

**Evaluation Title: Process Evaluation of Benazir Nashonuma Programme’s Social and Behaviour Change and Communication Interventions**

**Region: ROSA**

**Office: Pakistan Country Office**

**Evaluation Year: 2025**

**Prepared by:** SBC Team with the Support from Social Policy Section

**Reviewed by:** Sadaf Zulfiqar, Social Policy Specialist/ National Lead and Elnur Aliyev, Chief SBC

**Approved by:** Melissa Corkum, OIC Representative, UNICEF Pakistan

**Person-In-Charge for Follow-up to Management Response:** Shamshad Begum, Research and Evaluation Officer

**Overall Response to the Evaluation:** This process evaluation was designed to assess the fidelity and effectiveness of SBC implementation during Phase I, identify strengths and gaps, capture lessons learned, and provide actionable recommendations to inform Phase II. The evaluation was conducted in a participatory manner, engaging key stakeholders such as BISP, BNP, WFP, mothers, fathers, and civil society organizations (CSOs). Feedback on findings and recommendations was gathered through multiple iterations of deliverables. Preliminary findings were shared with UNICEF, the BNP PMIU team, and WFP in a series of meetings and key stakeholder in a knowledge sharing event. The final evaluation report offers valuable insights and learning from programme implementation, highlighting what worked well, what did not, and why. These findings will support UNICEF and BISP in revising SBC approaches, redesigning SBCC tools and materials, and ensuring evidence-based scalability of interventions.

**Planned Use of Evaluation:** Being the key implementing partner for BNP SBC interventions, UNICEF Pakistan intends to use the evaluation findings to revise the SBC strategy, including conceptual and operational approaches, redesign SBC tools and materials, and develop a costed implementation plan. The findings will also inform the scale-up of BNP SBC interventions and strengthen the sustainability of results.

## **UNICEF Evaluation Management Response**

**Allowed Editor:** *Shamshad Begum, Elnur Aliyev, Jahanuddin*

### **RECOMMENDATIONS and ACTIONS:**

**Evaluation Recommendation or Issue 1: Revise SBC II communication materials to enhance inclusivity, contextual relevance, and alignment with evolving behavioural needs.**

- i. Prioritize unconditional behaviours and consider adding messages on family planning/birth spacing and ensure standardised inclusion of fathers’ roles and engagement.
- ii. Conduct a quick process of review/co-creation (should include pre-testing at small scale) of communication materials/mediums for the new/revised list of priority behaviours guided by SEM Model and a family-centric approach.
- iii. Address the differential communication needs of vulnerable through inclusive content design.
- iv. Develop standard training/refresher guidelines and contents for SBCC counsellors/ FLWs and promote the use of digital learning tools such as WhatsApp and YouTube.
- v. Use accessible, climate-smart, and community relevant communication platforms (e.g., mobile apps, WhatsApp, community radio, digital media, community outreach) to disseminate messages.
- vi. Include contents around eligibility and requirements including guidelines on how to meet those requirements such as B Form from NADRA etc.

vii. Ensure messaging avoids unintended consequences, such as incentives encouraging repeat pregnancies, by reinforcing positive birth spacing practices.

**Management Response: (Agree, Partially Agree, Disagree): Partially Agree**

**If recommendation is rejected or partially accepted, report reasons:** UNICEF agrees with the overall recommendation and most proposed actions to revise SBC II communication materials/ strategy, including prioritising unconditional behaviours; strengthening family-centric, gender-responsive and inclusive messaging; conducting review, strengthening training and refresher guidance for SBCC counsellors and frontline workers; expanding use of digital learning tools; and ensuring messaging reinforces positive birth spacing and avoids unintended consequences. However, inclusion of guidance on programme eligibility requirements and civil documentation processes (such as B-Form issuance by NADRA) falls outside UNICEF’s mandate.

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage: Not started Underway Completed Cancelled</b>	<b>Actions taken</b>	<b>Supporting documents</b>
Revise SBC conceptual and operational approaches	UNICEF	Elnur Aliyev	June 2026	Underway	Provincial consultations completed and National consultation is planned Evidence synthesis done	
Redesign SBC tools and materials	UNICEF	Elnur Aliyev	June 2026	Not started		

**Evaluation Recommendation or Issue 2: Strengthen SBC II implementation through detailed planning, adaptive delivery, and stronger monitoring and learning systems**

- i. Develop an Implementation Guidance document (more detailed than DIP building on existing provincial efforts) for consistent and effective delivery, adaptable by provinces for local needs.
- ii. Ensure strategic sequencing and fidelity of SBC activities across interpersonal, group, and mass media channels to reinforce key messages and address social norms.
- iii. Include handover plans for SBCC materials, training packages, and community platforms (with short orientation workshops) where NGOs are implementing partners.
- iv. Strengthen monitoring and learning, guiding provinces to develop M&E plans, track behavioural outcomes with disaggregated data, and use digital tools for real-time- feedback.
- v. Conduct baseline/endline and hold quarterly reviews with IPs and provincial BISP (including others as appropriate) to track progress, document learning and inform planning/implementation.

**Management Response: (Agree, Partially Agree, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage: Not started Underway Completed Cancelled</b>	<b>Actions taken</b>	<b>Supporting documents</b>

Development of provincial costed implementation guidance adaptable to local contexts.	UNICEF & BISP,	Elnur Aliyev and Syed Saeed Qadir	May 2026	Not started		
Develop an MEL plan to track disaggregated behavioural outcomes and support real-time learning using digital tools	UNICEF & BISP, Secondary support: PMD	Elnur Aliyev, Syed Saeed Qadir, Hadia	June 2026	Not started		
<p><b>Evaluation Recommendation or Issue 3: Improve service experience at BNP Facilitation Centres to support positive behaviour change.</b></p> <p>Improve services design at FCs by taking the following actions:</p> <ol style="list-style-type: none"> <li>Pilot improvements at high-footfall FCs to reduce waiting times through token/queue management and explore appointment scheduling (e.g., an SMS-based)</li> <li>Improve visibility and placement of SBCC materials (e.g., posters, TV content) to enhance message retention; reduce background noise in TV areas where feasible.</li> <li>Provide basic amenities (e.g., shaded seating, drinking water, sanitation) where feasible to reduce opportunity costs.</li> <li>Train/encourage/monitor FC staff to adopt respectful and empathetic communication to make beneficiaries feel respected and heard.</li> <li>Engage with fathers and other accompanying family members at FCs during waiting times as an opportunity to reinforce positive behaviour messaging.</li> <li>Establish feedback and grievance redress systems to capture client voices and guide continuous improvement.</li> <li>Explore options to issue cash at FCs; if not feasible, provide BNP beneficiaries with preferential access at regular disbursement sites.</li> </ol>						
<b>Management Response: (Agree, Partially Agree, Disagree): Partially Agree</b>						
<b>If recommendation is rejected or partially accepted, report reasons:</b> This recommendation falls primarily within BNP's mandate. UNICEF will engage with BNP to provide SBC-related technical inputs and share evaluation findings to support improvements in service experience where feasible.						
<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage:</b> Not started Underway Completed Cancelled	<b>Actions taken</b>	<b>Supporting documents</b>
Consultation with BNP to explore opportunities for improving the service experience at FCs within the capacity of UNICEF	BNP	Elnur Aliyev, Syed Saeed Qadir and Sadaf Zulfiqar	March 2026	Not started		