

# Terms of References

## COMMUNICATION STRATEGY AND BENEFICIARY OUTREACH DESIGN FOR CONDITIONAL CASH TRANSFER – SOCIAL PROTECTION STRATEGY UNIT

### **1. Introduction**

Government of Sindh has recently adopted an Accelerated Action Plan for Reduction of Stunting and Malnutrition (AAP). The AAP aims to reduce stunting in Sindh by at least 1 percentage point per year, or from 48% to 43% by 2021 and to 30% by 2026 by increasing and expanding coverage of multi-sectoral interventions proven to reduce stunting in the first five years of children's lives. It comprises objectives and expected outcomes related to the underlying causes (by sectors) of stunting: health, population, sanitation and hygiene, agriculture, social protection and education.

Nutrition centric social protection component of AAP – Sindh, for reduction of stunting and malnutrition envisages a pilot Conditional Cash Transfer (CCT) program to create demand for health and nutrition (H&N) services, promote behavioural change, and increase uptake of these services focused on the first 1000 days of life by incentivizing health check-ups of pregnant and lactating mothers, growth monitoring and immunization of children under 2 years of age through provision of a regular and predictable cash transfer within the targeted poor and vulnerable households.

A Social Protection Strategy Unit (SPSU) under control of Chief Minister's Secretariat, Govt. of Sindh has been established with a mandate to perform key functions such as, social mobilization, communication, enrolment, compliance verification, payment, grievance redress and monitoring and evaluation for the H&NCCT design and implementation. The SPSU is headed by a Project Director and comprise of suitably qualified and experienced staff.

### **2. Background**

Pakistan presents a dismal scenario with respect to health and nutrition statistics. According to the National Nutrition Survey 2011, more than 29.7 per cent of children under-5 are underweight for their age, 43.7 per cent are affected by stunting and around 15.1 per cent by wasting. In addition, 62.1 per cent of children and 26.1 per cent of pregnant women have anemia. Pakistan is at the brink of witnessing the double burden of under nutrition and declining reproductive health of women. Sindh which is home to more than 50 million people in Pakistan, holds the key in the achievement towards the health-related SDGs. However, despite ongoing efforts, the health sector performance and pace of change in Sindh is slow and uneven, particularly with respect to maternal, newborn and child health (MNCH) outcomes. The infant mortality rate in Sindh is 80 per 1000 live births. Malnutrition has been found to reduce the likelihood that children will be enrolled in school and reduces the learning capacity of those who are enrolled, putting constraints on social, economic and long-term human development, particularly, with respect to the marginalized and disadvantaged communities.

### **3. Health and Nutrition Conditional Cash Transfer (H&N CCT)**

The evidence on maternal and newborn health suggests that the first 1,000 days between pregnancy and a child's 2<sup>nd</sup> birthday sets the foundation for the life-long cycle for human capital. Further, the

international evidence supports the positive outcomes of linking demand side interventions such as Conditional Cash Transfers (CCTs) to the utilization of specific services by pregnant women and mothers, ensuring positive impact on both poverty and human development outcomes. To this end, Government of the Sindh through the platforms of Accelerated Action Plan with multi-sectorial approach is collaborating with the World Bank in piloting a Health and Nutrition Conditional Cash Transfer (H&N CCT) program in the districts of Tharparkar and Umarkot.

The primary objective of the CCT pilot is to create demand for nutrition services, promote behavioral change and increase uptake of health and nutrition services focused on the first 1000 days of life by incentivizing health check-ups of pregnant and lactating mothers, growth monitoring and immunization of children under 2 years of age through a regular and predictable cash transfer within targeted poor and vulnerable households. The *complementary objective* is to contribute towards promoting investment in human capital by encouraging desirable behaviors from pregnant and lactating mothers to ensure safe birth and healthy children. Initially, the program will be piloted in two selected districts of Sindh province.

As part of the implementation of H&N CCT initiative, one of the important activity requiring technical support relates to outreach and communication activities. The overarching goal of communications and outreach is to support and facilitate the effective implementation of the CCT program by clearly communicating program eligibility criteria; important milestones and timelines; and other key program design parameters. To this end, the SPSU intends to develop a comprehensive communication strategy in collaboration with all the concerned departments, particularly, the Health Department. This communication strategy will be based on the analysis of communications needs of the H&N CCT program and will translate them into the vision of SPSU communications and outreach, its objectives, key messages, and appropriate channels for each objective. The communications strategy will be complemented by a well-designed action plan that will include a series of key actions along with required activities and products to accomplish objectives for each group of target audience. The impact of the strategy will be monitored through a monitoring framework.

SPSU's overall communications framework will rest on a three-pronged communications platform aimed at internal and external communications. These include:

- i. **Strategic Communication:** Strategic communication aims at branding of the SPSU by reaching out to stakeholders for constituency building. It is an important institutional activity to generate acceptance and cooperation of stakeholders, including government agencies, departments, development partners, non-governmental entities and community structures with an interest and role in SP.
- ii. **Public Outreach:** Public outreach targets general public to create awareness about SP as a right of the people and the various programs that are available for the poor and vulnerable. This also includes targeted communication that will provide information about key H&N CCT program features, objectives, eligibility criteria, and co-responsibilities etc. to potential beneficiaries, stakeholders and the general public. Such beneficiary outreach strategy will specifically focus on mobilizing the potential beneficiaries and to motivate them for enrolment into CCT program.
- iii. **Internal Communication:** This relates to communication within CMS/SPSU staff, including collaboration with key implementation stakeholders that enable SPSU to fulfil its functions. These stakeholders may include local implementation partner, Social Mobilisers, Lady Health Workers, District Administration officials, Local Government, etc.

#### **4. Objective and scope of services:**

The overall objective of the proposed consultancy is to support the SPSU towards the development, implementation and monitoring of a Beneficiary Outreach and program communication Strategy for Sindh H&N CCT pilot.

Working in close collaboration with the SPSU and the Communications Team/Focal Person of the H&N CCT, the Communications and Outreach consulting firm will support the design and delivery of a time-bound **Communications Strategy and Beneficiary Outreach Plan**. Salient tasks include:

1. The design and execution of Strategic Communication activities in collaboration with the SPSU communication team/focal person and the senior management. For national and regional level audiences, these activities may include seminars, workshops, meetings, orientation sessions and sharing of relevant briefs and documents.
2. H&N CCT beneficiary communications and outreach strategy and action plan aligned with the program's operational manual, particularly:
  - a. Beneficiary outreach and awareness campaign for the roll-out of H&N CCT pilot sensitizing the target audience about enrolment, compliance, payments and grievance redress;
  - b. Defining communication measures that are achievable in the short (within 6 months), medium (within 12 months) and long (within 18 months) terms;
  - c. Design of key messages, tools, pictorial messages/posters and activities in the beneficiary outreach action plan which would be prioritized and used to complement the objectives of the H&N CCT pilot;
  - d. A monitoring plan to gauge the relevance and efficacy of the communications strategy, tools and implementation arrangements; and
  - e. Support the development of behavioural change communications tools and activities.

#### **5. Key outputs expected from the firm:**

- Sindh H&N CCT communication and beneficiary outreach strategy with action plan, particularly focusing on CCT pilot rollout.
- Development of key messages and tools for beneficiary outreach and program communication for H&N CCT pilot.
- Development of communication monitoring plan and support SPSU in executing same.
- Produce an inception report, envisaging overall communication and outreach work plan and all the phases of communication during the implementation of the H&N CCT program.
- Travel to the project area, visit potential audiences (stakeholders, field staff and potential beneficiaries) and sites to capture linkages and habits of audiences to support design of information materials and outreach campaign.
- Support implementation of standardized branding guidelines to deliver consistent communications across all activities, through design and production of pilot related FAQs, standard information kit/pack for beneficiary orientation, verification and enrolment process, pregnant and lactating mothers' awareness sessions, payment modalities and grievance redress.
- Support the SPSU in carrying out communications training of all implementing partners during inception to identify and clarify key roles and responsibilities in mobilization, gender-sensitive rules of beneficiary engagement and feedback, beneficiary outreach and communications at various touch points.

- Prepare key messages and oversee dissemination of information through an effective media/information campaign (to be hired separately by SPSU) with all potential beneficiaries, stakeholders and implementing partners so that consistency in communications is maintained through the entire project cycle.
- Design and oversee implementation of an outreach campaign (to be hired separately by SPSU) to mobilize local public opinion, motivate beneficiaries to avail services, educate them about their rights and responsibilities for accessing the cash benefits.
- Prepare relevant material for print, electronic and social media (wherever necessary), which may include but will not be limited to public service announcements, banners, posters, pictorial messages and campaigns for broadcast media and related material for communication with all stakeholders required from time to time during the entire cycle of implementation. This would also include sharing of results with stakeholders through video documentaries, case studies, etc.
- Work in close coordination with the Communications/Field Operations Lead at the SPSU to deliver and administer required tasks, including quarterly work plans and progress reports.

## **6. Key Professionals:**

Besides, the Consultant is expected to maintain the core technical resources as under among others during the contract period. While these resources are needed to meet the objective of the TOR, it is up to the consultant firm to manage and maintain their internal resources. Following are minimum requirements:

- i. **Team Leader:** Minimum of a Degree (minimum sixteen years of education) in Mass Communication or related core area. At least ten (10) years of experience in the relevant filed Business/System analysis, design and validation in connection with envisioned program requirements and emerging requirements/updates by the stakeholders. This resource can play the focal point/person role as well.
- ii. **Creative Content Manager:** Minimum of a Degree (minimum sixteen years of education)in Computer Sciences, Software development or related area Experience required: At least five (5) years of experience as Software Developer and Systems Analyst/, or Information Systems Specialist. Expertise on services, Web services, MySQL databases, mobile application development. Web application development is mandatory.
- iii. **Communications & Graphics Design Expert:** Minimum of Masters (minimum sixteen years of education)in Computer Sciences, Software development or related area. At least five (5) years of experience in systems validation and quality assurance in connection with Software Development, and presented requirements. Certification is QA is required.
- iv. **Animation Developer:** Minimum of a Masters (minimum sixteen years of education) in Computer Sciences, Software development or related area. At least three (3) years of experience in systems deployment, environment management. Certified in System admin, engineering and Networks understanding is a strong plus.

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No of Positions	Key Expert	Required Man Months
1	Team Leader	18
1	Creative Content Manager	18
1	Communications & Graphics Design Expert	18
1	Animation Development Expert	09
	<b>Total:</b>	<b>63</b>

## 8. Selection Method:

- The selection process will be carried out following World Bank's Procurement Procedures for Hiring of Consultancy Services under Consultant's Qualification Based Selection (CQS) for a period of **18 Months** in accordance with Paragraph 7.11 of World Bank Procurement Regulations for IPF Borrowers (July 2016).

## 9. Tentative Schedule of Delivery and Payment:

<u>Sr. No.</u>	<u>Expected Outputs</u>	<u>Schedule of Delivery</u>	<u>Payment Schedule*</u>
1	Inception Report	Within 1 month after signing of Contract	10%
2	First Quarterly Operations Review Report	Within 4 months after signing of Contract	15%
3	2nd Quarterly Operations Review Report	Within 8 months after signing of Contract	15%
4	1 <sup>st</sup> Annual Operations Review Report	Within 13 months after signing of Contract	15%
5	5 <sup>th</sup> Quarterly Operations Review Report	Within 16 months after signing of Contract	15%
6	Final Consolidated Operations Review Report	Within 18th months after signing of Contract	30%