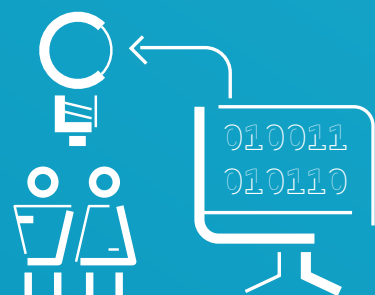
ACTOR-BASED CHANGE FRAMEWORK

Palladium developed The Actor-Based Change (ABC) Framework. It applies concepts and frameworks drawn from the literature around complexity science to develop programme theory for interventions aimed at facilitating change in complex systems. The framework has been used for intervention design and as an evaluation tool.

The Lebanon Enterprise and Employment Programme used the ABC framework to define interventions for economic growth. The COM-B model, which forms part of the framework, was used to unpack the capabilities, opportunities, and motivations of financial institutions, business associations, and small and medium enterprises in a highly complex operating environment. The framework was then used during quarterly strategic reviews to understand the emerging challenges actors faced and the consequences for the project. (UK aid)

IMPROVING DECISION- MAKING THROUGH DATA

We help set up and strengthen systems for data collection and analysis to maximise the usability of all available data for decision-making. This includes creating easy-to-use dashboards and visualisations, as well as promoting a culture of data use.



Framework for data-informed decision-making

Palladium developed a conceptual framework that outlines best practices in data-informed decision-making and data use, as part of the MEASURE Evaluation project. The framework describes the specific interventions that can improve the demand for and use of data from health information systems. (USAID)

Palladium developed a framework for better use of data for decision-making.



Creating a culture of data use

Under MEASURE Evaluation's PIMA Associate Award in Kenya, we worked with 33 counties to develop data use plans and strategies and provided guidance on key actions to take to create a culture of data use. We also conducted capacity building in a variety of data use skills, including data analysis, interpretation, leadership, and the use of data for decision-making. (USAID)



In Kenya, we have worked to create a culture of data use.

Altering the decision-making environment to enhance HIV epidemic control

Despite large investments in the collection and management of HIV data in developing countries, information has not always been used routinely to understand programme performance and inefficiencies, largely due to challenges in technology, processes and capacity. Data.FI is USAID's primary mechanism to support the use of data, technology, and health information systems in addressing HIV/AIDS-related USAID government programmes.

In Nigeria, Togo, Burkina Faso, Senegal, Ghana and Liberia, Data.FI works with USAID Missions and host country governments to enhance the methodology used to engage with the HIV data to alter the decision-making environment to accelerate epidemic control. Traditionally, opportunities for data review in these countries have occurred at the close of reporting periods and have been characterised by information overload, with an abundance of analyses and discussions which could extend over a day. While requiring a significant investment of time and resources, these types of data review meetings rarely produced true consensus around priorities for action.

With the mandate to collect and report granular HIV health data weekly at the health facility level, Palladium saw an opportunity to shift the paradigms around how we engage with data by inviting a broader set of stakeholders to shorter, more focused meetings. By building the capacity of meeting organisers to prepare compelling slides and to facilitate discussion to elicit a diversity of perspectives, we noted that meeting recommendations were more tangible and thus could be translated into action.

In Nigeria, the Data.FI team and government officials meet in Epidemic Control Rooms for weekly data reviews, examining digital visualisations of data on HIV/AIDS cases and the transition to the country's preferred treatment regiment. The control rooms aggregate data from disparate sources into dashboards to be analysed. As a result, reporting practices have grown stronger, data is used to address gaps in service delivery, and the weekly reviews hold decision-makers accountable for performance.

Data visualisation for decision-making

Under Health and Education Policy Plus in Guatemala, Palladium has developed a strategic information system that integrates data from various institutions implementing social policies and programmes throughout the country. The system allows for information to be analysed to support planning processes, decision-making, and transparency.



Palladium has built a platform for the Guatemalan government to monitor its work to increase access to education services. The platform is easy for non-technical users to access. It is interactive and highly visual, with dashboards, geo-referencing and mapping technology, allowing users to analyse data for decision-making. (USAID)

Better decision-making during COVID

Palladium has supported a Gulf Cooperation Council country in designing data models regarding COVID cases, fatalities, and the economic impact on various sectors, to help decision-makers determine how to open up the economy.

In India, Palladium has supported the implementation of a COVID dashboard in the city of Thane, which has helped with decisions on how to respond to the spread of the disease.



To learn more about Palladium's behaviour change work,
contact Agata Slota at Agata.Slota@thepalladiumgroup.com