Categories of Services for C4D LTA:

I. C4D RESEARCH AND ANALYSIS

II. C4D PLANNING AND STRATEGY DEVELOPMENT

III. C4D CURRICULUM AND CAPACITY DEVELOPMENT

IV. NEWS MEDIA ENGAGEMENT, CAPACITY BUILDING AND ADVOCACY

V. MULTI-MEDIA MESSAGING, PRODUCTION AND DISSEMINATION

VI. C4D RELATED INFORMATION AND KNOWLEDGE MANAGEMENT

Description and sub-categories of each category:

CATEGORY I: C4D RESEARCH AND ANALYSIS

***Description*:**
In UNICEF, this category of services relates to the design, implementation and dissemination of results of small scale studies or population based surveys for evidence generation, and to inform, pre-test, monitor and evaluate strategy design and interventions using a range of quantitative, qualitative, participatory and/or triangulated methodologies and data collection techniques. This includes RCTs, meta-evaluations, ethnographic studies, participatory and positive inquiry methodologies, in-depth interviews, focus group discussions, observation, opinion polling, most significant change, mapping studies as well as text and visual analysis, longitudinal studies, trends analysis, and systematic literature reviews. C4D related research, monitoring and evaluation efforts in UNICEF are based on the guidelines and principles that emphasize human rights; empower the marginalized; are meaningfully participatory and inclusive; ensure integration of C4D into UNICEF country programme cycles and humanitarian actions; and are designed to create sustainable behavioural and social change. Monitoring and evaluation focussed interventions are guided by UNICEF's Monitoring Results for Equity Systems (MoRES) Framework (http://www.unicef.org/about/employ/files/MoRES_Briefing_Note.pdf) which consists of four levels of monitoring that support the process of strengthening the focus on equity in programmes. Level 3 of the framework includes behavioural and socio-cultural determinants, and focusses on the need to include qualitative research methods to assess C4D related bottlenecks and barriers to desired behaviour and social change. Under the guidance of the contracting UNICEF office, and in collaboration with UNICEF staff and partners, the selected institutions under this category are expected to design and implement relevant research studies within the scope of the country programmes.

Sub-categories of services will include:
a) Secondary data collection and analysis: systematic gathering and analysis of data or information as required from background documents and literature review, and their analysis.

b) Operational research to assess trends and cost effectiveness of C4D interventions

c) Formative research to identify, understand and analyse the barriers, bottlenecks and potential motivators and enabling factors for behavior and social change including attitudes, values and norms, characteristics, interests, behaviors and needs of target populations that influence their decisions and actions. This includes psychosocial and cultural analysis of the target populations.

d) Design and conduct of baseline research using a range of methodologies against which performance indicators are set.

e) Partner and community mapping studies

f) Pre- and pilot-testing of strategy hypotheses, strategic approaches and positioning, creative concepts, messages and materials including motivational triggers research

g) Audience, media and communication channel analysis, in terms of media and channel reach, access, utilization, outcome and impact to understand trends for planning and forecasting.

h) Monitoring: periodic tracking and assessment of the key elements (effectiveness and efficiency) of programme/project performance, usually inputs, outputs and outcomes, through record-keeping, regular reporting and surveillance systems using C4D indicators agreed with the commissioning office.

i) Evaluation: Systemic assessment of multilevel results, including impact and the performance of the programme/ project.

***Typical activities will include*:**
· Background and context analysis

· Developing and designing a detailed research plan and study design including methodology, indicators, tools and techniques, underlying theoretical frameworks and assumptions, sampling approaches and assumptions, data collection mechanisms, means of verification, etc

· Implementation of the research plan including partnerships with local implementing partners

· Analysis of implications
· Review and dissemination of report of the findings

CATEGORY II: C4D PLANNING AND STRATEGY DEVELOPMENT
***Description*:**
At UNICEF this entails the creation of well-defined, human rights driven and evidence-based sectoral and cross-sectoral C4D strategies across UNICEF priority areas in health, nutrition, water and sanitation, education, child protection, HIV/AIDS and policy advocacy to be integrated within country programme plans or within emergency preparedness and response plans. C4D planning and strategy development involves understanding the context and needs of the UNICEF Country Office commissioning the project or assignment and developing comprehensive C4D strategies in consultation with governmental and non-governmental partners that:
· Include an integrated, human-rights based approach addressing the rights of children and their families and communities; are gender and disability sensitive and have a strong equity focus, especially focussing on the most marginalized and vulnerable group of children and adolescents

· Are evidence-based and measurable, considering multiple deprivations at different levels and from different dimensions, which are interconnected and often related to common and interacting factors dealt by addressing a few common societal norms

· Address all underlying and root cause factors such as individual behaviours, social and cultural practices and social norms that are the focus for change and transformation

· Reference a variety of relevant communication theoretical concepts and frameworks to promote behaviour and social change in the field and transform these into practical actions

· Have clear participant segmentation and prioritisation, and corresponding intervention design that considers primary, secondary and tertiary participant groups and their inter-linkages and inter-dependencies

· Include locally relevant media and communication channel preferences

· Have implementation plans with clearly articulated milestones, accountabilities and timeframes for action

· Are informed and tracked by a robust behavioural and social change monitoring and evaluation plan in line with agreed results based frameworks, and a creative strategy for the development/adaptation of creative media, training and other C4D materials

· Enhance capacity of a range of stakeholders as identified through a participatory process in consultation with government and non-governmental counterparts and partners

· May initially reference pilot initiatives but works towards replication and implementation at scale

Sub-category services will include:
a) Design and development of comprehensive and overarching cross-sectoral programmatic or management strategies or approaches to articulate the role, position and results of C4D within the context of the UN joint development assistance framework (http://toolkit.undg.org/workstream/1-undaf-or-common-programming-tool.html) and UNICEF Country Programmes at the country level, or within the context of UNICEF Regional or Global Management Plans

b) Development of specific sectoral or cross-sectoral C4D strategies and workplans to achieve behavioural and social change related outcomes of programmatic or humanitarian actions across UNICEF key sectoral results areas: Health, Nutrition, Water and Sanitation, Education, HIV/AIDS, Child Protection and Social Inclusion

Typical activities will include:
· Development of a work process plan that includes key milestones, project deliverables, timeframes, and resource needs

· Desk review of various publications prepared by the commissioning office, to analyze the situation, identify the issues, barriers, triggers, influencers, audiences, individual behaviours and social practices of different groups

· Consultations with internal (UNICEF) technical specialists and external partners and experts (local and international) to ascertain needs and expectations related to the C4D strategic planning process and outcomes

· Analysis and interpretation of formative or process evaluation and baseline research results to generate insights and rationale for strategy design

· Design of strategic planning workshops with government and CSO partners to share and analyse findings and enable collective decision making around key elements of the C4D Strategy
· Develop the final strategy document based on outputs from the workshop review and in line with the research findings

CATEGORY III: C4D CURRICULUM AND CAPACITY DEVELOPMENT
Description:
C4D capacity development is understood in many ways and can take a variety of formats. In UNICEF, this has included assessment and development of national and sub-national level systems and capacities in C4D research, design, implementation and evaluation using competency based approaches and systems strengthening strategies. Efforts have included advocacy to promote the establishment of C4D (or Social Behaviour Change Communication – SBCC) Units within government institutions, establishing mechanisms for providing technical assistance as well as enabling individual or collective communication

competency development of key stake-holders and service providers through adult-learning and competency based training workshops, study visits and on-the-job training opportunities (e.g. staff missions and secondments). Themes for capacity related programmes, delivered most commonly through training workshops, conferences or learning platforms and materials, have included the role and relevance of evidence based C4D within development, effective integration into development programmes; conceptual underpinnings, theories and models of behaviour and social change; planning and design of theory driven, multi-layered C4D strategies; best practices; and a demonstration of how research, monitoring and evaluation (R M&E) systems should be planned and function. Participants in these workshops are typically UNICEF, UN Staff or government partners, but may also include civil society and occasionally private sector depending on the contracting office. Looking ahead, capacity development efforts are required to address specific topics within C4D, such as advanced skills development in research, monitoring and evaluation; C4D and new media; social norm change programming; C4D and policy advocacy especially in the context of middle income countries; role of C4D in emergency preparedness and response including in building community resilience. Efforts will also need to focus on strengthening the capacity of national institutes through alliances and training. A variety of models, methods and materials will need to be developed and delivered in multiple formats and languages across regions and country contexts. For example, given rapid advances in internet communications and technology, it is anticipated that web-based training will be an important focus of C4D training provision in the years to come.

*Sub-categories of services will include***:**
a) Systemic assessments of C4D capacity and partner mapping to ascertain individual competencies and systems capabilities at national and sub-national levels in the area of strategic media and communication for development

b) Design and implementation of short-term blended professional learning programmes on C4D facilitated by UNICEF and its partners. This will include development of instructional design and content. This will also include adaptation, re-design or re-purposing of existing UNICEF learning curriculum and materials to widen demand through open source offerings and other such options

c) Design of specialised C4D curriculum or learning modules for integration within larger academic degree programmes of national universities, academic and/or professional training institutes

d) Design, implementation and evaluation of on-site learning/training workshops including the development of learning materials to strengthen C4D capacity among UNICEF staff partners

e) Interpersonal communication training for frontline workers and service providers.

Typical activities will include:
· Design and development of capacity and learning needs assessment methodologies and tools
·Review and mapping of existing capacity development initiatives including C4D training courses

· Advocacy and promotional activities with key partners and other stakeholders

· Design, implementation and evaluation of learning/training strategies and plans including synchronous/ asynchronous, facilitated/ self-paced and online/ face-to-face training interventions

· Design and production of learning platforms, repositories, curriculum and materials

· Training of Trainers (ToT) programmes at national or sub-national levels

· Creation of local or regional partnerships and collaborations to support localised, on-site delivery

· Facilitation of workshops including the development of learning material; agenda setting; conducting on-site training; evaluating the workshop; meeting follow-up requests from the participants

· Organising remote (web-based) learning and orientation sessions using any cost-effective and reliable modern web video-conferencing tool.

· Organisation and hosting of study tours and exchange visits

CATEGORY IV: NEWS MEDIA ENGAGEMENT, CAPACITY BUILDING AND ADVOCACY

Description:

UNICEF has a long history of working with news media partners and producers. While in UNICEF this category of work is typically not referenced as falling within the domain of C4D, efforts in this area have gone hand-in-hand with C4D strategies adding to the strength and credibility of programme related interventions and messages especially in the area of public advocacy, agenda setting and garnering high level support. Work in this area has included building media coalitions, journalist engagement and training of media personnel at national, subnational and international levels to enhance knowledge and skills necessary to provide accurate and balanced coverage of programme issues and to play a positive role in augmenting C4D efforts in the field.

*Sub-categories of services will include***:**

a) Development of news media engagement strategy including formulating key messages, identifying newsworthy angles to capture media and public interest, identifying key journalists and news organisations to engage, and executing agenda setting strategy,

b) Media advocacy to build network, coalition and alliance between the media and UNICEF, government counterparts as well as other stakeholders to promote certain issues pertinent to UNICEF mandate and programmes

c) Training and orientation of local or international news media persons and journalists through workshops and site visits, as well as of UNICEF and its partners at all levels in media relations and handling

d) News media monitoring for UNICEF and partners on specific issues pertaining to UNICEF mandate through systematic documentation and analysis, as well as providing UNICEF and partners with recommended media strategy and actions.

Typical activities will include:

· Preparation of news media briefs and packages.

· Management of news media events such as press conferences, media visits, briefings and interviews.

· Coordination with international, national and local news media organisations

· Coverage monitoring, analysis and development of report.

· Organisation and facilitation of workshops including the development of workshop materials; agenda setting; conducting on-site training; evaluating the workshop; meeting follow-up requests from the participants

CATEGORY V: MULTI-MEDIA MESSAGING, PRODUCTION AND DISSEMINATION

*Description***:**

At UNICEF, this entails the use of creative, human rights based and participatory strategies for producing and disseminating locally relevant, culturally sensitive messaging and materials for a range of audiences across traditional and new media and communication channels such as cinema, street theatre, inter-personal communicators, press, television, radio, community and social media, and cell phones at national, state and community levels that complements and amplifies advocacy and "on the ground"

social mobilization efforts. Under the guidance of the contracting UNICEF office, and in collaboration with UNICEF staff and partners, the selected institutions under this category are expected to produce and disseminate messages and materials within the scope of the C4D strategies articulated in the country programmes.

***Sub-categories will include*:**

a) Campaign branding, strategic positioning, development and execution of messages in an integrated multi-media C4D campaign.

b) Development and/or adaptation, production and broadcast/dissemination of culturally appropriate print, television or radio products: long-format programmes and entertainment-education series, public service announcements (PSAs), films, documentaries, fillers, press releases, brochures, specialised interpersonal communication (IPC) packages, advertorials, multi-media campaigns etc.

c) Message Integration: Integration of C4D messages into specially created or mainstream, popular entertainment education series and programmatic interventions that focus on broader child survival, development, protection and participation issues

d) Translations, adaptation, trans-creations and localizing of global campaigns

e) Capacity development of local producers and media affiliates to create relevant content in local languages

f) Design, implementation and evaluation of media initiatives using ICTs with focus on community media, new and social media including through content development

g) Implementation of expanded or specialised media outreach interventions, involving underserved, hard-to-reach or specialised groups such as nomadic populations, remote and/or high risk groups

***Typical activities will include*:**

· Pre-testing of creative concepts and messages

· Participatory design including with children, their families and communities

· Organisation and facilitation of specialised workshops and meetings for the above including the development of background material; agenda setting; evaluating the workshop; meeting follow-up requests from the participants

· Partnerships with, and/or sub-contracting of, local media production, implementation and monitoring agencies

· Advocacy with key stakeholders for strategic media placements and message delivery

· Media and communication channel audits

· Media planning, negotiation and buying

· Media and message monitoring (radio, television, press, new media etc)

CATEGORY VI: C4D RELATED INFORMATION KNOWLEDGE MANAGEMENT (IKM)

Description:

Based on UNICEF's standard approach to and frameworks for institutional IKM, this entails systematic generation, collection, and dissemination of C4D good practices, and lessons learned from UNICEF's and other organizations' C4D programmes. This includes developing a catalogued databank of various tools for C4D planning, monitoring, training, and research, as well as communication materials, documentation and reports; and development and production of C4D web based platforms and other mechanisms for knowledge dissemination as well as electronic and paper-based toolkits, and case studies; and establishment and facilitation of web-based communities of practice and blogs on specific areas of interest.

Sub-categories will include:
a) Systematic research, collection or documentation, and generation of C4D related knowledge: innovations, good practices, and lessons learned from UNICEF's and other organizations' C4D programmes

b) Creation, establishment and monitoring of C4D knowledge sharing mechanisms, platforms and templates: case study templates and guidelines, resource centres, websites, e-warehouses/clearing houses; web-user analytics etc

c) Creation and implementation of quality assurance criteria, guidelines and processes for the above

Typical activities will include:
· Research and identification of innovations, good practices and lessons learned

· Design and development of publications and newsletters

· Developing a taxonomy and catalogued databank of various tools for C4D planning, monitoring, training, and research, as well as communication materials, documentation and reports

· Design, testing and hosting of web-based platforms and online repositories including development of the information architecture

· Development, production and promotion of C4D electronic and paper-based toolkits, as well as case studies

· Organisation and facilitation of network and knowledge sharing meetings and conferences

· Design and implementation of quality assurance mechanisms for the above

· Creation and management of partnerships, collaborations and alliances for the above

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