



## Terms of Reference

<b>Title:</b>	Behaviour Change Communication Strategy
<b>Location:</b>	Hanoi, Lao Cai, Son La
<b>Timing:</b>	March-May 2022

## 1. BACKGROUND

With more than 35 years' experience, Cowater International is Canada's global leader in management consulting services specializing in international development and has managed the implementation of over 2500 projects in more than 95 countries around the globe. We work with governments, partner organizations, communities and civil society to design and implement sustainable solutions that generate lasting social, financial and environmental impacts. Our adaptive approach to management has led to our award-winning work and recognition as one of Canada's Best Managed Companies from 2017 to 2021.

### GREAT PROGRAM BACKGROUND – CURRENT PHASE

GREAT is a flagship initiative of the Australian Aid Program. The Program promotes women's economic empowerment (WEE) in the ethnically diverse north-west region of Vietnam. The primary beneficiaries are women living in the provinces of Son La and Lao Cai, while an overarching emphasis is placed on the inclusion of women from ethnic minority communities as these provinces are home to 12 and 26 ethnic groups respectively.

The objectives of the Aus4Equality|GREAT Program are:

- **Objective 1** – Empowering local women: Women living in local communities have increased capacity, space and choices to beneficially engage with agriculture and tourism businesses.
- **Objective 2** – Inclusive businesses partnerships: Selected private sector actors within the agriculture and tourism sectors innovate to profitably and sustainably trade with more women entrepreneurs and operate in gender-sensitive ways.
- **Objective 3** – Improving sector governance and policy: Government agencies reinforce policies, and enact plans, regulations and services that enable more inclusive socio-economic development.

Our approach to women's economic empowerment uses a women in market systems development (WMSD) approach and focuses on:

- Reach: Engaging women in all project activities and addressing barriers to participation.
- Benefit: Improve women's access to assets, financial services and support services.
- Empower: Strengthen the ability of women to make strategic life choices and put these into action.

GREAT aims to provide women both with the tools to act and the power to act as detailed below:

**Table 1: GREAT WMSD Toolbox**

Tools to Act (Access to Resources)			Power to Act (Power & Agency)		
Access to Assets	Access to Financial Services	Access to Support Services	Decision making	Women's Well Being	Capabilities

Tools to Act (Access to Resources)			Power to Act (Power & Agency)		
Land, trees & equipment	Non-collateral loans	Know-how and technology	Productive resources	Aspirations and self-esteem	Entrepreneurship
Networks & market information	Bank account, credit & insurance	Skills training	Expenditure & income	Confidence in own skills	Leadership
Infrastructure and facilities	Mobile banking	Inputs (seeds, fertilisers, tourist services etc.)	Equal decision making and workload sharing	Risks -Health and safety -GBV -Child labour	Management
Support the enabling environment for WMSD					

The GREAT Program is working with partners to sustainably grow the tourism and agricultural sectors in Lao Cai and Son La and to promote WEE.

The significant economic growth in Vietnam in recent years has not extended to the country's northwest, with ethnic minority groups more likely to be faced with, or vulnerable to, poverty. Lao Cai has a population of just over 700,000 and is home to 26 ethnic groups including Mong, Tay, Dao, Giay and Nung. Poverty rates in Lao Cai are not as high as other provinces in the north-west, but they still sit at three times the national average.

Son La is the largest province in north-west Vietnam and is home to 12 ethnic groups (Tay, Thai, Muong, Mong, Dao, Kho Mu, Xinh Mun and La Ha) representing over 84 per cent of the population. Poverty rates in Son La are four times higher than the national average.

During the current phase of the Program, GREAT has promoted gender equality and increased agency for women via approximately 50 partnerships including partnerships with businesses, government agencies, research institutes and NGOs, as well as at the Program level. Gender equality activities have included:

- Promoting dialogue within the household to negotiate/support equal division of care and domestic work within the home, greater decision-making responsibilities for women, etc
- Community events to raise the awareness of the importance of gender equality, shared workload and decision-making, the contributions and leadership of women in local communities and business and to raise awareness about the prevalence and forms of gender-based violence/violence against women"
- Public relations including radio in local ethnic minority languages
- Gender audits and planning/support for businesses to improve gender equality within their business operations and in their supply chains.

Policy advocacy to support key policy / regulatory reforms at the provincial/national level to advance WEE

Alongside the above gender equality interventions, GREAT has an extensive research program including a longitudinal study focusing on seven ethnic minorities as well as project-level assessments that inform Program activities.

More information about GREAT's work can be accessed at <https://equality.aus4vietnam.org>.

## PROGRESS IN EMPOWERING WOMEN

### *Change in Women's Roles and Status*

Evidence from the project-level midline survey shows that gender equality training positively impacted both male and female perceptions of women's roles and employment opportunities. Across GREAT's work in tourism and agriculture, women's participation in project activities was associated with a change in social expectations and perceptions of the role and contributions of women in support of greater gender equality.

Men regarded women's contribution to the household as placing less stress on them socially and economically. They had greater respect for their wives when they observed their partner's increased

knowledge and valuable community engagement. This was reflected in the GREAT midline Longitudinal Study which found: “Dao, Mong, Nung and Thai women all experienced increased respect from their husbands for their participation in productive activities, earning income and greater status in the community.”<sup>1</sup>

There was also evidence amongst Mong and Dao men that as it was more difficult to find work outside the village due to COVID-19, they were more active in productive activities and supportive in household chores.

### *Wellbeing*

Women felt more socially supported because they participated in project activities, especially women’s agriculture producer groups, tourism service groups and village savings and loans groups. These groups provided an opportunity to learn and share with others and to undertake more activities outside the home. Women who participated in these groups felt happier and more confident, with some reporting gaining knowledge/literacy, compared to before.

Dao and Mong women particularly felt their well-being improved from their engagement in project activities. These project activities and social groups allowed them to engage more outside the home, feel a greater sense of unity with other women, and have an outlet to share problems and concerns.

### *Change in Women’s Confidence*

An estimated 87% of women in agriculture and 73% in tourism expressed their confidence in at least one aspect of production or service provision. The lower impact on tourism may be due to the greater negative impact of COVID-19 on community-based training and the chance to use new-found skills in real settings.

### *Decision Making*

Women across all product sectors are involved in household decisions with 100% of surveyed women (21,919 women) reporting being involved in decision making on both regular household and large household expenses, up from 80% from the baseline.

However, there is a “perception gap” with only 70% of men reporting that their wife was involved in regular household expenses, and 57% reporting their involvement with large expenses. This reinforces the need for GREAT’s emphasis on increasingly engaging with men to help create the space for women to act. There was a strong correlation between men attending GREAT-supported training on gender and women’s economic empowerment and their wife’s level of participation in household decision making.<sup>2</sup>

### *Workload Sharing*

At baseline, women across all ethnic groups did more housework than men and were also engaged in productive work. Women particularly spent more time cooking and taking care of children (except in the Muong and Thai communities). Midline data showed that women’s increased workload in production shifted men’s involvement in housework, increasing their respective roles in cooking and childcare.

### *Gender-Based Violence*

GREAT’s Midline Longitudinal Study found that Muong and Thai women reported increased stress within the household from loss of income and the COVID-19 lockdown contributing to domestic violence.<sup>3</sup> Reports by women on the increase in violence reflects emerging and anecdotal evidence globally, that COVID has heightened some of the stressors and triggers which exacerbate violence against women. Comprehensive data to verify the situation in Vietnam is not available, apart from reports by a few non-government service providers.

More positively, as reported in the Midline Longitudinal Study, GREAT’s tourism, medicinal herbs and rice projects allowed men and women to earn incomes closer to home, rather than migrating to secure income. This helped reduce household stress.<sup>4</sup>

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<sup>1</sup> GREAT Midline Longitudinal Study Report, University of Minnesota (December 2021), p.25.

<sup>2</sup> This included a 9-percentage point increase for regular household expenses and an 11-percentage point increase for large household expenses (project level midline survey).

<sup>3</sup> GREAT Midline Longitudinal Study Report, University of Minnesota (December 2021), p.24.

<sup>4</sup> GREAT Midline Longitudinal Study Report, University of Minnesota (December 2021), p.25.

## ONGOING ISSUES

There are factors to be considered during the second phase of GREAT to advance gender equality and create space for WEE. These include:

- WEE will continue to be the focus of the second phase of GREAT – this includes addressing deep-seated social and gender norms and roles.
- The DFAT-commissioned Midterm Review identified a need to have a more systematic approach to create awareness, share knowledge and mobilise collective action towards greater gender equality and WEE with stakeholders at all levels.
- GREAT's current approaches to creating awareness on gender equality are largely targeting GREAT beneficiaries and their families, however, there is a need to adopt systematically designed and evidence-based behaviour change communication approaches to address the specific needs of different ethnic groups with their different cultures and traditions. There is also a need to consider broader communication approaches beyond GREAT beneficiaries in the two provinces, including government and private sector actors.
- It is important to integrate and link gender equality behaviour change communication with GREAT's market-based and capacity building interventions to create sustainable and synergistic outcomes for WEE. For this purpose, GREAT has developed a draft Knowledge-Attitude-Behaviour Matrix for different stakeholders.
- It is important to engage men effectively in the program's interventions to challenge and transform existing beliefs, attitudes, and behaviours towards greater gender equality and WEE and ensure widespread ownership of the program's WEE outcomes.
- Effective M&E and constructing compelling evidence-based stories of changes created by interventions on gender equality and BCC is useful for GREAT's policy advocacy and replication at the district, province or national level.

## 2. THE ASSIGNMENT

In preparation for the second phase, Cowater International is seeking to recruit a highly qualified organisation to develop a BCC strategy and tools to help achieve a measurable change in the behaviours with regards to gender equality, of relevant groups and stakeholders that will contribute to achieving the expected WEE and GE outcomes (see description of End of Program Outcome below).

Phase I of the Program (GREAT 1) will be completed by June 2022 with a second phase (GREAT 2) anticipated to start in July 2022 (subject to Australian and Vietnam Government approvals). The BCC strategy will directly address the second End of Program Outcome for the GREAT 2: the increased social status of women which includes enhanced roles in decision making, increased confidence, more equitable workload sharing and greater resilience (and broadly addressing social and cultural barriers to WEE).

GREAT 2 will be delivered through sector and cross-cutting strategies in the agriculture and tourism sectors. It is likely that GREAT will focus on five to six specific vegetable products (for example ramie, cinnamon, bamboo shoot, vegetables, medicinal plants) in the agriculture sector as well as tourism. Four cross-cutting issues have been identified including i) access to finance, ii) women entrepreneurship and leadership, iii) digital inclusion and iv).

Cross-cutting sector interventions, including behaviour change communications (BCC), will need to complement GREAT's work in the agriculture and tourism sectors and have their own TOC and expected results. There is a need to continue as well as scale-up outreach and work within communities to shift social attitudes around gender equality, to enhance women's participation in decision-making and leadership, promoting a more equal division of unpaid work, and reducing gender-based violence (GBV). The enabling environment for women's empowerment will be strengthened by targeted policy and institutional engagement with provincial, district and commune-level government agencies - BCC can also be impactful at this level and help strengthen the policy work.

Other focus areas in the draft Design Update for GREAT 2 that BCC will need to integrate with include:

- Market-oriented multi-stakeholder platforms (MSPs) will be the focal point through which a cluster of sector stakeholders can develop and build market capability and value for achieving systemic change.
- Strengthening support markets for gender-responsive services will form a vital part of the cluster development process (e.g., technical, financial) as they are essential for sustaining competitive clusters and for enabling other clusters to emerge to copy the initial successes.
- A sector development facility (SDF) will be established to provide space for the investments to address issues that emerge from the supply chains that cannot be addressed by other initiatives. These will primarily be "software" type investments (e.g., market research, varietal trials,) protocol development, improved technology demonstration and support market development that cannot otherwise be financed by private investments.
- The program will have a strong alignment with the priorities of Lao Cai and Son La, especially in supporting local and provincial level implementation of the National Target Programs (NTPs), namely the NTPs-Social Economic Development in Mountainous Area (NTP-SEDEMA) and NTP for New Rural Development.
- GREAT 2 will optimise opportunities for institutionalising capacity, sharing lessons and models and having beneficial impacts beyond the investment.
- GREAT 2 will also seek opportunities to support provincial stakeholders to showcase and promote to central level stakeholders the gender-responsive models for implementation of the NTPs and the National Strategy on Gender Equality.

### 3. OBJECTIVES

Development of a BCC Strategy will be undertaken in two Stages to ensure that the Strategy will be realistic, practical and effective in removing long-lasting socio-cultural barriers and creating enabling conditions for behaviour changes of relevant groups and stakeholders (included in the Knowledge and Behaviour Matrix) to support WEE outcomes.

Within the remaining time of the current phase, Stage 1 will focus on developing a BCC Strategy including conceptual frameworks, approaches and methodologies that can be potentially used for each target stakeholder group in the Knowledge and Behaviour Matrix<sup>5</sup>.

The output of Stage 1 will provide a foundation to develop (and design) specific messages and types of interventions for each target stakeholder group.

With this rationale, each Stage has the following objectives:

**Stage 1:** The BCC Strategy will include the following elements

- A stocktake of existing evidence globally, regionally and nationally on what has worked, what has not worked, potential approaches, methodologies and tools in the area of BCC for gender equality and WEE, that may be relevant for GREAT, given the program's context, objectives, target sectors and stakeholders, and achievements to date.
- Key social behaviour changes of the target stakeholder groups to support WEE and gender equality.

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<sup>5</sup> In this Stage, there may not be the available evidence to tailor strategies to specific ethnic groups, consequently strategies may be more generic in nature.

- Indicative major issues/root causes to be addressed and enabling conditions to be supported/strengthened to create changes in identified behaviours of the target stakeholder groups to support WEE and gender equality.
- A GREAT-specific BCC conceptual framework linked with GREAT 2's Theory of Change (ToC) and TOCs of sector and cross-cutting strategies as outlined above<sup>6</sup>.
- Systemic multi-pronged approaches to BCC to achieve the key behaviour changes and the enabling conditions identified above. This may include key required actions for different stages to ensure BCC interventions are designed and implemented systematically, as well as integration into other program interventions including sector development, capacity building and GREAT's overall communications.
- Methodologies to be used in Stage 2 to unpack the complexity prioritise BCC issues and design and test BCC messages for each target stakeholder group, including different ethnic groups.
- Key approaches for monitoring, evaluating, studying and learning for adaptation.

**Stage 2:** During the inception period of GREAT 2, an Action Plan on BCC will be developed with specific and practical contents for each target stakeholder group in the Knowledge and Behaviour matrix, including targetted ethnic minority groups. This will be based on baseline assessments, consultations and fieldwork with target groups. After drafting the Action Plan, testing and refining of BCC messages will be undertaken. The Stage 2 objectives include:

- Prioritise behaviour changes to support WEE (including behaviours that lead to shared decision making, more equal workloads and a reduction in gender-based violence).
- Prioritise issues/root causes to be addressed and enabling conditions to be created to facilitate changes in behaviours to support WEE.
- Identify key drivers/triggers for behaviour change
- Identify key BCC messages to be used (and other related interventions in sector development, capacity building and overall communications).
- Document required actions and timeline of each stage (work plan)
- Develop a MERL plan, indicators and key activities and define how success will be measured, linked with GREAT's MERL system

## 4. APPROACH

The service provider can propose the best approach to fulfil the objectives of the assignment. Key principles include:

- It is expected that BCC interventions will be systematic and iterative, with adaptations based on evidence and regular reflections.
- The BCC interventions should be linked and integrated (where possible) with other GREAT interventions (sector development, policy engagement, capacity building, overall communications) to create an ecosystem to support change in targeted geographic areas, sectors, or supply chains.

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<sup>6</sup> Development of all Strategies will be carried out in parallel. Thus, GREAT team will provide insights on the expected changes targeted by the related sector Strategies.

- The approach needs to recognise critical differences in beliefs, attitudes, and behaviours and constraints between different ethnic groups but also provide solutions that can may be applied across ethnic groups.
- Men, boys and the influence of other household members and community need to be considered and engaged.
- Approaches should identify and optimise existing assets of the target stakeholder groups, including target ethnic minority communities. They should facilitate target stakeholder groups to create changes by themselves in line with “nothing about us without us” principle.
- Sustainability of activities beyond the life of GREAT should be prioritised. Cooperation with government agencies, local authorities and mass organisations (e.g. Vietnam Women’s Union, Youth Union, Farmers Union) as well as with the private sector in local area should be considered.
- The focus is on Son La and Lao Cai provinces, with the aim to be able to replicate the effective approaches regionally or nationally.

## 5. IMPLEMENTATION ARRANGEMENTS

### *GREAT*

The implementation of this assignment requires proactive management and engagement from the Aus4Equality|GREAT team, particularly the Team Leader, Deputy Team Leader, MERL Manager and Gender Specialist on an ongoing basis. GREAT will provide oversight, quality assurance and strategic advice of the assessment at the critical stages and of the assessment products.

Specific roles of the GREAT team include:

- Manage and oversee the implementation and progress of the partnership agreement
- Collaborate closely with the selected service provider to carry out quality assurance of the intermediary and final deliverables
- Provide strategic advice and steering to the service provider at critical stages and participate in key meetings and observe selected focus group discussions
- Provide support to connect with and obtain guidance from relevant entities such as the Program Management Units (PMUs)
- Provide clearance of deliverables that meet GREAT’s expectations as detailed in the Objective section above
- Have the primary responsibility for communication and publication of the strategy

### *Service Provider*

The selected service provider has a lead role in designing and implementing the assignment and primary accountability to the GREAT team to produce the identified deliverables. In collaboration and coordination with GREAT, the Service Provider will:

- Develop the workplan and necessary tools, including a plan for dealing with any ethical issues (e.g. prior informed consent) that may arise.
- Carry out assignment activities according to the approved plan, ensuring high quality and efficiency
- Alert the GREAT team immediately about any cases of undesirable impacts such as environmental damage or disaster risks, gender-based violence and child labour.
- Conduct desk reviews, consultations workshops, data synthesis and prepare reports according to the mutually agreed reporting outline.
- Participate in the workshops or meetings for dissemination of the works if required.

## 6. DELIVERABLES AND TIMING – STAGE 1

The following table includes indicative activities that can be adjusted based on agreement between the selected Service Provider and GREAT on what will be useful to deliver the BCC Strategy. Deliverables need to meet a high standard. The report should be well-structured, concise and easy to read. The Strategy should also be well structured, concise and strategic and actionable. An outline of the Inception Report and Strategy will be developed as a part of the Inception Report. The approved deliverables will be the basis for milestone payment.

Major tasks	Timeline	Expected deliverables
<ul style="list-style-type: none"> <li>Desk review</li> <li>Consultations with GREAT staff</li> <li>Prepare an inception report with methodology and workplan</li> </ul>	15 March – 10 April, 2022	<ul style="list-style-type: none"> <li>Desk review note</li> <li>Inception report, including methodology and workplan to address the objectives of Stage 1</li> <li>Tools for stakeholder consultations</li> <li>Data synthesis matrix</li> </ul>
<ul style="list-style-type: none"> <li>Conduct consultations with selected stakeholders</li> <li>Conduct a workshop on conceptual framework, key overarching expected changes in Knowledge and Behaviour of stakeholders and key approaches on BCC</li> </ul>	11-22 April, 2022	<ul style="list-style-type: none"> <li>Stakeholder consultation schedule</li> <li>Draft conceptual framework, key overarching expected changes in Knowledge and Behaviour of related stakeholders and key approaches on BCC</li> </ul>
<ul style="list-style-type: none"> <li>Synthesize collected data</li> <li>Draft BCC Strategy</li> </ul>	25 April – 5 May, 2022	<ul style="list-style-type: none"> <li>Data synthesis matrix filled with information from stakeholder consultation</li> <li>Draft BCC Strategy</li> </ul>
<ul style="list-style-type: none"> <li>Improve the draft Strategy based on GREAT's comments</li> <li>Plan and prepare for the consultation workshop on BCC Strategy</li> </ul>	16-20 May, 2022	<ul style="list-style-type: none"> <li>Improved BCC Strategy</li> <li>Workshop agenda</li> <li>Presentation slides</li> </ul>
<ul style="list-style-type: none"> <li>Conduct consultation workshop to share key elements of the draft BCC Strategy</li> <li>Improve and finalize the BCC Strategy</li> </ul>	23-31 May, 2022	<ul style="list-style-type: none"> <li>Workshop summary note</li> <li>Finalised BCC strategy</li> </ul>

## 7. TEAM COMPOSITION - STAGE 1

Applicants can propose a suitable team structure. In Stage 1, at a minimum, it is expected that the team should include:

- Behaviour change specialist
- Gender specialist (direct experience in WEE interventions is preferable)
- Ethnography or anthropology specialist (National ethnography or anthropology specialist or an international with rich experience in North-West Vietnam is preferable)

## 8. PROJECT MANAGEMENT

The consultant team will report to GREAT's Team Leader.

## 9. APPLICATION PROCESS – STAGE 1.

Proposals for Stage 1 need to be sent to [aus4equalityrecruitment@gmail.com](mailto:aus4equalityrecruitment@gmail.com) before 5 pm Hanoi time on 28 February 2022 with the subject line "Behaviour Change Communication Strategy". Late applications will be not considered.

Interested organisations should submit a proposal and budget (AUD) in English covering the following:

- **Commitment letter** signed by the authorised representative of the institution, confirming the Applicant's intention to provide the services in accordance with the provisions of this TOR;
- **Profile of the organisation** (including formal registration details);
- A technical proposal that covers
  - The **methodology**.
  - A **skill matrix** that identifies the skills required and the personnel that will provide them.
  - **Inputs schedule**: A schedule that lists activities against team resources/inputs required and timeframes. It should include all inputs required to deliver the services in terms of expert time, working tools, working locations etc. to implement the project.
  - **The schedule** with specific reference to submission of reports and documents, specific meetings, etc.
- **Personnel**: Include key personnel and team members and articulate why they are well suited for their proposed role. Experts proposed for the application must be available for the duration of the contract. In the case of force majeure, the modification/replacement of experts must get prior approval from GREAT and have equivalent qualifications and profiles. Please include the CVs of all team members.
- **Financial Proposal** in AUD. With an indicative budget of AUD 60,000, the financial proposal for Stage 1 should identify the cost for each key deliverable substantiated with a breakdown of the number of working days for each expert per deliverable/implementation step and unit cost, plus estimated costs such as per diems, as well as a management fee. Key deliverables can be selected from the list above and/or modified for the financial proposal. International rates should align with DFAT's Aid Remuneration Framework (<https://www.dfat.gov.au/about-us/publications/adviser-remuneration-framework>). National rates should align with EU/UN cost norms.

It is anticipated that the organisation (with the same core team members) that is engaged in Stage 1, will also be engaged to support Stage 2. This will be subject to the quality of Stage 1 deliverables, a new technical and financial proposal and agreement on contractual terms. The Terms of Reference, scope and detailed work plan for Stage 2 will be developed during the Inception Period of GREAT 2.