

Tamil Nadu Urban Habitat Development Board

Terms of Reference: Communication Strategy for TNUHDB

A. Context

1. Tamil Nadu is one of the most urbanized states in India, It is an economic powerhouse supporting economic and spatial transformation. Nearly half (48.4 percent) of Tamil Nadu's population of 80 million is urban. This rapid urbanization is expected to raise the urban population to 67 percent by 2030.
2. The Government of Tamil Nadu (GoTN) has identified access to housing as a key priority within the state's Strategic Plan for Infrastructure Development, Vision Tamil Nadu 2023. The Strategic Plan was launched in 2012 with 10 vision themes, including universal access to housing and the provision of good quality infrastructure in the state. In 2014, this Plan was translated into projects and budgets. For housing, around USD 9 billion was allocated for "slum-free city programs", which include support to the Chennai agglomeration and nine other priority urban areas.
3. To increase the effectiveness and sustainability of its support to the housing sector, the State has issued a Tamil Nadu Affordable Urban Housing and Habitat Policy. Through this Policy, the GoTN envisions a robust market architecture where scarce fiscal resources are prioritized for the most vulnerable and the private sector is able to bring expertise and capital to the sector to increase the housing options to all. Three key principles – inclusion, sustainability and transparency and participation serve as a guide for policies, institutions, programs and decision-making process of the GoTN.
4. Guided by the sustainability principle, TNUHDB's Board has adopted a Sustainability Framework¹ comprising of (i) Environment Management Framework (EMF), (ii) Resilient Urban Design Framework (RUDF), and (iii) Social Sustainability Grievance Management Framework (SSGMF), whose application is mandatory for all new TNUHDB EWS/LIG housing units. The SSGMF aims at promotion of social inclusion, safety and security for men and women, and livelihood opportunities in all TNUHDB projects, while the EMF aims at promoting environmentally sustainable practices in TNUHDB operations.

B. Objective

5. TNUHDB aims to engage a professional Communications Agency (referred here after as 'consultants') **to develop and implement a comprehensive Communications Strategy, including development of information, education and communication (IEC) material, aimed at creating awareness amongst identified stakeholder groups about the sustainability and inclusion approaches adopted by TNUHDB under the SSGMF and the EMF.** This will cover the entire project lifecycle of TNUHDB's operations – **planning, execution, and operation and maintenance**. Among others, critical stakeholder groups will include potential TNUHDB beneficiaries including households to be displaced and affected by slum redevelopment/resettlement/tenement reconstruction housing projects of TNUHDB towards prevention or reduction in risks of conflicts, confrontations and grievances.

¹ An electronic copy of the SSGMF and EMF will be shared with shortlisted firms

C. Scope of Work

Task 1: Communication Strategy

The consultant shall prepare a Communication Strategy for TNUHDB ensuring that all concerned stakeholders, including project beneficiaries, are aware and informed of sustainability and inclusion measures being adopted by TNUHDB, as well as develop a strong understanding of various channels of engagement with TNUHDB over the project lifecycle. The Agency is expected to refer to the Stakeholder Engagement Plan (SEP; prepared April 2020) which identifies all key stakeholders identified². A communication assessment for each critical stakeholder group will need to be undertaken as input to the Strategy preparation. The Strategy is expected to identify critical messages, medium, influencers, opportunities, i.e., thematic areas for communication - for each critical stakeholder group identified - and include a menu of communication tools to spread awareness including but not limited to radio, television, Social Media, newspapers (including vernacular newspapers), information boards in areas identified by TNUHDB as priority areas for upgrading/resettlement, direct-interaction events, media briefings, handouts / brochures / newsletters, etc. The Strategy is expected to include a detailed Action Plan for 24 months including details of resources and budget needed for its implementation. The Communications Strategy and Action Plan are expected to be submitted within three months of start of the consultancy. The Action Plan should include budget for production of all communication materials proposed for approval by TNUHDB.

Task 2: Implementation of Communication Action Plan

Based on the clearance of the Strategy and the Action Plan (and its budget) by TNUHDB, the Agency is expected to handhold TNUHDB in implementation of the Action Plan for nine months. The handholding support is expected to include the following:

2.1. Fact File

A fact file containing data of TNUHDB projects (all ongoing, proposed that have been approved by the Board, and projects completed in last 05 years) shall be prepared. Key excerpts from these will be developed as IEC material for purpose of dissemination to key stakeholders.

2.2. Development of IEC material

It is expected that the implementation of the Action Plan will include the development of the following communication collaterals at the minimum: a set of Brochures on the key themes of the TNUHDB's **SSGMF** (refer Annex 1 for suggested topics) **and EMF**, short video clips on the same, case studies showcasing best practice etc.

2.3. Documentation of Good Practices and Learning from TNUHDB Projects

The consultant will document some good practices and learning from past TNUHDB project. Dissemination of the same will be undertaken through appropriate mechanisms.

2.4. Upgrading of TNUHDB website

The consultant will support TNUHDB upgrade the layout of their existing website to make it more user-friendly. In addition, the consultant will develop dedicated material drawing from the Action Plan (brochures, interviews, short videos, etc.) and work done under this consultancy, and facilitate TNUHDB in uploading the same on their website.

² The SEP will be shared with all shortlisted bidders. Some stakeholders are listed in Annex 1 also.

The consultant will:

- a. Ensure that all communication materials are culturally relevant and appealing to the targeted and segmented audience keeping in mind that it reaches and is understood by disadvantaged groups.
- b. Need to show evidence of pre-testing acceptance via FGDs for all television broadcast creatives proposed.
- c. Submit concept, script and production of five short videos of 4-5 minutes each and 5 radio shorts/jingle of XXX minutes each for the 3 stages, planning, implementation, and operation and maintenance. The cost for airing of these videos and radio shorts/jingles will be borne by TNUHDB. However, the consultant will handhold TNUHDB in ensuring that atleast three videos and three radio jingle is aired by TNUHDB before end of their contract period.
- d. Need to develop 10 different concepts, designs, layouts for brochures, pamphlets, leaflets and posters for bulk production, as well as of information boards, hoardings, Standees, Images/Posts sharable in social media etc. for each of the 3 stages - planning, implementation and operation and maintenance. The cost of printing and dissemination will be borne by TNUHDB. The consultant has to ensure, by providing handholding support to TNUHDB (in soliciting internal approvals, identifying and negotiating with vendors, contracting of vendors, overseeing quality of outputs of the vendors, etc.) that all such material are printed by TNUHDB within timelines presented in the Action Plan.
- e. Need to conduct 1 model programme for each stage, i.e. totally 3 model programmes
- f. Street Art for 20 TNUHDB blocks identified by TNUHDB.
- g. All communication materials are expected to be produced in Tamil and some key ones in English as well.
- h. Providing advice to purchase necessary softwares and to impart training to minimum 5 staff in TNUHDB to implement the Communication Strategy in a sustainable manner.
- i. Submit concept, script and production of one short video of 5-6 minutes duration regarding the activities and programmes of the TNUHDB including the Housing for All programmes.

D. Time Period

This assignment is expected to be completed in 12 months.

E. Reporting Requirements

The Consultant shall report to the Social Impact Assessment Team (SIAT) of the Project Management Unit (PMU), TNUHDB on a day-to-day basis for the execution of the scope of services and deliver the outputs.

All consultant outputs shall be submitted to the SIAT. The Consultant will coordinate closely with the TNUHDB as well as with the relevant government agencies in executing all aspects of this work.

All deliverables shall be submitted in electronic form and in hardcopy (three copies of each agreed deliverable) to SIAT. All deliverables will be considered draft upon initial receipt.

The Draft documents will be reviewed and accepted or comments will be provided within two weeks of receipt. The Consultant shall appropriately address concerns and provide final deliverables within two weeks of receiving comments unless a mutually-agreed upon arrangement stipulates otherwise.

F. Deliverables

S. No.	Deliverable	Quantity (for all the 3 stages – planning, implementation and Post Implementation)
1.	Inception Report – within three weeks of start of consultancy	
2.	Draft Communications Strategy and Action Plan (costed) – within two months of start of consultancy which should include the following: a. Draft Action plan to produce IEC material with timeline.	
	b. Final Action Plan to produce IEC material with timeline	
	c. Draft concept and design of each print material	10 Nos for each stage
	d. Draft concept, storyline, script and medium of shoot for each Video	5 Nos for each stage
	e. Draft para and music for jingles	5 Nos for each stage
	f. Draft concept, storyline, script and medium of shoot for video on activities and programmes of the TNUHDB including the Housing for All programmes.	1
3.	Draft Final Communication Strategy and Action Plan (costed) – within three months of start of consultancy The final communication strategy and action plan should be done after the presentation and approval of the following to TNUHDB: g. Draft List and template for documenting good practices.	
	h. Presentation on the semi-finished products included to be delivered under b, c, d, e and f mentioned in Sl. No. 2.	30 concepts for print and social media, 16 videos and 15 radio jingles
	i. Pre-testing with communities of the semi-finished products.	2 FGDs for each stage
	j. Draft design for Street Art in TNUHDB Tenemental Blocks	20 Nos.
	k. Draft concept and script for the Model programmes	1 for each stage
	l. Final product for approval	
4.	Quarterly progress report 1 (accepted by TNUHDB) – within six months of start of consultancy m. Production of print material	

	n. Assessment of information to upgrade the TNUHDB website.	
	o. Presentation on the design and the layout of the webpage to cover all the relevant information required for the web-site.	
	p. Finalise the design, graphics and interface with the MIS system	
	q. Handholding process Report	
	r. Orientation to Stakeholders – Report	1 for each stage
	s. FGD Reports	6
	t. Documents of Good Practices	2 for each stage
	u. Process – documentation – evolving concepts, developing strategies – deviation if any and reasons	
	v. Five types of concepts, story line, script of videos	15 videos
	w. Five types of music for jingles	15 jingles
	x. 15 types of concepts for poster, pamphlets, leaflets, etc.,	30 Nos.
	y. Concept, story line, script of video on Board activities including HFA programmes	1 video
5.	<ul style="list-style-type: none"> Quarterly progress report 2 (accepted by TNUHDB) – within nine months of start of consultancy Updated action plan for TNUHDB and list of in-house resources / personnel required for TNUHDB for the implementation of communication plan after the expiry of the contract. 	
6.	Training to implement Communication Strategy in a sustainable manner to minimum 5 staff in TNUHDB & report submission	
7.	Street Art in TNUHDB tenemental blocks	20 Nos.
8.	Model programmes for the 3 stages – planning, implementation & Post implementation(Operation & maintenance)	1 for each stage
9.	Final report (accepted by TNUHDB) – within 12 months of start of consultancy	

G. Team Composition

A suggested team composition with experience requirement is given below:

Personnel	Qualifications & Experience requirements
Team Leader/ Communications Expert	<ul style="list-style-type: none"> Post-graduate in communications, marketing or related field At least 12 years of experience in developing communications strategies. Direct experience in consumer behaviour change campaigns, preferably with urban audiences Excellent communication skills in Tamil and English

Personnel	Qualifications & Experience requirements
Social and Community Development Expert	<ul style="list-style-type: none"> • Postgraduate in sociology/social work • Atleast 10 years of experience of working with communities in urban areas, preferably in slums • Direct experience in consumer behaviour change campaigns, preferably with urban audiences • Excellent communication skills in Tamil and English
Development Sector Documentation Expert	<ul style="list-style-type: none"> • Post graduate in Development Studies or in relevant field • Atleast 8 years of direct experience in documentation of development projects • Experience of working with government agencies for atleast 5 projects, preferably in housing or urban utility provision projects • Excellent communication skills in Tamil and English
Creative Manager (Art)	<ul style="list-style-type: none"> • Post Graduate Degree in Graphic Design, Marketing • At least 8 years of experience in art direction in a full-service advertising agency. • Must have conceptualized and created copy for at least 8 advertising campaigns in last three years. • Experience in writing content for digital media is a must. • Experience with behaviour change campaigns is an advantage. • Excellent communication skills in Tamil and English
Creative Manager (Copy)	<ul style="list-style-type: none"> • Postgraduate in Journalism and Mass Communication • At least 8 years of experience in art direction in a full-service advertising agency. • Must have designed at least 8 advertising campaigns in last three years. • Experience in designing content for digital media is a must. • Experience with behaviour change campaigns is an advantage. • Excellent communication skills in Tamil and English
Creative Manager (social media)	<ul style="list-style-type: none"> • Bachelor's degree in Journalism /public relations/Communication or marketing • At least 5 years of experience in content writing and social media communication • Experience in designing content for social media is a must. • Experience with behaviour change campaigns is an advantage. • Excellent communication skills in Tamil and English

Annex 1*: Suggested Topics for Information to be disseminated with some Suggested Medium of Communication Channels for SSGMF

Concerned parties/ target stakeholders	Topics for Information to be disseminated at different stages	Medium of communication channels - suggested
	Stage - Project Preparation	
Project Affected Families – PAFs Youth Self Help Groups School teachers, health workers, municipal staff working in slums and redevelopment sites	<i>Before Enumeration:</i> <ul style="list-style-type: none"> - Project description, - Objectives, - Broad project design, - Project site location, - Proposed facilities in the project site - Benefits of the housing project to PAFs, - Likely adverse impacts to PAFs and mitigation measures, - Grievance Redressal Mechanism - Demarcation of boundaries of slum. - Enumeration Process - Entitlements during resettlement - Livelihood opportunities, Social Infrastructure facilities and Public Transport facilities near project site - <i>Social Assessment Survey</i> 	Films, pamphlets, leaflets, brochures, etc.
	<i>Before Finalizing the Design and preparation of DPR</i> <ul style="list-style-type: none"> - Proposed Site Plan, Block Plan and Unit Plan - Proposed facilities in the project site - Safety and security measures proposed in the design 	Films Three dimensional models
	Stage - Project Implementation	
Community near Project Site Community near Project Site	<i>Before Commencing Construction Activities</i> <ul style="list-style-type: none"> - Project details such as proposed number of units, infrastructure facilities proposed, project duration and proposed date of completion - Environmental concerns of the project and the proposed mitigation measures - Grievance Redressal Mechanism - Labour Influx management measures - Labour Camp Management measures 	Films, pamphlets, leaflets, brochures,
Project Affected Families	<ul style="list-style-type: none"> - Project details such as proposed number of units, infrastructure facilities proposed, project duration 	Films, pamphlets, leaflets, brochures,

Youth Self Help Groups	and proposed date of completion - Site Plan, Block Plan and Unit Plan - List of families enumerated - Process of allotment of houses, beneficiary contribution and sale deed - Resettlement and rehabilitation provision and process - Gender related issues - Sensitizing the PAFs on the availability of Grievance Redressal Mechanism	
	Stage - Post Implementation & Operation and Maintenance	
Project Affected Families – PAFs Self Help Groups	- Disbursement of resettlement and rehabilitation entitlements - Livelihood schemes and packages - Sensitising the PAFs on the availability of Grievance Redressal Mechanism - Transfer of Ration Cards, Electoral Photo Identity Card, Social security entitlements and others.	Films, pamphlets, leaflets, brochures,
	Operation and Maintenance	
RWAs, Slum association, social workers, community leaders	- Formation of Resident Welfare Association - Details of members of existing RWA and for the newly formed RWA - Roles and responsibilities of RWA - Responsibility of members - Grievance management - waste management - water management	Films of good examples of functional and effective RWA and of environment management

Note: * The consultant is expected to give inputs for both the SSGMF and the EMF