

**Cash Transfer Modernization Project**  
**Terms of Reference**  
**Selection of Consultant Firm for Publicity & Training**  
**(Package No. SD-08)**

**Background**

The People’s Republic of Bangladesh has obtained a USD 300 million Credit for the Cash Transfer Modernization (CTM) Project from the International Development Association (IDA). The Project consists of a USD 270 million component which will reimburse a portion of Government expenditures on selected safety net programs, and a USD 30 million component which will provide direct support to the Department of Social Services (DSS) under the Ministry of Social Welfare for technical assistance.

**Objective**

DSS intends to utilize part of the Credit for the services of a firm, or consortium of firms, hereinafter referred to as “Consultant” to provide support for all publicity and training activities under the Project. The publicity and training activities relate to the (i) Old Age Allowance; (ii) Allowances for Widows, Destitute and Deserted Women; (iii) Allowance for the Financially Insolvent Disabled; and (iv) Disabled Students’ Stipend), hereinafter referred to as “DSS programs” (which may include smaller similar cash-based programs). Specific objectives include:

**(A) Publicity**

- Conducting an assessment of current information dissemination strategies and practices, and the information needs for the public to be sufficiently aware of how to access DSS programs.
- Designing a publicity strategy and developing publicity materials to build public awareness on DSS programs’ features and processes.
- Conducting periodic publicity campaigns.
- Sensitizing key stakeholders and engaging them in periodic publicity campaigns.
- Conducting ongoing evaluations of publicity campaigns to adjust implementation.

**(B) Training**

- Conducting training needs assessment for Government officials and other stakeholders concerned with DSS programs to improve implementation and monitoring quality.
- Designing a training plan and developing training materials to build capacity of relevant officials/stakeholders.
- Facilitating all logistics and conducting training for officials/stakeholders.
- Coordinating with external institutions in organizing relevant training programs.
- Conducting ongoing evaluations of training programs to adjust implementation.

**Scope of Service**

Activities under each stage may be adjusted based on field-level feedback as agreed between the Consultant and DSS during the course of actual implementation. DSS will have the final authority of approving any change or adjustment proposed by the Consultant. The tasks to be carried out are as follows, but not limited to:

**1. Publicity**

- a. Conduct a needs assessment through a review of existing publicity activities, methods and materials used by DSS to communicate information on the DSS programs' features (objectives, eligibility criteria, entitlements, etc.), and processes (application, payment, grievance redress, etc.). The assessment should identify existing gaps in the overall publicity strategy and activities including in the communication of information about the programs, the appropriate target audience identification for a publicity campaign, and the best modes of communication using informant interviews, focus group discussions, on-site observations, etc.
- b. Develop a detailed village/ward level implementation plan, nationwide publicity strategy to communicate program features and processes to the community and stakeholders, including a timeline for periodic delivery of the campaign. considering various media of communication (e.g. print, electronic, mobile phone, others etc.), the strategy should outline the cost-effective and efficient ways to reach different target audiences, and define resource (human, financial, technological, etc.) required to implement the publicity campaign.
- c. Design and produce necessary publicity materials (e.g. print: posters, brochures, leaflets, presentations, brochures, Q&A sheets, etc.; electronic: television and radio spots, SMS campaigns, loudspeaker announcements etc.; others: village plays etc.) customized for each group of target audience including existing and potential beneficiaries (including small ethnic groups and others who may not speak the national language) as the primary audience and Union Parishad members, local government officials and community members as the secondary audience.
- d. Pre-test and modify materials, if necessary, based on feedback from local levels or DSS.
- e. Conduct the publicity campaign nationally as per the strategy and rollout plan (this may require partnering with local organizations to ensure grassroots-level outreach). In doing so, the consultant should print/produce and supply relevant publicity materials in good quality media (both electronic and social media), secure spots on television channels and radio stations, provide necessary logistical resources, as agreed with DSS.
- f. Conduct sensitization/training of Social Service Officers (SSO), Field Supervisors (FS), Union Social Workers (USW), Training Instructors (TIs) and other stakeholders, for effective implementation of the publicity campaign.
- g. Conduct evaluations of publicity campaigns as they are conducted to inform any improvements in the next round of publicity campaigns.

## **2. Training**

- a. Conduct a review of existing Government guidelines, operations manuals for DSS programs, CTM Project guidelines/manuals/strategies.
- b. Conduct a review of existing code of conduct of services providers to deliver services to the beneficiaries.
- c. Carry out a training needs assessment in consultation with MoSW, DSS as well as selected officials and staff in the field, members of Union Parishads, community members and beneficiaries.
- d. Design and develop training manuals including modules/courses, learning/reading materials, reference handbooks, short handbooks, digitized course content etc. for both online and in-person delivery and customize them to the learning needs of each group of trainees identified e.g. government officials at MoSW and DSS as well as UNOs and SSOs; field staff including FSs, USWs and TIs; and stakeholders like Upazila Chairman, Pouroshova Chairman, Word Commissioner, Union Chairman, Members of the Union Parishad and all related elected representative/local government personnel linked to safety net programme, Cash Transfer Services Prover, Curriculum and facilitator's guide to be used by trainers and resource persons for each group of trainees identified should also be developed. All training materials developed should be approved by DSS before implementation of training.
- e. Pre-test for both online and in-person delivery and modify materials if necessary, based on feedback from local levels or DSS.
- f. Prepare a detailed training plan in consultation with DSS.
- g. Print and supply all relevant training materials using good quality paper and other material as applicable for online or in-person training.
- h. Conduct training of trainers so that a critical mass of Master Trainers can be developed within DSS.
- i. Conduct training programs – for at least two personnel per union (DSS staff and Union Parishad) across the country. The delivery modality of the trainings (i.e. online or in-person) is subject to DSS decision, and the consultant should fulfill the health, safety and technological requirements as mandated by DSS in each context.
- j. Conduct operational evaluation of the training activities conducted.

### **Qualification Requirements**

The selected Consultant should have prior experience in designing and conducting publicity campaigns and training programs. The Consultant must appoint the following key staff.

### **Key Staff**

The team of key professionals will be comprised of required manpower and be provided with necessary logistic support like- office space, transport facilities and access to computers. The qualification and responsibilities furnished in the table below are indicative, but not limited to those mentioned.

<b>Key staff</b>	<b>Duration</b>	<b>Academic Qualifications</b>	<b>Professional and Specific Experience</b>	<b>Role</b>
<b>Team Leader (TL)</b>	24 months	Post graduate in marketing, economics or MBA with Phil/PhD in any of the training and publication related subject.	15 years of overall professional experience; at least 5 years of experience working at least as Deputy Team Leader/ Project Manager in a similar assignment. Longer experience in team management roles will be preferred.	Planning, scheduling, staffing, guiding and monitoring the progress of all publicity and training activities to ensure quality and timely deliverables; preparing reports; maintaining liaison with and keeping the project authority updated.
<b>Communications &amp; Advocacy Specialist</b>	24 months	At least graduate degree in marketing/media and mass communication or any other related discipline from any recognized university	10 years overall professional experience; at least 2 years of experience in a related role	Leading the preparation of publicity and communication materials and implementing the publicity strategy.
<b>Training &amp; Capacity Building Specialist (program)</b>	24 months	Post graduate degree in economics, social science MBA from any recognized university.	15 years' overall experience, of which 3 years' experience in publication and training activities	Developing the needs assessment and training modules related to programs; contributing to developing, executing and monitoring the training plan for program related training activities.
<b>Training &amp; Capacity Building Specialist (technology)</b>	24 months	At least graduate degree in computer science/computer engineering/management information systems etc. from any recognized university,	10 years of overall professional experience of which 3 years working on information technology/management information systems/databases/electronic devices etc.; at least 3 years of working experience in a similar role. Experience of working with biometric devices will be an added	Developing training modules related to technology for program delivery (e.g. MIS and other IT equipment); contributing to developing, executing and monitoring the training plan for technology related training activities.

Key staff	Duration	Academic Qualifications	Professional and Specific Experience	Role
			advantage.	
<b>Development Studies/ Safety Nets Specialist</b>	12 months	At least post-graduate degree development economics from any recognized institution	5 years of professional experience of working on poverty alleviation programs; at least 2 years of working experience in a similar task. Experience of working on social safety net programs in Bangladesh would be an added advantage.	Conducting studies and staying on top of safety net issues and challenges in Bangladesh; advising publicity and communication activities; and assisting the TL in reporting.
<b>Creative Director</b>	12 months	MBA from any recognized university,	5 years of overall professional experience including 2 years of working experience in a similar task.	Assisting the TL and team in creating and designing publicity materials (audio-visual, print, electronic, mobile phone etc.).

**Non-key Staff**

In addition to the above-mentioned key experts, the Consultant should propose other professionals, with expertise and experience relevant to the assignment e.g. producing publicity contents, imparting training. Other staff like copywriters, graphic designers, video production specialists, master trainers should also be proposed. During the evaluation of technical proposals these non-key staff positions will not be evaluated separately, rather they would be assessed collectively with other support staff.

Non-Key staff	Academic Qualifications	Professional and Specific Experience	Role
Copywriters	At least graduate degree in any discipline from any recognized institution	At least 5 years of overall professional experience including 2 years of working experience in a similar task.	Assisting the TL and team in copy writing in consultation with DSS; developing creative ideas and concepts, and writing clear, persuasive contents often in partnership with the Creative Director; provide verbal or written ‘copy’ or content that may include creating slogans, leaflets and TV commercials, catchphrases, messages and strap lines for publicity.
Graphic Designer	At least Diploma/ equivalent degree in professional Graphic Designing	At least 5 years of experience as Graphic Designer including demonstrated 2 years of working experience in a similar task.	Assisting the TL and team in graphic designing; producing a wide range of still and motion graphic products under the supervision of the Creative Director for the assignment including magazine,

			brochure, poster, advertisement/slogan etc.
Video Production Specialists	At least Diploma/ equivalent degree in audio-videography from any recognized institution	At least 5 years of overall professional experience including 2 years of working experience in a similar task.	Assisting the TL and team in directing, producing and editing audio visual content under the supervision of the Creative Director.
Master Trainers	At least graduate degree in any discipline from any recognized institution	At least 12 years of overall professional experience; at least 3 years of working experience as a trainer in a similar task.	Assisting the team in the TNA and training module development; and delivering training to Government officials, DSS's field staff, beneficiaries and stakeholders across the country using customized modules

**Reporting**

The Consultant will report to the Project Director (PD) of the CTM Project at DSS. Close work and coordination will also be required with the Deputy Project Directors (DPDs) and other DSS officials and Project consultants. The PD will establish and implement procedures for review and acceptance of the Consultant's outputs.

**Deliverables**

<b>Deliverables</b>	<b>Timeframe</b>
1. Inception Report	Within 2 weeks of contract signing
2. (a) Training Needs Assessment	Within 4 weeks of the approval of Deliverable 1
(b) Publicity Situation Assessment	
3. (a) Training Plan	Within 3 weeks of the approval of Deliverables 2(a) and 2(b)
(b) Publicity Strategy	
4. (a) Draft Training materials	Within 2 weeks of the approval of Deliverables 3(a) and 3(b)
(b) Draft Publicity materials	
5. Implementation of Training Plan	In periodic phases throughout CTM Project period following the approval of Deliverables 4(a) and 4(b)
6. Implementation of Publicity Strategy	
7. Progress Report on Publicity/Training	Quarterly
8. Completion Report on Publicity/Training	End of CTM Project, concurrently with the final quarterly progress report

**A. Duration of Contract**

The Contract is expected to be for twenty four months during FY2021 to FY2023 or as per project need. Duration may be increased or decreased as per project period.