TERMS OF REFERENCE FOR DEVELOP INTEGRATED SOCIAL AND BEHAVIOUR CHANGE STRATEGY, MESSAGES (TOOLBOX) AND TRAINING GUIDE

1. Background

UNICEF LCO is shifting into integrated programming with a focus on a holistic community-based approach that looks at the child and or the adolescent/young person from a mutli-deprivation lens. Since the onset of Syria crisis, UNICEF and its partners are working to reach the most vulnerable, refer them to adequate services and strengthen coordination between programs. Currently convergence of services is not as it should be, partners work in silos per their program, families have been receiving different outreach staff from different programs/sectors, averaging 5 outreach visits per family. The integrated approach therefore seeks to bring more synergy and efficiency to outreach and engaging with the community.

On the other hand, UNICEF Lebanon has been investing in caregiver support programs through multiple program work, with Child Protection being a lead in this work, having reached over 600,000 caregivers through awareness raising as well as tailored caregiver sessions since the beginning of the Syria emergency. These programs were designed and delivered as services to refugees and host community members residing in the most vulnerable communities whose stability (the degree of predictability and consistency in their social, emotional, and physical environments) has been challenged with the crisis. Based on the Child Protection experience LCO would like to build its integrated program on the parenting platform and life cycle approach across all programs. However, introducing the parenting across the other programs like health, nutrition, WASH, education, ECD, Youth would be a 'new' concept but is also an opportunity for strengthening integration. Bringing the parenting-related strategies and the life cycle approach, within a common overarching framework, would elevate support towards a more powerful whole rather than limiting it to the sum of its parts.
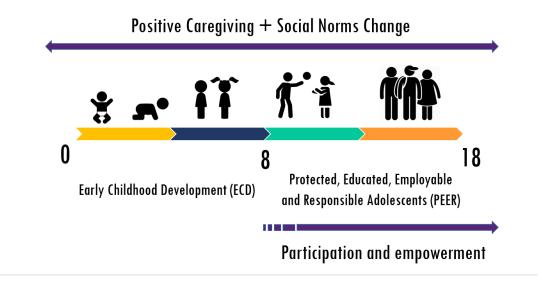
The Life Cycle Approach and Parenting

Positive parenting for UNICEF LCO refers to behaviors of caregivers for children 0 to 18 that foster nurturing, care, protection and wellbeing of children. The messages and related tools will be based on positive and responsive parenting and building on a life cycle approach. It is important to note any materials developed for caregivers are not limited to providing inputs on "caregiving" but also to supporting caregivers themselves given the fragile context of Lebanon.

The integrated approach will include all UNICEF programs: Education, Health and Nutrition (H&N), Early Childhood Education, WASH, Youth and Social Protection to ensure efficient utilization of funds, convergence, reduce duplication and link the first decade (0 to 8) to the

second decade (9 to 18). It is a Gateway investment to multiple impacts on children and caregivers, with a high value on returns as identified below:

- contributes to multiple SDG outcomes
- practices are cross-cutting - the changes of behaviors and underlying norms translate into different sectors, regardless of the entry point
- focuses on prevention of issues, which is cost-effective in reducing the need for more costly response services
- There is compelling evidence* that improving parenting skills can contribute to better clinical outcomes and engender strong child–parent relationships

Positive Caregiving + Social Norms Change

0   8   18

Early Childhood Development (ECD)

Protected, Educated, Employable
and Responsible Adolescents (PEER)

Participation and empowerment

Furthermore, as we introduce Early childhood development across the program with emphasis on 0 to 3 years parents and caregivers remain the foremost and strongest influence on early child development which creates a strong foundation for growth. Helping parents and caregivers to understand the importance of positive, non-violent discipline, preparation for children for learning, healthy start in life with immunization, breastfeeding, effective parent-child communication, positive parent-child interactions help increase bonding between parents or other caregivers and children which is critical to children reaching their full potential. Supporting families, parents and caregivers to learn positive parenting as a prevention mechanism is less costly than paying the price for responsive care.

The Program shift will therefore allow UNICEF to strengthen the government and community systems and structures to enable them to communicate on provision of services beyond the humanitarian context, as well as build resilience and rely on themselves as

"empowered communities" for service provision as well as social/behavior change. This integrated outreach approach will contribute to raising voices of the most marginalized and empowering them to participate in improving their communities and lives of women, children, and adolescents/youth. The approach will therefore hinge on integrated outreach based on responsive and positive parenting through life continuum from 0 to 18 years old.

2. Context

UNICEF Lebanon would like to hire the services of a company/institution with experience in working in the development sector as well as communication to develop **an integrated SBCC parenting strategy across the life cycle and develop/adapt creative toolbox of materials** which aims to help stimulate collective reflection, action and ultimately social change in relation to positive and responsive parenting. The strategy should include a toolbox with integrated messages across different programs (health, nutrition, Early Childhood Development (ECD), WASH, education) and age group which can be executed through different channels like print, electronic (television and radio), technology (SMS or an App), community point of service, community/social mobilization through facilitated dialogue, etc. and training for service providers and front-line workers.

This integrated SBCC strategy focusing on positive and responsive caregiving will be built on the current SBCC Implementation Plan for Child marriage, Child labor and violence being developed under the Child Protection program to enable alignment

The firm will work closely with the UNICEF programmes and partners to ensure the review of existing materials which have been utilized and proved to be appropriate to the Lebanese context specifically to caregiver support programs and refer to other documents/strategies to identify barriers and bottlenecks for each of the identified behaviours. Furthermore, the contractor will need to ensure the linkage, complementarity and build on the SBCC plan and toolbox developed under child protection as previously mentioned.

UNICEF Lebanon is therefore requesting for proposals from firms that can provide services for the development of an integrated SBCC strategy, a toolbox for caregivers and relevant target audience materials AND training guide. The length of time to conduct the consultancy will be five months from May to September 2019.

The integrated SBCC Package:

The integrated SBCC strategy and package will be developed/adapted in close consultation with all the programs and ensuring participation from all stakeholders and building on the CP SBCC plan for child marriage, child labor and violence. The package will consist of:

- **Integrated SBCC strategy based on parenting and the life cycle approach:** The integrated SBCC strategy should cover all the programs; Early Childhood Development (ECD), health, Nutrition, education, Youth and WASH. This strategy should build on the already developed CP SBCC plan that has been built on parenting and the life cycle approach. The strategy should Identify the barriers, objectives, target audiences, channels of communication and monitoring framework.
- **Integrated messaging on parenting and the life cycle approach**: Adapted and harmonized priority messages and tools for integrated outreach under each of the UNICEF programs including a lens on disability and gender. The overarching guide for the messages should be based on positive parenting and life cycle approach adapted to different stakeholders as identified like: frontline workers, care givers (mother/father, grandparents), children, adolescents, service providers, Municipalities etc. *The package should include specific messages for parents of children with disabilities.*
- **Integrated outreach toolbox:** build on the parenting toolbox for child protection, and add tools to integrate, ECD, education, WASH, health, and nutrition, messages for frontline workers and service providers to use during community engagement and interaction with clients.
- **Integrated outreach training guide:** To support the training of the different audiences on the use of the tool box. The training package will consist of 1) Training of Trainers guide for service providers and frontline workers 2) Participants guide with presentations for each topic in the guide and key take away messages 3) Pretest the guide through two training sessions with the service provider and frontline workers
- **A simplified communication and sharing information tool:** As part of the outreach and based on the existing information on referral adapt/develop a simple tool to ensure gathering or updated service information to support referrals during outreach. The tool will be used by the frontline workers, service providers and municipalities to make referrals.

3. Objectives

The main objective of this assignment is to develop an integrated Social and Behaviour Change strategy; adapt/develop standardized messages for the integrated outreach based on positive parenting and the life cycle approach.

4. Scope of Work

Reporting to the Chief Communication for Development, the Contractor will work closely with the C4D Specialist, the Field Offices and the UNICEF programs.

Phase 1:

Deliverable 1: Inception report

Provide inception report reflecting issues below:

- Based on a desk review of documents/studies show clear understanding of the requirements of demand component barriers to all programs this includes review of program strategies, Knowledge, Attitude and Practice (KAP) study and any other studies that support understanding of the programs context.
- Desk review of the existing key messages and materials across all programs taking into consideration the CP SBCC strategy and tool box based on parenting and the life cycle approach.
- Outline of the Integrated SBCC strategy which should include the implementation plan and monitoring framework, training guide and participant guide on how to use the tool kit. Ensure inclusion of child rights, gender and disability.

Deliverable 2: Integrated strategy

- Conduct interactive reviews and validation meetings/workshop with UNICEF programs, key stakeholders (Ministries, Sector, Municipalities, SDCs, PHCs etc.) and relevant community audience on the existing strategies, messages and tools.
- Develop integrated SBCC strategy with participation of stakeholders across all programs building on the CP SBCC strategy, concept of parenting and the life skills approach
- Develop **Monitoring frame work, monitoring and Evaluation checklist** to check on the effectiveness of the integrated messages designated for various target audiences.
- **Develop/adapt referral information tool** that can easily be updated for use by both frontline workers and service providers and information hubs (PHCs, SDCs, Schools, etc.).
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Deliverable 3: Develop m**essages and tools:**

- Based on the creative ideas developed for the existing CP SBCC plan and branding for responsive parenting, develop/adapt concept of tools for messages related to health, nutrition, hygiene, and nurturing care that ca be executed across all audiences, channels and platforms.
- Based on the agreed concept and messages conduct pre-test across different channels for advocacy, increased awareness, demand creation and community engagement among the different audience. These channels could include: print,

electronic, outdoor, frontline and service provider job aids etc. as deemed appropriate

- Develop a guide which can allow for a quick understanding on how to use the tools
- Submit all documents, including the revised caregiver integrated package and the orientation guidelines for the capacity building in Arabic and English.
- Develop/adapt monitoring and evaluation checklist to check on the effectiveness of the integrated package designated for various target audiences in the mediums of print, electronic and online media
- Final submission must include:
  - Camera ready artwork for all printing materials for production
  - Studio ready materials for electronic media (radio, television)
  - Each of the final materials/tools should be submitted in hard and soft copy
  - Final electronic materials should be on audio and visual flash disks as appropriate

Phase 2:

Deliverable 4: Training guide

- Develop a Training guide on how to use the toolbox for UNICEF partners, frontline workers, service providers (PHC, SDC, public schools) and municipalities. The content should include (a)- Training/facilitation skills, (b)- integrated Outreach messages and tools, (c)- Interpersonal Communication IPC Skills (GATHER approach for behavior change, persuasion skills, advocacy, community mobilization and mapping), and (d) an M&E component for monitoring outreach results and tracking community's behavior and usage of services following the outreach efforts.

Deliverable 5: Pretest and Piloting

- Pre-test the feasibility and appropriateness of the training and integrated messages with identified trainers on two groups 1) service providers and frontline workers
- Revise the training and participant guide to reflect pretest comments and produce final training kit

5. Specific Conditions:

- Submit all documents, including the revised integrated messages and the orientation guidelines for the capacity building in Arabic and English.
- Provide final integrated messages, training guide, monitoring tool and materials soft and printed copies.

6. Requirements

The proposals will be evaluated against the following criteria:

Category		Maximum points
Overall Response	• Completeness of response • Overall concord between requirements and proposal	10
Maximum points		**10**
Experience of the company	• Extensive experience in developing C4D/SBCC strategies (provide example of Social behavioral Change strategy developed and applied) • Demonstrated experience in developing integrated Social and Behaviour Change Strategies • capacity building especially at the community level (provide example of previous work at the community level) • Demonstrated experience in capacity building developing messages and materials especially for service providers and community level • Demonstrated experience in monitoring for C4D/SBCC	20
	• Experience with international organizations, UN Agencies is an asset. • Experience in producing high quality reports in English.	10
Maximum points		**30**
Proposed methodology	• Approach proposed (quality of proposed methodology and inclusion of relevant stakeholders • Proposed planning for the program (WASH, Health, Social Inclusion, Education), segmentation of audiences and monitoring framework and tools.	15
	• Clear mechanisms to ensure gender aspects and age related and disability factors are explored and considered. • Clear description of anticipated or actual ethical issues as well as measures and methods to address	10

	or mitigate against these issues	
	• Method of inclusion of different audience segments • Monitoring and quality assurance process.	5
Maximum points		**40**
Total Technical		**70**
Financial	• **Appropriate budgeting per activity**	**30**
Total Financial		**30**
Total technical and financial		**100**

7. Expected Deliverables

7.1 Phase 1 Only

Expected Deliverables

Deliverables	Time Frame
Inception report, work plan	10 days
Integrated strategy, pretest report for messages and tools	30 days
Final product in soft and hard copy of strategy, tools, both Arabic and English	30 days
Total	70 days

Payment schedule

30% Inception report, work plan
40% Integrated strategy and pretest report for messages and toolbox
30% Final product in soft and hard copy of strategy, tools, both Arabic and English

7.2 Phase 2 Only

Expected Deliverables

Deliverables	Time Frame
Inception report, work plan	5 days

Draft Training guide with all presentations, report on pretest of training guide and translation into Arabic	20 days
Final product of training guide, presentations in soft and hard copy of both Arabic and English	20 days
Total	45 days

Payment schedule

30%   Inception report, work plan
40%   Draft Training guide with all presentations, report on pretest of training guide and translation into Arabic
30%   Final product of training guide, presentations in soft and hard copy of both Arabic and English

7.3 Both Phase 1 and 2:

Deliverables	Time Frame
Deliverable 1: Inception report, work plan	15 days
Deliverable 2 and 3: Integrated strategy, messages and tools	45 days
Deliverable 3: Training guide, pretest, pilot	35 days
Total	95 days

Payment schedule

30%   Inception report, work plan
40%   Integrated strategy and messages and toolbox
30%   Training guide, pretest, training conducted developed

8. **Background qualification and experience and competencies: For Company/Institution**

   Education:
   - Level of experience required for this firm is minimum of five years extensive experience developing training guides, media, advertising, social and behavior change strategies, supporting the development, pre-test and production of Information, Education and Communication and Behavior and Social Change integrated messages across different channel and platforms.

- Experience working in consultation with government line ministries, civil society and UNICEF implementing partners, cultural institutions and other community pillars.
- Demonstrated experience in managing gender, violence, child rights and education for vulnerable children (children with disabilities and girl-child) content development.
- Experience working in Lebanon will be an added advantage

NB: Companies/Organization are free to bid for either one phase or both. Please note that the financial proposal for each of the two phases should be separate.