



**SOCIAL
NORMS**
MENTORSHIP
PROGRAMME

Social Norms Mentorship Programme

Scale up documents



Developed by The London School of Hygiene & Tropical Medicine (LSHTM),
in collaboration with:



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1.0 Description Of Social Norms Mentorship Programme

Social Norms Mentorship Programme (SNMP)

SNMP was conceptualised after receiving multiple requests from NGOs for leadership and mentorship around social norms. To meet this need, LSHTM - in collaboration with multiple global intellectual partners - developed this programme to be taken by global regional leads to provide local in-depth training and sustained mentorship to implement the lessons learned into practice.

This programme is designed to be delivered by local institutions or organisations to small-medium sized NGOs and to tailor the mentorship component to the unique needs of each NGO.

Organisations will be based on selection criteria, which may include components such as existing work on child protection and/or well-being, funding availability, leadership commitment, and the existence of a programmatic vision.

Both leadership and technical staff from the three NGOs will be invited to participate in the initial 5-day training and to participate in the mentorship year following. The mentorship programme begins with a 5-day training to cover the fundamentals of social norms research and programming including topics such as identifying and diagnosing social norms and monitoring and evaluation. From this training, participants will gain tools to use to apply social norms in their programming.

Following the training, a year of sustained mentorship will occur. Those who participated in the training will attend regular meetings to follow the mentorship guidelines which are designed to build on concepts from the training. The pace and content of this mentorship period is flexible to meet the needs of the mentee organisations. We will learn from the experiences of mentors and mentees through a half-point check-in and reflection at the end of the mentorship period.

2.0 SNMP 3 Tracks Descriptions & Agendas

Track 1 | Half Day Training

Track 1 is intended for decision-makers in international and local organisations, including donors, who want an introduction to social norms. This track includes a half-day workshop to help them understand what social norms are as well as explore their interest in integrating them in their work.

Track 1: Half Day Agenda

Half Day

- Introduction to social norms: An underused lever for social change
- Why do people comply with social norms? A series of examples
- Who is influential and who is not?
- Approaches to identifying norms: A review of a few strategies.
- Facilitating social norms change: What strategies have worked in the past?

Track 2 | 3 Day Training

Track 2 is designed for technical advisors and consultants who have programmatic influence in their or other people’s organisations. This track includes a 3-day laboratory, where participants are invited to discuss and refine practical tools to integrate social norms in programming and M&E. As part of this track, we also set up a remote Help Desk assistance and periodic “virtual labs” (limited to participants in the face-to-face laboratory). These virtual labs allow this emerging community of practice to learn from their reciprocal experiences in building capacity on social norms.

Track 2: 3 Day Training Agenda

Day 1	Day 2	Day 3
<ul style="list-style-type: none"> • Starting the work: A practical and friendly introduction to social norms • Power, gender and intersectionality: Transforming gender norms for social justice • How do social norms affect our lives and the life of our participants? • How can we diagnose social norms to understand what norms are affecting our 	<ul style="list-style-type: none"> • How do social norms fit into your theory of change? • How can we take into account the multiple structural factors that affect people’s behaviour, and how social norms intersect with them? • How can we pick which social norms to prioritise for facilitating effective 	<ul style="list-style-type: none"> • Norms change spontaneously all the time, but why? (With a few case studies) • How do interventions facilitate change in social norms? • What strategies can we implement to monitor and evaluate change in social norms? (With an in-house exercise) • Training Evaluation

practice of interest (with an in-house exercise)?	change? (With an in-house exercise)	
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Track 3 | 5 Day Training + 1 Year Mentorship

Track 3 includes a 5-day training as well as a 12-month mentorship programme, where organisations are accompanied and receive sustained mentorship support. The content for this training was developed for NGOs working on child protection, however can be adapted for other practices of interest with advance notice.

Track 3: 5 Day Training Agenda				
Day 1	Day 2	Day 3	Day 4	Day 5
<ul style="list-style-type: none"> Starting the work: A practical and friendly introduction to social norms Power, gender and intersectionality: Transforming gender norms for social justice How do social norms affect our lives and the life of our participants? 	<ul style="list-style-type: none"> What ethical considerations do we need to take into account in our work? (With time for presentation of work) How do social norms fit into your theory of change? How can we diagnose social norms to understand what norms are affecting our practice of interest? (With an in-house exercise) 	<ul style="list-style-type: none"> There are so many norms affecting our work, how can we prioritise? Norms change spontaneously all the time, but why? (With a few case studies) How can we take into account the multiple structural factors that affect people’s behaviour, and how social norms intersect with them? What strategies work best to monitor and evaluate social norms? 	<ul style="list-style-type: none"> How do interventions facilitate change in social norms? Introduction to understanding monitor and evaluate change in social norms What methods can be used to diagnose and monitor social norms (With in-house exercises) 	<ul style="list-style-type: none"> What strategies can we implement to monitor and evaluate change in social norms? (With an in-house exercise) Course recap (Presentations and open learning session) How can we implement what we’ve learned: Next steps with the mentorship process (With in-house exercise) Training evaluation

3.0 SNMP Track 3 Documents

3.1 Criteria For Track 3 Mentee Organisations

1 Selection of organisations

organisation selection criteria:

- Smaller/medium-sized organisations (15-100 staff)
- Working in any country in [region of lead organisation]
- Working on child protection or child well-being
- Stated commitment to addressing restrictive social norms

Conditions of participation:

- Leadership commitment to integrating social norms into the work of the organisation, or existing social norms programming in place with a desire to improve the quality of this work
- Have some reliable and flexible funding (at least 3 years of funding in place) that facilitates adaptation/addition of social norms components
- Leadership committed to programme improvement and change at a strategic level including developing/revising a theory of change and including norms in country strategy plans
- Willing to actively participate in the training/mentoring process for the full 12-month period
- Willing to commit to staff member(s) being mentored over a 12-month period and attending a 5-day training and 1/2 reflection days
- Willing to partially contribute financially to costs of the mentorship programme, (e.g. travel costs for the 5-day training)

2 Process for Selection

Targeted invitation to a handful of organisations who we feel meet the criteria, inviting them to express interest in response to each of the criteria above, followed by a call to discuss specifics with short-listed organisations.

The number of organisations selected will vary based on the capacity of the lead organisation. We are piloting this programme with 3 small-medium NGOs. We suggest lead organisations do not take on more than 3-5 organisations such that enough time and resources can be provide to each organisation for a successful experience with the SNMP.

3 Selection of Participants within Selected organisations

Once participant organisations have been selected, the organisations may nominate 3-4 personnel from their organisation to attend the 5-day training and engage with the mentorship year.

Participant selection criteria:

- One person from senior leadership
- One person engaged with programme evaluation
- One person working with program design

3.2 Inception Agenda With Mentee Organisations

This template is an outline for questions to potential mentee organisations of the SNMP. We begin with an introduction of the programme and recap of what is required from organisations. Below are a set of questions to explore what a potential mentee organisation is looking for in this programme and to confirm if they are able to meet the minimum commitments.

1. 5-minute explanation of the program
2. Explain criteria

Selection criteria:

- Smaller/medium-sized organisations (15-100 staff)
- Working in any country in East Africa
- Working on child protection or child well-being
- Stated commitment to addressing restrictive social norms

3. Review commitments required for this programme

Conditions of participation:

- Leadership commitment to integrating social norms into the work of the organisation, or existing social norms programming in place with a desire to improve the quality of this work
- Have some reliable and flexible funding (at least 3 years of funding in place) that facilitates adaptation/addition of social norms components
- Leadership committed to programme improvement and change at a strategic level including developing/revising a theory of change and including norms in country strategy plans
- Willing to actively participate in the training/mentoring process for the full 12-month period
- Willing to commit to staff member(s) being mentored over a 12-month period and attending a 5-day training and 1/2 reflection days
- Willing to partially contribute financially to costs of the mentorship programme, (e.g. travel costs for the 5-day training)

Questions for the mentee organisation.

4. What motivates you to participate in the SN mentorship programme?
5. Since you are motivated, who do you identify in your organisation who can participate in this work?
6. Is the director/CEO onboard with the mentorship programme as a whole? Will the director/CEO participate in the 5-day training?
7. What is your situation in terms of projects - can you tell us about your organisation and existing projects? Will you integrate this into an existing project?
8. How do you think you will apply the learnings from the SN mentorship programme?
9. What are your expectations for this programme?

Next steps

10. Explain what is being provided (5-day training, mentorship year) and what is covered (ie, training costs, mentorship costs, travel, etc).
11. Explain the timing of the next steps (ie, estimate of when the 5-day training will be held and where)

Check in with mentee about questions or clarifications from this meeting

12. Do you have questions for us?

3.3 MOU Example for Mentees

Overview

This Memorandum of Understanding (MoU) outlines the relationship between [Mentor organisation] and [Mentee organisation] during the period of [Month/year] to [month/year]. This period of time represents the implementation of the Social Norms Mentorship Programme, specifically the prototyping in [region] through [organisation].

Description of the Social Norms Mentorship Programme

The aim of the mentorship programme is to provide sustained assistance to NGOs who want to integrate social norms approaches into their work. This will be achieved by simplifying and demystifying social norms.

The programme begins with a 5-day training to cover various topics about social norms research and programming. Following this, the mentor organisation will engage with mentee organisations 1:1 for one (1) year to provide mentorship and guidance to implement lessons learned from the training into programmes that will incorporate social norms work.

Conditions of Participation

- Leadership commitment to integrating social norms into the work of the organisation, or existing social norms programming in place with a desire to improve the quality of this work
- Have some reliable and flexible funding (at least 3 years of funding in place) that facilitates adaptation/addition of social norms components
- Leadership committed to programme improvement and change at a strategic level including developing/revising a theory of change and including norms in country strategy plans
- Willing to actively participate in the training/mentoring process for the full 12-month period
- Willing to commit to staff member(s) being mentored over a 12-month period and attending a 5-day training and 1/2 reflection days
- Willing to partially contribute financially to costs of the mentorship programme, (e.g. travel costs for the 5-day training)

Role of [Mentor organisation]

During training and mentorship year, the key role of [Mentor organisation] is as follows:

- To assist in identifying participants for the mentorship programme from [mentee organisation]
- To lead the 5-day training for this programme and lead the mentorship meetings with [organisation for the following year]
- To provide training and technical expertise to [mentee organisation] as they implement learnings from the training and mentorship programme in [region]

Role of [Mentee organisation]

During training and mentorship year, the key role of [organisation name] is as follows:

- To demonstrate leadership and political will to take intentional steps to integrating social norms into the work of FAWE. This includes integration within organisational strategies, theory of change documents and programmatic strategy.
- To commit to 2-3 programs staff participating in the 5-day training, participation at 1-2 reflection meetings and ongoing engagement/communication with their mentors.
- To commit to one senior member of staff (Director/Head of Office etc) (in addition to the programs staff) attending the 5-day training along with the staff who will participate in the mentorship programme.
- To identify key programmes that can benefit from a social norms approach. These programmes will be the focus of mentors and mentees during the mentorship programme.
- To provide feedback at strategic points during the prototyping phase on lessons, what is working, what is not working, in order to help us learn from the mentorship process.

Signed:

[name], [Mentee organisation]

Date:

Signed:

[name], [Mentor organisation]

Date:

3.4 Mentee Self-Assessment Form: Before Training

Please take a few minutes to answer these questions about your organisation and your own experience working with programs focused on normative change. This information will help us decide how the social norms mentorship programme will best help your organisation in implementing social norms in your work.

1. Name of the staff person who will serve as the Focal Point for this mentorship, and a back-up person in the event the focal point is not available. If you wish, provide any additional names of key staff that will participate in the mentorship. For each, provide job title, telephone number, and email:

Focal point staff:

Secondary focus point staff:

Other staff participating:

2. Please write or provide a web link to your organisation's mission statement:
3. What are the main sources of funding for your organisation?
4. Who creates and implements the programmes/projects in your organisation?
5. What is the role of future participants in their design and implementation?
6. Does your organisation tend to have a programme and look for funding for it or it tends to create specific projects responding to specific calls?
7. If the Mentoring relationship is with a specific project or program, please write the name here and describe its main objectives, activities, and project end date.
8. What target group(s) does your organisations/project/program serve?
9. For how many years has your organisation/project/program been doing this work?

10. Provide a description of the key project/program into which you plan to integrate social norms approaches, relevant assessments (formative, baseline, services, etc.), and a theory of change if one exists. *(Feel free to attach relevant documents.)*


11. Which activities does your organisation/project/program provide that contribute to norms-shifting? (please be honest-none is okay)

Thank you for taking the time to complete this questionnaire! We will be in touch soon about next steps.

3.5 Mentee Self-Assessment Form: After Training


1. I recognise the importance of social norms to my work.

Strongly agree Agree Neutral Disagree Strongly disagree




2. It is very difficult to integrate a social norms perspective in programme design and implementation.

Strongly agree Agree Neutral Disagree Strongly disagree




3. Social norms are complex and take years to change.

Strongly agree Agree Neutral Disagree Strongly disagree




4. To change a social norm, you first need to change people's awareness, then their attitudes, and then the behaviours. After this, the norm can change.

Strongly agree Agree Neutral Disagree Strongly disagree




5. A lot of NGOs focus on raising awareness, but not other strategies for norm change.

Strongly agree Agree Neutral Disagree Strongly disagree



6. I understand what the 'ecological framework' is.

Strongly agree Agree Neutral Disagree Strongly disagree



7. A lot of training, technical support, expertise and knowledge is needed to use a social norms perspective.



8. I feel more confident in integrating a social norms perspective into my work.

