

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

MINISTRY OF WATER RESOURCES



BANGLADESH WATER DEVELOPMENT BOARD

Coastal Embankment Improvement Project – Phase I (CEIP-I)

TERMS OF REFERENCE (TOR)

FOR

**Senior Communication Officer
Under Project Management Unit
CEIP-1/D1/S13**

January, 2016

Signature

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1. BACKGROUND

1. Bangladesh is a low lying country. Most of the land in the coastal zone is within 1 to 1.5 meter PWD and gets inundated with saline water during tides. In 1960s, polderization (i.e., land surrounded by embankment) had been started to make these land a permanent agricultural land. The coastal embankment system of Bangladesh was originally designed to protect against the tides and the associated salinity intrusion, without much attention to storm surges. Recent cyclonic storm surges brought substantial damage to the embankments and further threatened the integrity of the coastal polders. The above reasons have led the Government to re-focus its strategy on the coastal area from one that only protects against high tides to one that provide protection against frequent storm surges. The long term objective of the Government is to increase the resilience of the entire coastal population to tidal flooding and natural disasters by upgrading the whole embankment system. With an existing network of embankment of nearly 5,700 km long with 139 polders, the magnitude of such a project is daunting and requires prudent planning. Hence a multi-phased approach of embankment improvement and rehabilitation will be adopted over a period of 15 to 20 years. The **Coastal Embankment Improvement Project – Phase 1 (CEIP-1)** is the first phase of this long term program.

2. The overall **objective** of the CEIP-1 is to increase the resilience of coastal population to natural disasters and climate change. More specifically, the project aims at (a) reducing the loss of assets, crops and livestock during natural disasters; (b) reducing the time of recovery after natural disaster such as cyclone; (c) improving agricultural production by reducing saline water intrusion which is expected to worsen due climate change; and (d) improving the Government of Bangladesh's capacity to respond promptly and effectively to an eligible crisis or emergency. This objective will be achieved by **rehabilitating and improving the polder system in the coastal area**. The project is expected to be implemented over 7-8 years.

3. The Government of Bangladesh (GOB) is expected to receive financing from International Development Association (IDA) to meet part of the cost of the CEIP-I. The Project would be implemented by the Ministry of Water Resources (MOWR), through the Bangladesh Water Development Board (BWDB). BWDB will set up a Project Management Unit (PMU) to oversee the development and execution of the project. The PMU will be led by a Project Director and will be located in BWDB's headquarters in Dhaka. The PMU will be assisted by a Construction Supervision Consultants; an M&E Consultants and experienced NGOs to implement the social afforestation, social action plan and resettlement action plan. The PMU will also appoint an Independent Panel of Experts (IPOE) to oversee the technical implementation of the project.

4. As part of the PMU, the BWDB plans to hire a highly qualified Senior Communication Officer with sound knowledge and expertise of communication products and methods.

2. COMMUNICATIONS CHALLENGE

5. Experience has shown that development projects in general, and infrastructure projects in particular, require early and continuous communication between the implementing authorities and all other stakeholders. In this way the benefits of the project are widely understood and both real and perceived concerns of stakeholders are taken into account. This in turn contributes to better design and sequencing of the project, larger stakeholder support for it, and, ultimately, smoother implementation. The need for mainstreaming communication and outreach early in the project cycle even gets greater if the infrastructure projects involve relocation and resettlement of people.

2. OBJECTIVE

6. The main objectives are:

- To help strengthen public understanding and support for the project and create an enabling environment for the project implementation;
- To enable BWDB to publicly communicate the activities, impacts and benefits relating to the project during implementation;
- To manage relationships with key external stakeholder constituencies and set up two-way channels of communications with major stakeholder groups with a view to enhancing the overall effectiveness of the project.
- To ensure project communications are done in a transparent manner and documents are shared in alignment with the government's and development partners' disclosure policies.

3. SCOPE OF SERVICES

In order to help BWDB achieve the above objectives, the Consultant will need to **prepare and implement a communication strategy**. This will require a three steps approach. Task 1: undertake a communication needs assessment; Task 2: based on the needs assessment formulate a communication strategy and Task 3: implement the communication strategy. In addition, as Task 4, the Consultant will serve as a counterpart to the Third Party M&E Consultants for Overall Project Implementation of CEIP-1.

Task 1: Undertake a Communication Needs Assessment

To prepare the Communication Strategy, the Consultant will need to undertake a **communication needs assessment** in order to get a comprehensive understanding of how the CEIP-I project is perceived by various stakeholders. The communication strategy should identify strategic communication needs for targeted audience and include an action plan to address each of these target audiences. The consultant will need to:

- Identify all key stakeholders (individuals, groups and institutions) and detail their interests, concerns and expectations, roles and relationships vis-a-vis the proposed project. These stakeholder groups shall include, but not be limited to, officials from various levels of government; policymakers and local politicians; NGOs and community-based organizations; faith-based organizations; media at the local, state and national levels; local communities and elected and popular representatives of people; and other opinion-makers.
- Identify likely reaction patterns of stakeholder groups (in terms of likely support/opposition for the proposed project); their sources of information; their influencers and opinion-moulders;
- Conduct a media-mapping at the local levels;
- Assess the capacities of the BWDB to conduct public communications; identify the existing gaps in its institutional set-up (in terms of staffing, procedures, budgets etc)
- Identify individuals/groups/institutions that can be potential partners in the interface with each stakeholder group;
- Make an assessment of the key messages, points of 'connect', and medium of communication needed to interact with/influence each stakeholder group -- this will entail identifying their most credible sources of information;
- Identify key opportunities/platforms for the effective dissemination of key messages over the course of project implementation;

Task 2: Prepare a Communication Strategy and Action Plan

Based on the needs assessment, the Consultant will prepare a *Communication Strategy and Action Plan* for the CEIP-I project. The *Communication Strategy and Action Plan* will include an action plan outlining key elements of the communication strategy, along with an estimate of time and schedule, human and financial resources required for implementing each action. The communication strategy will incorporate the communication mix and tools needed to reach different level of target audience.

The *Communications Strategy and Action Plan* will require an effective mix of mass communications, advocacy (general and targeted) and community-mobilization. The tools will need to range from mass media, direct interaction, media engagement and development of platforms and champions, especially at the local and national levels. The strategy will also need to suggest appropriate institutional mechanisms/structures for implementing the suggested communications approach. The communication strategy should include development of key message that can later be elaborated at the implementation stage. The Action Plan should be as practical and pragmatic as possible and take into account BWDB's capacity to oversee it.

Task 3: Implement the Communication Strategy and Action Plan

The Consultant will also help in implementing the Strategy. Some minor tasks (interaction with stakeholders, workshop organization etc..) could be directly implemented by the Consultant. More major tasks (printing outreach material etc..) may need to be implemented by specialized professional or firms. The Consultant will be required to develop the terms of reference for engaging different types of professional expertise to implement it.

The implementation of the Strategy will include (but not limited) to:

- Develop or assist in developing a **web site** to post outreach material and best practices;
 - Act as intermediary with the media and **communicate with the media** and civil society as required during the implementation of CEIP-I in close coordination with the BWDB;
 - Conduct advocacy and **knowledge dissemination** (workshop, discussion etc);
 - Prepare **outreach material** (such as brochures, leaflets, Q&A in English and Bengali, power point presentation, etc.); these materials can be used during training, workshops, conferences and other media events organized to disseminate best practices and information about the Project;
- The communication strategy should encompass the needs of the Government of Bangladesh with particular focus on the beneficiaries living in and around the polders, as well as those of the funding institutions i.e. the World Bank and Pilot Program for Climate Resilient (PPCR) Program.
- In the absence of a BWDB Right to Information Officer, the Consultant will be responsible for responding to any **Right to Information** requests that the BWDB receives related to CEIP. When a Right to Information Officer is engaged by BWDB the Consultant will work closely with the Officer to bring him on board regarding the CEIP and coordinate the work as needed.
- The Consultant will need to work in close coordination with various experts and consulting firms working on implementing the project. In particular: members of the Independent Panel of Expert (IPOE); the NGO in charge of social mobilization, establishment of water management organization (WMOs) and social afforestation; the Construction Supervision Consulting Firm in charge of implementing the Resettlement Action Plan; the Monitoring and Evaluation Firm and etc. Working in close coordination with all parties involved in implementing CEIP-I will ensure that the overall communication and messages is coherent among all.

Task 4: Serve as Counterpart to Third Party M&E Consultants

The Consultant will work closely with the Third Party M&E Consultants in:

- the development, management and use of data and information concerning the implementation and impact of CEIP-1 activities
- distilling lessons
- disseminating knowledge gained through M&E processes
- coordinating with BWDB IT Team for web-site administration

4. DURATION

7. Duration of the consultancy services would be for **three years**. However the performance for first year will determine the continuity of the contract for the remaining years. The Contract may be extended for subsequent 3 (three) years; based on project needs and subject to satisfactory performance of the assignment during the first three years.

5. REPORTING REQUIREMENT

8. The Senior Communication Specialist will submit a brief monthly report for BWDB covering achievement/progress towards all the tasks indicated above. Payment will be made against submission of monthly report.

6. RESPONSIBILITIES OF BWDB

9. The Communication Specialist will be based in the office of the Project Director, CEIP-I, BWDB, Dhaka. The counterpart officials will be designated as required for conducting the services. BWDB will provide the facilities required for the services including office accommodation, office equipment & stationeries, etc. The specialist will have to arrange own transportation for attending office on all regular workdays. BWDB will bear the Remuneration/Daily allowances and Travel cost as per financial negotiation.

7. QUALIFICATION AND EXPERIENCE

10. The Senior Communication Officer should have Graduate/Post-graduate qualification (at least a Masters in a related field) with about at least 10 years experience of working with projects funded by World Bank/ Asian Development Bank or similar development partners. The expert must have demonstrated expertise in preparing and implementing communication strategies. S/he must have excellent oral and written communication skills in both Bangla and English. Higher-level computer skills in Windows operating system (Word, Excel, Access, etc.) and other applications are desirable.


24.01.16

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