

# Terms of Reference: Positive Deviance and Anticipatory Action (PD–AA) in Risk Communication Community Engagement Solution Design

## Background

NORCAP works to improve aid to better protect and empower people affected by crisis and climate change. We do this by providing expertise and solutions to humanitarian, development and peacebuilding partners.

NORCAP works in two complimentary ways to improve aid:

- We provide targeted expertise to strengthen our partners' response.
- We collaborate with partners to develop solutions to un-met gaps and challenges.

NORCAP is a part of the Norwegian Refugee Council. While we share NRC's focus on humanitarian work, our mandate extends further to also encompass development and peacebuilding efforts.

NORCAP works with local, national and international partners to find solutions that meet the needs of people at risk.

NORCAP established a Community Engagement and Accountability (CEA) Thematic Team in mid-2021 and included Community Engagement and Accountability (CEA) as a strategic objective in its 2022-2026 Strategic Plan. A CEA strategy was approved at the start of 2024 outlining NORCAP's long and short-term goals and demonstrating how CEA contributes to NORCAP's overall strategic goal: *'lives, rights, and livelihoods of affected populations are protected, and resilience strengthened.'*

The 2023-2026 CEA Strategy emphasizes the need for a coordinated and systematic approach to CEA and collective accountability, creating space for local community empowerment. NORCAP supports global efforts, including the IASC AAP Framework and the Collective CEA Roadmap for Technical Support, aimed at enhancing accountability system-wide. This aligns with NORCAP's broader objective of empowering national and local actors to lead emergency response and development efforts.

The Positive Deviance (PD) approach offers a way of surfacing community-led solutions that already work in challenging contexts, while anticipatory action (AA) aims to act early on forecast information to prevent hazards becoming disasters. Integrating PD into anticipatory systems is an opportunity to shift power to crisis-affected people, institutionalise participation, and improve public health preparedness and resilience.

NORCAP assignments have demonstrated the potential of embedding community engagement into anticipatory systems. However, further work is needed to consolidate learning on positive deviance within this approach, adapt the model to different contexts, and develop a scalable model for how NORCAP can apply PD based AA in risk communication community engagement (RCCE) work in health emergencies. This consultancy is a core element of NORCAP's Global Innovation Fund project to mature and scale this approach.

## Scope of work

The main objective of the work is to progress NORCAPs thinking on linking the Positive Deviance Approach into Anticipatory Action for community engagement, focusing initially on health

emergencies. This will result in a guidance note, concept note and a learning and writing retreat with experts to finalise the documents. NORCAP is interested in seeing if we can scale the positive deviance approach into our systems change work in community engagement.

The consultant will:

Review of current practice:

- Work with NORCAP experts to map community-led solutions, guidance and policy in risk communication and early action, including overlooked practices.
- Draw on NORCAP assignments across East and Southern Africa to compare across hazard types and review positive deviant behaviours in public health messaging.
- Review current AI practices by partners in managing infodemics, misinformation, disinformation and malinformation, and implications for communities.

Engage regional and national actors (identified together with NORCAP?):

- Facilitate consultations with UNICEF, IFRC, WHO, OCHA, Red Cross/Red Crescent Federation and National Societies, and local responders.
- As appropriate, engage Africa Centres for Disease Control and Prevention and selected national disaster risk management authorities to best understand what a PD based AA solution could look like at national level.

Develop the PD AA guidance note for RCCE:

- The document will include: a diagnostic tool for identifying PD behaviours; integration pathways with early warning systems in health emergencies, triggers and messaging; recommendations for feedback and ethical AI use; a roadmap for partnerships; participatory learning and rumour tracking approaches.
- Work with the NORCAP CEA Thematic Manager to design a learning and writing retreat to synthesise insights into a NORCAP (and partners) appropriate PD-focused solution design aligned with anticipatory action timelines.
- Develop a short concept note outlining how the guidance note can be translated into a fundable project.
- This work will be positioned within humanitarian reform discussions and NORCAP's anticipatory action work.

## Methodology

The consultancy will be home-based with travel to participate in a learning and writing retreat with CEA experts to further consult and finalise the work.

The consultant will together with NORCAP's CEA Thematic Manager to identify the correct colleagues to interview. They will interview selected CEA and other experts that have been recently deployed by NORCAP and identify key regional partners to speak to. They will speak to approximately six experts and four partners.

## Institutional and organisational arrangements

NRC/NORCAP will own the intellectual property rights to all materials submitted by the consultants under the contract. The consultants must therefore ensure that they have possession of any materials provided to NRC as a part of the deliverables. The rights to reproduce the reports will fall to NRC and its contracted agents. NRC will be free to reproduce the materials at will and to grant reproduction rights.

Everything submitted to NRC must be the original work of the consultants. Any plagiarism in any form, or any other breach of intellectual property rights, will automatically disqualify the consultant from receiving any further payments under the contract by NRC, and NRC will seek to recover any payments already made.

#### Timeframe and deadline:

It is envisaged that this will take a maximum of 30 working days to be completed before December 15<sup>th</sup> 2025.

Initial scoping should be completed by Oct 19<sup>th</sup>.

The review of current practice and engagement with regional actors will be completed by October 31<sup>st</sup>

The draft guidance note should be ready by November 14<sup>th</sup>.

A workshop should be attended in Kenya first week of December where this work will be further refined with the wider CEA team.

Final documents, including a concept note to deliver the guidance, to be submitted by December 15<sup>th</sup>.

In the event of delays, the Thematic Manager Sarah Mace (sarah.mace@nrc.no) should be informed immediately. Any significant changes require prior written approval from NRC/NORCAP.

#### Skills and qualifications of the consultant

- Master's degree in International Relations, public health, social sciences, disaster risk reduction, humanitarian/development studies or related field.
- Experience from working in humanitarian and fragile settings, and good knowledge of the United Nations and wider humanitarian system
- Demonstrated expertise in Positive Deviance methodology and participatory/community-led approaches.
- Proven track record in anticipatory action, risk communication, community engagement and accountability or RCCE in humanitarian or public health contexts.
- Experience designing frameworks, methodologies, or guidance documents for international organisations.
- Strong facilitation skills.
- Proven experience in producing high quality research, case studies, policy briefs with ability to present complex information in a simple and accessible manner
- Fluency in English required

#### Application process and requirements

Application Deadline: 5<sup>th</sup> October at Midnight CET.

Maximum salary range is \$600 USD per day.

Bids must include the following:

- Proposal including, outline of methods, comments on the TOR, and availability (bids over 3 pages will be automatically excluded).
- CVs
- Proposed budget/daily rates
- Examples of past work of a similar nature
- Submit completed bids to [norcap.bids@nrc.no](mailto:norcap.bids@nrc.no)

The consultant must be self-employed or provided by a limited liability company (Ltd). Consultants are self-employed and work independently from NRC/NORCAP. They are liable for their own tax, VAT to local authority, social security payments, health insurance, sick pay etc.