Consultancy on Social and Behaviour Change in Transportation Sectors, Plan’s Safer Cities for Girls Programme

Terms of Reference

1. Background and Rationale

1.1 Summary

Together with UN HABITAT and Women in Cities International, Plan International developed the Safer Cities for Girls programme, which is currently being implemented in 10 cities worldwide. The programme seeks to contribute to girls’ access to and safety in public spaces and their meaningful participation in urban development and governance. It also aims to improve girls’ autonomous mobility in the city. With regard to this last aspect, Plan works closely with the formal and informal public transportation sectors. Across the cities, the work with the transportation sector has been challenging, especially as many of the transport staff still behave conforming to a very patriarchal set of harmful gender norms. Plan International is therefore seeking a qualified behavioural change consultant with a strong background in Human Centered Design and explorative research to support with an exciting multi-country innovation initiative on social and behaviour change in formal and informal public transportation sectors to strengthen Plan’s work in the global Safer Cities for Girls programme. This will be a flexible and part-time consultancy position over a period of five months between October 2018 and February 2019.

2.2 Background and rationale for the research

Plan International is an independent development and humanitarian organisation that advances children’s rights and equality for girls. We believe in the power and potential of every child. But this is often suppressed by poverty, violence, exclusion and discrimination. And it’s girls who are most affected. Working together with children, young people, our supporters and partners, we strive for a just world, tackling the root causes of the challenges facing girls and all vulnerable children. We support children’s rights from birth until they reach adulthood. And we enable children to prepare for – and respond to – crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge. We have been building powerful partnerships for children for over 75 years, and are now active in more than 70 countries.

Safer Cities for Girls ([https://plan-international.org/because-i-am-a-girl/creating-safer-cities](https://plan-international.org/because-i-am-a-girl/creating-safer-cities)) is a joint programme developed in partnership between Plan International, UN-HABITAT, and Women in Cities International. The programme goal is to build safe, accountable, and inclusive...
cities with and for adolescent girls (aged 13-18). The programme works to (i) increase girls’ safety and access to public spaces, (ii) increase girls’ active and meaningful participation in urban development and governance, and (iii) increase girls’ autonomous and safe mobility in the city.

The global programme is currently being implemented in ten cities, including: Delhi, India; Hanoi, Vietnam; Cairo, Alexandria, Assiut, Egypt; Kampala, Uganda; Nairobi, Kenya; Lima, Peru; Asuncion, Paraguay; and Honiara, Solomon Islands.

Safer Cities for Girls is a long-term gender transformative programme, working to tackle unequal power relations and challenge harmful social norms that perpetuate insecurity and exclusion of girls in cities. The programme works across three levels of change: (1) with governments and institutions to influence municipal and national actors and policy makers to make laws and city services more receptive and inclusive to girls’ safety; (2) with families and communities to promote a supportive social environment that promotes girls’ safety and inclusion in cities; and (3) with girls and boys themselves to engage them to be active citizens and agents of change by building capacities, strengthening assets, and creating opportunities for meaningful participation. By working to confront social and cultural norms that allow for the manifestation of unequal gender power relations across these three levels, girls’ and women’s lives in cities will be transformed, reflected in a fundamental shift of their social positions.

The Safer Cities for Girls programme has a holistic approach to girls’ safety, recognising not only girls’ ‘actual’ but also ‘perceived’ safety. A girls’ sense of safety is made up of her feelings about the built environment (infrastructural elements such as lighting, maintenance of spaces, signage, presence of alleyways, etc.), the social environment (how people use the space, who is using the space, sense of community in the area, presence of cultural activities), and their or their friends’ personal past experiences in certain areas. The objective dimension is actual victimisation, and the subjective dimension is girls’ perception of insecurity through fear and anxiety. While the perceived level of safety may not always correspond with recorded levels of actual safety, both categories are taken into account in programming and the perceived dimension is not be ignored.

To address harmful social norms and how they influence girls’ perceptions of safety is therefore key to the programme. Many of the programme’s activities are directed to sensitis on harmful gender norms and challenge behaviour sets that are impeding girls’ safety. Still, across the cities, the work with the transportation staff is proving challenging. Very discriminatory and patriarchal gender norms, like victim blaming in the case of sexual harassment, are still predominant in the sector and have a strong impact on girls’ autonomous and safe mobility. Many of the adolescent girls that Plan works with experience sexual harassment when using public transport – be it from other passengers or drivers and ticket sellers themselves. There is little or no support from drivers, ticket sellers, or bystanders when they witness girls being sexually harassed. To change these attitudes, Plan is training transportation staff on gender equality, girls’ rights, sexual harassment and their role in assuring girls’ safety. Especially in the informal transport sector though, it is often difficult to involve drivers in trainings and sessions, and changing harmful social norms takes years. Plan is therefore looking to explore innovative and flexible ways on how to work with formal and informal transportation staff as well as with bystanders on social and behaviour change in order to make cities safe and inclusive for adolescent girls.
2. Research objectives and questions

2.1. Research objective

Based on Plan’s Safer Cities for Girls programme, we have found, that especially in the transportation sector, harmful social norms prevail, which are one of the main barriers to girls’ autonomous and safe mobility in cities. These harmful social norms lead to gender based violence (GBV) against girls (including sexual harassment and sexualised violence), prevent girls from moving freely and safely around the city, lead to a lack of bystander intervention, and often blame girls for being survivors of gender based violence rather than placing the blame and onus on the perpetrators. These harmful social norms infringe upon girls’ rights to move freely around the city and to live free from gender based violence.

The main research objective is:

- To develop and pilot new ideas and adapt existing resources on social and behaviour change in formal and informal transportation sectors in order to make cities safe and inclusive for adolescent girls and to decrease gender based violence for girls when using transportation services. This project is focused on tackling the underlying harmful social norms with the goal that adolescent girls can use any kind of transportation in the city. Through this initiative, we are eager to pilot new ideas and test many possible solutions.

2.2 Research questions

The main research question is:

- How can we change harmful social norms and the corresponding behaviour within the informal and formal transportation sectors in the Safer Cities for Girls programme so that we can make cities safer, more inclusive and decrease gender based violence for adolescent girls when using transportation services?

Additional research questions include:

- What has to be taken into account when aiming to change harmful gender norms with transportation staff and bystanders? What are the drivers of their behaviour and practices?
- What urban actors need to be involved in the solution(s)/idea(s) in order to change harmful social norms? How should these actors be involved? How frequently?
- How can the programme achieve social norm change (especially in empirical and normative expectations - Cristina Bicchieri) as well as changes in individual and collective behaviour?
- How do we measure social norm change in the formal and informal transportation sectors?
- How can these solutions be adaptable to different city contexts?

Our hypothesis is: As adolescent girls frequently use transportation services to move around the city, if we can change underlying harmful social norms to promote gender equality in transportation systems, girls will be and feel safer when using informal and formal transportation services. Their right to the city will be enhanced and they will have more chances to pursue opportunities in the city, including education, employment, social services, and so on.
Outlined below are examples of solution ideas that can be piloted. This is not a research exercise, rather we want to try out multiple solutions and be flexible.

- Understanding social and behaviour change and devise interventions to be tested using rapid prototyping techniques, i.e. communication for behavioural impact (COMBI)
- Experimenting with new interventions and working out what is effective. For example:
  - Attitude and behavioural change training curriculum (how to modify and strengthen our existing curriculum for transportation stakeholders, including content and methodology) and possibly adapt the training modality, including innovative ways of engaging transport staff (e.g. through arts, blended learning approach, daily challenges)
  - Community-wide/transportation sector wide awareness raising campaigns on girls’ rights, gender equality and safety in cities targeting transportation drivers, passengers (bystander awareness and action), and community (e.g. next generation or innovative communications)
  - Intergenerational dialogues between girls and transportation stakeholders
  - Stakeholder and policy mapping to outline entry points for engaging in the transportation systems, especially informal systems
  - Piloting new ideas and adapting existing resources in two Country Offices, including informal transportation sectors in Kampala and formal transportation sectors in Hanoi.

3. Research methods and stakeholders

3.1 Research methodologies and research location

The hypothesis will be tested through desk research on existing experiences, interviews and workshops using human-centred design techniques with key stakeholders (girls, boys, transportation staff, community members, government stakeholders, Plan staff and partners), field visits, and joint exploration of innovation approaches.

The consultant will pilot the innovative ideas in two Plan Country Offices, including in Hanoi, Vietnam and Kampala, Uganda.

3.2 Research participants

The innovative ideas will be piloted in two Plan Country Offices (Vietnam and Uganda) with adolescent girls (ages 13-18), transportation staff and passengers, and other relevant urban actors (boys, community members, government stakeholders, and Plan staff and partners).

4. Research activities

4.1 Users and audiences of the research

The research is primarily intended to inform Plan’s global Safer Cities for Girls programme and to support Country Offices with strengthening implementation of the programme in relation to
social norm change in formal and informal transportation sectors. The findings, proposed concept(s) and recommendations will be used to further test and pilot the innovative ideas and eventually scale up the solution to all Country Offices implementing the global programme. This research will also be used in other Plan programmes working on changing harmful social norms.

4.2 Activities

The following activities are expected of the consultant:

- Organising a behavioural change analysis and developing social norm change ideas, including approaches and tools, and potentially adapting existing tools and methodologies. Human-centred design and innovation techniques should be used. *(10 days)*
- Discussing the results from the behavioural change analysis and piloting the innovation tools/approaches or other ideas during a field visit in two Plan Country Offices (COs). *(10 days)*
- Write-up of finalised recommendations for implementing and scaling up the ideas. *(5 days)*

It is expected that the consultant will facilitate knowledge transfer so that we can learn from their behavioural change expertise and methods.

The consultancy will be for approximately 25 days over a period of five months between October 2018 and February 2019. The consultancy is home based with travel to two Plan Country Offices (Vietnam and Uganda). The consultant will work closely with Plan via email and skype and must be available for virtual meetings and calls.

5. Timeline

The consultancy will be divided into three main phases:

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<tr>
<th>Description</th>
<th>Timelines</th>
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<tr>
<td>Organising a behavioural change analysis and developing social norm change ideas, including approaches and tools, including potentially adapting existing tools and methodologies <em>(10 days)</em></td>
<td>October-November 2018</td>
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<tr>
<td>Discussing the results from the behavioural change analysis and piloting the innovation tools/approaches or other ideas during a field visit in two Plan Country Offices (COs) <em>(10 days)</em></td>
<td>November 2018-January 2019</td>
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<td>Writing and finalising a recommendations report for implementing and scaling up the idea(s) <em>(5 days)</em></td>
<td>January-February 2019</td>
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6. Ethics and child protection

As an international child centred community development organisation, Plan International is committed to protecting children from harm and ensuring children’s right to protection under Article 19 of the UNCRC is fully realised. We take seriously our responsibility to promote child
safe practices and protect children from harm, abuse, neglect, and exploitation in any form. Ethical and child protection issues therefore need to be taken into consideration by the consultant when carrying out the consultancy. The proposal should clearly and in detail explain how appropriate, safe, non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of children and other vulnerable groups. Also, the consultant should explain in the proposal how confidentiality and anonymity of participants will be guaranteed. A child protection risk assessment, primary caregiver assent and informed consent of minors prior to data collection is obligatory.

7. Selection criteria

A successful applicant should meet most of the following requirements:

**Technical Expertise, Skills and Knowledge**

*Essential*

- Fluent in English (written, oral)
- Demonstrated experience in behavioral and social norm change
- Demonstrated experience in Human Centered Design and understanding of innovation techniques
- Experience in gender transformative programming or research
- Experience working or doing research with adolescents aged 13-18
- Flexibility, openness and commitment
- Valid passport and visa/work abroad requirements to travel to Vietnam and Uganda

*Desirable*

- Fluent in local languages (Vietnam, Uganda)
- Knowledge of local context (Hanoi, Kampala)
- Interest in social innovations and children’s issues, especially girls’ rights

8. How to apply

Applicants interested in conducting the study are asked to apply with the following documents.

- A cover letter outlining how they meet the expected criteria, including relevant experience.
- CVs of the consultant(s) who will carry out the work.
- Two samples of previous research work.
- A detailed methodology outlining how they plan to undertake the research, explaining how work will be completed according to the ToR guidelines and what comparative advantage the consultant brings to the table for successful completion of assignment.
- A timeline for the completion of the assignment and projected delivery dates for deliverables as well as required cost and schedule for each deliverable.
- A detailed proposed budget required to conduct the research. The consultant is strongly encouraged to provide their best price in their response as no guarantee is made that
there will be any opportunity to negotiate pricing at any point during the selection process.

The payment is in installments and subject to the delivery of outputs and their formal approval by Plan International as follows:

- **First payment (following the behavioral change analysis and developing social norm ideas)**: 30% of total budget
- **Second payment (following piloting the innovative ideas in two countries)**: 35% of total budget
- **Final payment (following approval of final recommendations)**: 35% of total budget

### 9. Evaluation of offers

Shortlisted candidates may be invited to discuss their proposals in more detail at Plan’s discretion. Plan International, at its sole discretion, will select the successful consultant. Plan International shall be free to:

- Accept the whole, or part only, of any submission
- Accept none of the proposals
- Republish this ToR

Plan International reserves the right to keep confidential the circumstances that have been considered for the selection of the offers.

Part of the evaluation process may include a presentation from the supplier and a site visit by Plan International staff to offices.

Value for money is very important to Plan International, as every additional € saved is money that we can use on our humanitarian and development work throughout the world.

Plan International may award multiple contracts and all contracts will be non-exclusive.

### 10. Management of the research and Plan contact name and details

The Global Programme Manager of the Safer Cities for Girls programme will manage this consultancy. The consultant will work closely with this person as well as staff at Plan Country Offices and the Innovation Hub.

Qualified applicants are requested to submit their CV and supporting documents to procurement@plan-international.org by 2 September 2018. Only those who meet the requirements will be contacted.