

**REQUEST FOR EXPRESSION OF INTEREST (REOI)  
(CONSULTING SERVICES– CONSULTING FIRM SELECTION)**

**Assam Integrated River Basin Management Project (AIRBMP)**

**Loan No. IBRD 94870 IN**

**Assignment Title: Consulting Services for developing Communication Strategy and Implementation of Mass Media and IEC campaign under Assam Integrated River Basin Management Project (AIRBMP)**

**Reference No. FREMAA-CS-6-IEC CONSULTANCY      Issuance Date: 22.09.2023**

1. The State of Assam, through the Government of India, has received financing from the World Bank towards the cost of the Assam Integrated River Basin Management Program (AIRBMP) and intends to apply part of the proceeds for consulting services required for the project.
2. **Flood and River Erosion Management Agency of Assam (FREMAA)** is the **Project Management Unit (PMU)** with **Water Resources Department (WRD)** and **Assam State Disaster Management Authority (ASDMA)** as the **Project Implementing Units (PIU)**.
3. The overall program development objective is to reduce water-related disaster risks in Assam and help the state sustainably develop its water resources. The program aims to squarely address the “Water-DRM Nexus” through a set of synergistic activities including the use of nature-based solutions and non-structural approaches.
  - 3.1 **Component 1:** Institutional Strengthening and Strategic Studies: This component focuses on institutional strengthening of WRD and ASDMA by building the knowledge base around the river through studies and reports and preparing the first ever Assam State Water Policy. The policy will formalize the principles of Integrated Water Resources Management. These activities will help WRD make the transition from a department focused on structural flood control solutions, to a broader integrated water resources management department that helps Assam sustainably develop its abundant water uses and use a portfolio of structural and non-structural measures—including nature-based solutions, to help reduce flood and river erosion risks in collaboration with ASDMA.
  - 3.2 **Component 2:** Water Resources Management: This component will finance the structural and non-structural activities to reduce flood and river erosion risks and establish a foundation of integrated water resources management in the sub-basins of the Brahmaputra under the multiphase program of AIRBMP. The key

sub-components comprise of high priority investment of civil works for flood and erosion risk management in Beki and Buridehing sub-basins; development of integrated flood risk management plans (IFRMPs); establishing operational flood forecasting systems and real-time data acquisition system (RTDAS) for hydrometeorological parameters and the levee asset management and safety for flood control.

**3.3 Component 3: Disaster Risk Management:** This component supports the development of early warning and dissemination systems, enhances disaster response and preparedness at the local levels, and helps enhance the climate resilience of the communities. The key sub-components comprise of i) flood shelters in approximately 40 locations; ii) improving early warning and dissemination by establishing Cell Broadcast based Integrated Public Alert and Warning System; iii) strengthening decentralized disaster management capacities through circle-level quick response teams (CQRT) and iv) investments in approximately 50 climate-resilient villages; and v) ASDMA's incremental operating costs.

**3.4 Component 4: Contingent Emergency Response:** This allows an immediate response to an Eligible Crisis or Emergency, as needed, from other project components to partially cover emergency response and recovery costs. This component could also be used to channel additional funds should they become available because of the Emergency.

4. AIRBMP requires a comprehensive communication strategy and a corresponding plan to support the entire project cycle that entails participation and engagement of its various stakeholders at various levels. Hence, a study was conducted during the pre-project phase to understand and analyse the Stakeholders' Perception about flood, erosion, disaster, preparedness, and the proposed project. The Stakeholder Perception Analysis (SPA) study has revealed certain facts, situations, and communication challenges faced by the Stakeholder Communities.

5. **FREMAA (herein referred as "Client")** wishes to hire a professional Communication Agency (**herein referred as "Consultant"**) to design a comprehensive Communication Strategy for the AIRBMP (Component 1 and Component 2) aimed at achieving the objectives listed below, and for helping the implementation of ongoing communications and outreach for the program. Since the Project seeks to build people's and communities' resilience to floods outreach, and communications – both for awareness-generation as well as for achieving behaviour change – is a vital part of its activities. Specifically, communications support will be required at various stages and levels of project implementation to generate awareness for the Project, help mobilize communities to support planning and implementation of AIRBMP to reduce water-related disaster risks in Assam and help the state sustainably develop its water resources.

6. 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 envisaged that the communications activities under the project will be taken up in the form of a strategic concerted and well-coordinated campaign which is expected to result in a high degree of public confidence, goodwill and engagement for the program and its goal.
7. The objectives of the communication support for the Project are therefore to:
  - a) Provide strategic direction and corresponding action plan for effective communications.
  - b) Enhance awareness and wider reach among various stakeholders about the project interventions through comprehensive campaigns.
  - c) Address and promote attitudinal changes among the target groups, leading to informed decision-making, modified behaviour and encourage adoption of improved practices.
8. **The detailed Terms of Reference (TOR) is attached with this REOI as Appendix-A.**
9. The Client now invites eligible consultants (“Consultants”) to indicate their interest in providing the services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the services. The information should include comprehensive descriptions of previous relevant assignments including nature of assignment, contract date, contract amount, person man months provided by the consultant, and role of the consultant in the contract (Lead Consultant, Joint Venture Member, Sub-Consultant, etc.,). The assignment duration would be **18 months** from the effective date.

10. **The short-listing criteria are as follows:**

#### **10.1 GENERAL EXPERIENCE**

- a) The consultant should have an overall experience of providing consultancies **in Information, Education and Communication (IEC) activities for minimum 10 years.**
- b) The consultant should have experience of having provided similar services in projects related to IEC activities in **at least 2 projects financed by the World Bank/ADB or any other multi-lateral funding agencies** in Asia, preferably South Asia or South-East Asia.

## **10.2 TECHNICAL EXPERIENCE**

- a) The consultant should have a proven track record in developing effective communication strategies for various industries and sectors. They should be able to demonstrate successful past campaigns and outcomes.
- b) The consultant should have a strong understanding of market research methodologies and audience analysis. The consultant should be capable of identifying target audiences, their needs, preferences, and behaviours to tailor the communication strategy accordingly.
- c) The consultant should have experience in media planning and buying across different channels, including traditional (TV, radio, print) and digital platforms (social media, online ads). The consultant should know how to optimize media placements to reach the target audience effectively.
- d) The consultant should have a creative team that can develop compelling and engaging content for various communication channels. This includes copywriting, graphic design, video production, and other creative assets.
- e) The consultant should be well-versed in designing Information, Education, and Communication campaigns that promote behaviour change and awareness. The consultant should understand how to craft messages that resonate with the diversified audience and encourage action.
- f) The consultant should have expertise in digital marketing, including social media marketing, email campaigns, and search engine optimization (SEO)
- g) The consultant should be able to manage all digital contents through an efficient content management system (CMS).
- h) The consultant should be capable of setting up monitoring and evaluation mechanisms to assess the effectiveness of the campaigns. They should be data-driven and able to adjust based on campaign performance.
- i) The consultant should have experience in managing budgets effectively, ensuring that the allocated resources are used efficiently to achieve the campaign's objectives.
- j) The consultant should have experience in running campaigns in diverse regions and cultures.

## **10.3 FINANCIAL CAPABILITY**

- a) The consultant should have satisfactorily completed **at least 2 similar assignment (valued not less than INR 1.5 Crore)** in similar projects (supporting documents to be attached) **in the last 7 years** prior to the last date of submission of the EOI.
- b) The consultant should have an Average Annual Turnover of minimum **INR 4 Crores** certified by registered Indian Chartered Accountant (CA) in the **last five FY** in the format provided in **Annexure-I**.

#### **10.4 MANAGEMENT COMPETENCY**

- a) The consultant should have relevant Quality certifications like ISO etc.
- b) The consultant should demonstrate its management competency for completion of similar type of assignments.

***NOTE: The consultants should prepare their EOIs clearly highlighting the points above with relevant and sufficient supporting documents only. The criteria mentioned above are the minimum criteria. Any consultant with more experience than the criteria stipulated above will secure more marks in the respective criteria.***

Supporting documents shall include the below compliance sheet also:

<b>Cl. No.</b>	<b>Criteria</b>	<b>Supporting Document</b>	<b>Compliance (Yes/No)</b>	<b>Page No.</b>
10.1 (a)	Company's General Experience	Registration Certificate including Memorandum of Association/Article of Association		
10.1 (b), 10.2(a) to 10.2(j) and 10.3(a)	Company's Specific/ Technical/Financial Experience	End User or Client Certificates/Declaration showing the experience		
10.3(b)	Turnover	Audited Profit and Loss Statement and Turnover certificate <b>certified by CA in Annexure-I</b>		
10.4 (a)	Management Competency	Copies of ISO Certificates		
10.4 (b)	Management Competency	Write-up on standard policies/procedures, handling complains, ensuring quality etc.		
		Any other document Like Letter of Intent (if any), Board Resolution/Power of Attorney etc.		

**Expressions of interest (EOI) must include the following:**

- Introductory letter on letter head (with complete contact details – name of contact person, mailing address, telephone, email etc) explaining how the consultant is best to deliver the task.
  - Organization profile.
  - Last five years' audited profit and loss statements along with turnover certificates duly certified by CA. If ***the balance sheets of FY 2022-23 are not audited yet, the consultant may submit the financial statements of 2021-22, 2020-21, 2019-2020, 2018-19 and 2017-18 along with the turnover certificates duly certified by the CA.***
  - Short note along with photographs (preferred) on the similar projects implemented by the consultant pertaining to the short-listing criteria.
  - The EOI should contain sufficient supporting documents to substantiate the claim of the Consultant towards their qualification as per the short-listing criteria.
  - Forms to be submitted along with the EOI are attached as **Annexure-I**.
  - Key Experts will not be evaluated at the shortlisting stage.
11. The attention of interested Consultants is drawn to paragraphs 3.14, 3.16 and 3.17 of the “World Bank Procurement Regulations for IPF Borrowers” Fourth Edition November 2020, setting forth the World Bank’s policy on conflict of interest.
12. The consultant may associate with other consultants in the form of a joint venture or a sub-consultancy to enhance their qualifications. The consultants shall clearly state the role of each member in the association (Lead, JV partner, or Sub-consultant) in their expression of interest, and should submit a signed **Letter of Intent** by all JV partners in case of a Joint Venture. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
13. A consultant will be selected in accordance with the **Quality and Cost-based Selection (QCBS) through Open National market approach** method as set out in World Bank’s “Procurement Regulations for IPF Borrowers” Fourth Edition November 2020.

14. Queries may be raised at <https://assamtenders.gov.in/> with subject line – “Queries- EOI- CS&I-(AIRBMP) - FREMAA<Name of the Consultant>” latest by 30/09/2023 till 17:00 HRS(IST).

15. Interested Consultants shall upload Expressions of Interest along with the aforesaid supporting documents online at the e-procurement portal of Govt. of Assam viz. <https://assamtenders.gov.in> as per the dates mentioned below. No other mode of submission shall be entertained.

16. Key Dates:


a) Eoi submission start date and time : 22/09/2023 from 17:00 HRS(IST).

b) Eoi submission End Date and time : 12/10/2023 till 14:00 HRS(IST).

c) Eoi online opening date and time : 12/10/2023 from 16:00 HRS(IST).

17. Address for Communication:

Kind Attn: The Chief Executive Officer  
Flood and River Erosion Management Agency of Assam (FREMAA)  
4th Floor, Assam Water Centre (Near Basistha Police Station), Kundil Nagar,  
Basistha Chariali, Guwahati-781029, Assam, India, Phone: 0361-2309896  
Email: [ceo-fremaa@assam.gov.in](mailto:ceo-fremaa@assam.gov.in)

  
(Dr. Jeevan B, IAS)  
Chief Executive Officer, FREMAA

**STRUCTURED QUESTIONNAIRE FOR CONSULTANT  
(TO BE SUBMITTED ALONG WITH EOI)**

**General Particulars of Consultants**

Name of the CONSULTANT	
Registered Address	
Phone No	
Email id	
Name of the Contact Person for this EOI	
Phone no. of the Contact person for this EOI	
Email id of the Contact person for this EOI	
Branch offices if any	
Date of consultant's establishment	
Number of full-time employees of the consultant	
Number of full-time qualified staff related to the assignment.	
Number of other staff/supporting staff related to the assignment.	

**Financial Particulars of the CONSULTANT**

Financial Years (FY)	Turnover from Consultancy (INR Cr.)	Turnover from other Activities (INR Cr.)	Total Turnover (INR Cr.)	Average Annual Turnover for the last 5 years (INR Cr.)

**Full Time Qualified- Staff (related to the assignment) Brief Profile**

Name of Staff/M. No.	Age	Years experience	of	Qualification	Number of Years associated with the CONSULTANT/FIRM (Post qualification)	Brief nature of work done



**Other Staff/Supporting Staff (related to the assignment) Brief Profile**

Name of Staff	Age	Years of Experience	Educational Qualifications	Number of Years Associated with the consultant/firm	Assignments where the staff has worked with year

**Relevant assignments – Last Seven years**

Name of Project	(1) Funded by Multilateral / Bilateral funding agency.  (2) Agencies implementing government projects (other than above);  Or (3) Public sector undertakings in the same sector Please specify 1, 2, 3	Client Name, address & email id	Name and Nature of Assignment (Brief description)	Duration of Assignment with start date and end date (start date for ongoing assignment)	Role of the firm in the assignment as Sole/ Lead Member/ JV member /Subconsultant	Total person months of the assignment	Total Project Value (INR)	Assignment value /Professional Fees (INR)	Supporting document (End User or Client Certificates/Declaration showing the experience) submitted (Y/N)

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**FORMAT FOR SUBMITTING QUERIES/CLARIFICATIONS**

Sl. No.	Clause Reference No. along with page no.	Query	Suggestion

## Terms of Reference (ToR)

### Background

- 1.1. The State Government of Assam (GoA), through the Government of India (GoI) with financing and technical support from the World Bank, is preparing a project titled “Assam Integrated River Basin Management Program (AIRBMP)”. The proposed program responds to the Government of Assam’s (GoA) request to support improved water resources management for economic growth and prosperity, including addressing flood and erosion risks.
- 1.2. Flood and River Erosion Management Agency of Assam (FREMAA), the “Client” is the Project Management Unit (PMU), with Water Resources Department (WRD) and Assam State Disaster Management Authority (ASDMA) as the Project Implementing Units (PIU)
- 1.3. The overall program development objective is to reduce water-related disaster risks in Assam and help the state sustainably develop its water resources. The program aims to squarely address the “Water-DRM Nexus” through a set of synergistic activities including the use of nature-based solutions and non-structural approaches. The project components as well as the other activities are as follows:
- 1.4. Component 1: Institutional Strengthening and Strategic Studies: This component focuses on institutional strengthening of WRD and ASDMA by building the knowledge base around the river through studies and reports and preparing the first ever Assam State Water Policy. The policy will formalize the principles of Integrated Water Resources Management (IWRM, see Box 1). These activities will help WRD make the transition from a department focused on structural flood control solutions, to a broader integrated water resources management department that helps Assam sustainably develop its abundant water uses and use a portfolio of structural and non-structural measures—including nature-based solutions, to help reduce flood and river erosion risks in collaboration with ASDMA (see Box 1 for IFRMP - planning for 10 years of investment works under AIRBMP)
- 1.5. Component 2: Water Resources Management: This component will finance the structural and non-structural activities to reduce flood and river erosion risks and establish a foundation of integrated water resources management in the sub-basins of the Brahmaputra under the multiphase program of AIRBMP. The key sub-components comprise of high priority investment of civil works for flood and erosion risk management in Beki and Buridehing sub-basins; development of integrated flood risk management plans (IFRMPs); establishing operational flood forecasting systems and real-time data acquisition system (RTDAS) for hydrometeorological parameters and the levee asset management and safety for flood control.
- 1.6. Component 3: Disaster Risk Management: This component supports the development of early warning and dissemination systems, enhances disaster response and preparedness at the local levels, and helps enhance the climate resilience of the communities. The key sub-components comprise of: i) flood shelters in approximately 40 locations; ii) improving early warning and dissemination by establishing Cell Broadcast based Integrated Public Alert and Warning System; iii) strengthening decentralized disaster management capacities through

circle-level quick response teams (CQRT) and iv) investments in approximately 50 climate-resilient villages.

- 1.7. Component 4: Contingent Emergency Response:** This allows an immediate response to an Eligible Crisis or Emergency, as needed, from other project components to partially cover emergency response and recovery costs. This component could also be used to channel additional funds should they become available because of the Emergency.

**Box 1**(Ref. 1.4)

**Principles of IWRM and formulation of Integrated Flood Risk Management plans under AIRBMP**

The three policy goals of IWRM are equity, ecological integrity and efficiency. IWRM principles (ecological, institutional, gender, economic) promote coordinated development and management of water, land, and related resources to maximize economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems, so as to preserve the intergenerational equity for natural capital. Managing flood and river erosion risks require a combination of green and gray infrastructure, and non-structural approaches. Examples of nature-based, 'green' infrastructure include watershed management, including forest and landuse management; river floodplain management; flood retention, wetlands, aquifer and soil management. Hard engineering structures (gray infrastructure) may include embankments, spurs/groynes, revetments (geo-bags and CC blocks) and other forms of river training works. Non-structural solutions such as flood forecasting and early warning, emergency preparation, disaster response and recovery are also necessary to fully address all elements of the DRM cycle of mitigation, preparedness, response, and recovery.

Stakeholder analysis and a stakeholder engagement plan will be the first step in the IFRMP process. The Stakeholder Perception Analysis (SPA) study has identified the following stakeholders:

- Research Institutes working directly or indirectly on water, flood, and disaster management issues,
- State and Central Universities along with associated academia
- CBOs and NGOs
- Individuals connected to specific occupations such as boatmen, farmers, fishing communities, pottery artisans, and mask-makers
- Communities residing in flood-prone ecosystems.
- Women Self-Help Groups
- Government officials at both the Central and State levels
- Media persons, and
- Political representatives.

The stakeholders identified for Community Involvement are members of Panchayat, Asha workers, Schoolteachers, NGO workers etc. The stakeholder group for IFRMP may include all these and many other relevant entities.

**IFRMP** will set out how organisations, stakeholders and communities will work together to manage flood and river erosion risk in an integrated and participatory manner. The IFRMPs under AIRBMP will formulate plans for the next 10 years including feasibility level analysis of potential structural and non-structural interventions to reduce flood and river erosion risks in the Brahmaputra basin.

*Source for IWRM Policies and Principles: The Economics of Water, Rules and Institutions, Meran et. al (2021)*

- 1.8. **Bioengineering:** AIRBMP will prioritise implementation of affordable, adaptive and sustainable Nature based Solution (NbS) for integrated flood risk management. NbS will promote innovation and enhance institutional knowledge, while conserving biodiversity and natural resources. NbS will help remove carbon from the atmosphere and will also prevent emissions.

FREMAA has laid down plans for implementing NbS in the sub-basins of the Brahmaputra. The plans include afforestation, reforestation and adaptive landuse management to increase the runoff-holding capacity of the sub-basins and reduce soil loss – both will reduce flood risk and increase river's flow carrying capacity by reducing siltation. Vegetation and plantation will be implemented at a large scale to stabilize flood embankments and protect eroding riverbanks. Restoration and management of wetlands will work for flood abatement and will enhance biodiversity and improve water quality. FREMAA aims to develop SOP/Code of Practice for NbS towards long-term sustainable management of flood and erosion risk.

## 2. **Communication Challenges**

AIRBMP requires a comprehensive communication strategy and a corresponding plan to support the entire project cycle that entails participation and engagement of its various stakeholders at various levels. Hence, a study was conducted during the pre-project phase to understand and analyze the Stakeholders' Perception about flood, erosion, disaster, preparedness, and the proposed project. The Stakeholder Perception Analysis (SPA) study has revealed the need for proactive communications and outreach with stakeholders. Some of these aspects are included herewith in brief for the Consultants to help conceptualize an appropriate communication approach for successful implementation of AIRBMP.

### 2.1. The Challenges and situations found in SPA:

- 1 There is scope for improvement in communication from the government both before and after floods.
- 2 Women especially lack an awareness of relevant policies and interventions and are often neglected in information making them more vulnerable during floods and erosion. They seek improved information dissemination.
- 3 The economically backward and marginalized section of the community have less access to flood and erosion related information as they are engaged in earning daily wages.
- 4 Local traditional knowledge is often not adequately recognized or integrated during project implementation, leading to top-down interventions.
- 5 Communities face significant challenges during floods and erosion, including the inability to access prompt and adequate information. To mitigate the disaster risks, other obstacles are the absence of warning systems and disregard for traditional knowledge and experience.
- 6 There is a lack of awareness regarding source and availability of real-time data among stakeholders. Community involvement in this regard is crucial to address this issue by involving various community members such as schoolteachers, Asha (Accredited Social Health Activists), and panchayat members. Enhancing community involvement deserves top priority to improve the policy-making process.

Since the Project seeks to build people's and communities' resilience to floods outreach and communications – both for awareness-generation as well as for achieving behavior change – is a vital part of its activities.

## 3. **Communication Consultancy**

**(The objectives of the communication support for the Project):**

The Client wishes to hire a professional Communication Agency, referred to as “Consultant” to (i) design a comprehensive Communication Strategy for the AIRBMP (Component 1 and Component 2) aimed at achieving the objectives listed below, and for (ii) supporting the implementation of ongoing communications and outreach for the program.

Communication support will be required at various stages and levels of project implementation to generate awareness for the Project, help mobilize communities to support planning and implementation of AIRBMP to reduce water-related disaster risks in Assam and help the state sustainably develop its water resources.

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 envisaged that the communications activities under the project will be taken up in the form of a strategic concerted and well-coordinated campaign which is expected to result in a high degree of public confidence, goodwill and engagement for the program and its goal.

The objectives of the communication support for the Project are therefore to:

- 1) Provide strategic direction and corresponding action plan for effective communications,
- 2) Enhance awareness and wider reach among various stakeholders about the project interventions through comprehensive campaigns,
- 3) Address and promote attitudinal changes among the target groups, leading to informed decision-making, modified behavior and encourage adoption of improved practices.

### 3.1. **Consultancy Period:**

The consultancy period shall be 18 months from the effective date. Project Management Unit (PMU), FREMAA will monitor the performance of the consultant agency bi-annually 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.

## 4. **Scope of Work:**

The broad scope of the works related to the consultancy is:

### 4.1. **Task 1: Inception Report:**

This report should highlight the Consultant’s understanding of the project background and AIRBMP, objectives, its components, activities, and outcomes that the project intends to achieve, as well as the universe of stakeholders to be targeted. The inception report should elaborate the proposed approach and methodology that will be adapted for implementation and completion of the assignment.

### 4.2. **Task 2: Develop Communication Strategy:**

Based on the findings of the Stakeholder Perception Analysis Study Report (SPA) as well as on the Consultant Agency’s own insights, develop a Communication Strategy for the Project that clearly articulates 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.

It is envisaged that the Communications Strategy will require an effective mix of multi-media 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 platforms and champions, at the state, local and national level. The strategy will also need to suggest appropriate institutional mechanisms/structures for the roll-out of recommended

communications interventions strategy in a manner that enables sustained coordination across various levels at which the program will be implemented.

The Strategy will include an Implementation Plan for the next 18 months detailing specific initiatives/campaigns/events to be undertaken in that period along with estimated timelines and resources needed.

#### **4.3. Task 3: Implementation of Agreed Communication Strategy**

Implement and manage all IEC activities as defined in the Implementation Plan approved by the Client. This plan needs to synchronize the actions of other implementation agencies engaged at state, district and circle levels.

While implementing the activities, the Consultant must ensure proper co-ordination with the Client and align the communications work with the strategies laid down in the Environmental and Social Management Framework (ESMF) of the Project. The indicative tasks including various mass media and mid media platforms and interpersonal communication channels for implementation of communication and IEC plan may include the following but not restricted to:

##### **4.3.1.Sub-Task 1: Developing & Producing Creative Content**

Develop and produce creative collaterals for the program on an ongoing basis as per obligations reflected in the different tasks laid out in the Scope of Work. These materials are expected to span a range of communication channels so that they have a resonance across various stakeholder groups in the state. The premium for this task will be on the creativity of the campaign concepts offered and its innovativeness and efficacy in addressing the key target groups. The content materials will have to be in an effective mix of English, Assamese, Bengali, and Bodo. The Consultant will have the mandate to design and develop communication materials that are culturally relevant and appealing to the targeted and segmented audience keeping in mind that it reaches and is understood by disadvantaged groups including women, tribal and minority groups. It is expected that the creative materials will span a range of communication channels, including but not limited to:

- Broadcast media: television, radio, print, internet, etc.
- Information sources: films, pamphlets, leaflets, brochures, etc.
- Social media: Facebook, LinkedIn, YouTube, Twitter, etc.
- Outdoors: posters, banners, hoarding, wall paintings, wall writings etc.
- Direct Outreach: Below the line activities

The consultant is expected to develop a detailed action plan/calendar for the production and roll-out of the creative collaterals. All campaign-level messages and all broadcast media collaterals will need to be pre-tested.

Whilst the Consultant is expected to provide the creative content for collaterals for Digital Engagement, Interpersonal Engagement and Events on an ongoing basis as per the approved Communications Strategy, a certain minimum set of strategic collaterals, including some mass-media collaterals have been specified below in Section 5.

##### **4.3.2.Sub-Task 2: Design Branding Materials:**

Brand Identity: The consultant is expected to develop a creative repository that duly includes materials for developing brand identity (colour schemes etc) of the Project, FREMAA, WRD, ASDMA and institutions like Hydro Informatics Unit, Data Centre etc.

##### **4.3.3.Sub-Task 3: Interpersonal Communication:**

Interactive materials for community engagement, including presentations, support, scripts for drama & street plays, messaging for traditional art-forms such as puppetry, folk music & dance, voice-based messaging through mobile phones, mikings, and other relevant methods, etc.

##### **4.3.4..Sub-Task 4: Media Planning and Buying:**

The consultant is expected to develop a six-monthly Media Plan for the placement of approved communications collaterals. This shall include:

- i. Multi-media release plan including local TVC, local cable services & Print
- ii. A detailed outdoor plan including hoardings, signage, signboards, and wall paintings etc.
- iii. Create an integrated phased calendar of release for all the above including convergence and investments with the line departments.

The actual purchase of media space across various print and broadcast mediums will be conducted by the Client in line with the prevailing rates approved by the DIPR.

#### **4.3.5.Sub-Task 5 : Public Relations:**

The consultant is expected to support the Client in managing the public relation activities of the project and conducting media outreach by:

- i. Maintaining contacts with national and regional media in India and international media when needed.
- ii. Conducting press conferences, media briefings, arranging interviews, draft press releases and project notes as per requirement and disseminate for media coverages.
- iii. Media monitoring on a daily basis and submitting weekly monitoring reports to the Client, including for national and regional newspapers, television and social media.
- iv. Monthly reports of PR activities.

#### **4.4. Task 4: Digital Media Engagement:**

The Consultant is expected to manage all digital engagement for the AIRBMP and the Client under the guidance of the nodal officials. This will include but not be limited to:

- i. Developing a Digital Engagement Strategy in line with the project Communications Strategy for the next 18 months.
- ii. Manage & maintain the digital media contents of the project and Project social media channels. This will include the development of daily creative content (posters, stories, photos, advocacy images, contests, campaigns, audio, video, infographics, etc.) and engagement content (timely responses to the comments, messages and other queries) to meet agreed metrics that will be developed as part of the Digital Engagement Strategy.
- iii. Maintain a web and social media calendar and content plans of content themes and all upcoming coverage schedules according to the calendar.
- iv. This activity shall be managed using a content management system (CMS)
- v. The consultant is expected to do the digital marketing in line with social media strategy. This shall include:
  - ❖ Search Engine Optimization,
  - ❖ Paid Ad-campaigns,
  - ❖ Social Media Marketing,
  - ❖ Email Marketing
- vi. Generate and analyze reports on web traffic and social media on a monthly basis and calibrate the Digital Engagement Strategy accordingly.

#### **4.5. Task 5: Develop Communication Monitoring & Evaluation Framework:**

Set up simple and effective Monitoring and Evaluation (M&E) systems, processes in accordance with the project M&E Framework and Environmental 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 and six-monthly media monitoring reports to the Client. An analysis of media coverage will be part of the monthly monitoring report, tracking all media for



coverage of their outreach efforts. The media impact assessment (M&E in this context) will be carried out through public opinion tracking studies, qualitative program and products evaluations.

#### 4.6. Task 6: Project Cycle Communications

- i. Work in close coordination with the Communication Specialist, Project Management Officer, Support Organizations and other key Specialists to incorporate requirements of technical, environmental, and social components.
- ii. Understand the expectations and challenges of the field teams, design and produce communication material to support community interface effectively.
- iii. Deliver dissemination material as per the stage of the project and support other stakeholder interaction activities being undertaken by the Client, including grassroots-level meetings, state-level workshops, consultation events etc.
- iv. Production of success stories, conversion of success stories to case studies in formats that can be disseminated through different mediums and channels.
- v. Documentation of project activities: monthly reports, photo and video documentation.
- vi. Any other tasks as may be assigned by the Client.

### 5. Indicative Target Requirements of IEC Materials

As the actual type and number of various creative outputs will be guided by the Strategy proposed by the Consultant and as accepted by Client, for the purposes of selection, the commercial offer from the Consultant shall include the following items which are considered minimum requirements at this stage with some final variations. The selected Consultant will be required to propose variations to the materials on completion of the delivery of the first output. Unit costs as mentioned in the financial proposal of the Consultant for the following items will be used for arriving at any additional contract variations for finally agreed products. Consultants are advised to indicate any additional creative items that need to be included as part of the responses and comments to the ToR.

Table 1 : Minimum Deliverables of the IEC materials

S. No.	Media	Indicative Deliverables	Quantity
<b>A</b>	<b>Branding materials</b>		
A1	Brand Identity	Creative & Content (Need based Activities approximately -10 which can be replicated)	10
<b>B</b>	<b>Print Media</b>		
B 1	Newspaper/ Magazine Advertisements (No additional cost would be paid for resizing of master creative)	Providing Creative, Content, Proofreading etc.	8
<b>C</b>	<b>IEC Materials/Collaterals</b>		
C 1	Leaflets	Creative & Content (A5 size, Single page, both sides) 4 types of information leaflets	10000
C 2	Brochures/flyer	Creative & Content (A5 Size up to 10 - 12 pages) 3 types in 3 languages	9000
C 3	Handbook	Creative & Content (A4 Size up to 24 pages) 3 types in 3 languages	450
C 4	Flipcharts	Creative & Content (A3 Size up to 20 pages) 2 types in 3 languages	600
C 5	Merchandise branding ideas (Diary/Table Calendar/Notepads/Mementos)	Creative & Content (Diary, mug, mementos etc.) Three types 50 numbers each or one type of 150 numbers.	150
<b>D</b>	<b>Outdoor Medium</b>		
D 1	Outdoor Advertisement (No additional cost would be paid for	ACP sign board, waterproof acrylic (Creative, Content & installation)	35

D 2	resizing of creatives)	Standee (Creative, Content & production) reusable	4
D 3		Vehicle branding for roadshows. 4 road shows for 4 districts.	4
D 4		Banners 6x4 flex (Creative, Content, & production) Reusable	10
D 5		Event backdrops (Creative, Content, & production)	10
D 6		Wall Writing & Wall painting (Creative, Content, & production) At least 1 wall writing and 1 wall painting in 45 locations	180
<b>E</b>	<b>Audio/Visuals</b>		
E 1	TVC	Content, shooting & production (3 numbers of 10 sec durations, Master version in Assamese)	3
		Language Adaptation of TVC as per requirement (English, Bengali, and Bodo languages) (3 masters and 4 language variations).	
E 2	Documentaries	Content, shooting & production (3-5 mins, Masters in Assamese)	3
		Language Adaptation of Documentaries, 3-5 mins as per requirement (English, Bengali, and Bodo languages) At least 3 language versions.	
E 3	Animated Videos (2D)	Content & production, 60 sec	2
E 4	Animated Videos (3D)	Content & production, 60 sec	1
E 5	Drone shoot	Shoot for 4 days	4
E 6	RadioJingle/spot	Content & production in Assamese, 30 sec duration.	3
		Language Adaptation of Jingles/radio spots, 30 sec as per requirement (Bengali, Bodo) 3x 2	
E 7	Drama/Street play/Puppetry	Script for 30 mins duration	2
		Language Adaptation of the plays/puppetry as per requirement (Assamese, Bengali, Bodo)	2

## 6. Reporting Requirements and Time schedule for Deliverables:

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

*Table 2: Reporting Requirements and Time schedule for Deliverables*

Sl. No.	Milestone	Timeline from the effective date of contract	% of Payment of the contract price (Cumulative)
1	Inception Report	Within the 2 <sup>nd</sup> week	Up to 10% on the completion of these works
2	Develop Communication Strategy	Within the 4 <sup>th</sup> week	

Sl. No.	Milestone	Timeline from the effective date of contract	% of Payment of the contract price (Cumulative)
3	Develop Communication & IEC implementation plans	Within the 6 <sup>th</sup> week	after the 6 <sup>th</sup> week i.e 1 & ½ (One and a half) months.
4	Develop appropriate messages, tools and materials, starting of producing digital contents, and social media activities.	Within the 12 <sup>th</sup> week	Up to 15% on the completion of these works after the 12 <sup>th</sup> week i.e 3 <sup>rd</sup> month
5	Pre-testing of IEC message, tools and materials	Within the 15 <sup>th</sup> week	Up to 20% after completion of all these activities.
6	Finalize and submit IEC messages, tools, materials except the TVCs and films.	Within 18 <sup>th</sup> week	
7	Set up M&E systems, processes.	Within 20 <sup>th</sup> week	
8	Bi-Annual Report 1 submission for review & Finalization of TVCs.	Six months from approval of the Communication Strategy and the implementation plan	As per work delivered Up to 20 %
9	Bi-Annual Report 2 submission and submission of all the documentaries for review.	Twelve (12) months from approval of the Communication Strategy and the implementation plan	
10	Bi-Annual Report 3 submission for review and finalization of the documentaries.	Sixteen (16) months from approval of the Communication Strategy and the implementation plan	As per work delivered Up to 20%
11	Work Completion Report submitted for performance review and delivery of the assignment	End of 18 months	Up to 15%

**Note:** Decision regarding approval/modification of reports would be given by FREMAA within 15 working days after submission.

## 7. Team Composition, Qualification Requirements for the Key Experts & their scope of service

*Table 3: Minimum Competency of Key Experts & their scope of service (The below table highlights the tentative role of the experts. However, any other additional work provided by the Client as per the requirement of the project shall also be done by the Consultant)*

Sl. No.	Designation	Qualification & Experience	Role
1	Communication Specialist and Team Leader (1 position)	Master's degree/Graduate 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. Candidate with Science background or having experience in Science writing to be preferred.	Responsible for leading the design and development task of IEC Strategy, Communication, M&E Framework, Stakeholder Capacity Building and relative Implementation arrangements. Responsible for overall coordination, delivery of work, and supervision.

Sl. No.	Designation	Qualification & Experience	Role
2	Creative Director (1 position)	Graduate in Journalism, Mass Communications, Social Science or Management, Fine Arts/Graphic Designing from any recognized university/ Govt. approved Institutions. Minimum 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	Media planning and buying expert (1 position)	Graduate in Mass communication or any other relevant subjects from a recognised university. At least 5 years of experience 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
4	Graphic designer (2 position)	Graduate in Mass communication, Fine Arts/Graphic Designing or any other relevant subjects from a recognised university. At least 5 years of experience in Graphic designing, Animation for advertisements and similar work with good hold over CorelDraw, Photoshop, Illustrator, InDesign and other latest software.	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 stakeholder
5	Film/audio production expert (1 position)	Graduate/Post graduate degree in Mass communication or any other relevant subjects from a recognised university. At least 7 years of experience in in the field of film/audio production	Responsible for audio & visual planning, shooting, editing and production.  Overall conceptualising, visualising, developing and delivering audio & visuals requirement of the assignment.
6	Digital Marketing/Social Media Expert	Graduate/Post graduate degree in Mass communication/ Digital Media Marketing or any other relevant subjects from a recognised university. At least 5 years of experience in Digital/Social Marketing or Management	Responsible for conceptualizing, strategizing, planning and implementing Social media activities and platforms to be used. Update, Monitor, evaluate the Social media activities undertaken under the project, its reach, impact and effectiveness and make necessary recommendations to FREMAA.

Sl. No.	Designation	Qualification & Experience	Role
7	Stakeholder Research and Impact Assessment Expert (1 position)	<p>Post graduate in Mass communication/ Social Work/Sociology/ Social Science with at least 5 -7 years of professional experience in the field of advocacy/capacity building/training/ impact assessment study etc.</p> <p>Candidates having experience of quantitative and analytical studies, using statistical tools, and analyzing survey data will be preferred.</p> <p>Good written and oral communication skill is required.</p>	<p>Responsible for leading all the front-end operations involved in the IEC operations and establishing the rapport of the IEC agency across all stakeholders.</p> <p>Responsible for designing, implementing &amp; analysing the monitoring and evaluation strategy of the IEC campaign.</p> <p>Lead the surveys and analytical works regarding the Project communication campaigns.</p>
8	Content Writer & translator (English, Assamese, Bengali, Bodo) (1 position)	<p>Graduate/ Master's degree/ Post graduate degree in language/ Mass communication or any other relevant subjects from a recognised university.</p> <p>Atleast 7 years of experience working with Govt. organizations, projects and assignments and same amount of of experience of technical and literary translation.</p>	<p>Responsible for content development and translations from English to other local language and add a touch of local culture and context to the IEC messages and materials developed and make it relevant for the stakeholders to understand.</p>
9	Public Relation Officer (1 Position)	<p>Graduate/Post graduate degree in Mass communication or any other relevant subjects from a recognised university.</p> <p>At least 5 years of experience in the field of PR, Media Management, Crisis Management, Building partnership</p> <p>Experience of handling Govt. events or working with Government organisations/PSU/EAP is preferable</p>	<p>Responsible for the public relation activities of the project, conduct media outreach activities through press conference, media briefing, drafting releases, managing crisis and help in building goodwill of the organisation with local and national media and also with international media when needed.</p>

### 7.1. Key Experts' Time Input

*Table 4: Key Experts Time Inputs (The Consultant shall submit a mobilization and demobilization plan to the Client for approval. **The mobilization and demobilization of the experts shall be done only after the written approval from the Client**)*

S.No	Name of the Key Experts	Number of Experts	Total Man months
1	Communication Specialist and Team Leader	1	18
2	Creative Director	1	8
3	Media Planning & Buying Expert	1	7
4	Graphic Designer	2	34 (17x2)
5	Film/ audio production Expert	1	10
6	Digital Marketing/Social Media Expert	1	17
7	Stakeholder Research and Impact Assessment Expert	1	8
8	Content Writer & Translator	1	17
9	Public Relation Officer	1	16
	<b>TOTAL</b>	<b>10</b>	<b>135</b>

## **8. Client's Input and Counterpart Personnel**

- (a) The consultant will be given all the available reports, access to all the project legal documents, correspondence, Environmental & Social Management Plan (ESMS), Gender Action Plan (GAP) and any other information associated with the project if necessary.
- (b) Facilitate access to relevant available data that is required to fulfill the tasks outlined in the ToR.
- (c) Ensure appropriate cooperation of concerned line departments/agencies for smooth conduct of the assignment.
- (d) Any other support as considered necessary for the smooth execution of the project. This includes facilitating permissions from the appropriate authorities for drone shoot, video shoot, and photography etc.
- (e) Professional and support counterpart personnel
  - 1 Deputy Chief Executive Officer, FREMAA
  - 2 Additional Chief Engineer, EAP Wing
  - 3 Chief Technical Officer, FREMAA
  - 4 Communication Specialist, FREMAA
  - 5 Social Development Specialist, FREMAA