

## ANNEX A: Terms of Reference:

### Technical Support for Development & Launch of Social and Behavioural Change Communication (SBCC) Strategy

#### 1. Background Information and Rationale, Project Description

Over 6.1 million people have left Venezuela since 2014, about 20% of the country's total population, an estimated 5 million of which reside within the Latin America and the Caribbean region. Over 320,000 Venezuelans were given the option of temporary residency or asylum.

Overall, Brazil presents an advanced protection and solutions framework for refugees and other persons of concern to UNHCR ensuring access to rights and public services on equal footing as nationals. National legislation does not impose legal restrictions on refugees as to the right to work or engage in income generating activities. Similarly, refugees and other persons of concern enjoy the right to education. In addition, refugees and asylum-seekers are eligible for various governmental social assistance programs. By the end of 2021, close to 55,000 Venezuelans benefitted from a government-funded conditional cash transfer program known as "Auxilio Brasil". However, in practice the population of concern faces challenges to access the educational system and the formal labour market. Research conducted by UNHCR Brazil, and the World Bank indicates that refugees face greater levels of unemployment, informality, and underemployment than the Brazilian population. Indigenous refugees are among the most vulnerable. Nearly 7,600 indigenous Venezuelans in Brazil face additional challenges accessing food, education, and health.

Since 2017, Venezuelans have access to a legal status in Brazil via two paths: applying for asylum or for a two-year temporary residency permit, both of which provide access to public services and the right to work. Moreover, the State has been committed to supporting these people through a comprehensive humanitarian federal response – Operation Welcome – which has set up high standards of assistance and protection in the region. This response is focused on the northern states of Roraima and Amazonas where reception and documentation, as well as shelter and other humanitarian assistance services are provided jointly with UN Agencies and civil society organizations, and from where the government continues to implement a voluntary internal relocation- *interiorização*- strategy to facilitate the socio-economic integration of Venezuelan refugees and migrants.<sup>1</sup> Thus far more than 70,000 Venezuelans were interiorized to more than 800 municipalities in Brasil.<sup>2</sup>

Since early 2020, however, the COVID-19 pandemic introduced unprecedented health, social and economic challenges in Brazil, creating additional obstacles for the effective and efficient local integration of refugees and other persons of concern to UNHCR.

Access to documentation is the primary pillar for protection and long-term solutions. The choices people made upon arrival, with limited information and attention to the future implications of their choices, will impact their integration potential in the long term. It is important to note that besides the availability of information, displaced persons seeking shelter or asylum may also not have the cognitive bandwidth or attention to synthesize information and make informed choices for their long-term benefit: instead, a *scarcity mindset* may lead them to be present-biased and focused on the choices they feel are more likely to fulfill their most pressing needs.

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<sup>1</sup> <https://www.unhcr.org/62b023594> , <https://www.onumulheres.org.br/pesquisa-moveuse/>

<sup>2</sup> Idem.

There are some factors that determine access to services by the affected communities arriving from Venezuela. We have divided them into the following: informational, communicational at the entry point and matching and capacity-building at the early stage of the integration process. It is important to point out here that realizing these entitlements/services require incoming refugees to make a variety of decisions and act on them. All these require cognitive bandwidth, something which the behavioural science literature points out is particularly scarce in the kinds of circumstances these people face. This makes it hard for them to take the appropriate decisions and actions, thus leading to underutilization of available resources and programs despite their benefits. Access to asylum provides long-term benefits for displaced Venezuelans as they can fast track access to naturalisation, but many forgo this option because they prefer the flexibility associated to be linked to temporary residency. Another example is that despite a universally accessible public health system is in place in Brazil, some refugees choose not to obtain available health services, including vaccines. Likewise, education is free and open, but some refugees do not matriculate their children. A significant percentage of affected communities are entitled to generous social protection programmes of the state, but they do not necessarily utilise the services.

Refugees arriving in Brazil need to choose whether to ask for temporary residence or asylum – an already complex choice that determines access to services and that is made especially challenging due to common misperceptions held by refugees. Due to the Spanish language some refugees associate *refugio* with a physical space. Some that do not require emergency shelter choose temporary residence over asylum because they do not want to stay in one of the UNHCR provided shelters. People are afraid to be in a closed facility where they would not be able to move at will. The fear is compounded by rumours and policies in place in Venezuela during COVID-19 lockdown were people suspected of having the virus returning to Venezuela were restricted to COVID-19 closed facilities, with no adequate food and WASH services.<sup>3</sup> Asylum in Brazil is a stronger and more protective system that provides unique benefits for longer term solutions; again, the required cognitive bandwidth might be at play to fully grasp them.

For these reasons, choice and decision-making on different protection options is difficult for Venezuelans arriving in Brazil. Limitations such as cognitive capabilities, the legal aspects underpinning the difference between temporary residence and asylum, and the time available to decide could be overcome if the choice architecture – the way options are presented, along with the tools and other scaffolding that helps people make their decisions – is set up to help refugees make the best choices for themselves and their families.

This choice architecture also impacts on local integration opportunities offered by humanitarian actors or service providers. Many organisations are carrying out all sorts of training opportunities but without a rigorous market or employment assessment. UNHCR published several studies related to employment opportunities and market needs and is encouraging others to provide training that will meet market needs. The idea is to take away random selections into data-driven choices and opportunities. From a behavioural perspective, a chief concern would be to ensure (1) uptake of trainings, and (2) the implementation of the lessons being imparted in the training.

Affected communities arriving in Brazil are lacking basic information and knowledge that curtail their protection and integration potential. From accessing vaccines<sup>4</sup>, choosing the best legal journey, registering their children in schools, registering for social benefits, to obtain the necessary language

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<sup>3</sup> <https://www.thenewhumanitarian.org/feature/2020/05/12/Venezuela-border-coronavirus-quarantine-conditions>

<sup>4</sup> To support this argument, a small survey carried out by Ureport may offer some primary data <https://www.r4v.info/pt/document/percepcoes-sobre-vacina-da-covid-19>

and technical skills, access to timely “nudges”<sup>5</sup> could increase their integration potential. Some of these are highlighted above.

UNHCR primary area of interest through this initiative are:

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1. Since we expect people to have limited time and attention for completing the registration process in a timely manner, automatic enrolment of refugee children in schools may help them from falling through the cracks (while still allowing them to back out later). Register refugee children for schools within their registration process would help them access schools upon their arrival. Currently we only have less than 40% of refugee children in the emergency shelters who are enrolled in schools.
2. Send general reminders and social media ads to refugees for language or skills classes, jobs, and renewal of documentation. Although UNHCR, Government and partners offer courses, many refugees do not know or are able to benefit from these courses due to lack of information or *scarcity mindset* or present-biased. (Already in implementation with strong positive results).
3. Similarly, since people often forget appointments, timely reminders via the Call Centre, via SMS or social media ads may help refugee people who may have many other competing demands to follow up on their vaccination schedule. Currently we have a low vaccination rate in the refugee shelters. This is due to lack of information or disinformation. Nudging people to get vaccinated, making it more automatic and combating misinformation will benefit increase current vaccination rates.<sup>6</sup>
4. Provide time-relevant information regarding labour market needs and refugee skills. Many organisations provide basic service training (hairdressing, beauty projects, etc.) that do not respond to market needs. UNHCR will be able to provide easily accessible data and studies that will reduce random choices that do not respond to the needs of the market and end frustrating refugees. From a behavioural perspective, a chief concern would be to ensure (1) uptake of trainings, and (2) the implementation of the lessons being imparted in the training and exploring provider-side behavioural solutions.
5. Optimise the use of Cash Based Interventions (CBI) by linking to financial education and long-term financial independence, thus making sure that the time-limited cash assistance will go towards long-term financial inclusion.
6. We will be also exploring provider-side behavioural solutions, since our staff or partner staff may often be overburdened and unable to implement with fidelity for all beneficiaries or taking into account the different diversities.

## **2. Scope (should be developed as independent but interconnected)**

The contractor will be responsible to provide:

- a. UNHCR Brazil is seeking the services of a contractor to design and? conduct a “behavioural audit” of communications materials associated with access to documentation, school matriculation, vaccination, livelihoods, and CBI programmes to identify opportunities for their improvement through

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<sup>5</sup> Reference here is made to the nudge theory, a concept in behavioral economics, political theory, and behavioral sciences that proposes positive reinforcement and indirect suggestions as ways to influence the behavior and decision-making of groups or individuals.

<sup>6</sup> It may be worth mentioning that several of these approaches (e.g. [defaults](#), [vaccination reminders](#)) have been rigorously evaluated in other contexts and found effective.

behavioural redesign. We will also explore provider-side behavioural solutions; activities included training program staff on guidelines for designing behaviourally-informed messages and communications; evaluating drafts of communications materials produced by the UNHCR team.

b. After drawing lesson from the audit, facilitate a two-day strategic development workshop in Brazil for approximately 30 UNHCR and partner organization staff. The workshop shall focus on developing i) Social and Behavioural Change Communication Strategy (SBCC) for using behavioural science to improve the sustainability and effectiveness of UNHCR protection and solutions strategy as related to the focus areas of documentation, school matriculation, vaccination, livelihoods and CBI programmes and ii) transfer and share knowledge of developing behavioural change programmes for UNHCR Brazil. Following an applied behavioural science workshop, the contractor will be granted an additional retainer to respond to workshop participants interested in learning more about applications of behavioural science in 1-to-1 settings, allowing them to seek hands-on support as they begin to implement their learnings. A maximum of 5 consultations 2 months after the workshop.

c. The agency will be contracted to support the development of the SBCC strategy and costed plan with technical guidance and support from the UNHCR technical working group (TWG). It is expected that the following activities be included for the development of the strategy and costed implementation plan:

- Conduct a comprehensive SBCC situational analysis on UNHCR and affected communities' practices, existing UNHCR programming, media coverage and use, and capacity of other potential institutional entry points for promotion of desired behaviour change to deliver messages, based on recent evidence collected by means of a desk review of published and grey literature and key informant interviews (KIIs).
- Determine the most relevant SBCC theories, models and/or conceptual frameworks to use to inform strategy design, guide implementation and support monitoring.
- Develop a theory of change to map out the pathway and linkages between inputs, activities, outputs, outcomes, and the intended impact.
- Prioritize behaviours and help revise the materials as needed for implementing small doable actions and the underlying social and behavioural determinants to focus on to achieve positive change through analysis of practices.
- Identify the most important actors and influencers of change for each priority behaviour.
- Define SBCC strategies, approaches, delivery platforms and channels (including institutional entry points, everything from cellphones to social media), targeted SBCC activities, messages and products, and partners/allies to be developed to best effect change.
- Guide the development of a concept or brand to represent the SBCC spark interest and mobilize partners and communities.
- Guide the forecasting of an estimated cost for entire implementation of the SBCC Strategy.
- Guide the development, pre-testing, and finalization of SBCC messages, products, and other tools for change with most appropriate audiences. While actual production of the final

communication products may be outsourced to a media company, the contractor is expected to lead the process of prototype development with engagement of relevant stakeholders.

- Identify SMART indicators and develop a monitoring and evaluation framework and tools.

In performing the above, the contractor will:

- Align with UNHCR’s protection goals and vision.
- Develop strategies that facilitate an integrated approach that take into account existing integration specific programmes such as internal relocation *-interiorização-* programme of the Operation Welcome.
- Give technical support for provider-side behavioural solutions.
- Recognize social and gender norms that may influence the acceptance and adoption of desired behaviours and small doable actions.
- Segment audiences and influencers in view of tailoring strategies and approaches based on relevant characteristics (socio-economic group, education, literacy levels, language, region, ethnicity, religion, other cultural beliefs, and practices, etc.)
- Address questions related to social and economic equity and poverty and other vulnerabilities.
- Support and provide technical advice on SBCC to key officials, partners, and other civil society organisations, including media agencies to enable them to effectively implement the SBCC strategy and plan.
- The contractor for the SBCC strategy and plan is expected to provide guidance for the design or redesign of available communication materials for prioritized topic and/or behaviour.

#### 4. Objective

The overall objective is to design a 3-year SBCC strategy and costed plan to contribute to enhancing the integration and inclusion of refugees and migrants in Brazil.

#### 5. Methodology

The contractor will propose a methodology and work with UNHCR and non-government stakeholders and the UNHCR Technical Working Group to finalize the exact methodology for developing the SBCC strategy and plan that will ensure that programme objectives and activities are completed within the designated timeframe. Below is a preliminary list of activities and tools for the consultancy:

Activities	Purpose	Targets	Tools
Desk review and analysis of existing data and “behavioural audit”	Support the development of an evidence-based and comprehensive situational analysis for SBCC strategy.	UNHCR & partners specifically local civil society /community-based groups with strong national and regional networks	UN and World Bank data, UNHCR’s report on use of social media.

Conceptual framework of the SBCC strategy	Present the conceptual framework of the entire strategy for review and consensus	UNHCR & partners specifically local civil society /community-based groups with strong national/regional network	Conceptual framework
Landscape analysis of the monitoring and evaluation (M&E) framework	Guide the development of M&E framework and tool, best to integrate the SBCC strategy and plan M&E	M&E design, system, and structure: UNHCR & partners specifically local civil society /community-based groups with strong national/regional network	Contractor to develop tools for the activity
Key Informant Interviews (KIIs)	Take stock of key stakeholders' experiences, tools and opinions regarding SBCC	Technical and communication partners	Key informant interview guide List of stakeholders
Information and consultative workshop on SBCC situation analysis	Present and verify findings from the desk review and KIIs; mobilise and level. expectations of relevant stakeholders on SBCC programming.	Stakeholders grouped according to: UNHCR & activity partners specifically local civil society /community-based groups with strong national/regional network	Findings from the desk review and KIIs, and contractor to develop tools and/materials for the consultative workshop
Facilitation of SBCC analysis and theory of change sessions	Support prioritization of topics and/or behaviours, identify solutions to address key issues, and map out a clearly defined pathway towards achieving the intended results	UNHCR & partners specifically local civil society /community-based groups with strong national/regional networks	Determinant analysis model. Socio-ecological model and other SBCC theories and models
Analysis & raking of the different communication tools, channels and platforms including specifically providing	Support identification of UNHCR and development different channels and platforms for SBCC implementation	UNHCR & partners specifically local civil society /community-based) groups with strong	Contractor to develop tools for the activity

an understanding on which channel and platform can be engaged to effectively deliver specific topics and/behaviours media analysis	partners specifically local civil society /community-based groups with strong national/regional network	national/regional network	
Design workshop	Facilitate the development of the SBCC strategy using inputs from consultative meetings to streamline the process	UNHCR & partners specifically local civil society community-based groups with strong rational/regional network	Contractor to develop tools for the activity
Planning & budget workshop at the national and state levels	Facilitate the development of the SBCC costed implementation plan	UNHCR & partners specifically local civil society community-based groups with strong rational/regional network	Contractor to liaise with UNHCR programme to use of existing plan and budget templates, and make necessary improvements if necessary
Validation sessions for critical analysis completed and final validation of draft SBCC strategy and plan	Verify various elements of the SBCC strategy and plan (prioritization, theory of change, model/theories, approach, packaging and branding M&E framework and tools, etc) and ensure buy-in and support from different stakeholders.	UNHCR & partners specifically local civil society community-based groups with strong rational/regional network	Contractor to develop tools for the activity

To achieve required coverage and intensity of the SBCC activities, capacity building of UNHCR staff and key stakeholders is required in this process. In developing of the SBCC strategy and plan, it will be critical to consider specific gender, ethnicity nuances for the success of the work (e.g., considering intra-household power dynamics, roles of fathers and other male caregivers as well as females, etc.).

6. **Duty Station:** Brazil, including travel at least once to Boa Vista – RR and Manaus – AM. **The number of days per mission is to be defined with the Contractor.**
7. **Supervisor:** Head of Sub Office Boa Vista
8. **Major tasks to be accomplished and timeline:**

Some activities will be done simultaneously thus, the time allotted per activity can be modified. However, the suggested duration of the entire exercise should not exceed 20 weeks.

No.	Key Activities	Week
1.	Desk review, “behavioural audit” and analysis of existing data and presentation of SBCC conceptual framework for review.	Weeks 1-4
2.	Orientation and consultative workshops on SBCC	Weeks 1-2
3.	Facilitation of bottleneck analysis and theory of change sessions	Weeks 5-7
	Analysis of the different communication channels and platforms including social media analysis	Weeks 8-9
4.	Consultative meetings and key informant interview on packaging and branding of selected topics and/or behaviours	Weeks 10-11
5.	Landscape analysis leading to SBCC monitoring and evaluation (M&E) system and plan	Weeks 12-13
6.	Drafting of SBCC strategy and plan, and technical support for the contractor supporting the development of communication materials	Weeks 14
7.	Validation sessions for critical analysis completed and final validation of draft SBCC strategy and plan	Week 15
8.	Finalization of SBCC strategy and plan	Week 16-19
9.	Launch and dissemination of the SBCC strategy and plan	Week 20

## 9. Key Deliverables and Products: (e.g., final report, article, document etc.)

### Deliverable 1:

- Produce and deliver power point presentation to UNHCR’s technical working group on analysis of existing literature and recommendations of the design and content of proposed SBCC strategy results of the “behavioural audit” and plan including M&E framework
- Report of the orientation and consultative workshop on SBCC
- Bottleneck analysis findings and draft theory of change
- Draft report on situation and audience analysis

### Deliverable 2:

- Report of communication channel and platform analysis including media analysis (includes social media)
- Draft behaviour-specific communication plan and strategic communication approaches
- Validation reports for the identification of appropriate SBCC theories, approaches, and target audience identification and segmentation

### Deliverable 3:

- Draft SBCC strategy and plan with all required elements completed for internal review
- Report on the technical guidance provided to contractor developing the communication materials

### Deliverable 4:

- Draft SBCC strategy and plan with all required elements completed ready for validation

#### **Deliverable 5:**

- Final SBCC strategy and plan with approved layout and design

#### **10. Qualifications or specialized knowledge/experience required:**

Consultancy Structure: The UNHCR's SBCC Strategy and Plan will be developed through the expertise of a national/international institution. The Consulting firm will be recruited by UNHCR Brazil. The Consulting firm will operate under the supervision of the Head of Sub Office Boa Vista with technical guidance and support from UNHCR's TWG.

#### **11. Consultancy Team profile:**

The SBCC strategy and plan document will be developed by an institution with team members having the following profile. The bidder shall indicate the composition and include the curriculum of the proposed team members.:

- a. Advanced university degree in the social/behavioural sciences (Communication, Sociology, Media, Health Education) with proven experience in SBCC strategy and plan development for specific programmes.
- b. At least 10 years of progressively responsible professional work experience in the development, planning and management of SBCC programmes, including several years in developing countries preferably in Latin America.
- c. Prior experience in developing SBCC strategies and costed operational plans.
- d. Knowledge and prior experience working on CBI is a plus.
- e. Excellent facilitation skills.
- f. Experience in conducting qualitative interviews with stakeholders.
- g. Excellent analytical and effective communication and people skills; ability to communicate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form.
- h. Excellent writing and presentation skills in English.
- i. Experience in team working in culturally diverse contexts.
- j. Experience of working in Latin America is desirable.
- k. Commitment and willingness to work in a challenging environment and ability to produce quality work under limited guidance and supervision.

Language proficiency: Primary language is English; it would help if the contractor understood Portuguese or Spanish as interviews with key informants may be in these languages.

#### **12. Estimated time of consultancy and deadline for submission of end deliverable (after signing of the contract): 20 weeks**

**13. Official Travel involved:** Some activities can be done remotely. Planned travels to the country and states is a part of SBCC strategy and plan development process. The travel schedule will be discussed during inception meetings. Travel will be required at least once to Boa Vista – RR and Manaus – AM.

#### 14. Assessment Criteria:

All the applying agencies will need to submit a technical document and a financial proposal, in a separate document and e-mail.

Consultancy firms with experience in developing SBCC strategy in the humanitarian sector will have an advantage.

UNHCR will evaluate proposals from a technical perspective using a scoring methodology based, inter alia, on the following criteria and percentage distribution, totalling 70% from the total score:

Item	Technical Evaluation Criteria	Example of evidence to be provided	Max Points Obtainable
<b>1</b>	<b>Company Profile and Company Qualifications</b>		
1.1	Relevance of company profile and activities, demonstrating proper qualifications in the provision of these services.	Detailed, yet concise description (no more than 5 pages) of your company and its activities to demonstrate that you are a qualified and experienced service provider. If you are a multi-location company, specify the location of the headquarters and all cities where your company provides similar services. Include your Company's Registration Certificate.	05
1.2	Relevance of experience in the provision of these services.	Indicate your company's total number of clients, total number of similar projects completed, and total number of similar projects currently underway. Clearly highlight any relevant experience in the humanitarian sector. Include three (3) positive client references from the last three (3) years for the completion of similar projects, ideally in the humanitarian, non-profit, public or government sector, preferably with any UN agency.	10
	<b>Subtotal 1.</b>		<b>15</b>
<b>2</b>	<b>Understanding of service requirements, proposed approach, solutions, methodology, and deliverables</b>		
2.1	Comprehensiveness of the proposal and quality/clarity in interpreting and presenting a work plan, including project management and quality assurance approach, demonstrating the company's ability to provide the services requested.	Concept note and work plan in accordance with UNHCR requirements, showing how the company expects to comply with the TORs. This should include a description of your organization's capacity to provide the services inclusive of all elements referred to in this TOR.	15
2.2	Capacity to implement the proposed work plan and complete the tasks as per the TOR.	Include a brief description (no more than 3 pages per sample) of 5 previous similar projects from the last 5 years.	15

2.3	Compatibility of proposed technologies with UNHCR's. Some examples that can be used as reference for this element are: <a href="#">ICRC on health</a> , <a href="#">CARE on cash</a> , <a href="#">IRC</a>	Include in your concept note a description of how you intend to ensure such compatibility.	05
2.4	Level of innovation of the proposed approach.	Carefully consider whether your company can propose an innovative approach to address UNHCR requirements and describe so in your concept note and work plan.	05
<b>Subtotal 2.</b>			<b>40</b>
<b>3. Personnel proposed to carry out the project</b>			
3.1	Appropriateness of the team composition proposed and distribution of tasks among team members.	Provide a general description of the proposed team's composition to carry out the assignment and broadly describe how tasks would be distributed to ensure timely completion of this project.	05
3.2	Relevance of experience and qualifications of the proposed team.	Educational and professional qualifications (CV) of team members to demonstrate appropriateness of experience and qualifications in line with requirements under this TOR.	10
<b>Subtotal 3</b>			<b>15</b>
<b>TOTAL TECHNICAL SCORES</b>			<b>70</b>
Technical offers will be scored out of 70 points and offers obtaining less than 50/70 points will not be further considered for commercial evaluation.			

The contract will be awarded to the offer which have the highest cumulative weight (technical + financial) out of 100 points.

#### 15. Budgeted cost of consultancy:

The Consultancy firm is required to submit a separate financial proposal and when selected, payment(s) shall be linked to approval of final (technical) deliverables. Tentative schedule is as follows:

No.	Deliverable/Milestone and timelines	% of total payment
1	Deliverable 1	15
2	Deliverable 2	25
3	Deliverable 3	20
4	Deliverable 4	25
5	Deliverable 5	15
	Total	100

**IMPORTANT:** No financial or pricing information whatsoever shall be included in the technical offer. Failure to comply may risk disqualification.