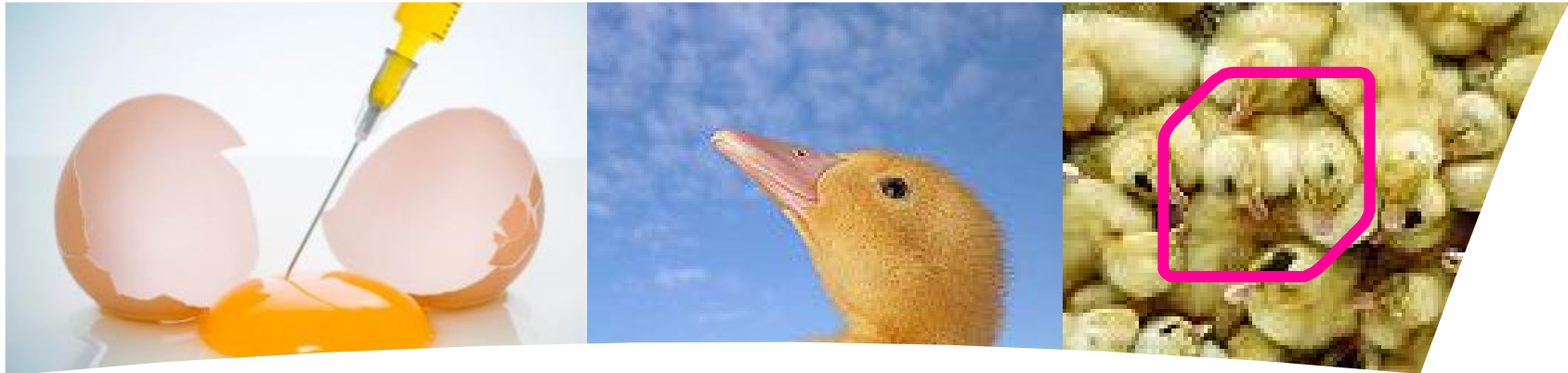




Program Effectiveness & Behavioral Change Research

Input for AI program M&E and Strategy



<http://www.gettyimages.com>

**Southeast Asia Regional Inter-agency
Information sharing/coordination Meeting on Avian & Human Influenza**

Daniel Lindgren, TNS Director Regional Accounts

Imperial Queen's Park Hotel

March 5, 2009

Avian & Human Influenza Group

New Perspective

- *As a result of globalization, donors are increasingly concerned about whether aid programmes make a difference.*
- *Terrorism, AI, SARS, Trafficking, and Global Warming are not problems in some far away country, it could affect 'all of us'*
- *Need for donor ROI*

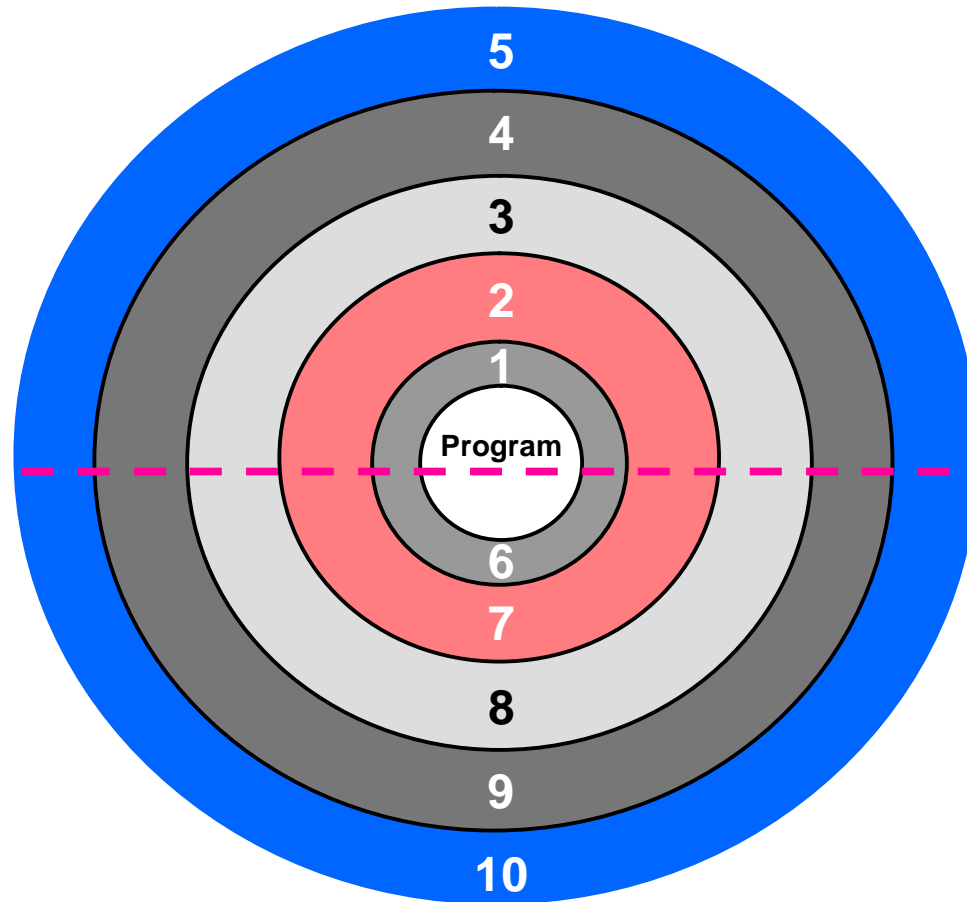


Program Effectiveness Framework

(From a stakeholder perspective)

Important to define what we mean by stakeholders ?

Can vary between organisations & programmes



Upstream

1. Program partners
2. Local government
3. Key constituents
4. Ministries
5. Media



Downstream

6. Health care workers
7. Implementation partners
8. Community leaders
9. Beneficiaries
10. General public

Agenda

- Who is TNS?
- Framework overview
- Behavioral Change Journey
- Program Effectiveness
 - Program effectiveness index+ Case study
 - Program drivers
- Case study
- Questions

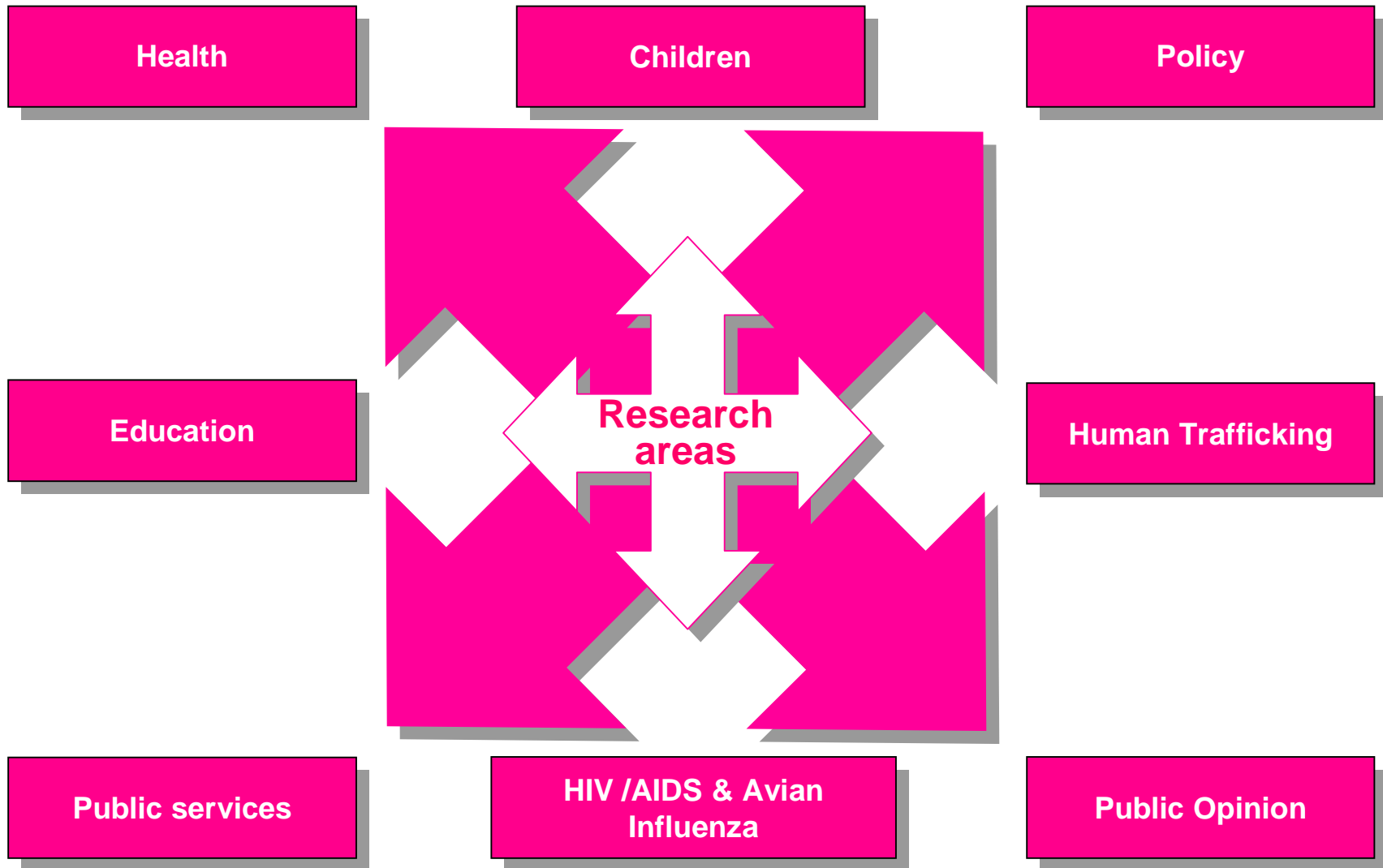


TNS Specialist Sectors

- Specialists dedicated to specific industry sectors to offer actionable business advice
- Recent trend to share best practice methodologies between sectors



Specialist Research Areas



Coverage of 80+ countries



Think Globally, Act Locally & Regionally



Asia Pacific Foot Print

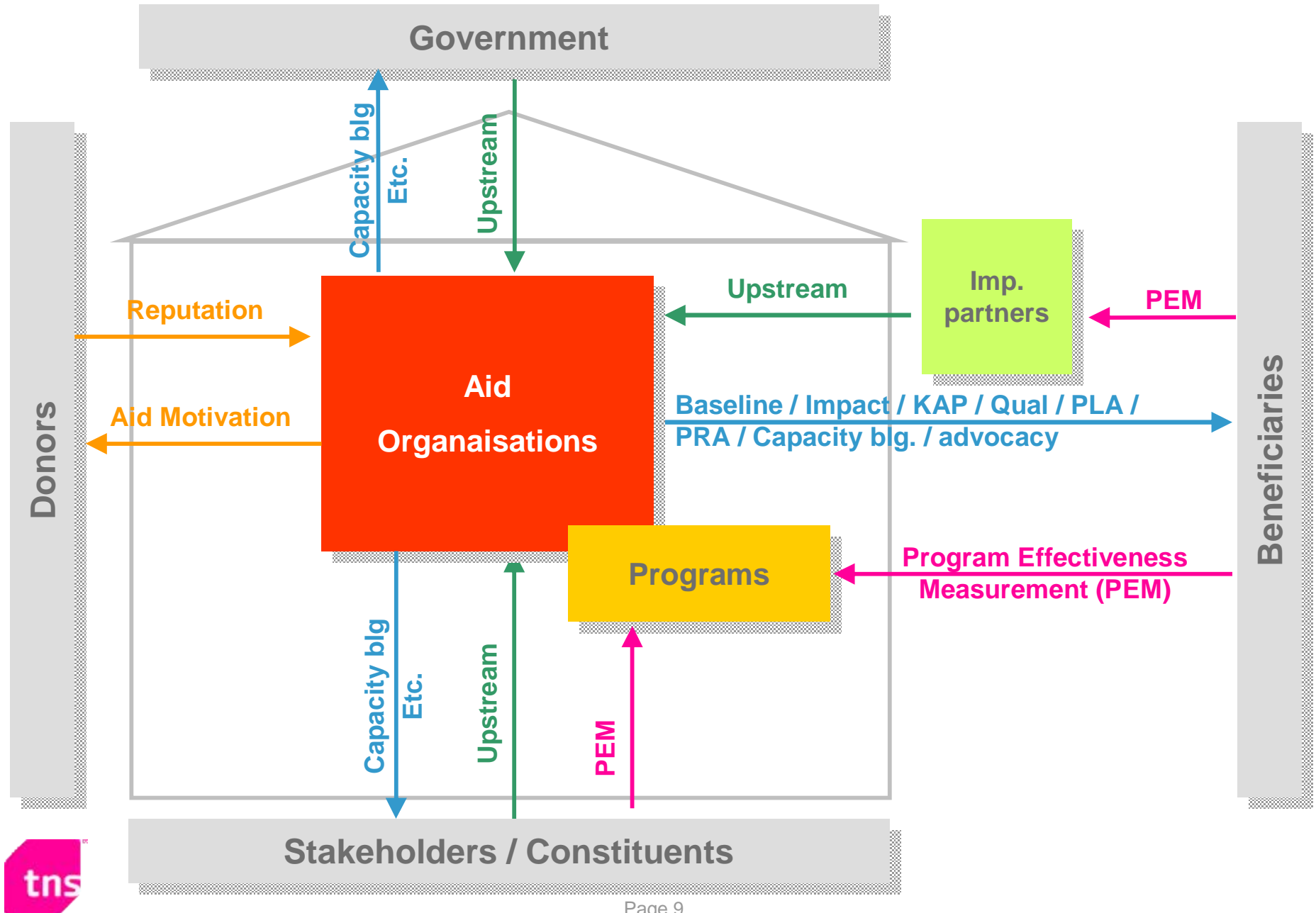


In countries where we don't have an office we use approved field partners like Gallup International

- Australia
- Bangladesh
- China
- Hong Kong
- India
- Indonesia
- Japan
- New Zealand
- Malaysia
- Papua New Guinea
- Philippines
- Singapore
- Sri Lanka
- South Korea
- Taiwan
- Thailand (Social Research Hub)
- Vietnam/Cambodia/Laos
- And Oceania
 - Fiji
 - PNG
 - Solomon
 - New Caledonia



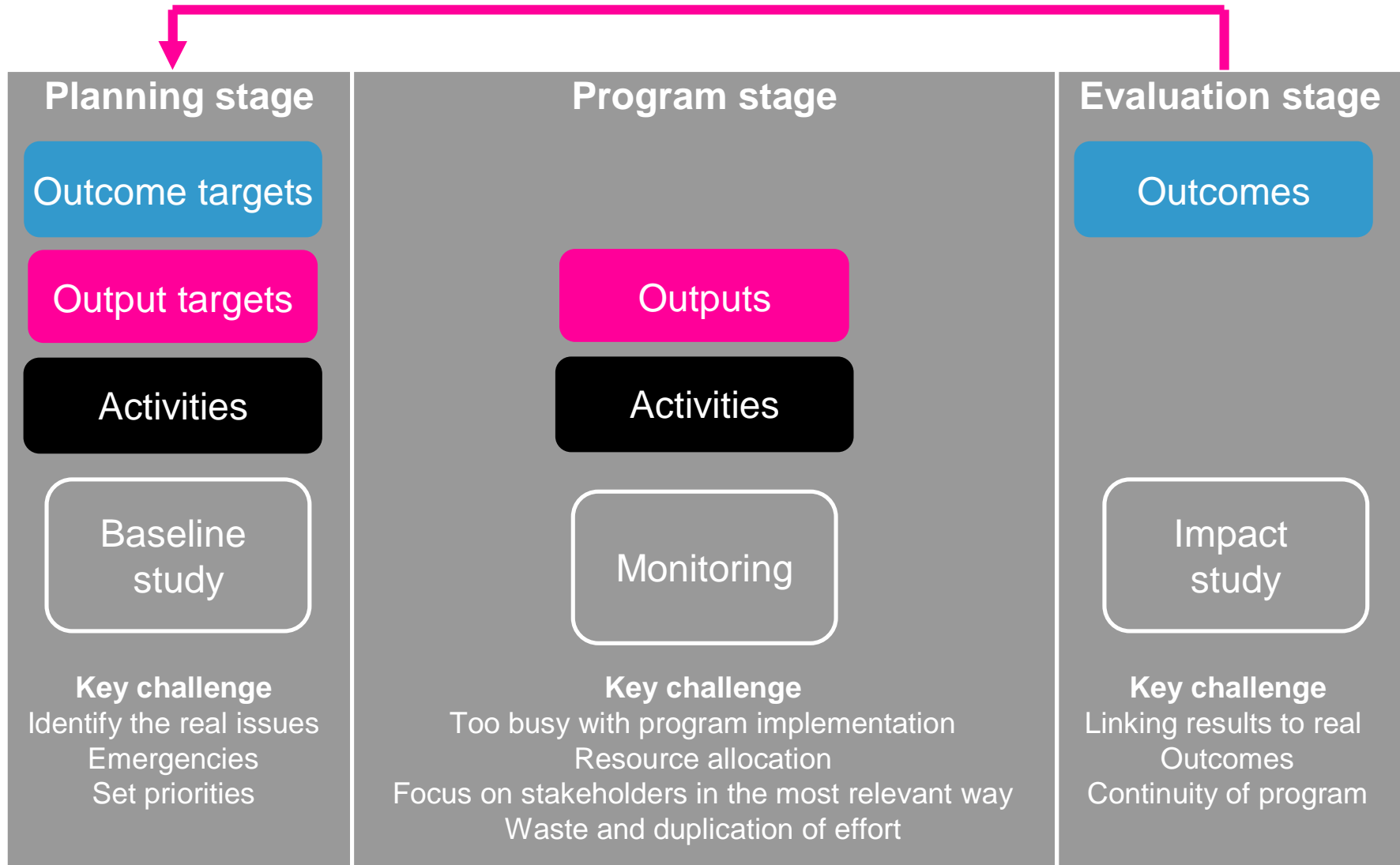
Social Research



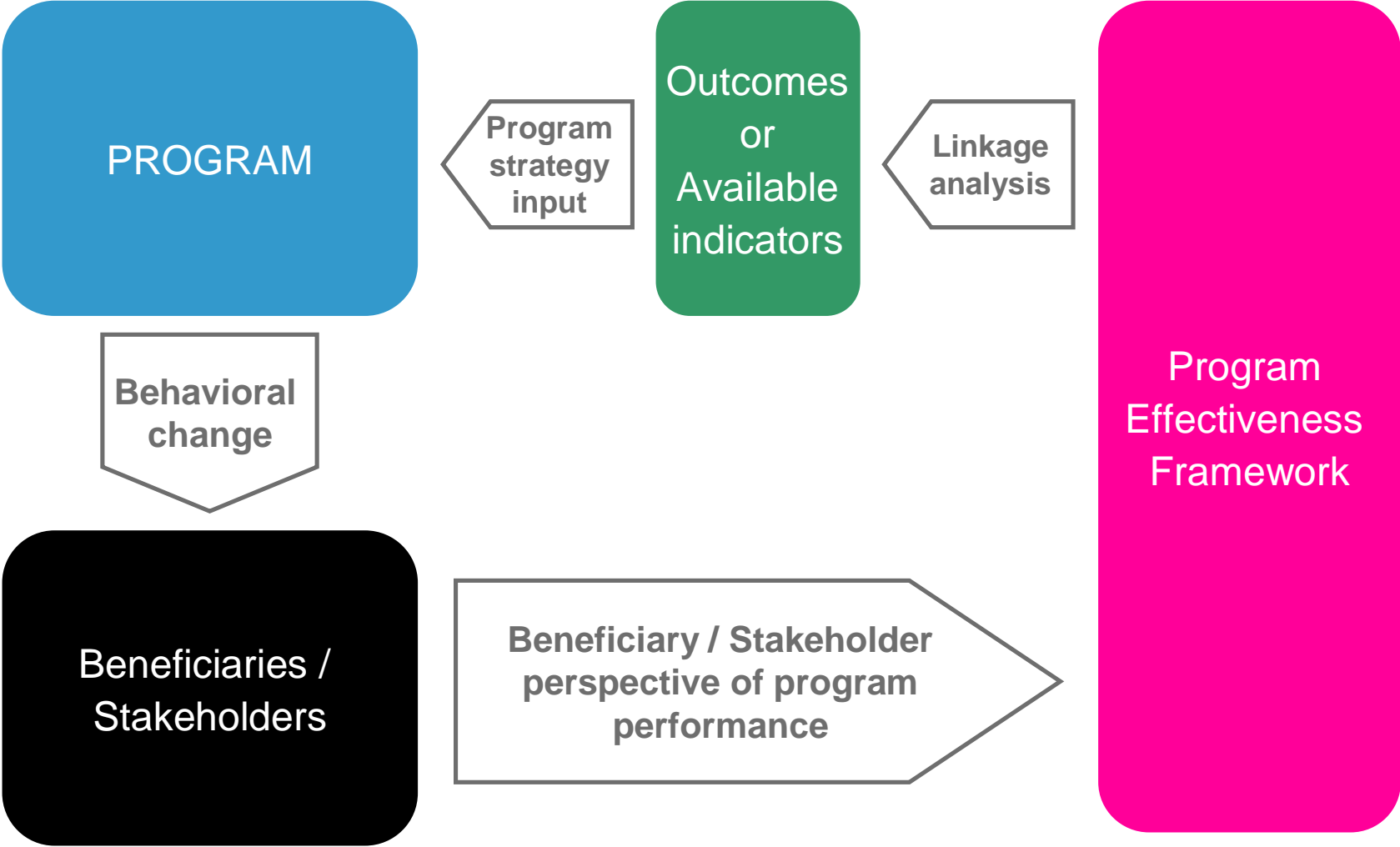
Framework overview



Program process challenges

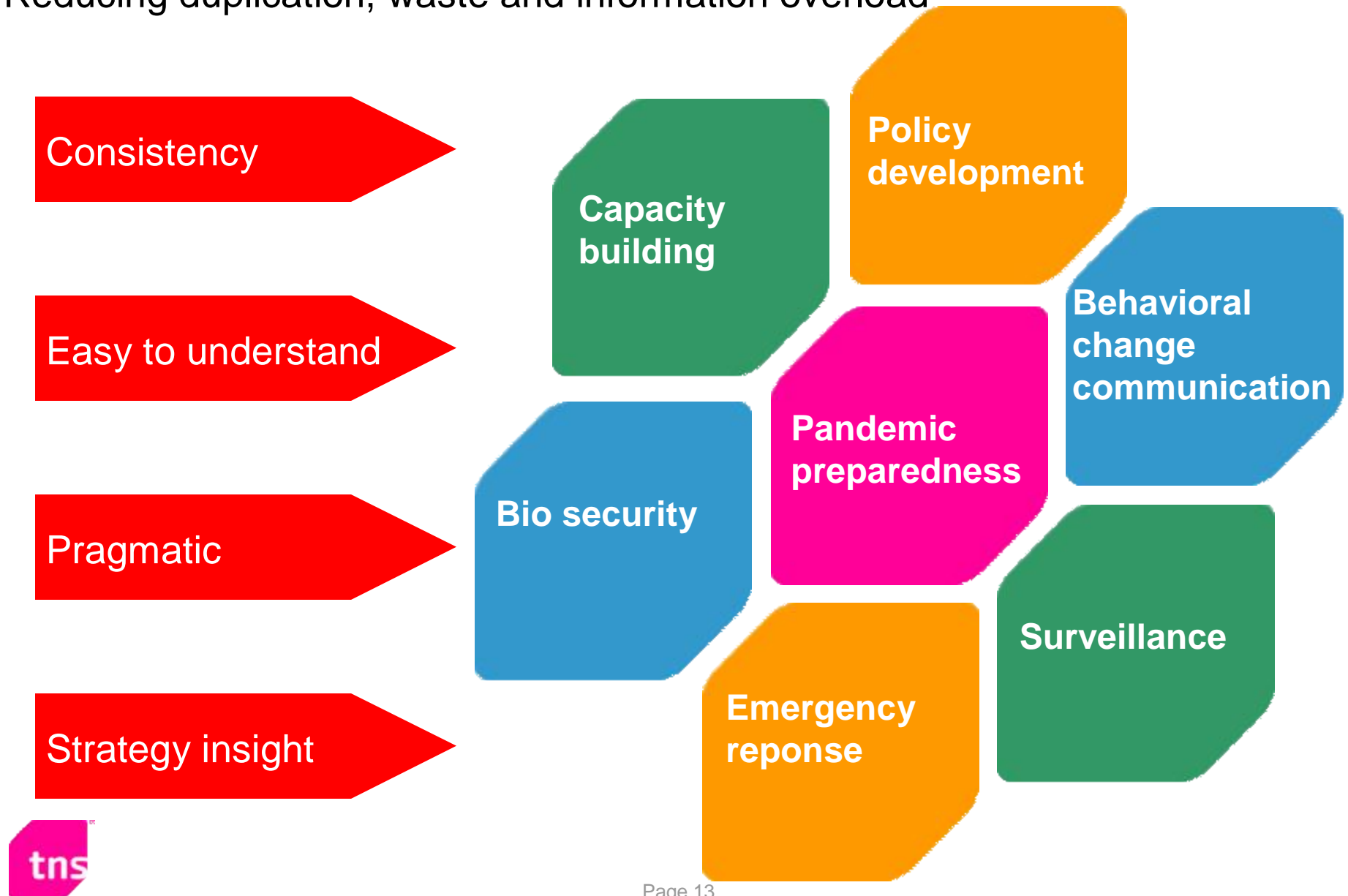


Program M&E Framework in Perspective



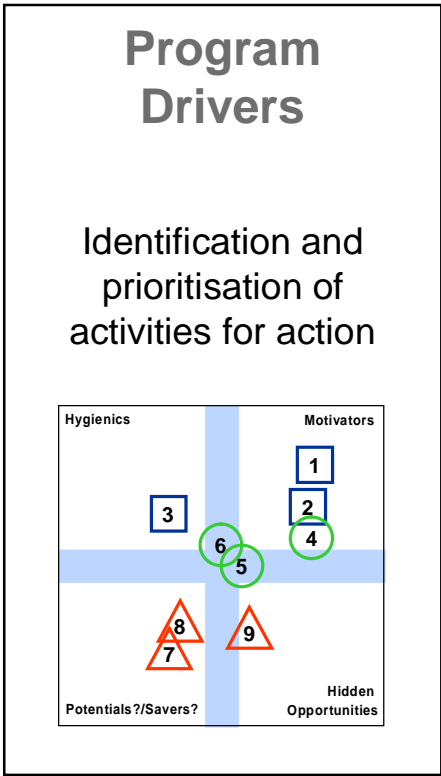
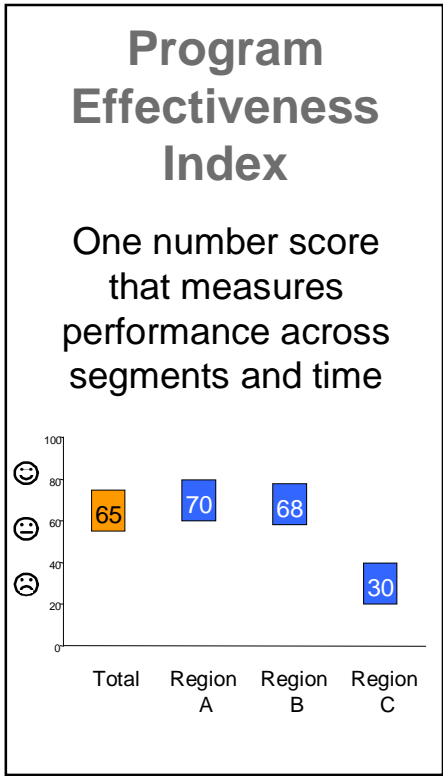
Potentially applicable to any program

Reducing duplication, waste and information overload



Overall Framework - 3 Core Elements

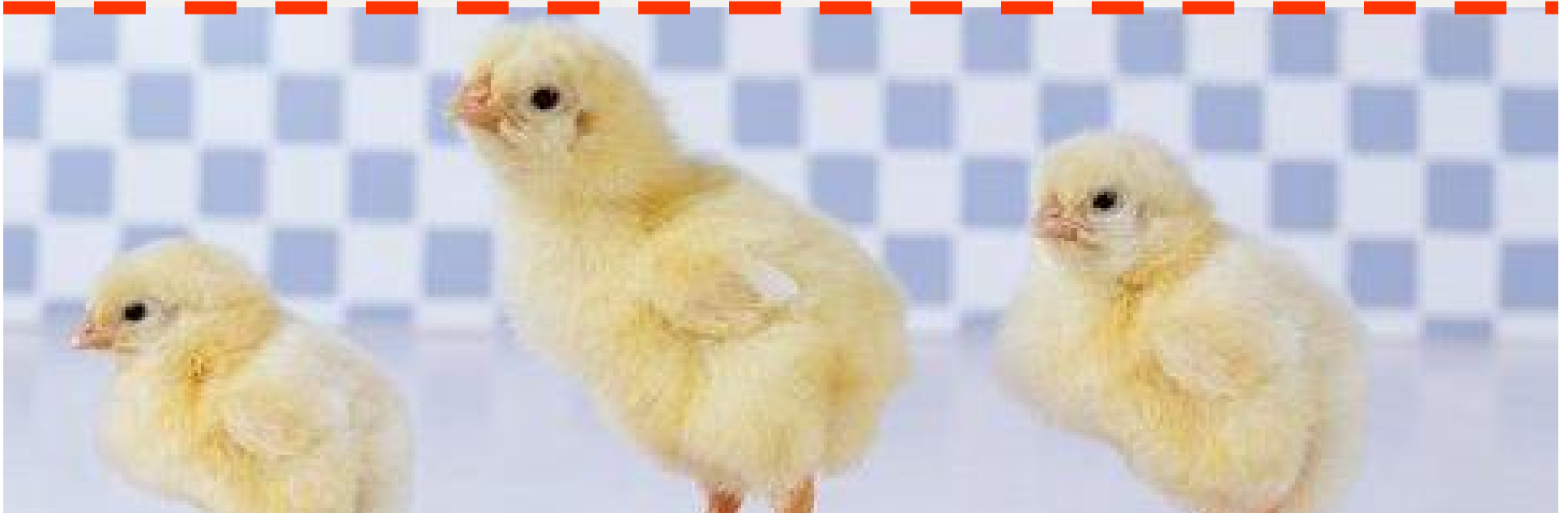
- Set performance standards
- Identify segments in urgent need of support
- Focus on beneficiaries in a more relevant way
- More effective allocation of resources



Behavioral Change Journey



What are the
barriers to
separate chickens
and ducks?



What motivates people to wear protective clothing ?



What can trigger people to stop eating blood pudding ?

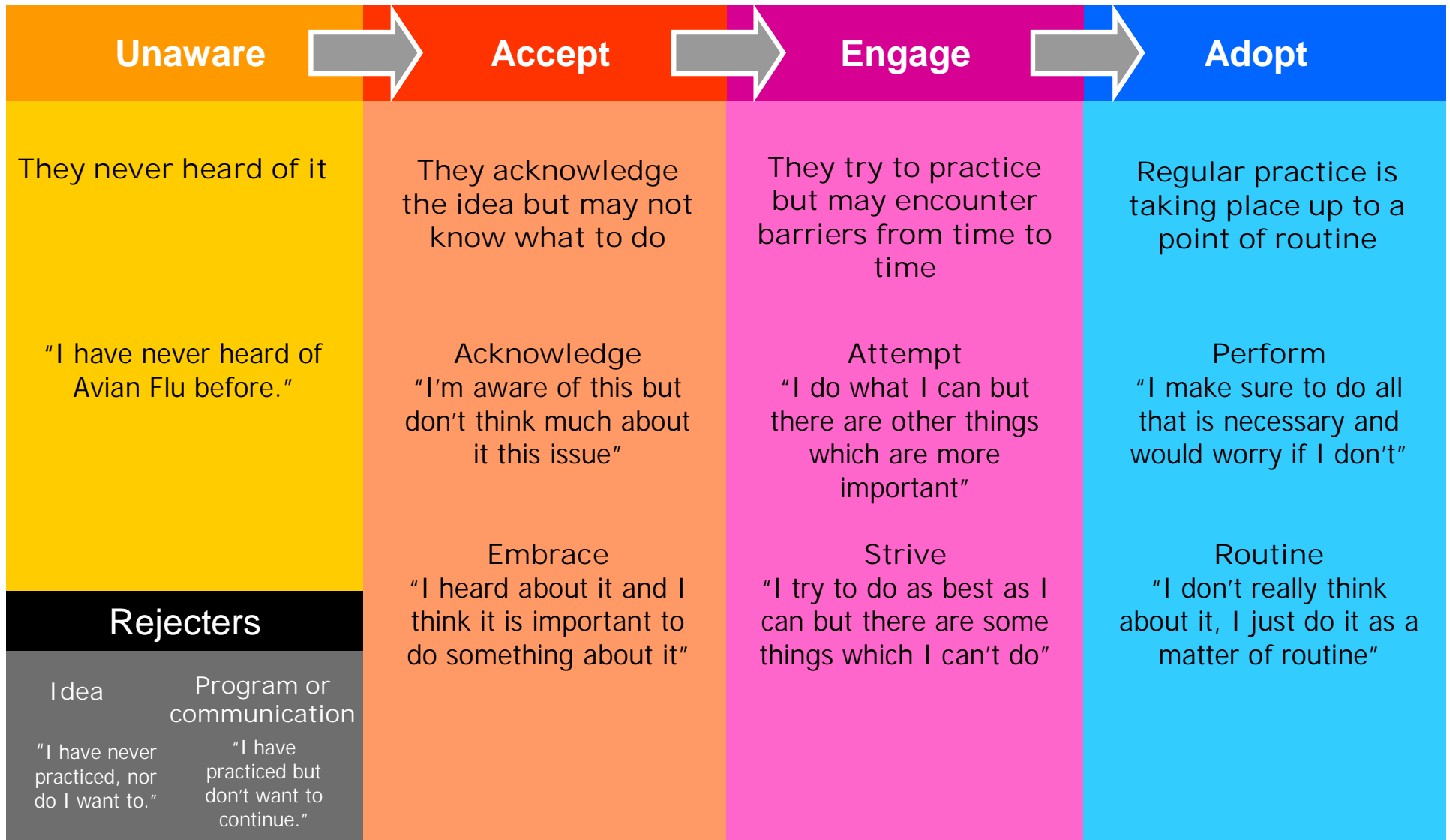


Getting people to change
their behavior is difficult

And measuring it, is not
easy either !



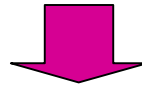
The Behavioural Change Journey



Objectives

By understanding exactly what barriers and triggers are key at each stage we can drive behavioral change more effectively

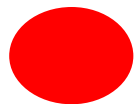
- Identify the **barriers and triggers** at each stage of 'the journey' for *input* into strategic program development
- To unlock key **movement energies** across the journey - linear and gradual, leapfrog and sudden conversion/reversion
- Understand '**behavioural change agents**' – the things we can / can't impact on
 - Behavioural (e.g. household composition, demographics etc.)
 - Physical (e.g. location, living conditions etc.)
 - Emotional (e.g. past experience, beliefs etc.)



Drive behaviour change by making changes at the right pressure points

There are a number of key variables that potentially influence the beneficiary and their current stage in the model. Variables are fluid and are pushed in and out of line by triggers and barriers.

Beneficiary situation	Example: Avian Influenza	Barrier / Trigger	Traffic light
Life stage	Young family with children	Financial constraints	~
Peer groups	Local community leader has influence		~
Media access	Access to TV, watch everyday	Part of ambiance	~
Agent influence	Local health workers are well informed about AI	Good training program	~
Level of risk acceptance	Not concerned about AI	No experience	~
Experience	No direct experience with AI	Never seen it	~
Program situation			
Issue belief	Never seen AI happening, believe AI is preventable	Lack of information	~
Program belief	Believe the program could be effective, prepared to listen		~
Program effort	Received leaflet but can't remember what it said	Timing	~



Variable out of line (barrier)



Variable in transition



Variable in line (trigger)

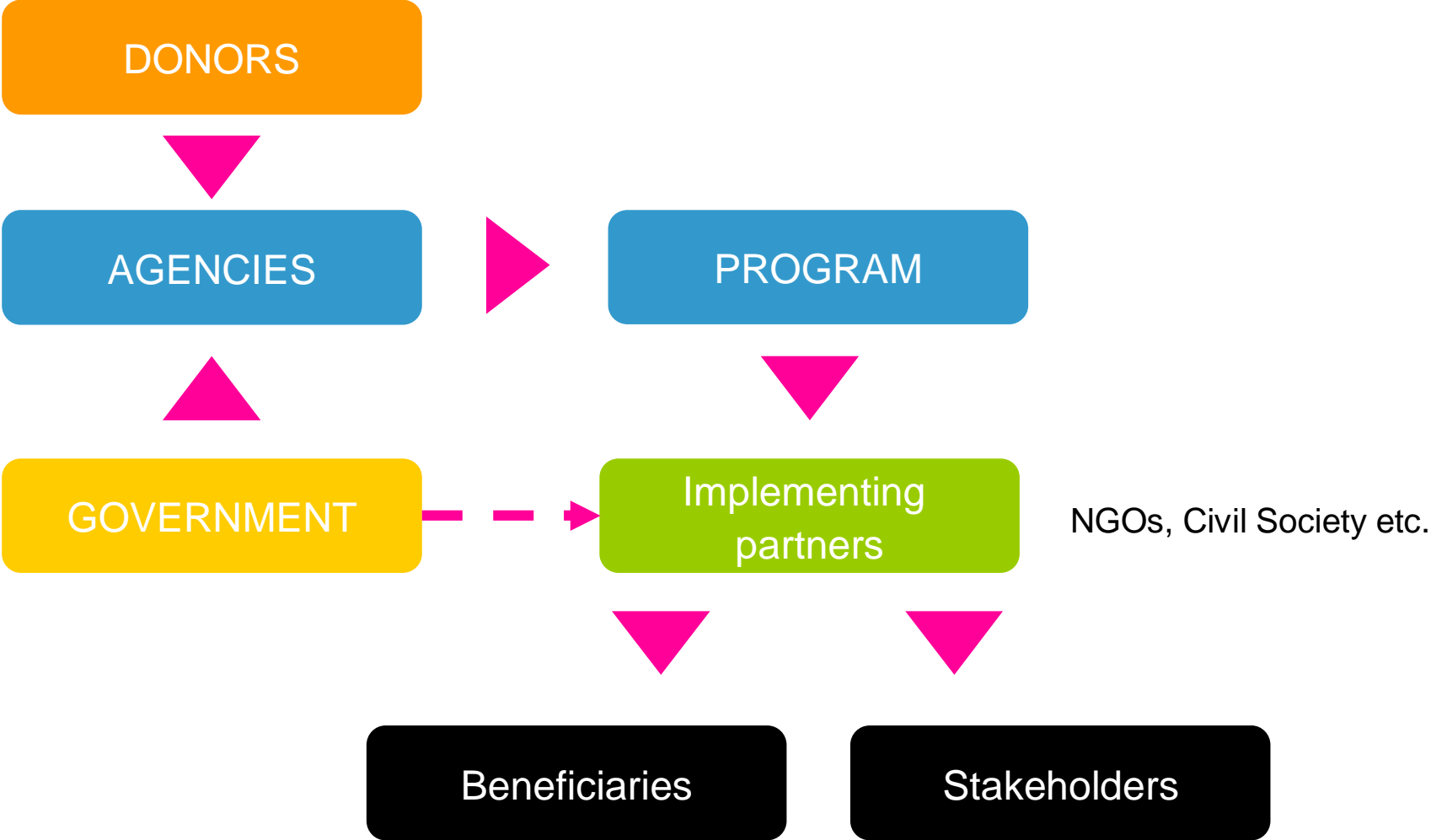
Program Effectiveness Index



An aerial photograph of a dense forest. The majority of the trees are dark green, coniferous in shape. A prominent feature is a large, irregularly shaped cluster of trees in the upper right quadrant that have turned a bright yellow, indicating autumn. The overall scene is a vast, textured expanse of green with a few distinct yellow patches.

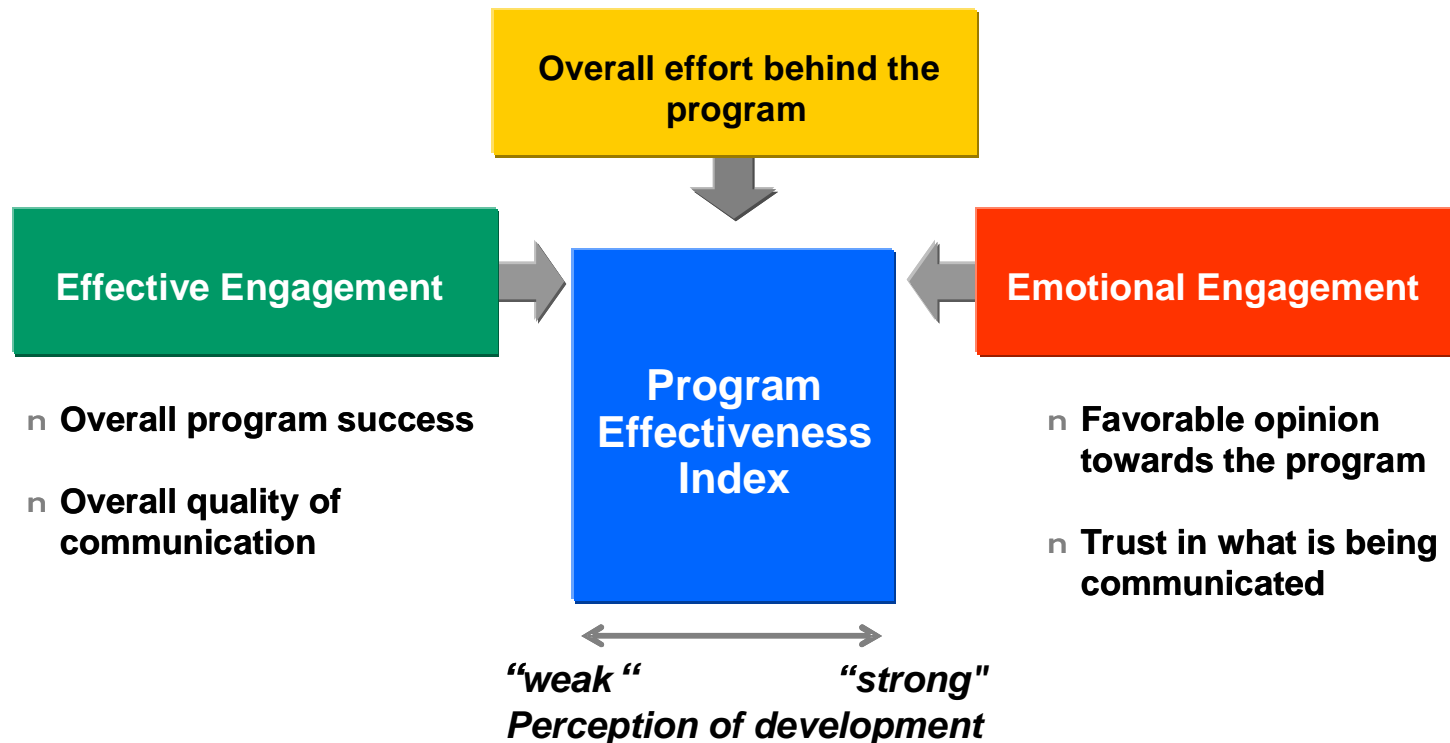
Can't see the forest for the trees !

Involvement of Many Different Parties

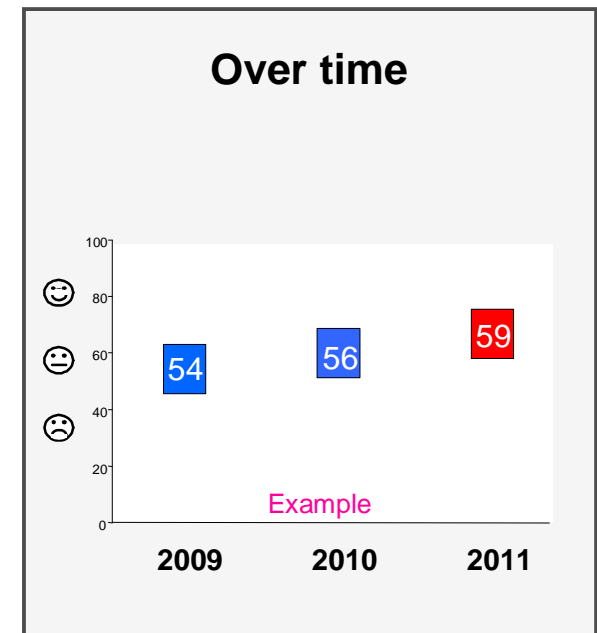
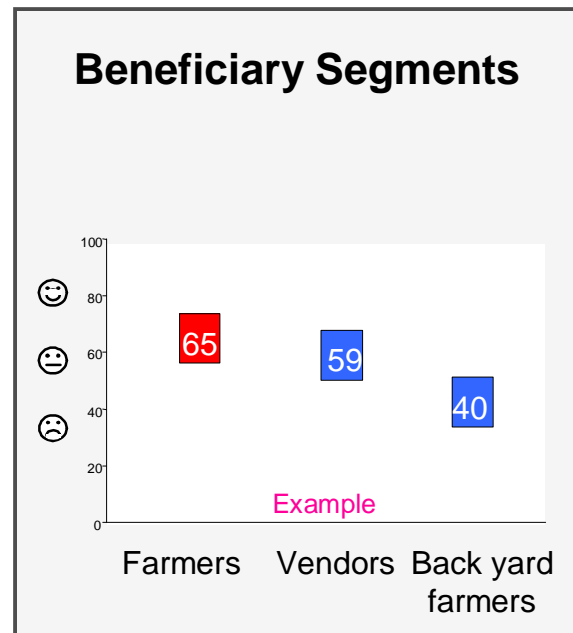
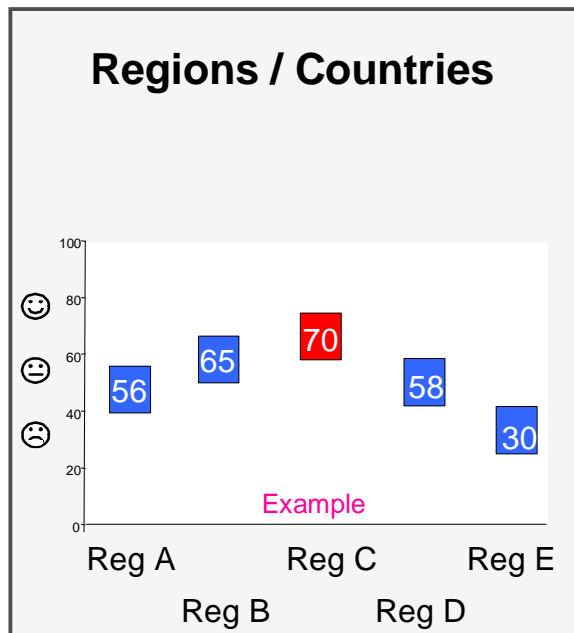
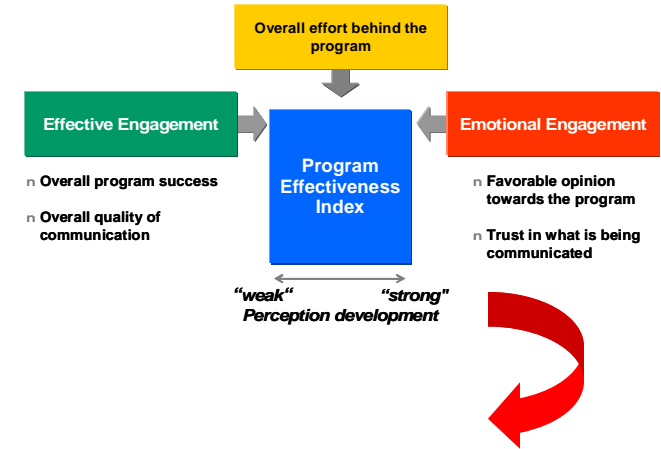


Program Effectiveness Index (PEI)

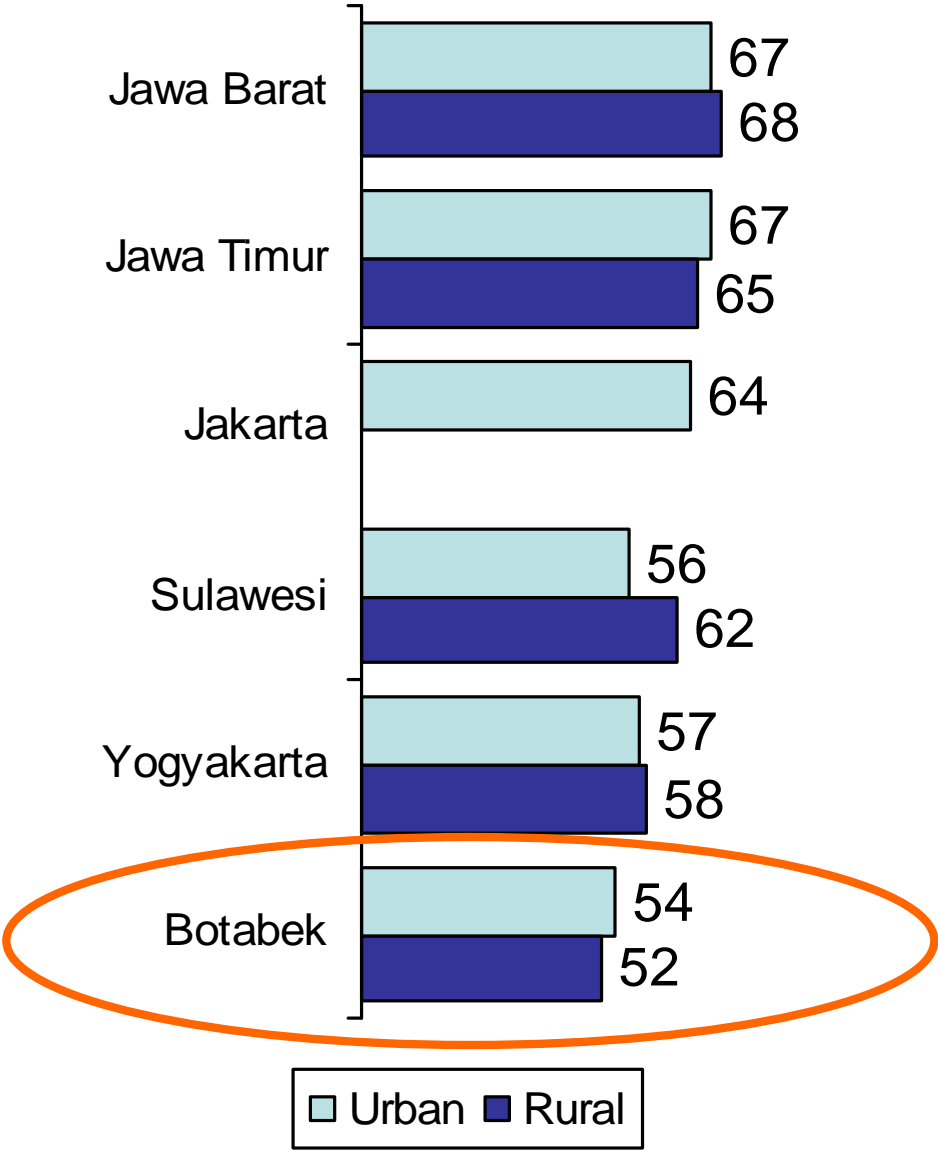
- The focus is on the program itself, NOT the organization behind it
- Advantage, can handle programs with multiple implementation partners



Quick Diagnosing of Performance Across Segments

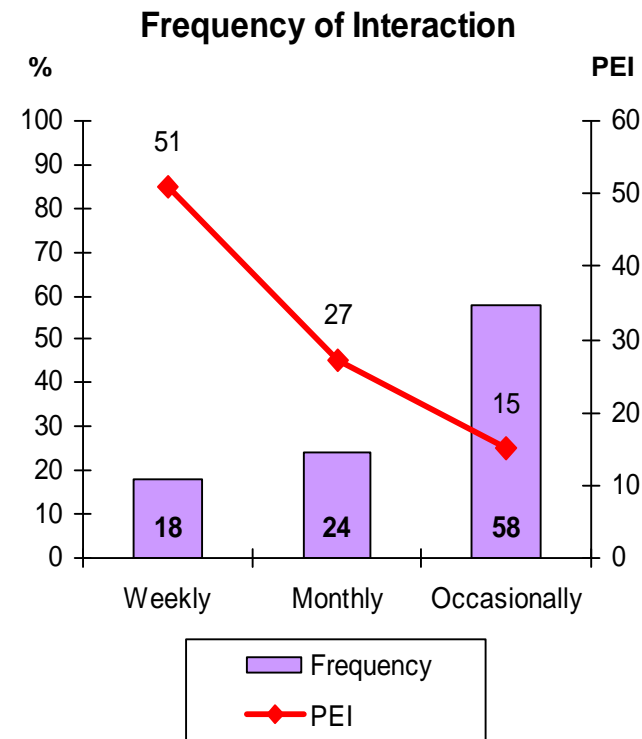
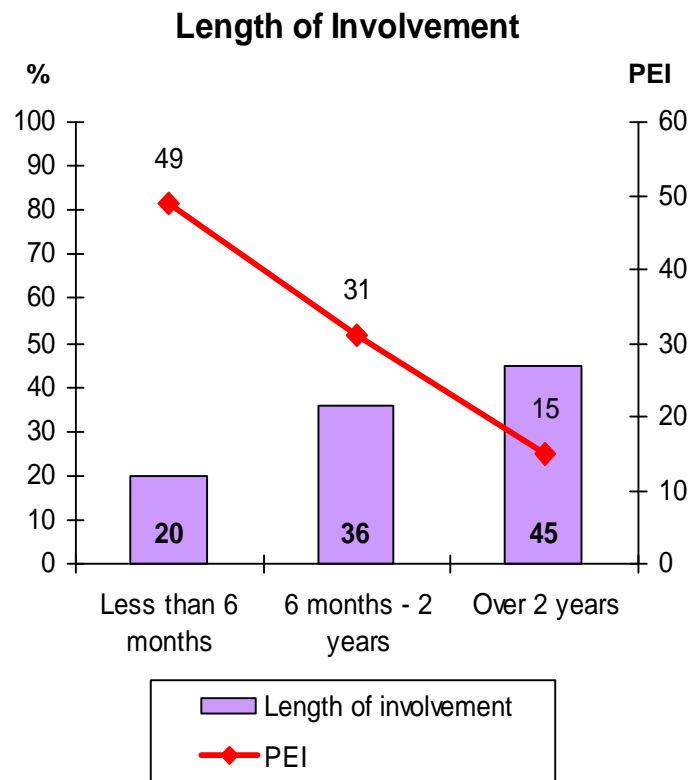


Case Study AI: PEI by Region

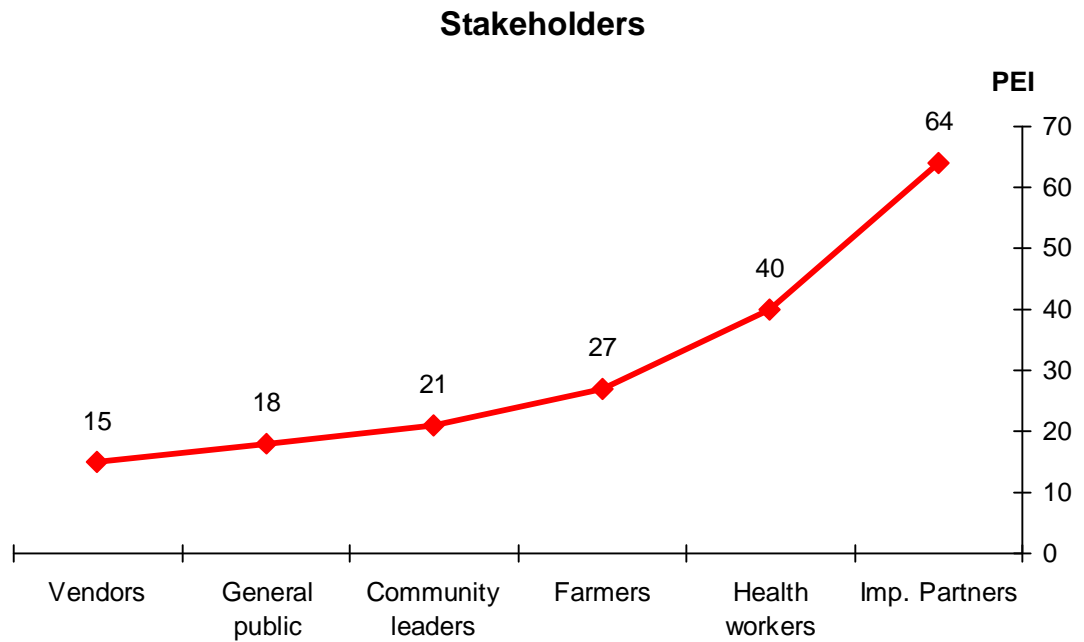
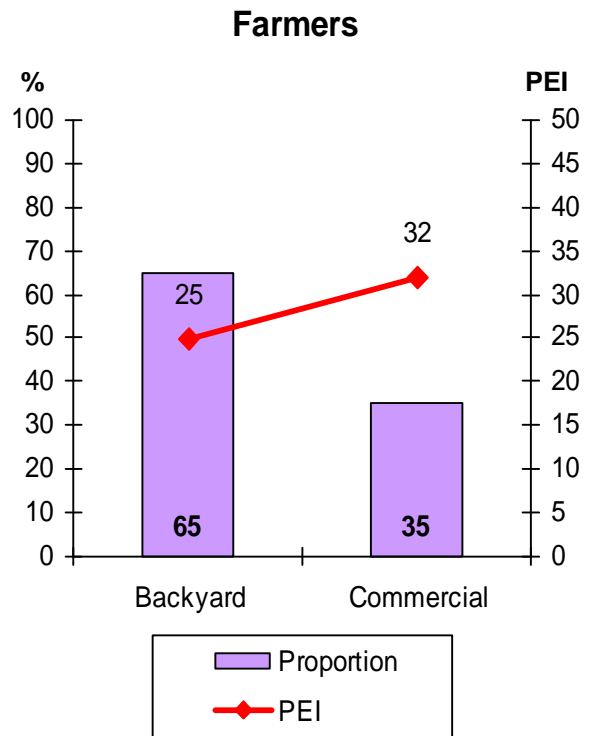


Case Study Example: PEI by Segment

- It is interesting to note that the longer the involvement, the lower the PEI. The same applies to frequency of interaction where more interaction shows a higher PEI.

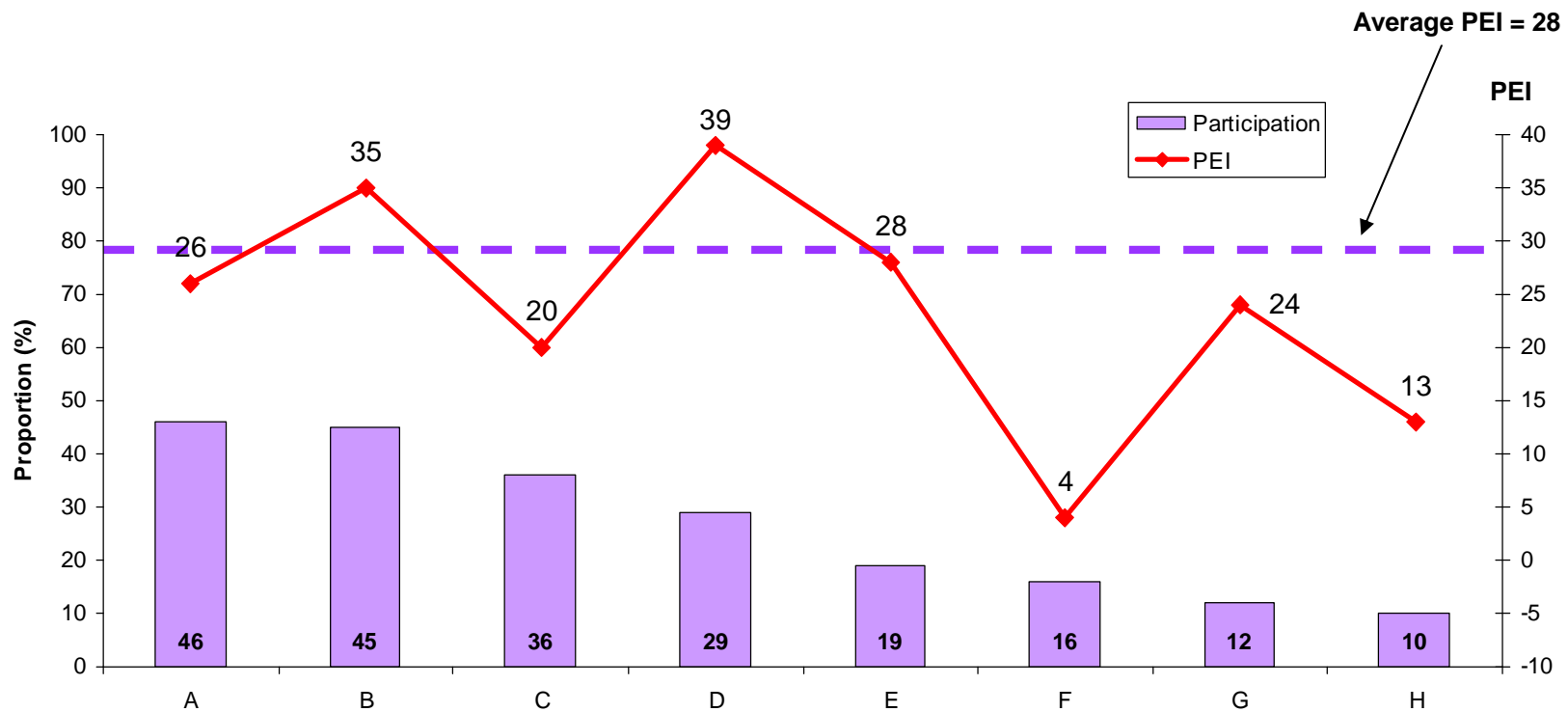


Example: PEI by Segment



Example: PEI by Outcome

- The relationship with stakeholders is much stronger for some outcomes compared to others.



Programme Mapping

- Can use any methodology including, face-to-face, phone or on-line



Program Drivers

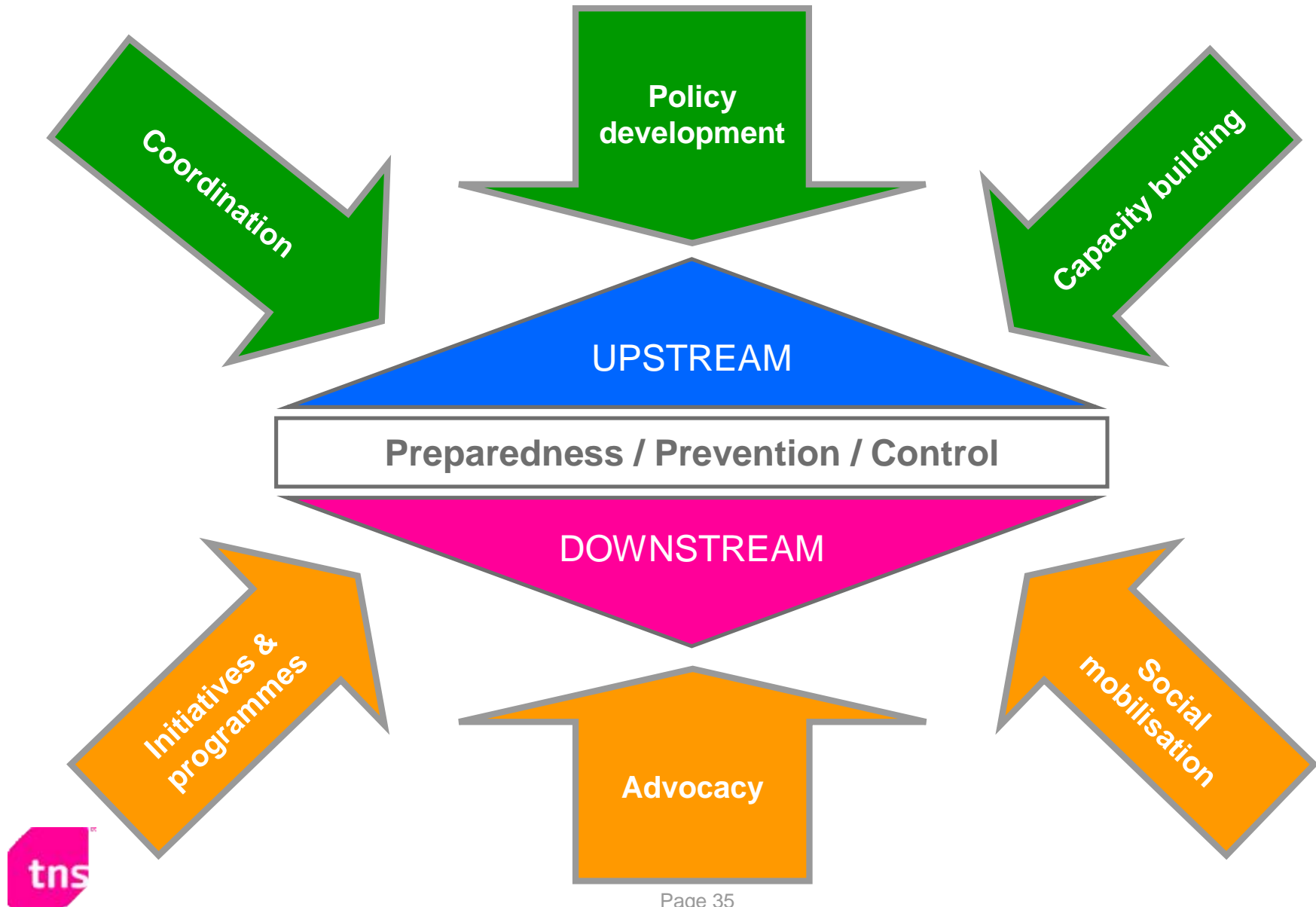


A client comment



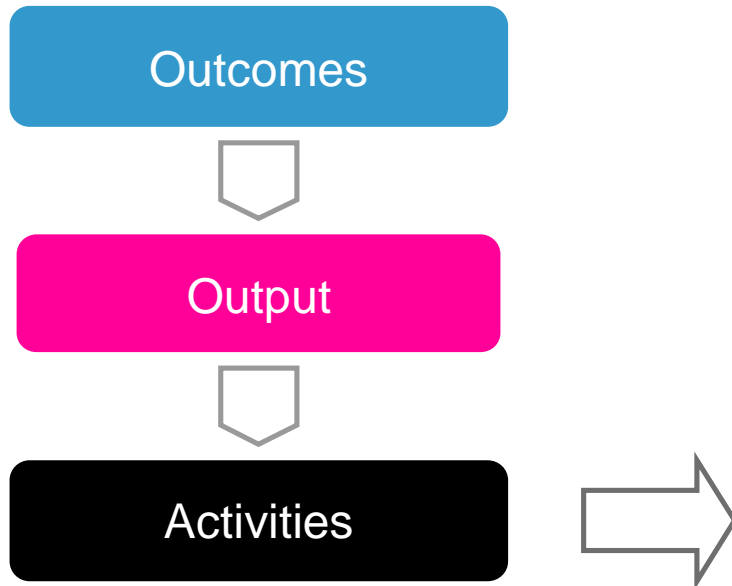
90% of all research is like a rear view mirror, it tells us what we already know !

Examples of program intervention areas



Program intervention areas and activities

Based on downward planning process
for results-based management



Intervention Areas

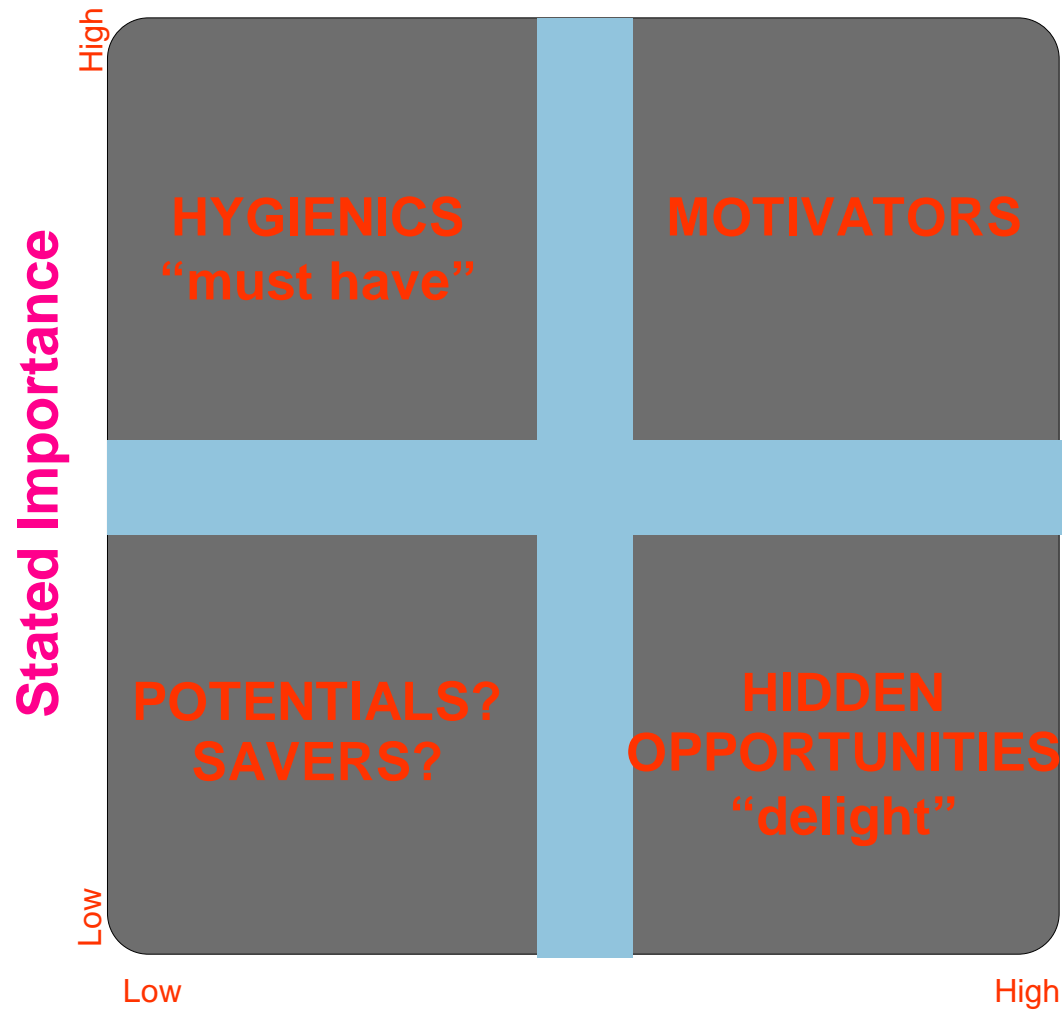
- Initiatives & programmes
- Advocacy
- Social mobilisation
- Coordination
- Policy development
- Capacity building
 - Effective training workshops
 - Relevant seminars and conferences
 - Facilitate networking between practitioners
 - Training on standard tools
 - Secondment of experts etc...

Driver Analysis

- Mainly two ways to measure importance:
 - **Stated importance**
 - **Derived importance impact on Program Effectiveness Index**
- Most evaluation tools are based on **only one of these two**

But what happens when we combine them ?

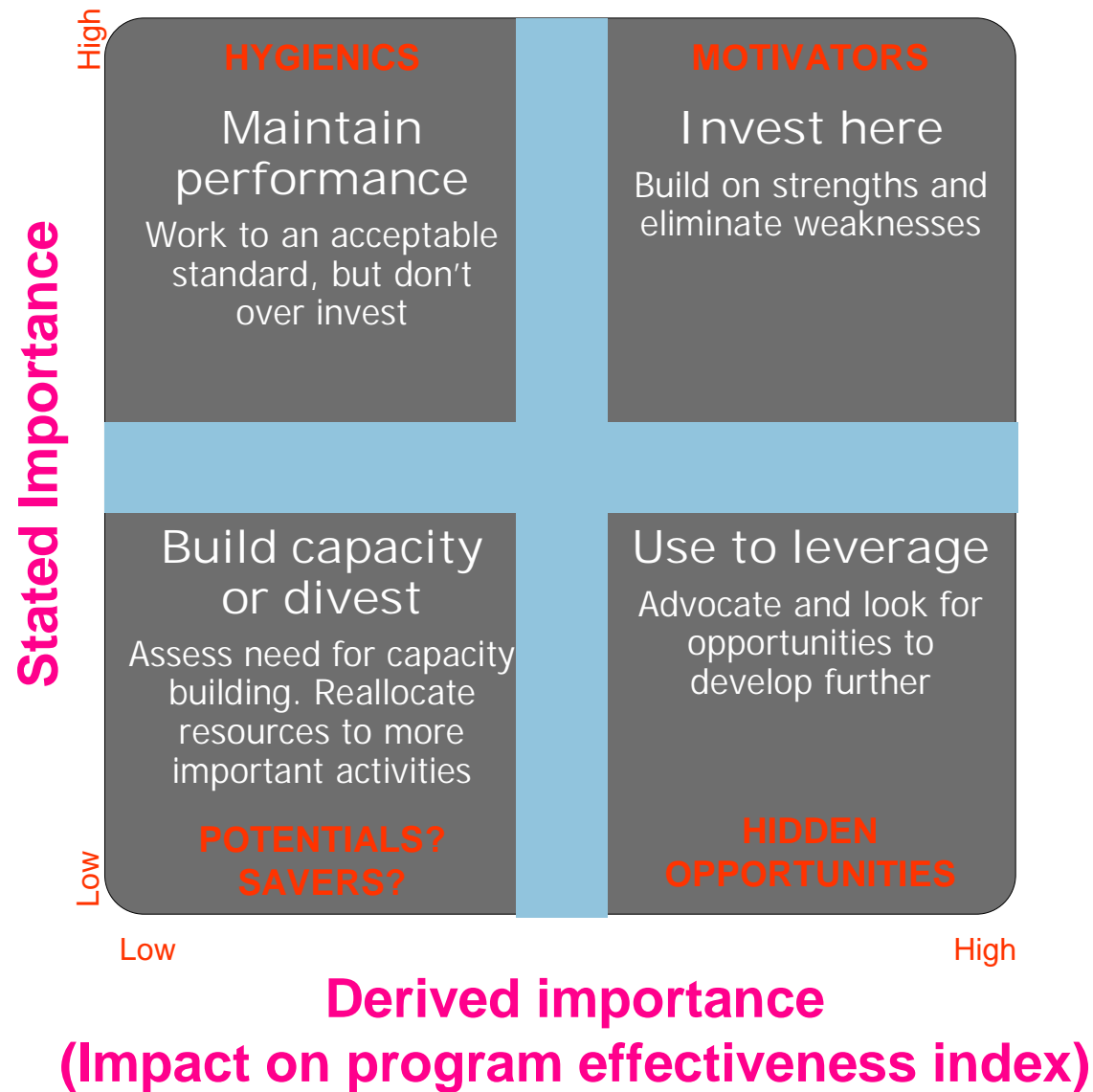
Drivers based on TWO importance rating



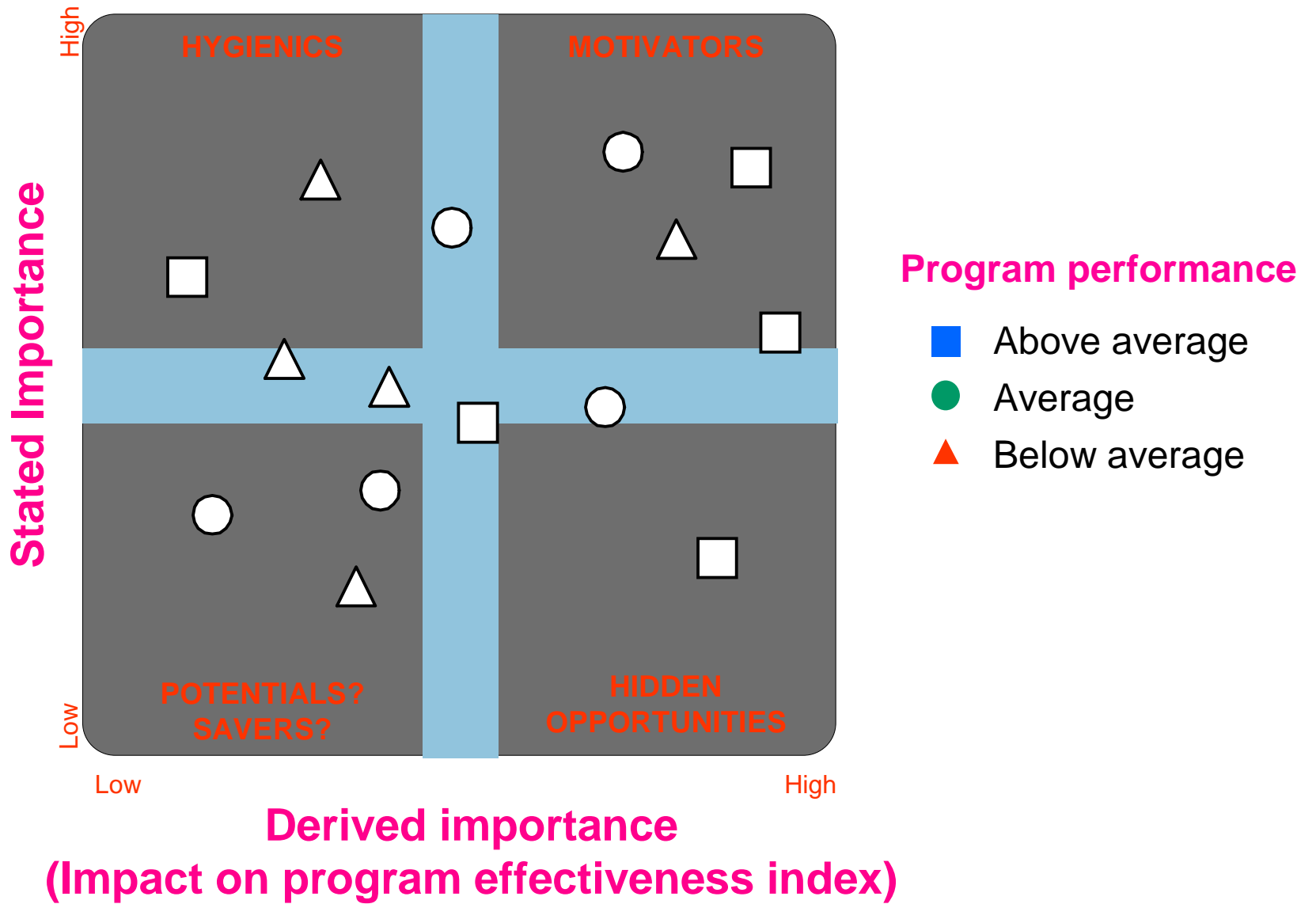
Derived importance
(Impact on program effectiveness index)



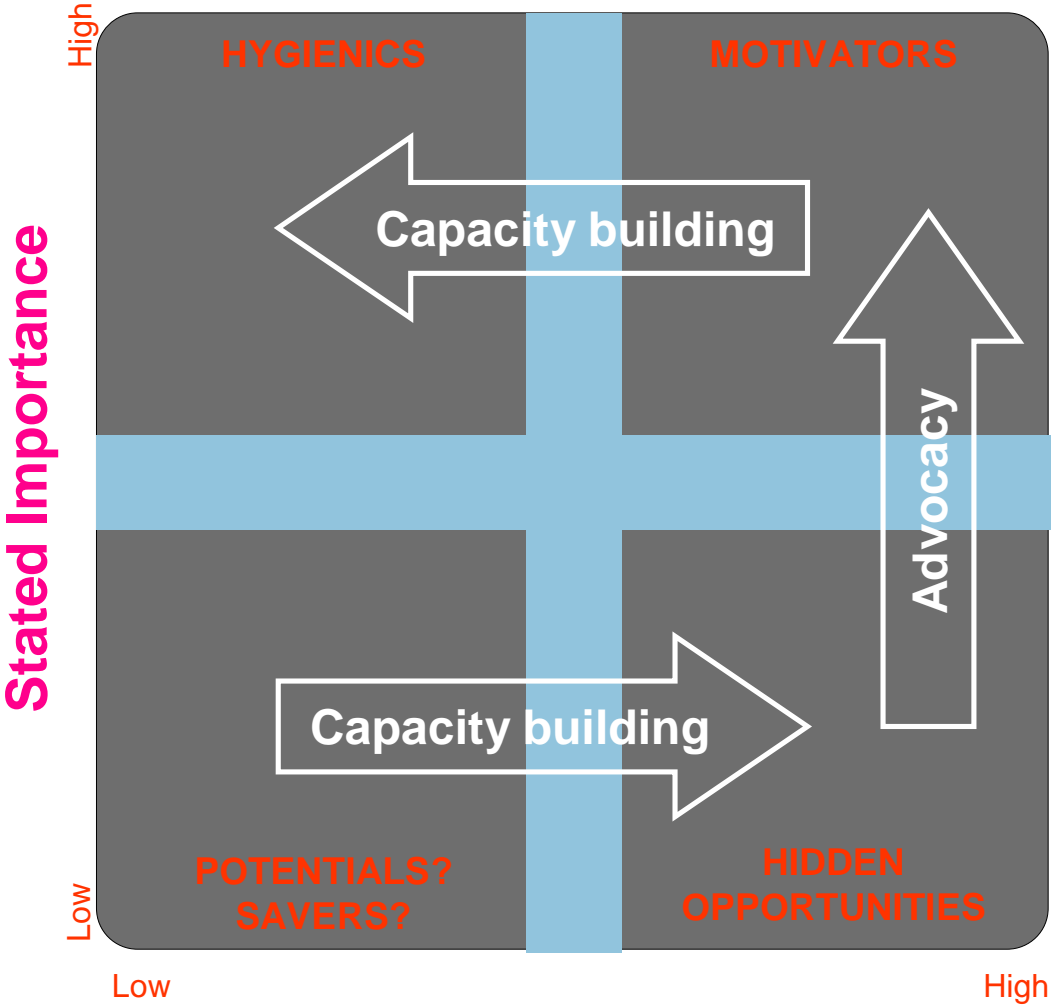
Action driven



Program performance



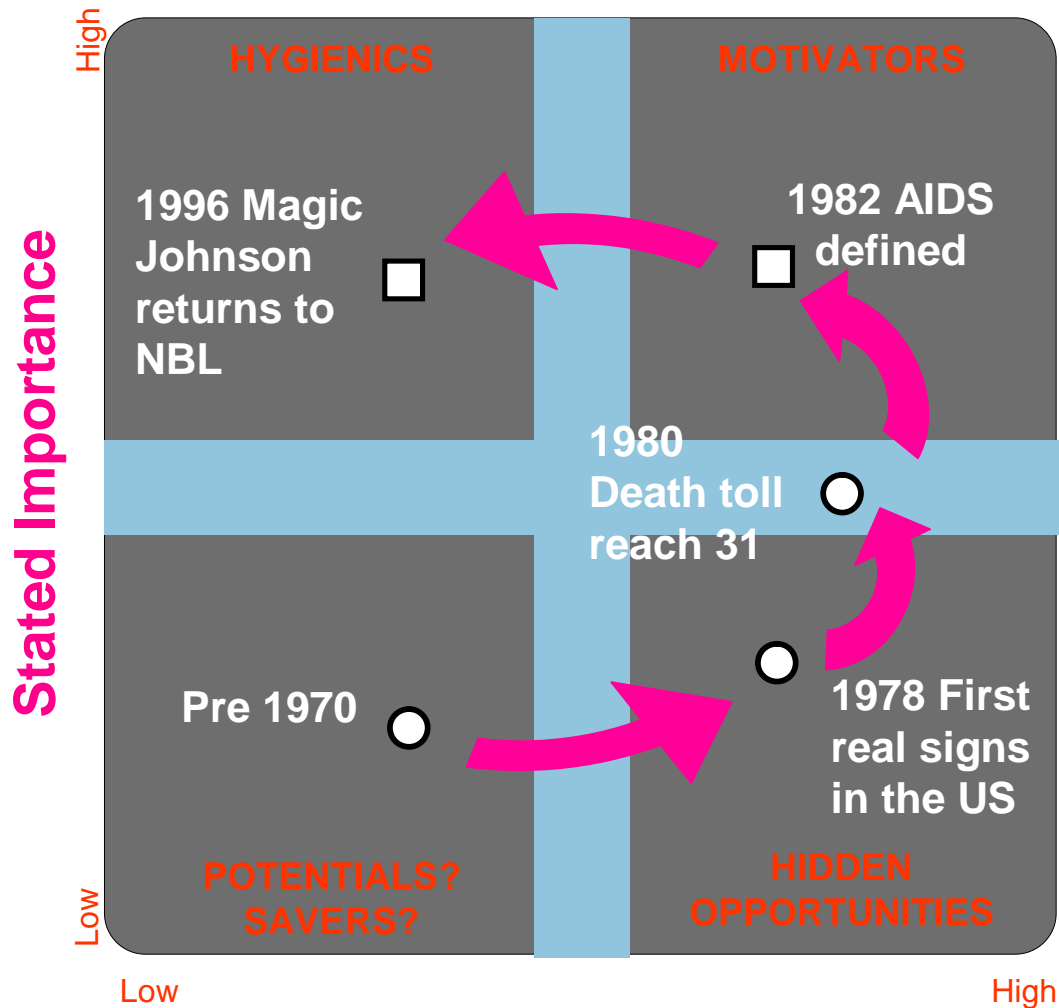
Capacity building and Advocacy



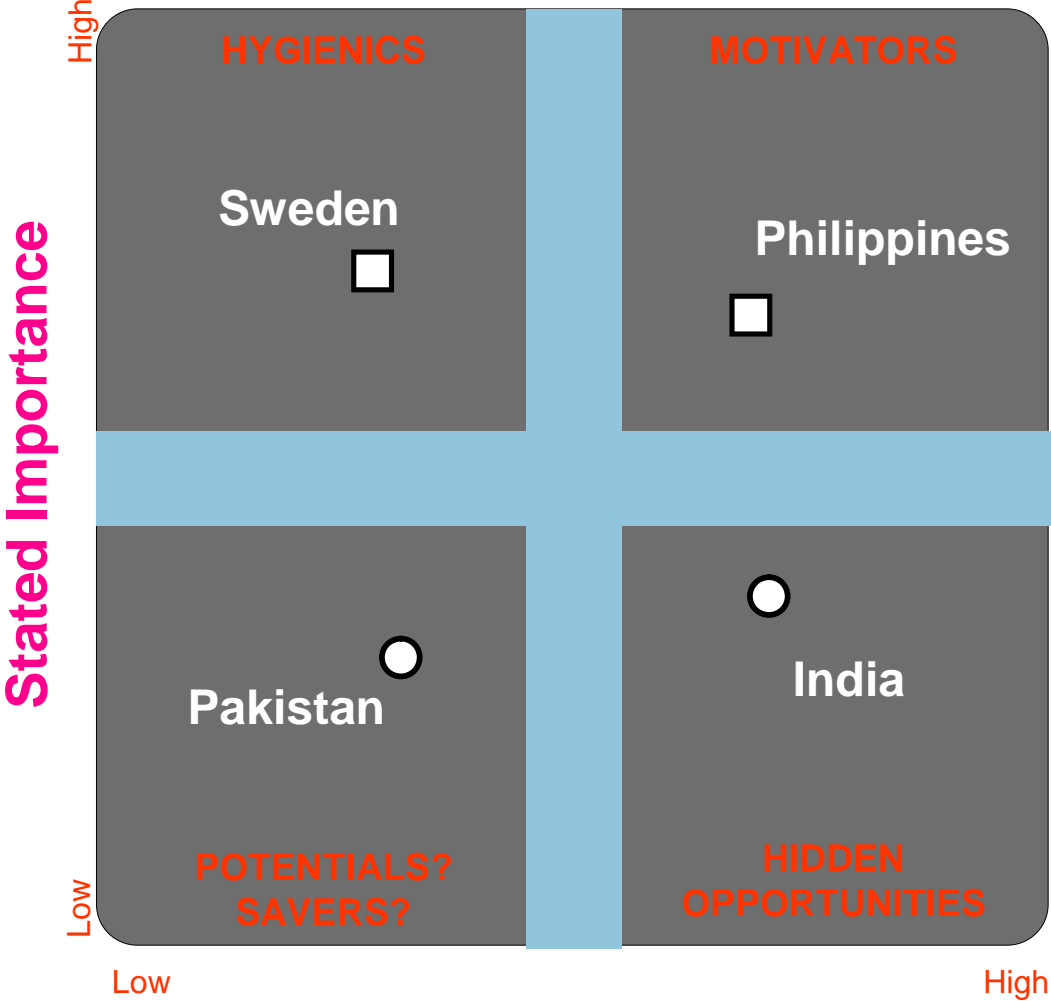
Derived importance
(Impact on program effectiveness index)



Program Life Cycle: HIV / AIDS in the US



Program Positioning: Gender Equality



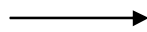
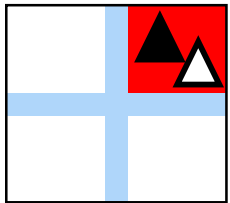
Derived importance
(Impact on program effectiveness index)



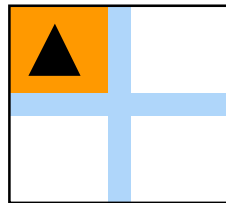
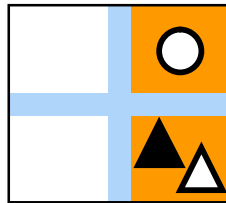
TRI*M Grid – Prioritisation

Prioritisation of action development

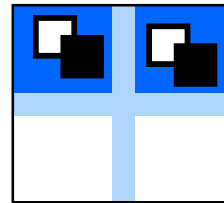
1. Top Priority



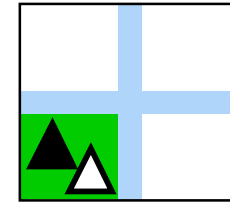
2. High Priority



3. Promote & Communicate



4. Divest or educate

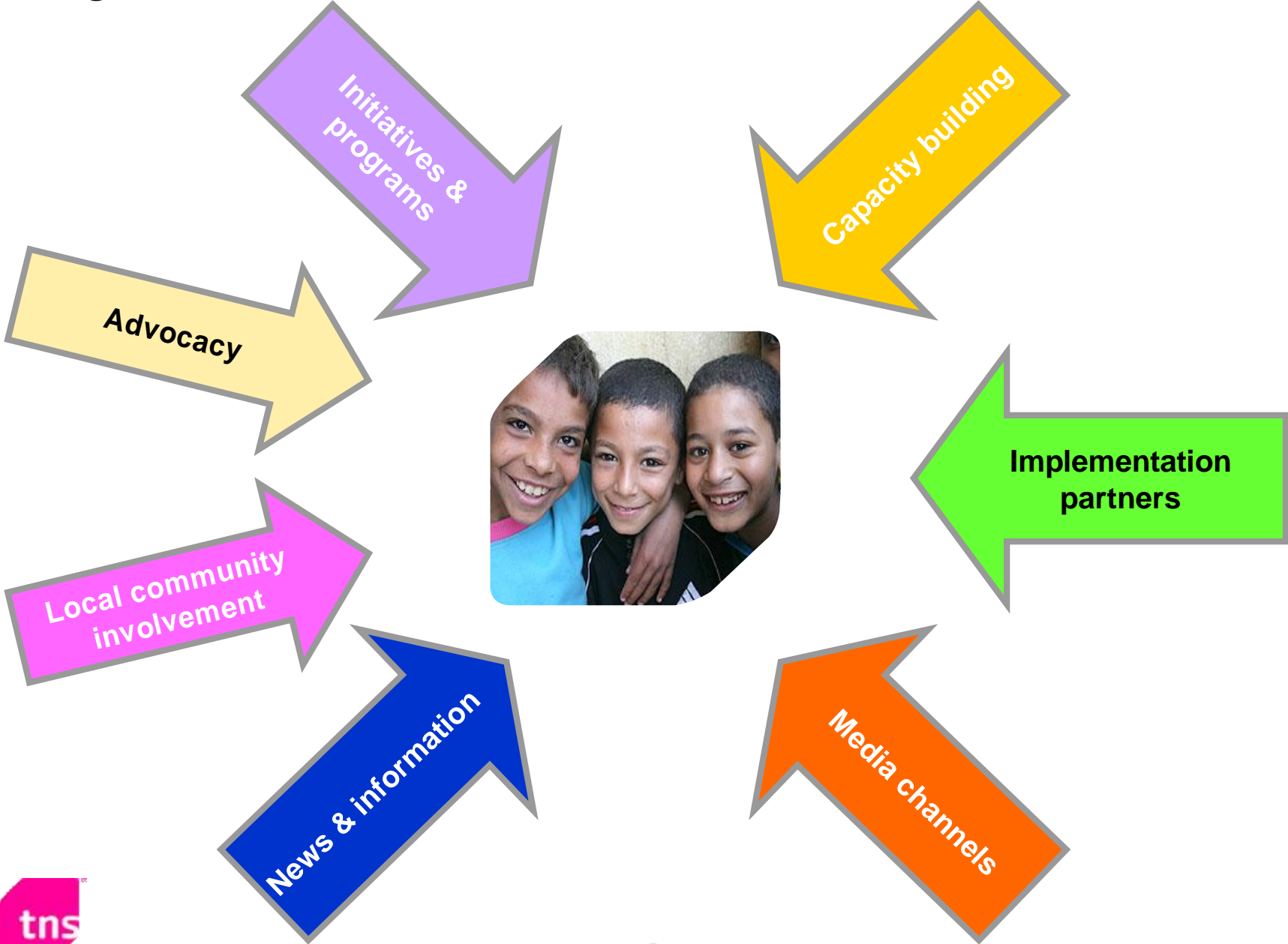


Results are summarized into four action standards for each attribute depending on its position within the grid itself as well as program performance.

Case Study - AI Indonesia 2006



Program intervention areas



Case Study: Avian Influenza, Key Attribute Performance

PROGRAM EFFECTIVENESS INDEX		PUBLIC URBAN	PUBLIC RURAL	LEADERS	AGENTS	RISKS
		62	63	70	73	65
C. INITIATIVES AND PROGRAMS						
C1	Providing training to local community on how to prevent Avian Flu	Yellow	Yellow	Yellow	Red	White
C2	Provides 24 hour information center that local communities can access	Yellow	Red	Yellow	White	Red
C3	Avian Flu surveillance through Deptan, dinas peternakan	White	Red	Yellow	White	Yellow
C4	Public awareness and socialization programs	Yellow	Yellow	White	White	Yellow
C5	Help readiness of hospitals and puskesmas to deal with Avian Flu	Yellow	Yellow	White	White	Yellow



Top priority to improve



High priority to improve



Promote & communicate



Consider education



Case Study: Avian Influenza, Key Attribute Performance

PROGRAM EFFECTIVENESS INDEX		PUBLIC URBAN	PUBLIC RURAL	LEADERS	AGENTS	RISKS
		62	63	70	73	65
D. MEDIA CHANNELS						
D1	Service announcements on radio					
D2	Service announcements on TV					
D3	Service announcements in newspaper media					
D4	Information via outdoor posters and billboards					
D5	Stimulate discussions with family and friends					
D6	Information via internet					
D7	Public Service Announcements in magazines					
D8	Distribution of information brochures on AI					
D9	Sponsor sports events					
D10	TV news reports					
D11	Seminars					
D12	Stimulate discussions with religious leaders					
D13	Stimulate discussions with community leaders					
D14	Advice from livestock experts					



Top priority to improve



High priority to improve



Promote & communicate



Consider education



Key Attribute Performance

PROGRAM EFFECTIVENESS INDEX		PUBLIC URBAN	PUBLIC RURAL	LEADERS	AGENTS	RISKS
		62	63	70	73	65
E. MESSAGE CONTENT						
E1	Environment from poultry's excess	Blue	Blue	Blue	Blue	Blue
E2	Emphasise to always cook chicken thoroughly	Blue	Blue	Blue	Blue	Blue
E3	Encourage people to wash hands with soap before eating	Blue	Blue	Blue	Blue	Blue
E4	Encourage people to wash hands with soap after coming in contact with poultry (chicken/ duck/ bird, etc.)	Blue	Blue	Blue	Blue	Blue
E5	Encourage people to report sick poultry to authority	White	White	Orange	White	White
E6	Encourage people to vaccinate poultry (chickens/ ducks/ birds, etc.)	White	Orange	Red	Orange	Orange
E7	Encourage people to use face mask when handling poultry (chickens/ ducks/ birds, etc.)	Green	Green	Green	Green	Orange
E8	Encourage people to Avoid touching blood of a slaughtered poultry	White	White	Orange	Orange	White
E9	Encourage immediate culling when there is signs of Avian Flu	Blue	White	Orange	White	White
E10	Encourage people not to touch poultry that is sick or dead	Blue	White	White	White	White
E11	Encourage separation of poultry from humans	White	White	White	White	White
E12	Encourage separation of new poultry from the old ones for 2 weeks	Green	White	Green	Green	Green
E13	Encourage people to see a doctor if they experience flu symptoms after being near birds	Blue	Blue	White	Blue	Blue



Top priority to improve



High priority to improve



Promote & communicate

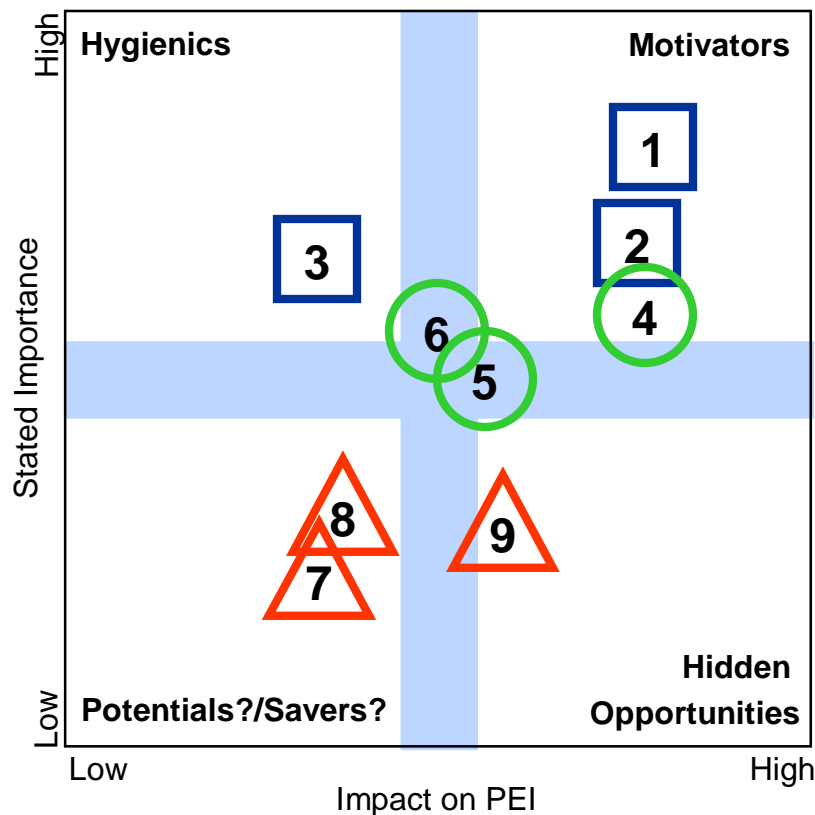


Consider education



Program Performance (Urban Areas)

- Providing information with the right messages in TV media.
- Initiative is not seen to involve the Government and local communities.
- Initiatives and programs are also rated average.



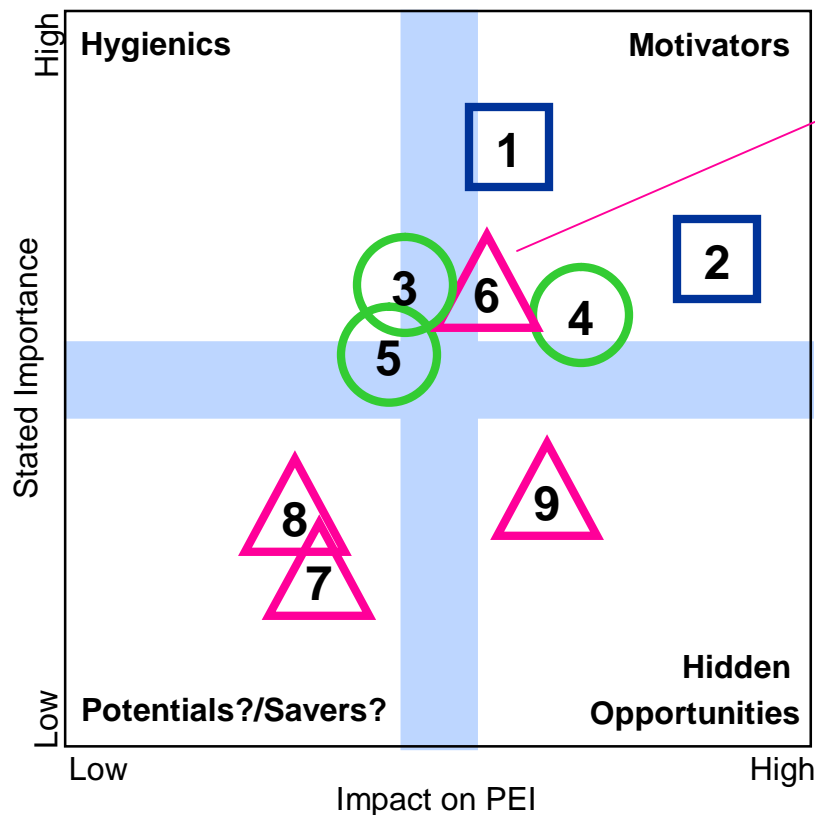
Program activity	Overall performance	Leverage
1. TV Media	Good	9
2. News & information	Good	8
3. Message content	Good	4
4. Government involvement	Average	8
5. Community involvement	Average	5
6. Initiatives & programs	Average	5
7. Print, Radio, other media	Poor	3
8. Consultation	Poor	3
9. Int. Agency contribution	Poor	4



Case Study: Avian Influenza (Rural Areas)

- Good reach for PSAs but message content not coming through.
- Different strategy: Focus on involving people and delivering messages that are credible and suitable for rural communities. Better monitoring through information centre and AI surveillance.

- 24 hour information center
- Avian flu surveillance



Program activity	Overall performance	Leverage
1. TV Media	Good	7
2. News & information	Good	9
3. Message content	Average	5
4. Government involvement	Average	7
5. Community involvement	Average	5
6. Initiatives & programs	Poor	6
7. Print, Radio, other media	Poor	2
8. Consultation	Poor	2
9. Int. agency contribution	Poor	5



Insights and Action

- Need for new communication in rural areas (beneficiary focus)
- Focus communication effort on television (resource allocation)
- Improve involvement from government (segment focus)
- Better interagency coordination (segment focus)

Key learning: Include government as a stakeholder

Thank you

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