

EN-P01

COMMUNICATION STRATEGY TERMS OF REFERENCE



Template for hiring a PR agency to analyze potential risks, plan and implement a TOD communications strategy for the community

Type: TOR Template



BACKGROUND

It is believed that a good deal of the benefit of transit investment comes from effects beyond their already high value as mobility enhancements and is found in their ability to positively affect the communities in which we live. It is necessary to generate awareness among all the stakeholders about the key components of the project and how they would benefit from it.

A community outreach programme is a process by which all the stakeholders are informed of the project objectives and its utility. A comprehensive approach should be developed to engage relevant agencies, corridor neighborhoods and businesses, key stakeholders, and the general public throughout the process. The outreach program will include policy and technical advisory committees, public meetings, presentations at neighborhood and business associations, websites and social media, a variety of communication tools, and direct outreach to non-traditional populations and organizations. Stakeholder workshops and/or public open houses will be held at key points in the TOD Planning process including, at a minimum: (1) discussion of problems, goals, objectives, evaluation criteria and alternatives, and data gathering (2) evaluation of alternatives, and (3) selection of the locally preferred alternative. Project information should be translated, as appropriate, to allow for effective outreach.

OBJECTIVE OF THE ASSIGNMENT

A systematic and comprehensive community outreach programme highlighting the key components of a transit oriented development and benefits to the locals will help in disseminating the required information to people. The objectives for the Programme shall be as follows,

- To build a positive identity for the TOD project
- Create an awareness amongst the citizens about the project and its benefits
- Educate and attract new riders for benefits of shifting to public transport and guide on how to shift
- Educate and attract people to live in the proximity of a public mode of transportation
- Induce a shift to public mode of transportation
- Inform and prepare the public regarding the difference and any difficulties they are likely to face during the implementation of the project. Also seek their co-operation, and receive their feedback to improve the proposal specific to the context.
- Identify key stakeholders and build strong partnerships with media and the society for smooth implementation of the project

The coverage for the community outreach programme would be the entire city and suburban area, and wherever the existing transport services are being operated.

SCOPE OF ACTIVITIES

The urban local body intends to outsource both Consultancy and Implementation work to an agency such that the single agency is responsible for the most effective outreach plan. The scope of work will be in two stages. During the first stage, the consultant would be required to develop a Communication and Outreach Plan (hereinafter referred to as Plan) conforming to the objectives detailed above.

Subsequently, in the second stage, once the Plan is approved by the client in consultation with the World Bank (WB), the consultant would be required to implement the Plan. All the related cost of conducting seminar/workshop, publicity material, advertisement in the newspaper, etc. to be published on behalf of the client but are to be borne by the consultant. Consultant would be required to station a team within two weeks from the date of final acceptance of the Plan and for a period of four months at the respective city. The consultant will also be required to attend meetings as and when required. The publicity material and advertisements length, size, words, etc. will depend on what has been finalized in Plan. The approximate requirement is provided under each heading for their reference. The client will help facilitate the Public involvement process.

Stage I:

1. Preparation of Plan

Develop an external analysis based on a planned study (to be conducted as part of this consultancy) to understand the perceptions of various identified stakeholders, including civil society, media, and potential users. Identify opportunities and risks, and suggest approaches to address them.

2. Communication Strategy

Prepare a customized communication strategy, including customized messaging for audiences, selection of media tools, etc. aimed at achieving the identified objectives.

3. Development of Plan

Develop a “Plan” based on the communication strategy that would broadly include the following elements:

- a. Goals, desired outcomes and expected outcome of the communication strategy
- b. Definition of audience
Issues with specific focus on different user groups like elderly, woman, children, students, differently-abled etc. / theme linked audiences (these are indicative and will need to be defined as part of the Communication Strategy and Consultation Plan)
- c. Assessment of current attitudes/beliefs/motivators
- d. Analysis of audience’s capacity for change
- e. Definition of medium to deliver the message(s) based on activity requirement including the needs of proper consultation as well as publicity at various level / target audience.
- f. Consultation Plan: Formulate and discuss the consultation plan for disseminating information on the project to the civil society through focus group discussions, workshops, seminars etc. The plan should follow the following structure and reflect the needs of communication at each stage:

Table 1: Structure of the Consultation Plan

Stages of the Project/Actions	Objectives	Risks and Challenges	Audience/ Main Stakeholders	Messages (Information to be Communicated)	Means of Communication	Timeline/ Frequency	Responsibility	Resources	Indicator of achievement for responses
	1	2	3	4	5	6	7	8	9
Defining Goals and Objectives									
Planning and Design									
Evaluation of Alternatives									
Selection of Alternatives									
Implementation									

g. Branding:

A theme for land use and transportation integration and specific branding aimed at promoting TOD.
The brand identity that is identifiable and popular for key segments of the population and catch phrase for population to link with the brand/ theme

h. Marketing Campaign:

Marketing campaign for transit oriented development to promote sustainable urban development.
This would involve campaign through appropriate media such as:

- Print and posters
- Advertisements in the local newspapers
- Radio
- Television
- Web
- Mobile Communication SMS feeds etc.
- Knowledge management activities such as workshops/ seminars
- Exposure/ competitions etc.
- Campaigns like car free day, bike day, bus day etc.
- Street and Station Signage

- i. Media and Civil Society Relationship Management
 - Close engagement with media (print and electronic) assigned to cover the sector / project with information and perspectives
 - Close engagement with relevant civil society organizations (CSOs) to keep
- j. Events:
 - Planning for various public events, workshops, seminars, competitions and awareness programmes etc.
 - Participation in national / regional level events including national/ international study tours
 - Events should allow focus on engaging in TOD related discussions and learning from best practices as a way to educate decision makers and people, thereby creating awareness and buy-in to the TOD concept.
- k. Communication System:

Definition of communication system within all stakeholder agencies in terms of who communicates and structure of the communication cell.
- l. Feedback Mechanism:

The Plan should propose setting up of Public Information Centers and must formulate a suitable communication mechanism to facilitate receipt of feedback and grievances from the general public.
- m. Impact / Outcome Monitoring:

Mechanisms to measure Impact / Outcome monitoring including behavioral changes with regard to proposed actions. This would include methodologies and protocol to assess impact of various actions on the user in terms of relevance and satisfaction with regard to the interventions.
- n. Documentation:

Suggest a documentation process including recording for capturing important events, media reports etc.
- o. Timeframe:

Definition of timeframe of communication.

4. Process to be followed while finalizing the “Plan”

The consultant would prepare a draft Communications and Outreach Plan in consultation with the client. A workshop would be organized by the client to which the concerned stakeholders, etc. would be invited for deliberations. The consultant would be required to modify the “Plan” after the inputs received in the workshop.

Stage II

This stage would involve implementation of the components of the approved Plan. In consultation with the client, the team of consultants shall implement the Plan. The various activities to be carried out in the implementation stage are broadly discussed as under, but not limited to:

1. Advertising and promotions campaign for TOD:

A marketing campaign strategy and implementation plan, aimed at achieving the identified objectives needs to be devised. The consultant shall suggest the preferred mix of the various advertising and promotional components as part of the strategy, which should cover:

- Preparation of advertisements, slogans, hoardings and other
- Encourage use of sustainable transport modes among the commuters of the city
- Special outreach strategies to capture the attention and understand the needs of special groups such as health and emergency service providers, women & children, students, etc.

2. Design of Tools / materials and launch of campaign in relation to the requirements of the consultation plan as well as publicity requirements.

The consultant team shall design 'Tools of Communication' in relation to the priorities, communication focus and need of consultation as identified earlier. And based on the design guidelines as outlined below, the consultant would prepare the materials and initiate launch of various activities outlined in the strategy. The consultant will also launch the campaign, and build consensus through consultation. This would include information dissemination through the web and newsletters etc.

3. Preparation of design guidelines, Graphics and Templates:

This would involve design of the Brand, make graphic standards (such as logo) for various facilities, organize posters & painting competitions, etc. The consultant will have to create a brand identity for the project which would include but not limited to evolving:

- Tag line / slogan
- Posters showing nearest rapid transport station
- Organizing competition programmes leading to finalization of a brand logo for the project.

4. Media and Civil Society Management:

Production of press releases, blogs, brochures, and organization of press briefings, media visits, along with placement of media articles, daily media monitoring and monthly analysis.

- Organize meetings, launch events, awareness programs, and targeted outreach with key opinion leaders in the city. After each consultation, the team is expected to submit a report outlining the key recommendations, relevance of these recommendations and means and methods of converting recommendation into action points on the Communication Strategy.
- Digital Media – Facebook/ Instagram/ Twitter/ Whatsapp – Design and content management
- Improvement to website and sms facility

5. Advertising

- Develop the print campaign
- Design and production of Radio campaign
- Design SMS message campaign

6. Short presentations and videos (one 3-5 min video)

Videos for schools, offices, etc. to deliver identified messages

7. Public Events:

Planning various public events like car free day, bus day etc. in consultation with communication cell of the client. Planning and organizing focus group discussions to familiarize residents about TOD concept, brain storming sessions, etc.

8. Public Information Centres and Feedback Mechanism:

The consultant must help the client to set up Public Information Centers (PICs) and assisting in training of the staff. It must also help the client to set up mechanisms to receive user/ public feedback as recommended in the Plan.

9. Impact / Outcome Monitoring:

Measuring & Evaluating effectiveness of Outreach Program

10. Documentation of Processes and Events:

- Prepare documents and video clips to present the processes and activities involved in planning and design of TOD, including public views and perception at each stage of the project. After each stage of consultation, prepare a summary outcome report as well response to each of the comments / suggestions received from the stakeholders.
- Develop quarterly plans for information dissemination, perspective sharing and risk management. Prepare monthly newsletter to be published on the client's website and prepare quarterly report indicating various activities undertaken.

11. Measuring & Evaluating Effectiveness of Outreach Program

The public outreach efforts for promoting TOD must be continuously evaluated to find the most effective approaches. The task must include:

- Evaluation at the end of each outreach effort to gather information that can be used in future outreach efforts.
- The program must have a built-in component which provides a way of finding out what works and what does not.

The consultant must:

- Keep track of how stakeholders heard about TOD and their response for a sample size of 500 commuters / influencers / households; to better understand the effectiveness of various initiatives. This can be undertaken in two phases - one post the initial activities and close to end of the outreach programme.
- Track the number of people attending the outreach efforts and their suggestions and feedback.
- Record Minutes of Meetings / Programs by Audio Visual
- Track media response
- Create a Summary Report of Observations and Recommendations

DELIVERABLES AND TIMELINE FOR SUBMISSION

The consultant shall commence work within a week of signing of the contract and shall submit a Draft Plan within 4 weeks of commencement of work. All deliverables are due within 4 months of commencement of work. During the rollout stage, consultant shall submit monthly progress report. The firm should submit the PERT Chart for the Planning and implementation schedule proposed by them.

Stakeholder engagement plan; stakeholder engagement summary report; newsletters, website content, presentation materials, public meetings, advisory committee meetings, meeting notes, translation services, and other engagement tools identified in stakeholder engagement plan.

TASK	DELIVERABLE	TIMELINE (from date of signing the contract)
Stage I		
1	Memo #1: : Inception Report (including Understanding of priorities, key themes and proposed work plan)	P + 2 weeks
2	Memo #2: Preparation of Draft Communication and Outreach Plan	P + 4 weeks
3	Memo #3: Final Communication and Outreach Plan	P + 10 weeks
Stage II		From week 10
4	Memo #4: Documentation of processes, events, audio and video	Ongoing
5	Memo #5: Three News Letters	Monthly
6	Memo #6: Two Quarterly Reports	Quarterly

*where P is the date of award of the contract

QUALIFICATION OF CONSULTANTS

The Consultant Team must have experience in at least

A. One similar Communication and Outreach Program for TOD Projects

OR

B. At least two studies, which included communication and outreach for a transit project or a large mixed use high density development project

The Consultant Team must include the following key expertise:

	Key Experts	Years of Experience
1	Project Manager and Public Relations Expert	15 years
2	Branding and Wayfinding Specialist	5-10 years
3	Urban Planner / Designer	5-10 years
4	Graphic Designer	5-10 years
5	Public Relations Expert / Social Worker	5-10 years
6	Expert in Communicating Real Estate Development Opportunities	10-15 years

Disclaimer: The Transit-Orientated Development Implementation Resources & Tools knowledge product is designed to provide a high-level framework for the implementation of TOD and offer direction to cities in addressing barriers at all stages. As the context in low and middle-income cities varies, the application of the knowledge product must be adapted to local needs and priorities, and customized on a case-by-case basis.

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