

ARIAS SOCIETY

Assam Rural Infrastructure and Agricultural Services Society
(An Autonomous Body under Govt. of Assam)

Project Coordination Unit (PCU), Proposed World Bank aided Assam Agribusiness and Rural Transformation Project (APART)

Agriculture complex, Khanapara, G.S. Road, Guwahati-781022, Assam

Tel: +91 361-2332125; Fax: +91 361-2332564; website: www.arias.in; email spd@arias.in

Draft TERMS OF REFERENCE (TOR)

For Hiring of Consultancy Services for IEC Campaign

BACKGROUND

1. The Government of Assam (GoA) through Government of India (GoI) has applied for a loan from the World Bank (WB) for implementation of Assam Agribusiness and Rural Transformation Project (APART). Assam Rural Infrastructure and Agricultural Services (ARIAS) Society is the main coordinating agency for the project. The project will be implemented by eight line departments of GoA including their directorates/ agencies/ Commissionerates. The proposed Project Development Objective (PDO) is to “increase value-added and improve resilience in the production and processing of selected agricultural commodities, focusing on smallholder farmers and agro-entrepreneurs in targeted districts of Assam”. The targeted districts (undivided as of 1st April, 2016) are Nagaon, Sonitpur, Barpeta, Karbi Anglong, Kamrup, Dhubri, Golaghat, Kokrajhar, Lakhimpur, Darrang, Cachar, Sivasagar, Jorhat, Goalpara, Morigaon and Nalbari. The project will adopt a value chain and clusters approach to achieve the targeted objectives. The targeted value chains are those of (i) cereals (rice, maize), (ii) pulses, (iii) spices and condiments (ginger, turmeric, mustard), (iv) fruits (banana) & vegetables, (v) livestock (pork, milk), fish and silk. Expected duration of the project is for seven years.
2. APART would support, value addition in the production and post-harvest segments of selected agricultural value-chains; facilitate agribusiness investments through inclusive business models that provide opportunities to small farmers as well as stimulate the establishment of new small and medium agribusiness enterprises; and support resilience of agricultural production systems in order to better manage increasing production and commercial risks associated with climate change and marketing of agro produce, in the targeted districts. The project would adopt a cluster strategy within the targeted districts to generate economies of scale; promote vertical and horizontal links between local agricultural enterprises; enable diffusion of innovations; leverage network externalities; and channel public support for services and infrastructure. By adopting a cluster approach, the project would enable all the value chain participants to develop competitive and innovative products that meet market demands rapidly and successfully.
3. A key project thrust will be on enhancing agglomeration of producers to improve economies of scale in producing, processing and marketing of agricultural produce. The project will support agriculture and livestock productivity (including value and incomes) enhancement through essential technology transfer in production and improved post-harvest and market operations, and also explore and pilot possible financing modalities to support entrepreneurship and agri-business. APART will leverage the natural resource advantages of the state as well as improve the investment climate and in particular, focus will be on processed food, agribusiness, logistics and infrastructure, and MSME finance and insurance. Project beneficiaries will include farmers and entrepreneurs especially in the MSME segment. Other beneficiaries would include Farmer Producer Organizations (FPOs) and other value chain participants. For more information please refer to the “Combined Project Information Documents/ Integrated Safeguards Data Sheet concept stage” at <http://documents.worldbank.org/curated/en/docsearch/projects/P155617>.
4. There are four components of the project: **The first component is Enabling Agri enterprise Development**, with sub components being (i) enhancing state capacity to attract private investments, (ii) setting up of an Enterprise Development and Promotion Facility (EDPF) (iii) Agribusiness Fund Support (iv) establishing stewardship councils. **The second component is Facilitate Agro Cluster Development** with sub-components being- (i) support establishment of cluster level Industry Associations (IAs), (ii) supply chain infrastructure support to establish a modern supply chain. **The third component is Fostering Market Led Production and Resilience Enhancement** with sub components being (i) promoting climate resilient technologies and their adoption (ii) Facilitating market

linkages through market intelligence & product aggregation (iii) Facilitating access to and responsible use of financial services. **The fourth component is project Management, Monitoring and Learning**, with sub components being (i) Institutional Strengthening, ICT (iii) Project Management, MIS, M&E.

5. The Key Project Indicators (KPIs) are:

- a) Farmers reached with agricultural assets or services (number), of which female (percentage);
- b) Value add measured by:
 - i. Increase in quality as measured by price premium of commodities sold by beneficiaries in the selected value chains;
 - ii. Share of selected commodities sold through new marketing channels.
- c) Resilience measured by: Farmers adopting improved agricultural technology (gender disaggregated).

OBJECTIVE OF THE ASSIGNMENT:

6. The objectives of the consultancy services are to develop need based IEC strategy & plan, effective and innovative core messages, tools and materials; and implement and monitor IEC activities.

SPECIFIC OBJECTIVES OF THE ASSIGNMENT:

7. The specific objectives of the consultancy are as follows:

- Enhance awareness amongst the potential project beneficiaries in project areas about the services under the project.
- Address and promote attitudinal changes among the target groups, leading to informed decision-making, modified behavior, adoption of improved practices in production, marketing and value addition.
- Stimulate increased and sustained demand for quality services and optimal utilization of available services.

8. **The core framework of the Assignment includes:**

- Conducting Community Needs Assessment (CNA) to investigate key issues, assess local capacities and perceptions of the media with respect to the project.
- Development of effective state and district specific strategies and plans based on evidence and tailored to local needs and context (culture, etc.) to reach the target groups.
- Conceptualize and develop IEC messages content in local languages with sensitivity to local societal context.
- Engagement of agencies to implement the IEC strategy and plan at the local level and monitor the work of these agencies, taking full responsibility for their results.
- Adherence to Social Management Framework of the project and ensure incorporation of social development principles of APART in designing and implementation.

The consultant agency has to provide inputs to the agency/agencies identified (Services Providers) for social mobilization and consult with them to seek opinions/feedbacks to engage, collaborate and empower the communities for action as well as to orient the NGOs/CBOs active in the project districts.

9. **CONSULTANCY PERIOD:**

The consultant's services shall commence with effect from the date of signing of the contract agreement for a period of thirty six (36) months with a provision for annual performance reviews. Project Coordination Unit (PCU) will monitor the performance of the consultant agency at the end of every year and will have the option to foreclose the contract in case the performance of the consultant agency is not satisfactory according to the agreed scope of work and schedule for completion of various tasks.

SCOPE OF WORK:

10. The specific tasks related to the consultancy are to:

TASK 1: Conduct Communication Needs Assessment (CNA):To understand the communication needs of potential target beneficiaries and value chain players, CNA is to be done in the project districts on sample basis. It will help in assessing the local capacities, probe behaviours that need to be addressed through communication, gain insight into roadblocks that affect the project, determine the knowledge level and perceptions of the media with respect to the project and the issues related to it. The study is to be grounded on interviews and analysis, of existing documents/reports/materials/systems/processes and understand all dimensions of the situation and determine stakeholders perceptions, opinions, and beliefs, based on qualitative and quantitative methods. Specific communication activities to be done under this task include, but not limited to – polling, perception studies, baseline studies, surveys and qualitative research (in depths interviews, focus group discussions, on-site observations, etc). The aim of the assessment is to outline evidence based key communication messages; and to frame creative concepts to deliver these messages to the potential project beneficiaries.

Task 2: Develop IEC strategy. Based on the assessment, IEC strategy has to be developed clearly articulating the approaches for communicating core messages consistently across societal context, geography, various groups of targeted beneficiaries as well as stakeholders and identify the best possible media to be used for different target audience as appropriate. The strategy needs to clearly articulate the approaches for choice of media channels, and how these choices helps to customize the key messages to the information need of different communities, especially indigenous people and women. The strategy has to include:

- An advocacy strategy to sensitize state and district level policy and decision makers, key influencers towards building/reinforcing and enabling environment for the project implementation.
- A communication strategy for various potential target groups in compliance with Social Management Framework of the project.
- A capacity building strategy for key functionaries at all levels based on needs assessment.
- An M&E framework with indicators.

The detailed strategy has to include the following:

- Issues identified from the CNA.
- Segmenting stakeholders based on their positions.
- Preparing appropriate messages to mobilize, support and address the right concerns.
- Finding the most effective mix of channels to reach audiences.
- Creating communication capacity on the ground to implement the process.
- Designing mechanisms for monitoring and evaluation (qualitative and quantitative).
- Strategies for enhanced public interest by highlighting progress, achievements and success stories of the project.

Task 3: Develop IEC implementation plans. The implementation plan including annual activities related to advocacy, communication, capacity building, procurement and M&E is to be developed for state, district and sub-district levels. Arrangement for publication of opinion-pieces, articles, stories, features, interviews across print, TV and online media at state, district and sub-district level has to be detailed out in the implementation plan. Use of appropriate tools to implement the activities specified in the IEC strategy and plan for procurement of the bulk of IEC activities such as: training and capacity building, production of radio and TV ads, programs, interviews, purchasing of air time on radio and /or TV, production of posters, production of brochures, production of web pages, community mobilization activities such as workshops, theatre performances, organization of forums, purchasing of communication materials is to be laid down in the implementation plan.

Task 4: Develop and pre-test appropriate messages, tools and materials. This will include following activities:

- Design key messages to inform and educate the community in the project area, about the project benefits, service provisions, process of availing the services, details of the line departments and mechanism of grievance redressal & citizen feedback.
- Undertake pre-testing of the communication messages and tool-sets across all targeted communities to assess the efficacy of the messages and tool-sets, and wherever required refine/adapt the message content to finalize the messages and their methods of delivery. Accordingly create customized communication materials to carry these messages to all sections of the society, with special emphasis of strengthening outreach to indigenous people and women.
- Develop advocacy kits for policy and decision makers and various key influencers.
- Design IEC skill development modules for trainers and trainees (Service Providers, Support Organizations, Farmer Producer Organizations, Industrial Associations, etc.).
- Deploy innovative communication tool-sets to disseminate the outreach messages in easy to understand format across mainstream, mid media and interpersonal communication channels.
- Materials for different media/target audiences, information card, infotainment scripts, TV/radio spots, illustrative leaflets, posters and other materials. Subsequently, all messages, tools and materials to be pre-tested according to agreed protocol. The messages, tools and materials may need to be modified/improved periodically based on review/monitoring reports.

Task 5: Implementation of approved IEC plan. Implement and manage all IEC activities as in the implementation plan approved by the PCU, ARIAS Society through personnel and other agencies engaged for implementation. This plan needs to synchronize the actions of the implementing agencies at the state, district and sub-district levels. While implementing the activities, the consultant agency must ensure proper co-ordination with the consultant agency hired by PCU as Service Providers and adhere to the strategies laid down in the SMF of the project. Various mass media and mid media platforms and interpersonal communication channels for implementation of IEC plan may include the following but not restricted to:

- Mass media – development of TV commercials, radio spots, print media, outdoor media and social media components.
- Mid media – development of components such as posters, banners, billboards, wall-paintings, display screens (mobile & static), bus panels, bus shelter graphics, etc.
- Interpersonal communication – interactive community presentations, involving flyers, group meetings with stakeholders, drama & street plays, traditional art-forms such as folk music & dance, voice-based messaging through mobile phones and other relevant methods.

For implementing the IEC plan, the consulting firm have to buy media space at the best possible package rates. The firm needs to ensure that the total cost of acquiring various media platforms is less than or equal to the rates approved by DIPR (Directorate of Information and Public Relations), Assam.

Task 6: Capacity Building through training/ orientation. Build capacities of state/district/block implementing units/Farmer Producer Organizations/Industrial Associations to plan, develop, implement and manage IEC activities through structured training/orientation sessions.

Task 7: Develop communication M&E framework. Set up simple and effective M&E systems, processes in accordance with the project M&E framework and Social Management Framework to monitor the quantity, quality and effectiveness of messages, tools and materials/audits for constant improvement. Design the reporting formats and monitoring indicators. Submit quarterly progress reports on all activities completed, ongoing, planned including capacity building workshops/trainings, etc. and six monthly media monitoring reports to the PCU. An analysis of media coverage will be part of the monthly monitoring report, tracking all media for coverage of their

outreach efforts. M&E to be carried out through public opinion tracking studies, qualitative program and products evaluations.

Reports and Payments (against activities/ milestones accomplished):

11. Following will be the activities and payment schedule:

Sl.	Mile Stone	Timeline from the date signing of agreement	% of Payment of the contract price (Cumulative)
1.	Inception Report	1 st week	5%
2.	Draft Communication Needs Assessment (CNA) Report	4 th week	5%
3.	Draft IEC Strategy	6 th week	5%
4.	Draft IEC implementation plan	10 th week	5%
5.	Create IEC messages, tools, materials, pre-test	12 th week	5%
6.	finalize and submit	18 th week	5%
7.	Set up M&E systems, processes	20 th week	5%
8.	First year IEC plan implemented successfully, training & capacity building programs conducted satisfactorily and report submitted	From year 1 through year 3 in accordance with approved plan	20%
9.	Second year IEC plan implemented successfully, training & capacity building programs conducted satisfactorily and report submitted	From year 1 through year 3 in accordance with approved plan	20%
10.	Third year IEC plan implemented successfully, training & capacity building programs conducted satisfactorily, third annual report and final assignment completion report submitted	From year 1 through year 3 in accordance with approved plan	25%

12. REPORTING REQUIREMENTS:

All soft and hard copies of documents (strategy, plans, etc.), reports, tools and materials developed and submitted by the consultant agency is the property of PCU and the agency do not have any have rights to copy, retain, reproduce, use the documents (strategy, plans, etc), reports, tools and materials without written approval of the PCU. The consultant agency has to, not later than upon termination/foreclosure or expiration of the contract, deliver all soft and hard copies to the PCU, together with a detailed inventory thereof. All approved documents, reports, tools and materials are to be posted in the website of ARIAS Society for easy access.

Services to be provided by the Client

13. The Client would provide the SP the following:

- a. Project Appraisal Document (PAD) and Project Implementation Plan (PIP)
- b. Facilitate access to relevant available data that is required to fulfil the tasks outlined in the ToR
- c. Ensuring, where appropriate cooperation of concerned line departments for smooth conduct of the assignment

Key Professionals whose CV and qualifications will be evaluated

14. The CVs of following Key Professionals will be evaluated:

#	Designation	Qualification & Experience	Role
1.	Communication Specialist and Team Leader (1 position)	<ul style="list-style-type: none"> Post-graduate/Masters degree in Journalism, Mass Communications, Social Science, Management or Public Administration or related fields from any recognized university/Govt. approved institutions. Ten (10) years of work experience in preparing and implementing strategic communication and media campaigns. 	Responsible for leading the design and development task of Communication Needs Assessment, IEC Strategy, Communication M&E Framework, Stakeholder Capacity Building and relative Implementation arrangements.
2.	Creative Director (1 position)	<ul style="list-style-type: none"> Post Graduate/Master degree in Journalism, Mass Communications, Social Science or Management from any recognized university/ Govt. approved Institutions. More than 7 years of professional experience with proven track record of developing, designing and producing creative content for mass media campaigns across new and traditional media. 	Developing the concepts and designs for various IEC methods, material & tools with special focus on customized applicability to the concerned stakeholders. Should be able to generate local resources, context and materials for application in the IEC programmes.
3.	Advocacy expert (1 position)	<ul style="list-style-type: none"> Post graduate degree in Mass communication/Social Work/Sociology/Social Science. At least 7 years of experience in the field of advocacy/capacity building/training. 	Responsible for leading all the front end operations involved in the IEC operations and establishing the rapport of the IEC agency across all stakeholders
4.	Media planning and buying expert (1 position)	<ul style="list-style-type: none"> Post graduate degree in Mass communication or any other relevant subjects from a recognised university. At least 7 years of experience in electronic media especially in the field of planning for broadcasting/telecasting programs. 	Responsible for all the back end conceptual, planning and designing operations of the IEC methods, materials & tools in close coordination with the feedback received from the stakeholders
5.	Graphic designer (1 position)	<ul style="list-style-type: none"> Post graduate degree in Mass communication or any other relevant subjects from a recognised university. At least 7 years of experience in electronic media and 5 years in Graphic Animation for advertisements and similar work. 	Responsible for developing the formats, designs and concepts of the IEC campaign for both print and electronic media. Should be capable of transforming the message and content in a form acceptable by the stakeholders
6.	Film/ audio production expert (1 position)	<ul style="list-style-type: none"> Post graduate degree in Mass communication or any other relevant subjects from a recognised university. At least 7 years of experience in electronic media especially in the field of film/audio production. 	Responsible for handling all the electronic aspects of the IEC campaign for all the segments of mass media, mid media and interpersonal communications
7.	Social expert (1 position)	<ul style="list-style-type: none"> Post graduate degree in Social 	Responsible for rapport establishment with

#	Designation	Qualification & Experience	Role
		Science/Sociology/Social Work. <ul style="list-style-type: none"> At least 10 years of experience in social sector, conducting assessments. 	the project stakeholders with special focus on the conducting capacity building exercises, need assessments, monitoring and evaluation in the implementation arrangements.
8.	Research and M&E expert (1 position)	<ul style="list-style-type: none"> An advanced degree in Statistics 10 years of professional experience working in or with statistical agencies or equivalent institutions Excellent quantitative and analytical background with experience in designing, implementing and analyzing survey data Advanced skills in descriptive, inferential and advanced statistical applications Good written and oral communication skills. 	Responsible for designing, implementing & analyzing the monitoring and evaluation strategy of the IEC campaign. Lead the surveys and analytical works regarding the project and campaigns
9.	Finance and systems manger (1 position)	<ul style="list-style-type: none"> An advanced degree in finance. At least 7 years of experience in the field of finance management. 	Responsible for fiduciary operations involving the financial management of the IEC campaign, conducting audits and maintenance of proper reports and documentations.

Note: This is draft ToR which may be modified at RFP stage.
