Mohammad Hasan Zobayer/CARE

Social Norms Programming
Our vision for achieving impact at scale

CARE's Vision 2030 identified social norms as one of the six pathways for impact at scale because social norms transcend the boundaries of families and encompass communities and societies. The attitudes and expectations that people have of each other are not developed in isolation; they are built, sustained, and perpetuated through a complex network of rules and expectations and eventually influence collective behavior.

To achieve impact across sectors and at scale, the Social Norms Pathway:

1. Replicates the strategies and models that are most effective in creating norms change beyond CARE's immediate reach;

2. Maps the levers needed for norms change at scale, i.e. combining efforts with other pathways like advocacy and social movements to facilitate gender equitable social change beyond project level;

3. Provides a learning agenda that pushes both CARE and the norms field forward in its understanding of how to achieve impact at scale alongside minimum standards for how to measure and learn from social norms programming at scale.

> **Social norms are rules to govern behavior that are made and shared by a group. They are different from individually held beliefs or attitudes.**
>
> **A social norm is made up by one's beliefs about what others do, and by one's beliefs about what others think one should do. Sanctions or consequences for going against a norm or rewards for following a norm motivate people to comply with a norm in their day-to-day behaviors.**

500+ CARE projects using norms shifting strategies

How CARE facilitates social norms change at scale

There are two primary ways CARE uses social norms programming as a pathway for impact at scale.

- *Breadth of impact: replicating and scaling CARE's proven norms models*
  CARE's combination of extensive program reach around the globe and proven models for shifting social norms to promote gender equality makes us ideally placed to scale our impact by integrating social norms approaches into new and existing programming.
- *Depth of impact: shifting norms at scale*
  The depth and scale of our experience in social norms programming makes us ideally placed to take these strategies and principles beyond projects and programs. CARE is exploring what role we can play in facilitating large-scale change in peoples' lives through shifting norms at national population and beyond. This requires concerted collaboration and coordination with the other Pathways for Impact at Scale.
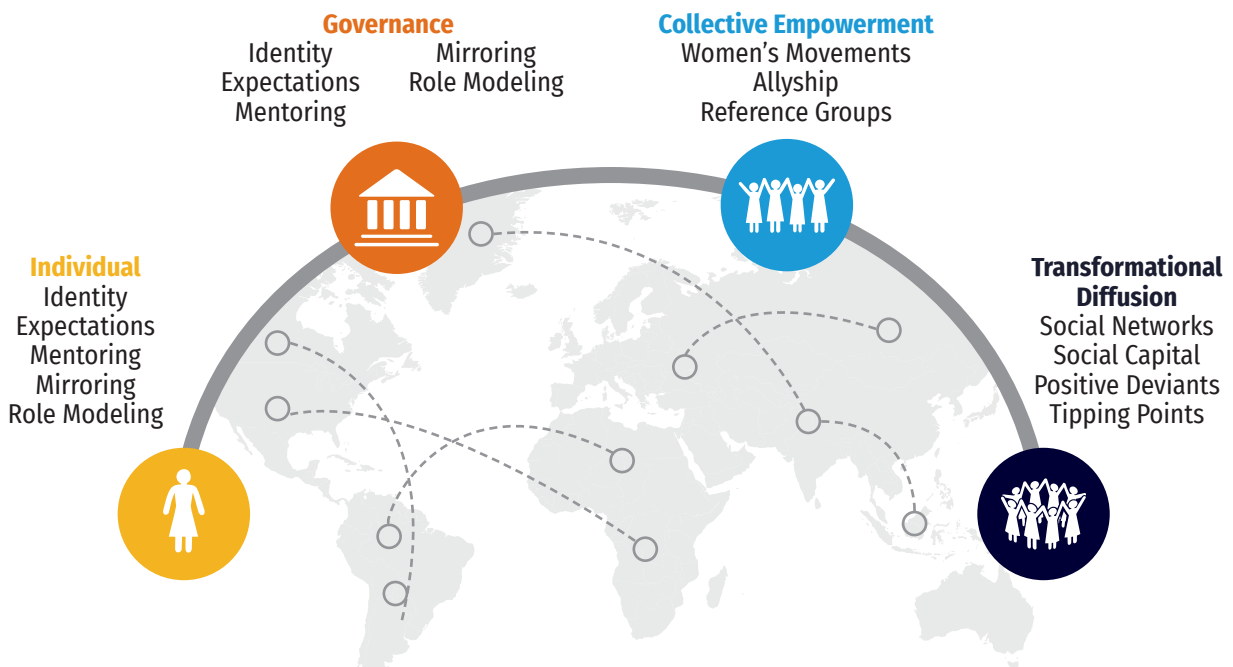
Replicating and scaling CARE's norms models

CARE's global footprint, network and direct reach, across sectors, is central to achieving norms change and impact at scale. Therefore, CARE seeks to use evidence-based models, backed by strategies for program quality, to drive both project-level impact and sustainable norms change. While norms shifting strategies within projects are incredibly diverse, the following models form the basis of many of those strategies across sectors:

Social Analysis & Action (SAA) is used by over 250 CARE projects worldwide each year. This model is grounded in evidence and supported by minimum standards for program quality. SAA facilitates staff transformation, critical reflective dialogue on gender and power norms in communities, and structures a process for collective action.

Tipping Point's **Learning Communities on the Move (LCOM)** is a model for girl-led activism and norms shifting and was a core component of Tipping Point's impact on the risk of child marriage in Bangladesh. The model has been adapted to low-literacy and emergency settings. Core resources include an overview with minimum standards and mentor and girl activist training packages.

CARE'S PROPOSED ECOSYSTEM FOR NORMS CHANGE AT SCALE

Governance
Identity   Mirroring
Expectations Role Modeling
Mentoring

Collective Empowerment
Women's Movements
Allyship
Reference Groups

Individual
Identity
Expectations
Mentoring
Mirroring
Role Modeling

Transformational Diffusion
Social Networks
Social Capital
Positive Deviants
Tipping Points

Scaling Deep: change in discriminatory Gender and Social norms is accelerated when combining with other pathways for impact at scale

Multiple efforts contribute to impact at scale, but to achieve CARE's goal and commitments to gender equality for the communities with whom we work, CARE must partner, design and implement for impact at scale. When replicating Village Savings & Loan Associations (VSLA), CARE cannot simply count the increased numbers of women in VSLAs, but also understand how and where their economic empowerment is also affecting gender norms. By implementing the other pathways in isolation, without a joint effort for amplifying positive norms and shifting discriminatory social and gender norms in support of the goal, the ultimate result is not possible. CARE's Systems Level Impact evaluations across four distinct projects in different countries all found social norms change was the pathway that informed the greatest number of other pathways, i.e. it supported every other pathway to achieve impact at scale and in effect was a key supporting tactic for broader systems change. As such, it is represented surrounding all the other pathways.

Based on a preliminary review of the limited evidence on how norms shifting occur at scale (i.e. at national population and beyond), CARE proposes an ecosystem for norms change that consists of four levers for change:

1. Individual levers that build skills, motivation, and expectations;
2. Governance levers that formalize and sustain change;
3. Collective empowerment derived from women's movement and allyship from people not directly impacted by harmful norms;
4. and Transformational Diffusion that requires more than simply awareness of a problem to drive change within and amongst networks.

These levers for change can be pulled to create a social environment, or a combination of interventions across the multiple layers of society that facilitates a groundswell towards acceptance of a set of behaviors demonstrating norms change. This conceptual framework will provide guidance for program design, implementation and learning across CARE's Impact Areas and alongside other pathways for impact at scale.

ADVOCACY WITHOUT
SOCIAL NORMS CHANGE

CARE and partners had a significant advocacy success in getting disinheritance of women banned in Egypt, but the follow-on study 6 years later showed limited implementation, due significantly to social norms:

"It is worth noting that only 57% of women who are deprived of their inheritance rights decide to actively seek the legal route due to cultural and social norms which consider filing lawsuits against a family member as a social crime and sin that brings disgrace and stigma to the woman for her whole life".

CARE Balkan

Programming within the levers: CARE's Young Men's Initiative

One of CARE's best examples of this ecosystem in action is found in the Young Men's Initiative that scaled itself beyond national borders to decrease violence and support young people's mental and physical wellbeing. This model combined community- and school-level curriculum, which was scaled by the government, with the Be a Man campaign aiming to change popular conceptions of what constitutes 'manhood'. Organized diffusion was facilitated by direct participants in the curriculum and campaign who have the potential to facilitate their networks to become active bystanders and/or demonstrate behavior change themselves as the empirical expectations change around them (network analysis needed).
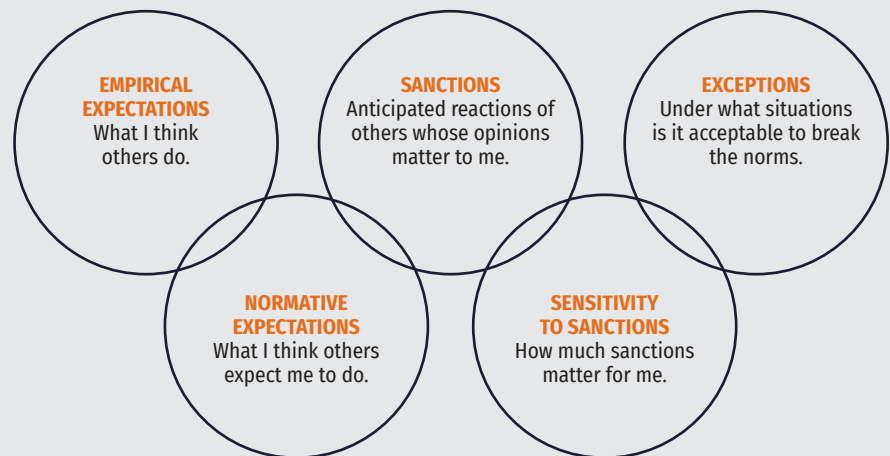
Social Norms Learning & Measurement

Investing in norms change contributes to gender transformative impact. Core to understanding this are the array of tools for projects to measure their norms impact. CARE's **Social Norms Analysis Plot (SNAP) Framework** helps identify the social norms that influence the behaviors of interest for a given project, if social norms are changing, and the opportunities to catalyze further norms change. It does this by providing a framework to gather information on the different components of a norm.

CARE tells its story of global norms impact through its annual Project/Program Information and Impact Reporting System (PIIRS), and thus each year, projects have the opportunity to report that they are using norms shifting as a strategy to reach their goals and report data on the number and types of shifts made. This indicator traces CARE's contribution to impact alongside other factors, movements, partnerships, and activities facilitating positive change within a given project.

CARE SOCIAL NORMS ANALYSIS PLOT (SNAP) FRAMEWORK

SNAP was developed to measure the nature of specific social norms and their influence, and offers a useful framework to examine the initial reactions to a social norms focused activity. Specifically, it examines any preliminary effects on:

EMPIRICAL EXPECTATIONS
What I think others do.

SANCTIONS
Anticipated reactions of others whose opinions matter to me.

EXCEPTIONS
Under what situations is it acceptable to break the norms.

NORMATIVE EXPECTATIONS
What I think others expect me to do.

SENSITIVITY TO SANCTIONS
How much sanctions matter for me.

Want to see examples of the SNAP Framework in action? It has been used to build the following mixed-method data collection tools:

- Abdiboru survey tools (see report annex)
- Tipping Point survey with community members and focus group discussions with girls

The learning journey ahead

Our research and learning in Somalia, the Balkans, Nepal, Bangladesh and Vietnam have helped us build an understanding of why norms matter, how we can help shift them, and what it takes to implement with quality. While continuing to drive project-level learning forward, CARE's focus on impact at scale pushes us to think bigger.

CARE has begun studying both systems change and systems impact to understand what role the organization can play in facilitating large-scale change in peoples' lives and what relationship that has with changing norms. Through various evidence-generation and research exercises within ongoing projects, we hope to explore:

1. What is the relationship between women's political and economic empowerment and norms change, and how do each of these improve maternal health and child marriage outcomes – among participants and non-participants of CARE's programming?

2. What is the relationship between government-scaled anti-violence and positive masculinity programming in schools and improving gender norms?

3. How do you (a) define the most important levers for large-scale norms shifts and (b) build equitable, coordinated partnerships with actors most suited to pull those levers, particularly partners within the women's rights movement and market systems.

These are sticky, challenging questions. We don't know the answers yet, but if anyone can figure it out it's us. We have scale and depth and history, across sectors and geographies and partnerships and government. We invite others interested in joining us on this journey to reach out and connect.

Want to learn more? Contact Hilawit Gebrehanna, Sr. Technical Advisor – Social Norms, at **hilawit.gebrehanna@care.com**

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