

Draft Terms of Reference (ToR)
**Communications Agency for Communications Strategy and Plan Development, Mass-
Outdoor- and Digital - Media Campaign and Public Relations**

Project: Community-Led Landscape Management Project (Government of Meghalaya, supported by the World Bank)

1. Background

The Government of Meghalaya and the World Bank have entered into a 48 million USD loan agreement to support selected communities in Meghalaya to plan and implement community-driven landscape management of their natural resources, through the Community-Led Landscape Management Project [CLLMP, 2018-2023] (Project hereafter) which will help restore and sustainably manage forests, land and water resources, and biodiversity in the state.

At present, due to a worrying combination of climate change impacts and anthropogenic activities leading to rampant mis-use of natural resources, Meghalaya's forests, land and water resources are rapidly degrading. The majority of Meghalaya's population relies on these natural resources for their primary income and livelihood. This degradation, therefore, is a major cause of concern, from both the environment as well as the social and economic points of view.

While joint forest management has been the dominant model to involve communities in forest management in India, it has little relevance for Meghalaya where communities already have forest rights and traditional systems managed under customary laws. Accordingly, the Project is focused on supporting Meghalaya's unique community-based natural resource management (NRM) system, which relies primarily on its population – the Khasi, the Garo, and the Jaintia tribes – to manage its forests and other natural resources through customary law. Since these forests are not recognised under forest laws, they do not receive support from state institutions. This has resulted in the traditional tribal institutions facing the challenge of having very limited resources to deploy on the natural resources under their stewardship. Their task is made more difficult due to the communities being driven by a preference for immediate gains accruing from over-extraction of mining and timber resources.

The Community-Led Landscape Management Project will address these issues holistically – by adopting a community-based integrated approach to stem the natural resources degradation and tackle its fallouts. The higher-level objectives of the Project are to (a) manage and conserve the natural resources, especially forests and water sources, so that it supports accelerated economic growth and well-being of every community in Meghalaya; and (b) to institutionalize and demonstrate a model for government support to community-led management of natural resources, especially forests, that could be replicated in other parts of India.

The Project implementation will be carried out through community-level planning and implementation in selected communities, preceded by intensive thematic-based capacity-building of village-level facilitators and committees. At the State-level, all communities will benefit from capacity-building and skill-training of its members on natural resources management. In this regard, special emphasis will be given to youth and women empowerment, with the focus on creating livelihood and entrepreneurship opportunities in the future. The Project will also support small grants to kick-start innovation in natural resources management, including revival of traditional knowledge and practice. Communities will also have access to knowledge management outputs from consultative workshops and IT-based learning initiatives. The Project will also result in a convergence with other government programmes, leading to synergies across the value chain, as well as institutional strengthening and sustainability.

The Project is being implemented by *Meghalaya Basin Management Agency (MBMA)*

2. Communications Consultancy

MBMA wishes to hire a Communication Agency to provide support to the Project as outlined below. Since the Project is based on a community-driven development (CDD) approach, communications – awareness-generation as well as behavior change – is a vital part of its activities. More information on the Project activities can be found on www.cllmp.com

Specifically, communications support will be required at various stages and levels of project implementation to generate awareness for the Project, help mobilize communities and support planning and implementation of the natural resource management by the community. In addition, the Project would like to collate learnings and useful insights on a continuous basis, for dissemination to numerous stakeholders through knowledge products, newsletters, audio-visual and digital media. It is also important that Project progress is highlighted through mass-media throughout the State and region. The communications activities will be taken up in the form of a concerted and well-coordinated campaign which is expected to result in a high degree of public confidence, goodwill and engagement with the Project and the CLLMP approach of community-driven, bottom-up, self-governance of natural resources. The communications activities will have universal coverage of the entire state of Meghalaya.

3. The **objectives** of the communication support for the Project are therefore to (1) provide the Project with a strategic direction and corresponding action plan with regard to communications, (2) provide a high level of visibility to the Project through branding, tools and a comprehensive campaign and (3) support the development of creatives and knowledge products based on learnings from the Project.

4. The **scope of services** is as follows:

- a. Task 1: Developing a Communications Strategy for the Project, which is based on formative research/rapid communications, needs assessment of various stakeholders, along with a corresponding action plan to address Project activities. It is envisaged that the communications strategy and general approach will require an effective mix of mass communications, general and targeted advocacy, community mobilization, and social messaging. The tools will range from mass media to social media, direct interaction, media engagement and the development of strong branding and platforms at the state level. A Recommended Action Plan (RAP) for the next 18 months detailing the strategy's implementation will also be developed which will form the basis for the implementation of Task 2.

The deliverables for Task 1 are:

- i. Presentation and Report on Findings of Communications Needs Diagnostic
 - ii. Draft Communications Strategy Report acceptable to MBMA
 - iii. Final Communications Strategy Report that includes Recommended Action Plan (RAP) for 18 months, acceptable to MBMA.
- b. Task 2: Task 2 is based on the communications strategy and RAP developed and accepted by MBMA under Task 1 and entails developing and rollout of a communications campaign for the Project which will cover the following communication channels and materials (*this is an indicative, not exhaustive list*)
 - i. Broadcast: television, radio, print, internet, etc.
 - ii. Information and dissemination: films, pamphlets, leaflets, brochures, etc.
 - iii. Outdoors: posters, banners, hoarding, wall paintings, vehicular media, display panels, etc.
 - iv. Inter-personal: Audio, video, telecom, new social media, etc.
 - v. Outreach: a tool-kit consisting of short-length AVs, flip-charts and posters, flash cards, caps, T-shirts, mobile-phone covers, bags, stickers etc. Folk media. Community radio support material.

The premium for this task will be on the creativity of the campaign concept offered and its innovativeness and efficacy in addressing the key target groups.

5. The actual type and number of various creative outputs will be guided by the communications strategy proposed by the Consultant and as accepted by the MBMA. However, MBMA considers the following items outlined in the table below as minimum requirements at this stage which may be subject to variations. The selected Consultant will be required to propose variations to the materials on completion of the delivery of the output as given in section 4 a. The items outlined below, may or may not be included in the final variation, based upon the outcome of the formative research/rapid communications, needs assessment of various stakeholders and corresponding action plan proposed.

Unit costs proposed for the following items will be used for arriving at any additional contract variations for finally agreed products. The Consultant is advised to indicate

any additional creative items that need to be included as part of the responses and comments to the ToR.

Concept, script, copy-layout and print-production of	
Branding for Project	<ol style="list-style-type: none"> 1. The main logo and legend 2. Adaptations for all selected media, signage and stationery.
2 television spots	<ol style="list-style-type: none"> 1. 60-secs (and edits thereof): highlighting Meghalaya's primary natural resources and bio-diversity, and how the Project will restore and protect them. 2. 60-secs (and edits thereof): community role in preserving forests and tree species, springs etc. and Project support for same.
Radio spots	Four
Informational films	One 10-min film and three 4-min films;
Brochures/flyers/flash cards	Based on informational films – 4 four-page brochures and corresponding 4 one-page flyers and 3 10-set flash cards
Outreach toolkit	Print-ready design and artwork for bag, audio-visual adapted for display on mobiles/mobile app (4 spots of 1 min each), flip chart explaining Project implementation process and thematic areas, banner for village display, caps and pens as giveaways village board design, wall-paintings and outdoor media designs etc.
Brochure and multi-media presentation	For use by Project senior staff. Initial print run of brochures will be 1000.
Multi-year calendar	Print-ready design and artwork
High-resolution photographs of key areas collected during film production	200 numbers.
Print advertisement	<ol style="list-style-type: none"> 1. Half-page colour print ad layout promoting Project highlights and progress 2. Adaptation of above to quarter page.

Concept, script, copy-layout and print-production of	
	3. Adaptations of both sizes to black and white.
Outdoor media	<ol style="list-style-type: none"> 1. Adaptation of half-page colour ad to hoarding layout in 3 sizes 2. Adaptation of above to wall-painting layout in horizontal format 3. Adaptation of above to village display board 4. Signage for village committee office 5. Signage for village school 6. Signage for village nursery 7. Signage for buses, taxis and auto-rickshaws
Briefing Note on how the communication tools are to be operationalized	
Website	Based on the assessment, an action plan and content for pages and topics
Social media	Provide an action plan for enhancing visibility of the project and for highlighting Project progress and impacts across various platforms, along with developing content and managing the social media accounts of the project for the duration from the launch of the social media campaign in Phase 2 rollout as given in section 6 to the completion of 1 year from the signing of the contract.

All items given in the table above, and variations thereof as described in Section 5, shall be provided in one original and 5 copy (Hard) and one soft copy in CD Rom/DVD and/or jpg/png format which is editable and reproduce-able. The creative content deliverables should be in multi-media format adaptable and reproduce-able with one master copy and 5 copies.

6. The **timeline on the deliverables** is as follows:

Deliverables		From signing of contract, (T)	Payment Percentage of the total contract amount
Task 1	Submission and Acceptance of Inception Report	T + 2 weeks	10%

Deliverables		From signing of contract, (T)	Payment Percentage of the total contract amount
	Submission and Acceptance of Communications needs assessment and presentation of findings	T + 6 weeks	10%
	Submission and Acceptance of Communications strategy and action plan development, and presentation of creative approaches for the TVCs, Radio Jingles, and Outdoor creatives (at least two alternative approaches). for	T + 10 weeks	20%
	Submission and Acceptance of Final communications strategy and RAP [for 18 months]	T + 12 weeks	10%
Task 2	Submission and Acceptance of designs of different products and Tools and pre-testing Development of all deliverables (different timeframes for different products/tools) and pre-testing for Phase 1 - television, print, outreach, website.	T + 18 weeks for final edits/versions	10%
	Submission and Acceptance of designs of different products & Tools and pre-testing Development of all deliverables (different timeframes for different products/tools) and pre-testing for Phase 2 - outdoor and social media, press	T+ 20 weeks for final edits/versions	10%
	Phase 1 rollout begins – television, print, outreach, website	From week 19	
	Phase 2 rollout begins -outdoor and social media, press	From Week 21	
	Further adaptations and changes	T + 25 Weeks	
	Submission and Acceptance of Draft Report of the assignment	T + 28 weeks	10%
	Submission and Acceptance of Final Report	T + 32 weeks	5%
	Submission and acceptance of Social Media Campaign report	T+1 year	15%

7. **Period of Consultancy:** The time period for the said consultancy shall be 1 year from the commencement. The duration may be extended if required with mutual agreement of the parties.

8. Ethical Issues

- The cultural sensitivities, religion, language sensitivities, gender issues etc have to be kept in mind while designing, pre-testing and roll-out of communication tools.
- Designs, scripts, storyboard should be original and not be copied or duplicated from any other sources. Music/ background score should be original and not tracks that are pre-recorded/ downloaded/ loops.

9. Reporting arrangements

The Consultant will report to the Project Director, CLLMP; however, will be working with OSD, Knowledge Management and Deputy Project Directors (DPDs) on a day to day basis; The Technical Team comprising of Project Director, DPDs, OSD – KM will provide the final approval on each deliverable. OSD – KM will be Point of Contact for the Consultant. The Consultant will receive a detailed briefing at the beginning of the assignment from the MBMA contact, with regular follow-up discussions via email, phone and in-person as required.

10. Required Key Personnel

Position	Minimum Qualification and Desired Experience	Person weeks		Total Weeks
		Task One	Task Two	Tasks One + Two
Key – Expert; K – 1 Team Leader – Strategic Communication Specialist and Single-Point Client Contact	Post-graduate degree/ diploma in journalism/ communication with 10 years’ work experience as team leader in preparing and implementing national-level strategic and social communications campaigns that hinge on behavioural and attitudinal change; familiarity with environment issues; strong and demonstrated media handling capacity.	Three	Four	Seven

Position	Minimum Qualification and Desired Experience	Person weeks		Total Weeks
		Task One	Task Two	Tasks One + Two
Key Expert; K – 2 Creative Team Head	10 years’ proven track record of developing, designing and producing creative contents for mass multi-media campaigns, social messaging, and experience in producing advertisements, layout and designing, graphics, etc.	One	Eight	Nine
Key Expert; K – 3 Creative Team (copywriter and art director)	Expertise in developing, designing and producing creative contents for sensitive and multi-faceted mass campaigns with a minimum work experience of 8 years each.		Twelve	Twelve
Key Expert; K – 4 One Stakeholder Specialist	Graduates in social sciences with 10 years’ work experience in conducting stakeholders’ needs assessments/ stakeholders’ consultations. Knowledge of local languages (Khasi, Garo and Pnar) and local socio cultural context is mandatory.	Three	One	Four
Key Expert; K- 5 One Communications Specialist with focus on digital and print media	Graduates with PG diploma in journalism/ Communications in with at least five years’ work experience in media/ communication agencies/publishing houses; demonstrated experience in devising communication campaigns that incorporate interventions in various different media; experience in print and digital media circulation and		Twenty	Twenty

Position	Minimum Qualification and Desired Experience	Person weeks		Total Weeks
		Task One	Task Two	Tasks One + Two
	marketing of content/schemes.			
		Seven	Forty Five	Fifty Two
TOTAL				

CVs of key experts will be evaluated. It may be noted that for field work pertaining to surveys, outreach and communications, local persons who are familiar with the local language, surrounding and socio cultural context would be preferred.