



ARIAS SOCIETY

Assam Rural Infrastructure and Agricultural Services Society

(An Autonomous Body under Govt. of Assam)

Project Management Unit (PMU) of the World Bank financed

Assam Citizen-Centric Service Delivery Project (ACCSDP)

Agriculture complex, Khanapara, G.S. Road, Guwahati-781022 (Assam, India)

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Draft Indicative Terms of Reference (ToR) for IEC cum Communication Specialist (IECS)

Background and Objective of the Project:

1. The Govt. of Assam has created the Assam Rural Infrastructure and Agricultural Services (ARIAS) Society in November 1998, as an autonomous body, headed by the Chief Secretary, Assam as its President (Project Guidance Council) and the Agriculture Production Commissioner, Assam as the Chairman (Governing Body). The Project Management Unit (PCU) is headed by a State Project Director. The key mandate of the Society is to function as an apex autonomous body of the Govt. of Assam for monitoring, coordination and/or implementation of World Bank or any other externally financed/aided Projects or other Projects of any department as may be authorized by Govt. of Assam from time to time.
2. The Society has successfully completed two World Bank aided projects (ARIASP: 1995-2004 and AACP: 2005-2011 including AACP-AF: 2012-2015) and the World Bank has rated performance of these projects as Satisfactory. The Society contributed in mainstreaming many of the good practices that emerged from the projects into various schemes of the State Government. ARIAS Society has proved to be a path finder and innovator in the areas of targeting the intended beneficiaries, employment generation, reaching out to the vulnerable and the disabled and overall good governance and social accountability.
3. The Government of Assam (GoA) is committed to improve governance in the state and public sector performance. It has already embarked upon a number of specific initiatives to support this objective. They include: the Right to Public Service Act (RTPS), RTI, a public grievance redress system, e-District, Common Service Centers, and establishment of State e-Governance infrastructure.
4. Affordable access to public services, especially for the poor people, is one of the key imperatives for inclusive growth. The Government of Assam (GoA) is committed to improve governance in the state and public sector performance and has recognized the need to strengthen the delivery of citizen-centric service, and had therefore enacted the Assam Right to Public Services Act, 2012 (ARTPS) to ensure citizens' access to public services in timely, efficient and accountable manner. The Act enables the citizens of Assam to get notified public services within a stipulated timeframe and also fixes responsibilities on public servants to provide these services in a time-bound manner. GoA has also embarked upon a number of specific initiatives to support this objective, a public grievance redress system, e-District, Common Service Centers, and establishment of State e-Governance infrastructure.
5. To strengthen and deepen these initiatives, GoA has received a \$39.20 million loan from the World Bank financed towards the 'Assam Citizen-Centric Service Delivery Project' (ACCSDP) [Project ID: P150308, IBRD Loan No. 8754-IN]. The ACCSDP aims to improve citizen access to targeted services under the ARTPS, particularly in remote areas. Citizens, especially the rural communities who are heavily dependent on government services, will be the principal beneficiary group of the project. The project will place citizens at the center of the service delivery process by strengthening feedback mechanisms and grievance redress.
6. ACCSDP will facilitate implementation of the ARTPS Act with efficiency and accountability for better delivery of citizen-centric services under ARTPS Act and will support the line Deptts. A high-level delivery unit will be established to monitor the implementation of the ARTPS Act. A blend of technological interventions and administrative reforms for 18 key services will be taken-up initially under the project in four Govt. agencies, viz. Transport, Revenue & Disaster Management, and Welfare of Plain tribes & Backward Classes (WPT&BC Deptts). and the Guwahati Municipal Corporation. The project will assist implementing line departments/agencies in restructuring business processes so that citizens can access services digitally within the given timeline of ARTPS Act.
7. The Project Development Objective is to improve access in the delivery of selected public services in Assam. ACCSDP also aims to strengthen institutional operations and improve citizen awareness and participation in order

to expand access to services to benefit the rural poor. This inclusive approach will contribute to access improvements in four key ways: (i) by expanding the number of Right to Public Services Act (RTPS) services which are digitized and available on-line; (ii) by improving connectivity infrastructure especially in underserved areas to enhance citizen access to services; (iii) by engaging local populations in service delivery (through both participatory and digital approaches) so that targeted priority services for the rural communities are accessible; and (iv) by rationalizing and strengthening service delivery by front-line institutions. This project design is pivoted around four interrelated components: (i) strengthening RTPS implementation; (ii) improving service delivery processes in targeted departments; (iii) setting up one-stop-service centers to receive requests for RTPS services and electronically deliver select services to the citizens closer to their homes; and (iv) promoting citizen engagement.

8. These key components of the project namely digitization of services, ICT infrastructure, citizen engagement, front-line delivery institutions, and change management would be managed through the Project Management Unit (PMU) under the ARIAS Society, led by a State Project Director (SPD) and would have *inter alia* the following staff/consultants:

- Business Process Re-engineering and IT Specialist
- ICT Infrastructure Specialist
- Social Development and Communication Specialist
- Monitoring and evaluation (M&E) Specialist
- Citizen engagement and Change management
- Procurement & Contract Management Specialist
- Financial Management Specialist
- PMU Support Staff

9. The PMU of the ACCSDP is seeking an interested and qualified professional for the position of **IEC cum Communication Specialist** hereinafter referred as '**IECS**' to lead activities related to planning, design and implement IEC Strategy, M&E Framework, Implementation arrangements and overall communications strategy for the ACCSDP to improve public service delivery.

Job Summary Key Tasks and Responsibilities

10. The **IEC cum Communication Specialist (IECS)** will report to the State Project Director, ARIAS Society and take the lead in IEC Campaign under the project for citizen awareness. He/she will support the PMU in conducting the statewide Information and Education Communication (IEC) Campaign to publicize the provision of ARTPS Act, and with contextually customized outreach messages for all communities, especially the excluded social groups. More specifically the IECS will –

- a) Develop Citizen Engagement (CE) strategy to strengthen the communication between citizens and PFC staff engaged by the project/Officials of the implementing departments/agencies
- b) Ensure a structured dialogue between communities and front-line service providers allows for direct input from service beneficiaries to their immediate providers about ways to improve delivery performance.
- c) Undertake a detailed information requirement analysis (including the needs of excluded groups/underserved areas) and develop a realistic state-wide and grassroots Information, Education & Communication (IEC) plan and roll out the same with approval of the SPD through the IEC Consultancy firm engaged by the project;
- d) Manage and monitor the performance of the IEC Consultancy firm engaged by the project and report to the SPD from time to time, and suggest corrective measures
- e) Assist the PMU in conducting state-wide IEC campaign customized to different communities including in local tribal languages using traditional communication media and art-forms;
- f) Ensure provision of information in a variety of ways including through on-line portal, notice-boards at PFCs/RTPS centers, and effective implementation of the suo motu disclosure provisions of the Right to Information Act be service delivery departments.
- g) Assist the PMU in conducting periodic audits on the state of information provision at PFCs/ centers/websites / Public Facilitation Centers (PFC)

11. Assist the PMU in tracking the spark of greater awareness and demand for RTPS services due to the extensive IEC campaign under the project, including through development of a variety of feedback mechanisms (e.g., social media, SMSs, call centers)
12. Other responsibilities
 - a) In consultation with other Specialists of PMU, the **IECS** will provide overall support in communications needs assessments and outreach strategy, planning, designing and implementing the IEC;
 - b) Creation and promotion of campaigns to local and regional media and influences the development agenda based on current programme and new initiatives
 - c) Management, promotion and dissemination of corporate advocacy materials for launching flagship initiatives and publications
 - d) Production of effective communication documents which will speak the outcome, achievement and impact of the project activities relating to enhanced assets creation, income generation and thereby improvement of quality of life of the project beneficiaries.
 - e) Documentation of success stories, conversion of success stories to case studies and make all arrangement for dissemination of such information to all the stakeholders with due approval from the SPD.
 - f) Organize orientation and communication skill training workshop for the stakeholders.
 - g) To recommend messages, channels, and tools that can be used to continue reaching critical audiences.
 - h) Document regularly all IEC related work accomplished
 - i) Lead communication with government and other partners in sharing project progress, and seeking feedback to improve design and implementation of IEC related issues
 - j) Identify and participate in opportunities for cross-learning with projects similar to ACCSDP
 - k) Any other tasks as may be assigned by the SPD, ARIAS Society;
13. The **IECS** will have to attend PMU, ARIAS Society on all working days from 10 AM to 5 PM unless he is on official tour as approved by SPD or allowed to work from home by SPD. He may also be required to attend office on holidays as and when so desired by SPD for disposal of urgent matters. However, no extra remuneration will be paid for attending office on holidays.
14. **Duration of Assignment**
 - a) The contract period with **IECS** is intended for entire duration of the project and coterminous with the project period of ACCSDP. However, continuity of the **IECS** beyond one (1) year from the date of signing the agreement will depend upon his performance. The decision of the SPD will be final and binding in this regard.
 - b) The contract with **IECS** may be terminated by either side at any point of time during the contractual period by serving a 30 days' notice without assigning any reason and without thereby incurring any liability to the Govt. of Assam/ PMU/ ARIAS Society. The assignment is purely contractual in nature and will not, under any circumstance, be extended beyond the ACCSDP's closing date. The ARIAS Society or the Government of Assam will not undertake any responsibility for subsequent deployment of the consultant.
 - c) The **IECS** shall not assign or sub-contract, in whole or in part, his obligations to perform under this Contract, except with the SPD's prior written consent. The **IECS** will have to serve the ARIAS Society on full time basis under overall command of State Project Director, ARIAS Society and provide services from the PMU at Khanapara, Guwahati. The resignation/termination shall be as per HR Policy of the ARIAS Society.
 - d) The **IECS** may be required to undertake field-visits and tours as per the project requirements, with prior approval of the SPD.
15. **Qualifications**
 - A. Essential Qualifications & Experience:**
 - a) Post-graduate in Journalism/ Mass Communications/ Social Science or related subject from any Govt. recognized university. Atleast **7** years of experience in managing IEC and Communication functions in public/reputed private sector agency(ies) at leadership position.

However, Graduates in Journalism/Mass Communications/Social Science or related subject and with over 10 years of experience in managing IEC and Communication in public/ reputed private sector agency(ies) at managerial/ leadership position may also be considered, but at a reduced CTP.

- b) Proficiency in Computer including in the use of internet based applications, MS Word, MS Excel and MS Power Point etc
 - c) Demonstrable knowledge and experience in managing IEC campaigns including development of Communication Strategy in any public sector projects
 - d) Must possess initiative and the ability to work independently as well as team;
 - e) Good communication and report writing skills are necessary
 - a) Good command over English language, written and spoken; Candidates having knowledge of Hindi/ Assamese/ Bengali / Bodo may be preferred;
16. **Age:** The candidate shall not be of more than **45** years of age as on **1st August'2017**. However, in case of exceptionally talented candidate having wide relevant experience this requirement may be relaxed.
17. **Remuneration and payment terms:**
- a) Depending on the qualifications, experience, competency, and also the remuneration/ CTC of the last assignment, the consolidated fixed annual Cost to project (CTP) of the **IECS** will be determined and mutually agreed with the successful candidate, which would be in the range between **Rs.11.40 lakh to Rs.19.20 lakh** per year. The agreed annual CTP shall be inclusive of remuneration, performance-linked-incentive, communication allowance, health/service related allowance, all taxes, cost of accommodation and food at Guwahati, conveyance to attend the PMU, etc.
 - b) The remuneration will be given in equal monthly installments and the performance-linked-incentive will be given on quarterly basis based on the performance and achievement against the mutually agreed deliverables by the **IECS** Specialist. Taxes as applicable shall be dealt with as per applicable laws. The remuneration may be enhanced on an Annual Basis, based on the HR Policy of the ARIAS Society.
 - c) Travelling, Boarding, Lodging and Food expenses for approved official tours outside Guwahati will be reimbursed as per the HR Policy of ARIAS Society and as provided in the contract agreement. For travel outside the State, the Travelling and Boarding & Lodging expenses will be reimbursed as per the HR Policy of the ARIAS Society and as provided in the contract agreement.
18. **Travel Requirements:** The **IECS** may be required to undertake field-visits as per the project requirements, with prior approval of the SPD and the travel costs will be reimbursed as per the HR Policy of the ARIAS Society
19. **Reporting and Performance Review**
- The **IECS** will report to the State Project Director, ARIAS Society. The quality of service and performance of the **IECS** will be reviewed by the SPD as per the HR Policy of the ARIAS Society
20. **Facilities to be provided by the PMU:** The PMU, ARIAS Society
- a. Will be given access to all documents, reports, correspondence, contacts available and any other information as deemed necessary for smooth accomplishments of tasks assigned.
 - b. Will be provided with one office cubicle in the PMU along with computer, printer, computer/office consumables, and internet access.
 - c. Will pay the fixed monthly remuneration as per the contract agreement. No house rent allowance or any other allowance shall be paid by the PMU. No other payment whatsoever (except reimbursement of travelling expenses and project allowance) shall be paid, except as agreed with the **IECS** and by the SPD, ARIAS Society.
 - d. Will not be provided with any clerical assistance.
