



## FHI 360's Approach to Institutional and Capacity Strengthening for Social and Behavior Change

*FHI 360 is committed to strengthening individuals, organizations, and systems around the world to deliver high-quality social and behavior change (SBC) initiatives across development sectors, including health; education; democracy, rights, and governance; youth; gender; crisis response; economic development and livelihoods; water, sanitation and hygiene; nutrition and food security; and other areas.*



### OUR APPROACH

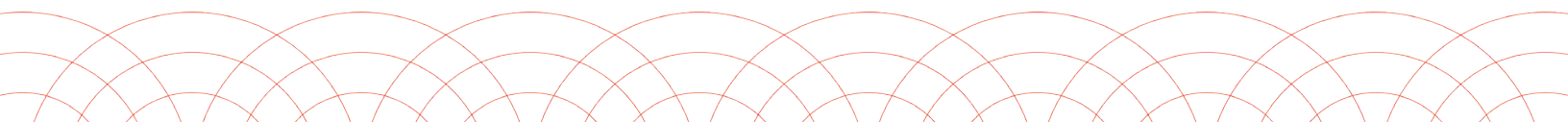
Our practical capacity strengthening approach applies a systems lens to strengthen SBC competencies, practices, and structures. Throughout, we focus on learning, doing, scaling, and sustaining to facilitate long-term impact. Our work enhances collaboration between government, SBC implementers, and researchers to strengthen the collective impact of SBC in achieving health outcomes and supportive social and gender norms.

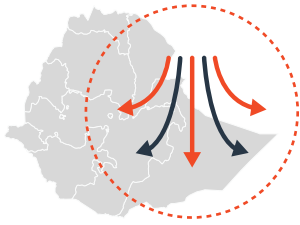
FHI 360's SBC Capacity Strengthening Toolkit is based on our global experience designing and implementing SBC programs. The toolkit outlines FHI 360's SBC capacity strengthening process and provides tools to facilitate this process in global, regional, and country programs. Through use of the toolkit, practitioners can increase the performance of individual actors and the effectiveness of their interactions to strengthen the function and sustainability of the SBC system.

### OUR EXPERTISE

#### Strengthening government institutions

In Ghana, FHI 360 is supporting the Ghana Health Service Health Promotion Department (GHS/HPD) in its SBC leadership role through the current **USAID Accelerating Social and Behavior Change (ASBC) project**, building on its legacy under the **USAID Communicate for Health (C4H) project**. Under C4H, FHI 360 strengthened the GHS/HPD's capacity to lead and coordinate SBC programming at the national, regional, and district levels through a learning by doing approach that included co-location. By the end of the project, the GHS/HPD was elevated to a full division within the Ministry of Health (MOH). Through its current ASBC work, FHI 360 supports the GHS/HPD to create and sustain a new Capacity Strengthening and Partnership Engagement Unit that will be responsible for empowering health promotion practitioners to utilize evidenced-based SBC to promote and sustain healthy behaviors.





### Strengthening SBC capacity at the subnational level

In Ethiopia, FHI 360 through the **USAID Healthy Behaviors Activity** is using its IMPACTful SBC approach (Implementation Mapping for Participatory Action, Co-investment, and Tailored SBC) to support woreda-level SBC actors to use hyper-localized data to design evidence-informed SBC programs through the development of woreda-level SBC plans. These plans will outline and detail local SBC commitments that will complement the USAID Healthy Behaviors SBC initiatives at the woreda level.

### Creating connections and strengthening the SBC system<sup>1</sup>

Under the **USAID Malawi Health Communication for Life (HC4L) project**, FHI 360 implemented an SBC capacity strengthening program using a blended learning model. This included on-the-job coaching and mentoring, trainings, and short courses. This contributed to the formation of an SBC Consortium, led and managed by CSOs as a platform for local organizations and government to share experiences and learn from each other around designing, implementing, monitoring, and evaluating SBC initiatives. The SBC Consortium represents a shift in approach – from capacity strengthening to capacity bridging – with local actors now responsible for strengthening and sustaining the SBC system through peer-to-peer support.

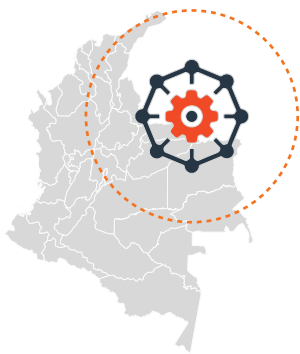
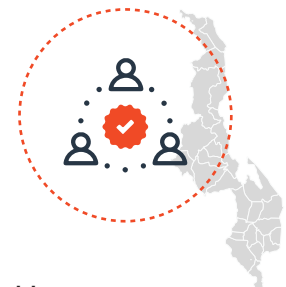


### Strengthening the SBC capacity of implementers

In Uganda, the **USAID Communication for Healthy Communities (CHC) program**, implemented a flexible capacity strengthening program that responded to the unique needs and priorities of multiple implementing partners, without deviating from global standards. Through offering a tailored approach, implementing partner staff benefited from purpose-built training seminars and onsite supportive supervision and mentorship, and were able to immediately apply new skills and systems to improve SBC program delivery. A 2018 assessment found that implementing partner staff who benefited from CHC support reported more consistent application of MOH-approved SBC tools and regular use of program data to adjust SBC activities. An external evaluation also concluded that CHC's capacity strengthening program contributed to greater consistency and quality of SBC programs throughout Uganda.

### Supporting a pipeline of qualified SBC professionals

The sustainability of high-quality SBC programs requires public health and SBC professionals with state-of-the-art knowledge and training. In Malawi, **HC4L** mainstreamed high-quality SBC content and approaches into the university curriculum at the Chancellor College and Malawi University of Business and Applied Sciences through a partnership and collaboration with the University of Witwatersrand, an SBC center of excellence in the region. HC4L facilitated exchange visits between the universities, and, to date, they continue to collaborate on curriculum development and share resources and external university level examiners.



### Adapting and using the SBC Capacity Strengthening toolkit outside of health

FHI 360's SBC Capacity Strengthening Toolkit can also be adapted to support capacity strengthening needs in sectors outside of health. In Colombia, as part of the **Somos Comunidad Activity and the Strengthening Together Activity (Suma Social)**, FHI 360 adapted its SBC capacity assessment tool to examine current competencies not only in SBC, but organizational performance and collaborating, learning, and adapting more broadly. Over 25 civil society organizations committed to social enterprise and microfinance, democracy and citizen participation, education and social inclusion, and environmental protection participated in the assessment and co-designed capacity strengthening plans to be implemented and monitored in the coming years. In Zimbabwe, as a partner under **Takunda**, FHI 360 is implementing an SBC onboarding and capacity strengthening program for Takunda project staff to ensure the integration of SBC within the project's workstreams (agriculture, livelihoods, maternal and child health and nutrition, and household resilience).

<sup>1</sup>As defined in *A Blueprint for More Sustainable SBC Systems* an SBC system includes an **interconnected** set of actors and networks, governments, civil society, private sector, academia, individual citizens, and communities **working across sectors** (horizontal) and **administrative levels** (vertical)—that jointly support improved outcomes.

## RESOURCES HIGHLIGHT



Drawing on our decades of SBC and capacity strengthening expertise, FHI 360 has produced a modular e-learning SBC course that is available to all FHI 360 SBC staff and external participants in the countries in which we work.



Interested in learning more about the e-learning course and our SBC Capacity Strengthening Toolkit, or our broader SBC capacity and institutional strengthening work? Contact us at [sbc@fhi360.org](mailto:sbc@fhi360.org).