On the CUSP of Change:
Ethical and effective scaling of social norms programming for gender equality
Who we are

CUSP member’s social norms change for gender equality initiatives have been / are being scaled up in different ways:

- mentioned in "best practices" roundups
- donors have recommended and/or prescribed them in their funding calls
- being used by many other groups – often in positive ways and with innovative adaptations, sometimes in ways that are problematic
CUSP member programs

Social Norms at Scale: CUSP’s Collective Insights

Case Study 1: Insights from GREAT (Northern Uganda)

Case Study 2: Insights from IMAGE (South Africa)

Case Study 3: Insights from SASA! (Uganda)

Case Study 4: Insights from Stepping Stones (Global)

Case Study 5: Insights from Tostan (Senegal)

https://tinyurl.com/CUSP2017

www.raisingvoices.org
One definition of Scale up:

“Deliberate efforts to increase the impact of innovations successfully tested in pilot or experimental projects so as to benefit more people and to foster policy and program development on a lasting basis.”

- ExpandNet (2009)
OVERLAPPING PHASES, NOT DISCRETE STEPS
WHAT DO WE KNOW ABOUT EFFECTIVE SCALE-UP PRACTICE?

- Define the innovation package explicitly, including values
- Use a purposeful systems approach
- Engage stakeholders early; build partnerships
- Monitor the environment
- Apply active implementation supports, including ML&E
- Pay attention to fidelity to core mechanisms
- Use mixed methods to assess process and impact
BALANCING EXPANSION & INSTITUTIONALIZATION FOR SUSTAINED EFFECT

INSTITUTIONALIZATION (POLITICAL, POLICY, INSTITUTIONAL, LEGAL)

SCALE-UP

EXPANSION/REPLICATION
Types of Scale-up

Horizontal: Geographic expansion or replication  
→ adaptation (All programs)

Vertical: Institutionalization via organizational policies and budgets (GREAT)

Grafting: Adding components to an existing initiative (FGM or child marriage)
Types of Scale-up

**Wholly-owned:** Original designers/implementers work directly in new region *(IMAGE & Tostan)*

**Additive/Partnerships:** Original implementers help scale with new partners *(SASA! and Stepping Stones)*

**Multiplicative:** New implementers take on work *(SASA! and Stepping Stones)*
SHARED PRACTICES: CUSP’s COLLECTIVE INSIGHTS

Six interconnected insights to take social norms change approaches rooted in social justice practices and principles to scale.

1. Prioritize accountability to communities
2. Fully understand the principles of, and align with, the values of the methodology
3. Ensure adequate time and funding for programming
4. Maintain fidelity to the elements of the original methodology
5. Involve originators
6. Re-examine the role of government and international organizations in effective and ethical scaling
Recommendations for research investments to support scale up

• Address power hierarchies in knowledge production and utilization
• Support scale-up practice by shining the light on implementation processes and mechanisms of change
• Apply methods that provide information on context and complexity
• Resist premature assessment of evolving interventions - instead provide needed information!
• Outcome measures: improve social norms measures and break out of siloed results
# Recommendations for ethical & effective scale up

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<th>BEFORE</th>
<th>PREPARATION</th>
<th>IMPLEMENTATION AND FOLLOW UP</th>
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| • Talk with creators & in-country partners about **appropriateness of adaptation/implementation** in new context  
• **Understand principles** of core elements and discuss what kind of adaptation is necessary and/or possible for this setting  
• **Assess whether time and resources are adequate** (and don’t go forward if not) – including funding for TA | • **Create advisory group** for ongoing engagement  
• Build in process/time for new partners **to internalize core principles** and components and adapt  
• **Engage end-users** in adaptation, field testing and adjustments  
• Invest in and support staff and facilitators – **personal processes** | • **Document** ongoing adaptation and implementation  
• **Continued support** for staff and facilitators  
• **Monitoring, learning, adjustment, evaluation** |

**TRUE TO CORE PRINCIPLES | TRANSPARENCY | THEORY & EVIDENCE-INFORMED | ADAPT, LEARN AND EVOLVE | DO NO HARM**
Thank you!