

## Evaluating Digital Social and Behavior Change Communication (SBCC): What have we learned from the COVID pandemic?

Summary of Online Session  
European Evaluation Society Conference 2021  
Wednesday 8<sup>th</sup> September 2021

### A. Background

As COVID-19 arrived to disrupt the globe, social and behavior change communication (SBCC) practitioners and their audiences increasingly embraced digital spaces and tools. In combination with traditional media channels, platforms such as Instagram, WhatsApp, YouTube, Facebook, and TikTok have expanded the SBCC ecosystem and enabled transmedia approaches that offer deeper, more holistic, and effective ways of engaging audiences.

While the move to digital SBCC began pre-pandemic, in many ways digital SBCC is new territory for donor and practitioner agencies. The pandemic forced organizations to adapt rapidly and there are gaps in understanding how to reach vulnerable populations virtually, how to monitor digital SBCC programming, and how to design research and evaluation that capture online-offline behavior change.

Digital tools and social media are a natural fit for SBCC because rich and multilayered approaches tend to have a greater impact on behavior change. At the same time, the process of creating and finessing a digital SBCC approach is a complex one that depends on factors at the individual, family, community, society levels, as well as media context and access to digital devices, channels, platforms, and skills to navigate them.

While the evidence base and use cases related to digital SBCC are growing and becoming more robust, there is a need for more theory-based approaches and for on-going research and evidence building to better understand the complex nuances of this space. The rapid shift to using digital monitoring and evaluation tools that COVID has required may provide additional insights and learning to build on.

To explore these issues, iMedia Associates convened a session at the European Evaluation Society (EES) online conference in September 2021, with a panel of invited speakers from the US, Senegal, Nigeria, Kenya, India and the UK. iMedia associate, Linda Raftree, started with a summary of our landscape research on [digital and social media for SBCC](#). Practitioners and evaluators involved with RAES' [C'est la Vie](#), Girl Effect's [TEGA](#) and [Chhaa Jaa](#), DKT Nigeria's [Honey & Banana](#) and [Shujaaz Inc.](#) talked about how they have adapted their approaches to digital SBCC and to impact measurement, due to the pandemic.

## B. State of digital SBCC

Much has changed in the digital landscape over the past two years: for example, access to smart phones and mobile internet has increased significantly and is now estimated to be 51% globally<sup>1</sup>. However the most vulnerable and marginalized, especially girls/women in many contexts, still lack access, many still share and borrow phones, and high data costs continue to be a barrier.

In our 2019 paper we reprised the various models being applied to digital SBCC, such as transtheoretical/stages of change, behavioral economics, socio-ecological model, social norm theory, narrative persuasion models, diffusion of innovation models, etc. We reviewed lessons emerging from current and recent health communications interventions using social/digital media, and drew out good practices and areas to be aware of when designing digital SBCC, as well as ethical and safeguarding concerns.

### Good practice and common pitfalls in digital SBCC design

1. Ground efforts in theory
2. Understand population and social context
3. Design for habits, preferences, interests
4. Watch out for cost and data limitations
5. Consider language and literacy
6. Determine the right frequency of messaging/content sharing
7. Build trust, find right voice, messenger
8. Prepare with signposting and ensure capacity to respond to demand generated
9. Budget for moderation of content and comments
10. Don't be fooled by vanity metrics (number of likes, shares etc.) which say little about depth of engagement and impact

### Digital safeguarding good practices

1. Big picture - is this ethical?
2. Informed consent, privacy and security of data during formative or ongoing research
3. Privacy and security in platform, product or outreach design
4. Do benefits of collecting personal or sensitive data outweigh the privacy risks?
5. Country and global legal frameworks for data privacy and transmission across borders
6. Data protection throughout the process
7. Assess and build partner capacity for data protection
8. Safe and appropriate content, comments and moderation
9. Protection from online abuse, bullying, harassment, hate speech, violence, scams or grooming

### Monitoring and evaluation of digital SBCC

At the time of our research the evidence base for digital approaches to SBCC was relatively weak and a key study<sup>2</sup> had identified the need for more rigorous designs and endpoints. We explored a

<sup>1</sup> <https://www.itu.int/en/ITU-D/Statistics/Pages/stat/default.aspx>

<sup>2</sup> Higgs, Elizabeth, et al. "Understanding the role of mHealth and other media interventions for behavior change to enhance child survival and development in low- and middle-income countries: An evidence review." *Journal of Health Communication (Routledge)* 19 (2014): 164-189.

number of promising use cases including those from programs informed by theory, which addressed family planning and sexual and reproductive health, and which employed multiple monitoring and evaluation methods including offline and online/digital tools.

#### Methods and tools for M&E of Digital SBCC – traditional/offline and digital/online:

- Google Analytics: proprietary embedded software which tracks and reports website traffic
- Google Trends: analyses the popularity of top search queries in Google Search across various regions and languages. The Google Trends website uses graphs to compare the search volume of different queries over time.
- Social media analytics: gathers and analyses data from social networks such as Facebook, Instagram, LinkedIn and Twitter.
- Sentiment analysis: studies the subjective information in an expression - opinions, appraisals, emotions, or attitudes towards a topic, person or entity. Expressions can be classified as positive, negative, or neutral.
- Comment/content analysis: collates and analyses emerging themes and patterns from qualitative comments and user-generated content
- Social network analysis: maps the connections and relationships between individual users
- Digital repertoire research: assesses device and use (e.g. phone) characteristics, and user behavior on the device
- User testimonials: deep dives into understanding the journeys taken by users of digital platforms
- Interactive voice response (for surveys)
- Internet messaging
- Online surveys
- GIS mapping of users/viewers
- Laboratory experiments
- Media ratings research
- In-depth and paired interviews
- Focus groups
- In-person surveys
- Client exit interviews (at service points such as clinics etc.)

Our assessment then was that approaches with significant potential included:

- Interactive voice response for SBCC – addresses barriers such as literacy and lack of access to internet
- Internet messaging platforms for SBCC – used to conduct online surveys cheaply through WhatsApp, Facebook Messenger and social media posts
- Big Data for monitoring and evaluation – produces insights from analysis of large data sets

#### COVID-19 -> move to remote M&E

- The pandemic has precipitated and accelerated the move to conducting monitoring and evaluation remotely and digitally across the humanitarian and development sectors:
- Humanitarian challenges arise with remote M&E:
  - Issues of inclusion, safety and well-being, expectations and trust, data quality, data protection
  - Challenges with remote M&E in fragile contexts

- Limited engagement with less connected individuals, groups, locations; lack of contextual and social cues; reduced sense of trust and safety; sample bias, response bias and questionable data quality; data security and protection

#### Key questions posed to our invited speakers:

1. How have you adapted your digital SBCC programming due to COVID?
2. How have you adapted your M&E approaches, methods, tools, and channels due to COVID?
3. What were your key learnings?

### C. C'est la Vie, West Africa.

Speakers: Siham M'rabet Ouriaghli, Project Manager, RAES<sup>3</sup>, Senegal and Dr Philip Massey, Associate Professor at Arkansas University and formerly of Drexel University, evaluation partner.

*C'est la vie* (That's Life) is a '360 degree' entertainment-education cross-media program that seeks to promote wide-ranging debate on maternal health, sexual violence and family planning. The centerpiece is a TV drama series broadcast on multiple stations and networks throughout West Africa, adapted for radio and available on YouTube. It also has a strong online presence and linked community-based in nine countries (Côte d'Ivoire, Mali, Burkina Faso, Niger, Togo, Benin, Chad, Guinea and Senegal).

#### Program adaptation

Pre-COVID, *C'est la Vie* was already prepared for the digital space.

#### M&E and adaptations

Two main evaluation approaches were used:

1. Longitudinal study of cohort of viewers and non-viewers.
  - Viewers were recruited from YouTube and Facebook ads. Non-viewers were slightly more difficult to recruit: the evaluation used a 'look-alike' audience feature on Facebook and posted paid ads and comments on similar programs in West Africa also viewed on YouTube.
  - Data was collected periodically during and after airing of the 36 episodes of Season Two of *C'est la Vie*, allowing viewers to catch up.
  - The evaluation focused on knowledge, attitudes and behavioral intentions associated with exposure to three story lines addressing sexual assault, emergency contraception and female circumcision. The greatest impact was from the emergency contraception storyline, which contained the most developed characters.
  - Quickly moved from household surveys to telephone panel surveys.
2. Comment/sentiment analysis: analyzed comments made by viewers on YouTube and adopted a surveillance approach to monitor what the general public was saying about *C'est la Vie*. Narrative engagement theory underpinned the evaluation and was used to understand pathways from exposure to behavioral change e.g. to learn how people identified and empathized with characters, and at what points they engaged with the story lines. Created code-books and coded comments related to character identification.

<sup>3</sup> Réseau Africain de l'Éducation pour la Santé

### Key learnings

- Attrition rates are a problem - keeping people involved over time is critical to a longitudinal study, and they need to be compensated for their time, although this is challenging to do.
- Comment/sentiment analysis generates data that can be used to show where there are opportunities to spark conversations.

## D. Honey & Banana, Nigeria.

Speakers: Chidinma Onuoha, Program Manager of DKT International in Nigeria which implements Honey & Banana, and evaluation partner, Professor Dominique Meekers, Tulane University.

Honey & Banana is a youth-oriented digital initiative of DKT, the largest private provider of reproductive health products and services in Nigeria. The Honey & Banana website features blogs, quizzes, and stories on family planning topics and youth-friendly messaging to educate and entertain users. A live chat feature connects youth and medical experts to help answer their questions about contraception. There is also a referral feature, where followers are linked to DKT partner clinics to obtain their chosen method of contraception and a toll-free call center that provides information and referrals for offline users.

### Program adaptation

The program was already adapted to digital, and the call center scripts were amended to reassure clients that the DKT clinics were safe during COVID-19.

### M&E and adaptations

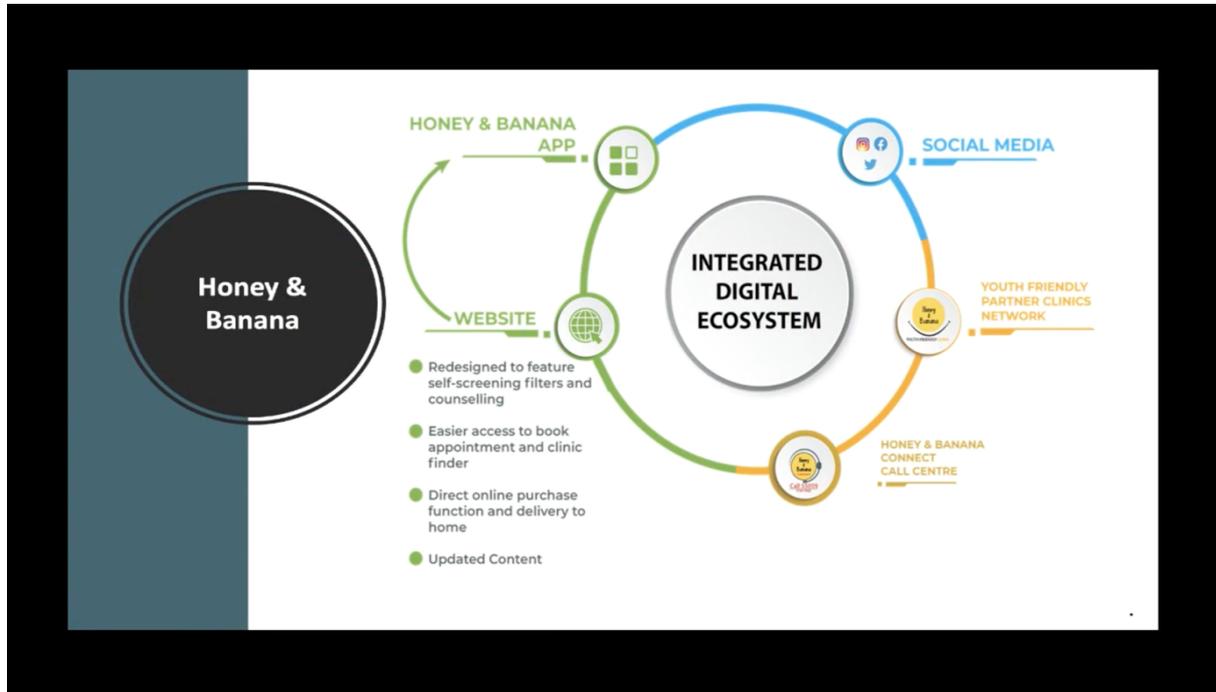
Uses the FOGG model which posits that behavior change is influenced by a combination of ability, motivation, and prompt to action. The simplicity of the model made it easy to make rapid simple changes to the M&E approach which uses a combination of traditional and digital data collection:

- A customer relations management system is used by call agents to collect data from each caller such as whether she has been referred to a DKT clinic, and then enter it into a template on a real-time basis.
- The phone service itself collects backend data on every call. Data was used to adjust call scripts to make process more efficient and quicker and thus process more callers.
- Rapid phone assessments regularly evaluate client satisfaction and intention to adopt family planning; also used to assess providers' ability and motivation to offer family planning.
- Recently DKT has been working with AI Nigeria to conduct sentiment analysis of calls (which are all recorded for quality control purposes) to find out callers' priority issues and barriers to adopting family planning.
- AI Nigeria is also doing web scraping of Facebook posts including analyzing reactions to specific COVID-19 related information that DKT posted.

### Key learnings

- Real-time data could be used to adjust call scripts to make the process more efficient and quicker and thus the call centers could reduce the length of calls, reduce waiting times for callers and handle more calls.

- Artificial Intelligence (AI) analysis, whilst digital, also has a human element, which may inhibit its efficiency. The process of conducting sentiment analysis is very time-consuming and so only quarterly reports were being generated. In an emergency situation like the pandemic DKT needed more rapid insights – e.g. weekly reports.



## E. Girl Effect India

Speakers: Kanishk Kabiraj, Country Lead and Shraddha Kulkarni, Senior Program Manager, TEGA

Girl Effect India programs include *Chhaa Jaa* (Go Forth and Shine) and TEGA (Technology Enabled Girl Ambassadors). *Chhaa Jaa* is India’s first digital youth brand aimed at exclusively at girls aged 16-19 who have access to a smart phone (whether shared or owned by themselves), who speak Hindi as their first language and live in low-income vulnerable contexts, taking advantage of the explosion in internet access in predominantly urban environments. *“We want to be where the girl is and create content and conversations which she can experience and interact with on Facebook, YouTube, Instagram.”* Launched on Youtube and Facebook in 2019.

TEGA is a participatory peer research program active in Africa, Asia and America; using the TEGA mobile digital app girls between the ages of 18-25 years collect qualitative data through interviews with girls just like themselves, within and outside their communities. TEGA is primarily used to inform Girl Effect’s own programming, but also to conduct other research for partner organizations. TEGA is a mix of both a digital and on ground research methodology and can operate in places with poor network connection across multiple languages.

### Program adaptation

A new theory of change for Chhaa Jaa focused on **psychological drivers**: Girl Effect wanted to design content and conversations in ways that would try and shift these drivers and see which had the greatest impact on desired outcomes, as well as understand how girls are accessing prompts etc. It started by providing content and moved to more interactive creating a safe space, a closed Facebook group called *Bak Bak (Chatter) Gang*, which functioned like a physical community. Membership of the group exploded as girls experienced isolation due to COVID and the resultant lockdowns, and they adapted their online behavior to seek spaces where they could voice their thoughts and feelings relating to these pressures, and the consequences of them such as depression and being witness to violence at home.

## GATHERING QUALITATIVE FEEDBACK FROM MEMBERS OF A DIGITAL COMMUNITY

**Bak Bak Gang (BBG), a closed, girls-only Facebook group** was launched on 12th of August 2019, to provide girls, in the age group of 16 and above, a **safe space online** to talk about **sexual and reproductive health, life, love, relationships and stresses**.

In June 2021 we **built the capacities** of our peer researchers to **conduct research via zoom**. We conducted an online **recruitment via posts in the group and direct messages via Facebook messenger**.



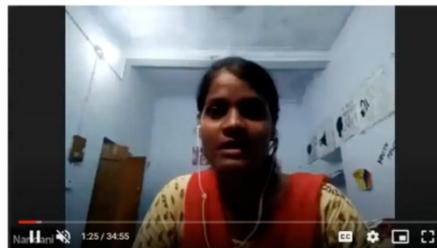
Facebook GROUP



Launched on 12th AUG 19



A SAFE SPACE for open and honest SRH conversations



छाजा!

ADMIN and disciplinarian



Rani, Sweetsy and Tannu, our much loved characters act as MODERATORS



### M&E and adaptations

Chhaa Jaa: Two main behavioral outcomes were assessed: a) girls' access to menstruation-related services, which was measured by using actual service uptake data from partners; b) percentage of girls who use contraception to prevent unwanted pregnancies and infections. Girl Effect quickly realized that their earlier longitudinal/panel study design would not work due to challenges with recruitment and retention: girls are not always online, they change SIM cards very rapidly and they don't necessarily have one fixed address or one phone.

Girl Effect moved to an online approach - the Digital Impact Survey – and accessed the target group through the intervention platforms. It conducted successive waves of the survey, creating a control group by recruiting 'lookalikes' who had not been exposed to Chhaa Jaa.

DIGITAL IMPACT SURVEY

WITH THE HELP OF FB PIXEL WE WERE ABLE TO IDENTIFY GIRLS WHO ARE EXPOSED TO CHHAA JAA'S CONTENT, AS WELL AS LOOKALIKES WHO ARE NOT EXPOSED TO THE CONTENT.

We also studied behaviour change with respect to level of consumption i.e. girls who had engaged in any form with our content vs. girls who had watched at least 50% of a Chhaa Jaa episode

We targeted our survey ads to identified girls & Interested girls clicked on the link & completed the survey. Both Consumers & Look-alikes (non consumers) took the same survey



**Level 1 Consumer**  
Girls who have engaged in any form with Chhaa Jaa content (likes, shares, comments, views)

**Level 2 Consumer**  
Girls who have watched at least 50% of any of Chhaa Jaa episodes

**Non- Consumer**  
Girls with similar interests/ background (lookalikes) who have not been exposed to Chhaa Jaa

Digital M&E also presented challenges in determining WHO was being evaluating and WHERE they were located because information was restricted by GDPR and PII<sup>4</sup> considerations, even when Facebook and geo-location data were available. Girl Effect learned that as program adapts rapidly, evaluation approaches and methods have to keep pace. The table below describes other constraints and considerations:

**CONSIDERATION:**

- DIS follows the digital footprint of Chhaa Jaa campaigns (Facebook), hence we recruit target audience in the same fashion we target them for content.
- DIS is activated after completion of every season, in order to measure degree of impact and key messages that resonate with girls.
- Engagement and participation rate for surveys tend to be 1-3% only, especially as social media platforms are primarily meant for entertainment so posting a survey may disrupt user experience.

**LIMITATION:**

- Being an online methodology, DIS has a cap on the number of questions asked in a survey, hence we are prioritise Indicator questions (Knowledge, Intention, Behaviour) & questions on key messages communicated during each season.
- DIS cannot be administered to Youtube ONLY audience, since Youtube is a pure video consumption platform and not interactive like Facebook or Instagram.
- There is no baseline study conducted for DIS

**TEGA**

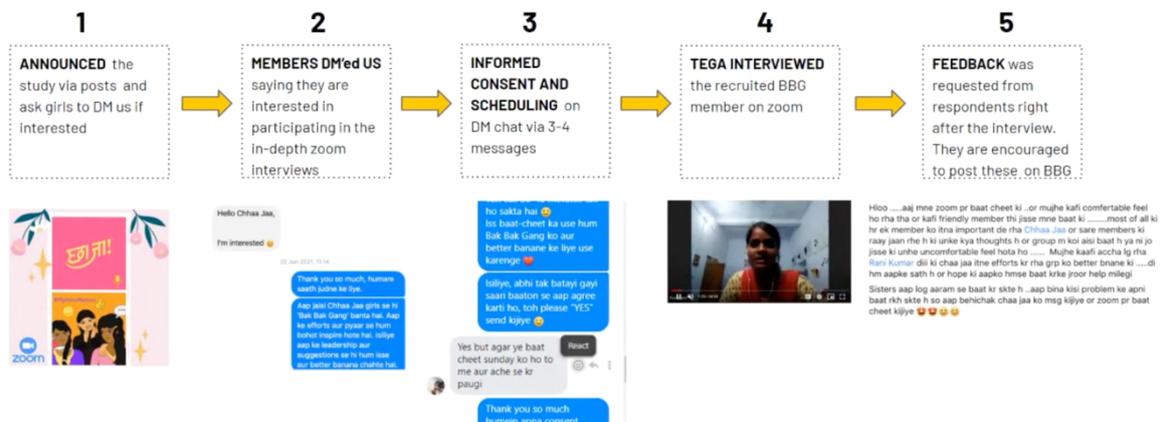
Girl Effect adapted TEGA to both **recruit online and conduct zoom calls to gather qualitative feedback** on the group engaging with Bak Bak Gang. Recruitment raised several issues:

- Safeguarding concerns due to the need to ensure girls were not put at risk.

<sup>4</sup> General Data Protection Regulation and Personally Identifiable Information

- Not all girls use direct messaging because it's not available through Facebook Lite
- The process of scheduling the calls took a lot of time because girls are not online constantly and it could be 24 hours before they answered a message; they often asked to reschedule the planned call.

## A SAFE AND SYSTEMATIC ONLINE RECRUITMENT PROCESS



### F. Shujaaz

Speaker: Rob Burnet, CEO of Shujaaz Inc., Kenya.

**Shujaaz Inc.** (Shujaaz means 'Heroes' in *sheng*, the slang spoken by young people in Kenya) is a network of social ventures involving multi-media platforms and digital and real-world communities to help improve the lives and livelihoods of young people in East Africa. It was launched in Kenya and now extends to Tanzania: the centerpiece is a comic book series distributed nationally, plus broadcast programs, social media and online content.

#### Program adaptation

As with other organizations Shujaaz had to adapt quickly when COVID arrived because audiences themselves adapted, moved and changed their own behaviors. For example, Shujaaz youth ambassadors were interested in taking action so the program built on their energy and engaged them in spreading information through Whatsapp groups and meet ups at cyber cafes. During COVID-19 the Shujaaz audience grew by 20%, reaching about 71% of young Kenyans.

#### M&E and adaptations

- When COVID-19 first emerged, Shujaaz was not sure how to react and whether it could continue to engage its audience and questioned whether it would be a distraction and

inappropriate to conduct M&E. Discovered that young people wanted to talk to the brand and quickly realized that the feedback from them was not being heard by policy makers or institutional leaders.

- Digital approach: In April 2020 Shujaaz started producing a **weekly COVID-19 barometer**, combining qualitative and quantitative data (from WhatsApp groups, social media polls, interviews etc.) to track the impact of the pandemic on education, sexual and reproductive health, financial security, mental wellbeing, and resilience, amplifying the voices, experiences and opinions of young people across Kenya. Packaged and shared it with corporate and national agencies: within two months the government was circulating the data.
- Offline approach: Shujaaz wants to ensure it retains a connection with those who are not online, often the most vulnerable; now returning to the field to work with girls as filmmakers to make video diaries and capture nuanced stories about their lives.

#### Key learnings

- Avoid being extractive – be responsible and give back – let people be heard, influence policy through their voices and data.
- Want to know how we can use digital (data) to predict where change happens before the actual change in behavior.

#### Question: To what extent is digital still limited, especially regarding evaluation? How to bring the right balance?

Answer (Dominique Meekers) - Ideal situation would be to have a combination of digital and traditional approaches. In the case of the DKT call center, it is a digital platform but the people who call in can use any type of telephone. This provides a lot more opportunities and at least for the time being a way forward.

Answer (Philip Massey) - It is so important to understand the audience and not oversell. You are reaching a very important audience, but it might not be the most vulnerable perhaps or the most rural but nonetheless it is a very sizable and important audience and just being clear and transparent with our impact.

Answer (Rob Burnet) - Undoubtedly today what remains more influential is our paper magazine across Kenya over our social media presence. So therefore, it has to be a mixture for some time.

### Further information:

#### About [iMedia](#):

iMedia Associates is a UK-based international media development and communications company. We promote innovative ways of working with rapidly converging media to tackle communications challenges presented by conflict, fragile governance and poverty. iMedia delivers high-quality advisory, research and analysis, and through local engagement and long-term project support, we aim to enhance communications resilience and create lasting social and behavioral change.

#### About [EES](#):

The mandate of the European Evaluation Society (EES) is to **stimulate, guide and promote the theory, practice and utilization of evaluation in Europe and beyond**. Our vision is a world where evaluation contributes to human welfare through learning. Specifically, the EES seeks **to advance evaluation knowledge and to encourage adoption of good practices by fostering evaluation excellence, independence and partnerships**. EES activities aim to support improved enabling environments for evaluation, stronger communities of practice, relevant evaluation research and enhanced evaluation methods.

### Moderator Bios:

**Linda Raftree** is an independent consultant focused on digital safeguarding and ethical uses of technology with vulnerable populations. She has worked with UNICEF, Girl Effect, Girls Who Code, Save the Children, Child Wise, and other organizations to conduct research on children's use of digital platforms, develop and implement digital safeguarding policies and procedures, and ensure safe design and moderation of digital communities. She has worked with iMedia to develop digital social and behavior change strategies that place ethics and safeguarding at the center and use digital data to measure impact. She has advised Amnesty International on a children and youth's digital rights and wellbeing strategy and supported the minor safety team of a large social media platform with child safeguarding. Additionally, she's supported the Cash Learning Partnership, CARE, Humanity United, Civic Hall, Farm Radio, Catholic Relief Services, and USAID to develop and implement responsible data principles, policies, guidelines, and practices. Linda started the New York City Technology Salon in 2011 and she runs the MERL Tech conference, which explores how new technologies and digital data are changing monitoring, evaluation, research, and learning (MERL). Prior to becoming an independent consultant, Linda worked in various roles at Plan International, including child rights, child participation, child protection, youth engagement, digital development, and transparency and governance. She is a member of the World Economic Forum advisory groups on Preparing Civil Society for the 4<sup>th</sup> Industrial Revolution and on Technology and Social Justice. Linda is a Certified Information Privacy Professional (CIPP) and Certified Information Privacy Manager (CIPM).

**Nicola Harford** is an international media and communications for development practitioner and evaluator with over 25 years of professional experience. She works with social and behavior change programs for public health, HIV/AIDS, governance, natural resources and gender equity, for clients including the US Centers for Disease Control, Girl Effect, JHU CCP, CARE and Gates Foundation. Nicola has worked extensively in radio as well as print and video: digital is an evolving area of interest, especially using mobile and digital platforms to amplify citizen voices and audience engagement, to extend reach and deepen impact of traditional media and to facilitate data collection and analysis. She has a track record in leading program reviews and evaluations and providing technical assistance to media-based Interventions. Nicola also works with media interventions to promote independent journalism, accountability and citizen engagement in fragile and post-conflict societies. She is co-owner and Managing Director of iMedia Associates.

#### **Speaker Bios:**

**Siham M'rabet Ouriaghli** is Project Manager of C'est la Vie at RAES, a Senegalese media and communications NGO. Previously she worked at the French Embassy to Senegal.

**Dr. Philip M. Massey** is an Associate Professor of Public Health at the University of Arkansas and earned his PhD and MPH from the UCLA Fielding School of Public Health. Previously he was faculty at the Drexel University Dornsife School of Public Health in Philadelphia, PA. His research centers on health communication, media, and technology, in the U.S. and around the globe. He has examined public opinion toward HPV vaccination on social media, focusing on what types of messages are shared and their impact; developed and tested story-focused messages on social media to engage parents about the HPV vaccine; and evaluated a broadcast serial drama about health in West Africa that produces and shares content on various social media platforms including YouTube, Facebook, and Instagram. His work has been published in leading journals of health communication, health informatics, and public health, and has been funded by agencies including the National Cancer Institute and the Bill and Melinda Gates Foundation.

**Chidinma Onuoha** is the Program Director at DKT international Nigeria. She currently manages the Honey & Banana Integrated digital ecosystem including the Honey & Banana Connect call centre linked to over 460 DKT partner clinics in Nigeria, providing quality and affordable youth-friendly services to vulnerable populations nationwide. In three years, the call center has generated over 334,701 calls (FP enquiries and requests) and 9,694 referrals for LARCs and other family planning services to DKT partner clinics. In 2019, Chidinma was an award winner of the '120 under 40: The New Generation of Family Planning Leaders. 120 Under 40 is a project of the Bill & Melinda Gates Institute for Population and Reproductive Health: it shines a light on the "positive disruptions" made by young leaders in family planning, enabling others to model their behavior and build on their success. In 2020, Chidinma was also selected to participate in the prestigious Global Health Leadership Accelerator program organized by the John Hopkins Bloomberg School of Public Health and Gates Institute.

**Dominique Meekers**, Tulane University, International Health and Sustainable Development. Trained as a sociologist and demographer, Dr. Meekers has conducted extensive research on sexual risk behavior and reproductive health. He has also been involved in several studies aimed at improving

the design of social marketing and behavior change communication programs in developing countries, and at assessing the impact of behavior change programs. His recent work includes the development of a handbook for research on the family planning market, and a study to assess the impact of a family planning and maternal and child health programs in Madagascar. He is currently involved in an evaluation of a smoking prevention program in Ghana and of a family planning TV soap opera in Nigeria. Prior to join the faculty at Tulane, he was research director at Population Services International (PSI), a leading social marketing organization with offices in over 50 countries. In that capacity, he was responsible for overseeing monitoring and evaluating the effect of social marketing programs on behavior change.

**Kanishk Kabiraj** is Country Lead in India and responsible for the implementation and development of TEGA India and Chhaa Jaa. Kanishk is one of the founding members of the Girl Effect India team. A culture, media and brand specialist, he worked with global specialists and a core team of home-grown content creators, in partnership with CIFF India and Vodafone Foundation, to launch Girl Effect's flagship program in India – Chhaa Jaa. Chhaa Jaa is an effort to leverage the flexibility of digital content, and the role it increasingly plays in the lives of teenage girls living in one of the fastest growing digital economies in the world. A student of rights movements and social purpose, Kanishk is passionate about using his learnings in the private sector, and his own lived experiences, to contribute to issues that matter in India. Prior to Girl Effect, Kanishk has held a variety of positions in advertising, qualitative research and brand strategy. Kanishk has a Masters in Communications Management from MICA, Ahmedabad, India. He studied Economics and History at Mumbai University.

**Shraddha Kulkarni** is a development professional with experience in participatory research, governance, and community development. She is currently a Senior Program Manager and the India lead for the TEGA program at Girl Effect. Over the past three years, her strategic direction and management of partnerships have played a key role in expanding the TEGA program in India and delivering projects for major funders and partners such as USAID, Vodafone Foundation and Women Deliver. In the past, Shraddha has worked with non-profits focussed on gender, health and women's rights and was instrumental in building up the Kudumbashree National Resource Organisation under the Government of India's National Rural Livelihood Mission, which has become a role model for poverty alleviation. Shraddha has advised on corporate social responsibility for some of India's leading companies. Her grassroots experience includes establishing and running innovative smartphone-enabled research projects with adolescent girls and young women in northern India, developing innovative methodologies for usability testing and remote research to provide safer, faster and more authentic girl- insights to internal and external programs. Shraddha has a background in Social Work and Economics and is an award-winning post-graduate alumnus of the Tata Institute of Social Sciences (Mumbai, India).

**Rob Burnet** is an award-winning media producer based in Kenya. He is founder and CEO of Well Told Story, a communications, research, design, and production company that uses comic books, radio, TV, SMS social media, web, science, fact and fiction to transform the way people think and live. Well Told Story's multimedia youth platform Shujaaz reaches over two-thirds of 15 to 24 years olds in Kenya, with second version recently launching across Tanzania.