

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Ministry of Finance

TERMS OF REFERENCE

Public Awareness and Community Capacity Building (PACCB) Consultant - FIRM

A. BACKGROUND

1. The Maldives consists of over 1,190 islands, spanning approximately 900 kilometers along the Indian Ocean. Only 188 of these islands are inhabited, and the population is concentrated in a few of the larger islands. Malé, the capital, is home to 39% of the country's total population of roughly 341,200 people. Around 60% of the total population (216,000 people) live in the Greater Male capital region (which includes Male, Hulhumale, Hulhula, Villamale, Gulhi Falhu, Thilafushi islands) and 32 inhabited islands in atolls of Kaafu, Alifu Alifu, Alifu Dhaalu and Vaavu, which include Male, the capital city, 73 tourist resorts, 14 city hotels, 177 guest houses, along with institutions and industry. This area is defined as Zone 3 by the National Solid Waste Management Policy 2015.

2. Zone 3 suffers from severe environmental pollution and deteriorating urban livability from inadequate waste collection and haphazard disposal with open dumping and burning of garbage compromising public health and marine ecosystems. Smoke, odor, and flies from the dumpsite on Thilafushi Island are a daily nuisance and a health issue to Male's residents and tourists, with plumes of smoke visible from Male's airport and several surrounding resorts. The region lacks an organized and sustainable solid waste management system for the 774 tons per day (tpd) of mixed solid waste generated with expected growth up to 924 tpd by 2022 from rapid urbanization and expansion of tourism growth. Considering the Maldives' major economic activities (or industries), high-end tourism and fisheries for food and export, heavily depend on the country's pristine environment, pollution from improper waste management poses significant threats to the economy, livability in the capital region and livelihoods of poor people, especially in outer islands¹.

3. Improving solid waste management in the country and Greater Male region is a top priority of the Government of Maldives. The President's 2015 Manifesto explicitly aims to improve waste management in the Male area. The 2015 National Policy for Solid Waste outlines key principles to improve environmental quality, and the Solid Waste Management Act (currently pending approval in Parliament) sets a legal and institutional framework for the sector. MOE launched the Saafu Raajje (Clean Maldives) initiative in 2015, a national public awareness sanitation campaign, and in November 2015, a green tax was passed to levy fees on tourist resorts to raise funds for environmental programs.

4. **The project** - The government requested support from the Asian Development Bank (ADB) to implement the "Greater Malé Environmental Improvement and Waste Management Project ("the project"). The project will establish a sustainable regional solid waste management

¹ As part of its national strategy to achieve efficient public spending on economic and social services, the Government of the Maldives targeted 70% of its total population to reside in Greater Male. The plan seeks to create spatial agglomeration and generate economic opportunities for faster growth and poverty reduction. Tourism accounts for 30% of gross domestic product and is expected to expand, particularly in the project area. The near doubling of Male's population will significantly increase pressure on the already stressed solid waste services



system in Greater Male by (i) improving collection, transfer, disposal, treatment (using advanced waste-to-energy [WTE] technology), recycling, and dumpsite rehabilitation; (ii) strengthening institutional capacities for solid waste services delivery and environmental monitoring, and (iii) improving public awareness and behaviors in reduce-reuse-recycle (3R). The project will improve climate change resilience and disaster risk management, create a cleaner environment, reduce greenhouse gas emissions, and contribute to reductions in the cost of electricity.

5. The project is split into two phases. Phase 1, for ADB's approval in 2018, will support improved collection, transfer, dumpsite management and logistics, community-based island waste management systems, institutional capacity for services delivery, and public awareness building activities. Phase 2, for ADB's approval in 2019-2020, will develop the regional waste management facility with WTE plant, and rehabilitate the existing dumpsite. The executing agency is the Ministry of Finance (MOF). The implementing agency is the Ministry of Environment (MOE) who will establish a project management unit (PMU) comprising officials from MOE and WAMCO.

6. **Need for public awareness and capacity building** - The SWM system supported by the project will require significant public awareness creation and behavior changes (e.g. segregation at source, recycling and reusing, reduction in waste generation, no illegal dumping or burning, paying a fee for SWM services) among waste generators such as households in Greater Malé and outer islands, commercial establishments, tourists, and resort / hotels guesthouses. Communities in outer islands will require capacity building to manage solid waste management and operate island waste management centers, as well as in disaster risk reduction (DRR).

7. **Assignment** - A public awareness and community solid waste management capacity building consultant (firm) will: (i) design and implement a comprehensive public awareness program for solid waste management and 3R in the project area; (ii) provide capacity building in community-based solid waste management to outer islands of project; (iii) improve awareness and capacity in DRR and (iv) support implementation of the gender action plan (GAP) under the project. These are a crucial factor to achieve project outcomes and sustainability.

ADDITIONAL INFORMATION

8. **Current status of solid waste management** - Collected waste is transported on two barges to the industrial island of Thilafushi located 6 kilometers from Male.² The 30-year old, 10-hectare open dumpsite managed by WAMCO has no leachate control systems and since 2008, the government has deliberately set fires to reduce growing mounds of garbage, resulting in plumes of smoke and severe air pollution hazards to on-site workers, Male residents, and surrounding resorts generating frequent complaints. On-site equipment and site logistics are not sufficient or optimal to efficiently manage the growing volumes of incoming waste. The scarcity of land on Thilafushi requires the government to reclaim 15 ha of additional land in the adjacent lagoon (1.5 meters depth) next to the dumpsite for the proposed regional waste management facility.³

9. **Climate change and disaster risks** - As one of the lowest-lying countries in the world (1.5 meters above mean sea level), the Maldives is vulnerable to sea level rise, and intensifying weather hazards linked to climate change including precipitation and storm severity.⁴ The eastern side of the Maldives including Greater Male is more exposed to ocean-based disasters (tsunamis, storm surges, ocean flooding, strong winds) than the western side. The Asian tsunami

² Thilafushi Island is an artificially reclaimed island created in the early 1990s from a combination of garbage and sand. It is zoned for industrial use.

³ To be financed under Phase 2.

⁴ The disaster risk classification for the country is moderate. UNDP. 2005. *Developing a Disaster Risk Profile for Maldives*. Volumes 1 and 2. Male, Maldives.



in December 2004 deposited approximately 290,000 cubic meters of waste from open dumpsites, including municipal and hazardous wastes (asbestos, medical, oil).⁵ Specific protection measures built into the project design to protect systems from future climate change and disasters include: (i) strengthening seawalls at project locations, (ii) elevating mechanical and electrical equipment at proposed WAMCO administrative buildings, (iii) flood proofing transfer stations, (iv) designing facilities for Category 2 storms and related wind speeds, (v) including leachate collection systems at transfer stations, (vi) capacity building and awareness raising on disaster management activities for WAMCO and first responders (police, fire fighters) on Thilafushi, and (vii) preparing a solid waste management risk action plan outlining response, recovery and prevention tasks.

10. **Lessons** - The following are key lessons learned and good practices incorporated into the project design: (i) incorporate operation and maintenance (O&M) into contracts and capacity building for O&M, (ii) develop high project readiness to avoid downstream delays, (iii) using phased approaches, providing adequate project preparation support, and allocating sufficient time for implementation of projects;⁶ (iv) dedicated PMU with adequate staff, (v) provide handholding support to PMU in project implementation particularly in procurement and contract management,⁷ (vi) provide capacity building in technical and strategic planning to operators, (vii), incorporate climate change and disaster risk into project designs, (viii) include strong community consultation and training including in O&M targeting the poor and women to promote sustainability of the project.⁸

11. **Lessons from community based SWM⁹** - Key lessons for previous community-based SWM experience are: (i) importance of proactive Island Council members is pivotal factor for system effectiveness; (ii) SWM service needs continuity since commencement to build community stakeholders' trust and continuous engagement; (iii) community consultation and involvement is crucial, especially of women; (iv) awareness on health and environmental benefits of proper waste management is essential; (v) community take pride in national recognition initiatives motivating them in keeping the island clean.

B. OBJECTIVES OF THE ASSIGNMENT

12. The objectives of the assignment are:

- (i) **Enhance public awareness, behavior change and community participation in SWM and 3R** in the project area (Zone 3). This will include households, local communities, schools, resorts/hotels/guesthouses, tourists, and WAMCO staff towards achieving sustainable SWM (e.g. by promoting maximum waste recovery through reduction, reuse, and recycling and smoother project implementation).
- (ii) **Strengthen capacity of outer islands in community-based SWM and IWMCs operation and maintenance**, targeting minimum 50% women participation.
- (iii) **Improve institutional and community awareness and capacity in DRR.**¹⁰
- (iv) **Implement Gender Action Plan.** Support implementation of the gender action plan related to solid waste management activities supported under the project.

⁵ UNEP. 2005. *Indian Ocean Earthquake-Tsunami of 26 December 2004: UNDAC Rapid Environmental Assessment Republic of Maldives*. Switzerland.

⁶ ADB. 2011. *Country Assistance Program Evaluation: The Maldives*. Manila.

⁷ ADB. 2012. *Learning Curves: Country Assistance Program Evaluation for the Maldives*. Manila.

⁸ ADB. 2014. *Completion Report: Regional Development Project, Phase 1I—Environmental Infrastructure and Management in the Maldives*. Manila.

⁹ UNDP. 2012. *Study of Nationally Recognized Good Practices of Waste Management*. Male

¹⁰ Based on guidance from the individual DRR specialist recruited by the PMU.



C. SCOPE OF SERVICES

13. A consulting firm ("the consultant") specialized in information, communication and community capacity building (preferably with experience in SWM) will support the Client (MOE) to design and implement a highly targeted public awareness, community participation, and behavior change programs, as well capacity development activities of outer islands' communities required under the project in Maldivian language (Dhivehi) with some activities in English. All the activities and materials will follow international best practices, national SWM Policy and initiatives, and lessons learnt from previous experiences in the country (see para 11)

14. The consultant will prepare a clear plan and communication strategy to enhance public awareness, behaviour change and community participation for sustainable SWM and 3R. The firm will develop and disseminate effective communication tools (social media, print, audio-visual and audio)¹¹ coherent with the strategy and after field testing among intended target audiences, and implement public awareness, behaviour change and community participation activities.

15. The firm will also support capacity building of outer islands by (i) developing training curricula for community-based SWM and IWMCs operations; (ii) delivering basic and advanced trainings/workshops to selected island people, minimum 50% women, to improve their knowledge and skills in SWM and IWMCs; (iii) providing on-job training and support in SWM and IWMCs operations to communities during the handover phase.

16. The consultant will also prepare and deliver capacity building activities in DRR and support the implementation of the project's gender action plan in coordination with the Client.

17. Finally, the firm will assess (e.g. through post-training surveys) and report the effectiveness of the public awareness and capacity building activities to the Client.

D. DETAILED TASKS

18. The consultant will perform the following tasks:

1. ENHANCE AWARENESS, BEHAVIOUR CHANGE AND COMMUNITY PARTICIPATION IN SUSTAINABLE SWM AND 3R

a. Prepare a clear plan and communication strategy for public awareness, behaviour change and community participation

- i. Conduct stakeholder analysis and capacity assessment of SWM related institutions;
- ii. Conduct formative research through interviews/consultations with key stakeholders, focussed group discussions, and studying the communication experience in SWM in of agencies such as UNDP, World Bank, ICRC, WAMCO, and PARLEY¹² in Maldives;

¹¹ These will include: dynamic website and knowledge portal, social media (Facebook, Viber, Instagram, WhatsApp and others as identified during formative research), leaflets, banners, posters, TV spots, messages on mobile phones, email mailers, documentaries, awareness programs in schools, competition or certification programs for hotels/resorts/guesthouses, community and city-level meetings/workshops, quiz program on TV, social networks, billboards, messages on SWM products such as bins and transport vehicles. Input to school curriculum materials will be provided for integration of SWM issues into school education.

¹² PARLEY is an NGO working in the recycling sector to reduce plastics in the marine environment.



- iii. Design awareness programs and strategy through social and traditional media for wider coverage as required by the project and in line with international best practices in 3R and national SWM policy¹³;
 - iv. Develop an effective and comprehensive communication strategy and program for motivating all stakeholder at different levels to participate for the successful implementation of the project and its components;
 - v. Elaborate a comprehensive awareness campaign for educational institutions targeting the youth to sustain the success of IEC activities over the long term;
 - vi. Prepare an implementation, monitoring and evaluation plan of activities both for Greater Male and outer islands;
- b. Design communication materials, mostly in Divehi, in line with plan and strategy developed (a.)**
- i. Design detailed awareness and communication materials for dissemination through social and traditional media for wider coverage as required by the project ¹¹;
 - ii. Pilot/test and evaluate communication materials with target audience, both in Greater Male and outer islands;
 - iii. Develop final design of awareness and communication materials;
 - iv. Deliver the material for implementing public awareness campaigns, both in Greater Male and outer islands.
- c. Conduct public awareness campaigns/activities in Greater Male and outer islands**
- i. Conduct awareness activities, including media campaigns and material dissemination, before and during project implementation, in line with the plan and communication strategy developed in (a.);
 - ii. Involve and coordinate with community, community-based organizations, NGOs, elected representatives, development partners such as UNDP, World Bank, ICRC, and other relevant organizations in awareness and behaviour change campaigns;
 - iii. Engage and train Schools Environmental Clubs to continuously run awareness campaigns and training programs in their respective islands;
 - iv. Promote good sanitation behaviour at all levels to facilitates sound solid waste management systems which may include:
 - Adapt daily habits to agreed solid waste system (rules, schedules, e.g. to offer it at the right time and place to the collection team)
 - Bring waste to collection point for transfer
 - Segregate waste in designated bin or bags
 - Cooperate in clean-up campaigns - keep house and surrounding environment clean
 - v. Communicate the role of women and scope for public involvement in improved solid waste management activity, in line with 3R; this will include adoption of practices at the household level that reduce waste generation (including reduced use of disposable plastics) and the separation of compostable and recyclable waste, and eliciting participation in community level activity and schools;

¹³ Activities should at least include: (i) waste categorization; (ii) the impact of pollution due to open dumping and burning of waste and consequence on public and environmental health; (iii) benefits of 3R such as reducing plastic bags/bottled water, waste segregation, recycling, composting, compost use in gardening/agriculture and waste-to-energy; (iv) risks associated with hazardous waste handling; (v) benefits of SWM services and importance of paying service fees for sustainability.



- vi. Encourage each household and community to segregate waste, compost organic waste and use compost through appropriate provision of incentives (e.g. distribution of bins, free health camps and tools);
- vii. Ensure 3R household and community level activities are integrated into overall solid waste management practices, strategy and plan (waste collection, transportation, processing, recovery and disposal) of WAMCO;
- viii. Sensitize and motivate stakeholders to desist from illegal dumping and burning of waste, including showcasing adverse environmental and health impacts;
- ix. Conduct post-activity sample survey of the target population to monitor impacts of awareness campaigns/activities.

19. The key target groups for the activities under Task 1 include, but not be limited to:

- i. Households 1st category: Malé, Hulhumalé and Villimalé;
- ii. Households 2nd category: outer islands in Zone 3;
- iii. Island councils including women;
- iv. Religious leaders and groups;
- v. Women's Development Committees;
- vi. Elected representatives;
- vii. Commercial establishments;
- viii. Educational institutions with a focus on school children;
- ix. Resorts, hotels and guesthouses;
- x. Hospitals, clinics and other medical services;
- xi. Tourists;
- xii. Builders, civil contractors and construction agencies;
- xiii. NGOs and broader civil society;
- xiv. Lube oil collectors (boat and car mechanics, lube changing facilities);
- xv. Waste collection and WAMCO staff;
- xvi. Maldives Environmental Protection Agency (EPA); and
- xvii. Ministry of Tourism

2 STRENGTHEN CAPACITY OF OUTER ISLANDS IN COMMUNITY-BASED SWM AND IWMCS OPERATION AND MAINTENANCE

a. Community Consultation and Participation

- i. Elaborate community consultation and participation plan;
- ii. Support Island Councils through developing partnerships with communities, resorts, NGOs or other islands in initiatives to manage solid waste safely and sustainably;
- iii. Identify Island Councils' programs at community level and encourage women and youth's participation;
- iv. Discuss through focus group meetings on the problems of solid waste collection, what they think as solutions, understand local knowledge, and what kind of collection system they preferred to establish;
- v. Facilitate island SWM action plan preparation, if required;
- vi. Facilitate signature of MOU for IWMCs O&M
- vii. Organize social audit by engaging community representatives and publish findings.
- viii. Engage local representatives to understand willingness and capacity to pay;
- ix. Sensitize and motivate waste generators to pay user charges or fees for SWM as applicable.
- x. Sensitize and motivate waste generators to segregate waste and practice 3R
- xi. Develop and establish a mechanism where community concerns and problems are discussed.
- xii. Conduct surveys of affected persons, if any, on behalf of PMU in compliance with Resettlement Framework, as required.

- xiii. Conduct post-activity sample survey of the target population to monitor impacts of campaigns/activities.

b. Capacity development of outer islands communities in SWM and IWMCs operation and maintenance.

- i. Identify, in consultation with WAMCO, MOE and local stakeholders, community people to train in SWM and IWMCs operations, at least 50% women;
- ii. Assess outer islands communities skills level and capacity gaps for SWM and IWMCs operation and maintenance;
- iii. Design curricula and other adequate capacity development activities (e.g. workshops) for basic community training, which will cover at least the following topics: (1) SWM principles and benefits; (2) SWM chain; (3) Recycling; (4) Composting; (5) Final Disposal; (6) SWM operational sustainability; (7) Marketing compost/recyclables;
- iv. Design curricula and other adequate capacity development activities (e.g. workshops and on-the-job activities) for advanced community training, which will cover at least the following topics: (1) SWM collection; (2) IWMCs equipment operation; (3) IWMCs equipment and civil work maintenance; (4) IWMCs management; (5) IWMCs end products quality requirement; (6) Composting and AD process management; (7) Ensuring continuity with recyclables markets; (8) Transfer and final disposal of residual material at Thilafushi; (8) Service delivery and IEC; (9) Hazards, risks and health and safety in SWM and IWMC operations.
- v. Conduct capacity development activities in all the (32) outer islands covered by the Project;
- vi. Develop a IWMCs operation and maintenance manual/checklist, in consultation with WAMCO, MOE and PMDSC
- vii. Assist initial phase of IWMCs operations and handover to communities, in coordination with WAMCO, MOE and PMDSC.
- viii. Organize health and safety awareness training for community waste workers and WAMCO staff for creating positive safety culture at workplace and handling of waste;
- ix. Conduct post-activity sample survey of the target population to monitor impacts of campaigns/activities

3 IMPROVE COMMUNITY AWARENESS IN DRR

- a) **Raise awareness of man-made and natural hazards, climate change impacts, and emergency preparedness and safety measures.** Working under the guidance of the international disaster risk reduction (DRR) specialist hired under the project, conduct awareness building events in outer island communities to raise awareness of man-made and natural hazards, climate change impacts, and emergency preparedness and safety measures. Target youth and women as local change agents;
- b) **Training host communities in disaster preparedness.** Work closely with the international DRR specialist in training host communities in disaster preparedness.

4 SUPPORT GENDER ELEMENTS and GENDER ACTION PLAN IMPLEMENTATION

- a) **Provide support to PMU to implement the project gender action plan (GAP);**
- b) **Assist WAMCO in developing and adopting gender-inclusive strategy, including institutional capacity building activities;**
- c) **Conduct post-intervention surveys to evaluate effectiveness of GAP implementation;**



- d) Design the application form for SWM services, prepare strategy for updating/preparing consumer database and collect information on socio-economic status of consumers required for subsidy targeting, to be maintained in a roster by service provider (WAMCO or designated agency).

21. The consulting firm through the team leader will be responsible to deliver the outputs under these TORs and establish the expert team. The consultant will ensure timely delivery of the services and coordination among stakeholders and within the consulting team. The firm will schedule mobilization/demobilization of team members as required and regularly interact with the Client.

E. EXPECTED DELIVERABLES

20. **All deliverables and materials from the assignment will be gender sensitive** as outlined in the GAP of the Project. Specific material will be prepared to reach out to women and girl students. The deliverables from the Task will include at least:

- a. Communication strategy, to be prepared within 2 months of the Assignment
- b. Interactive website and knowledge portal on the Project and SWM including 3R in Maldivian language with select portions in English language too
- c. Three short films or documentaries, one every 3 months of the Assignment; uploaded on YouTube and electronic copies shared with WAMCO & MOE for broadcast by Public Service Media (PSM)¹⁴. To be also used during IEC events and meetings.
- d. Six TV spots (of 20 – 30 seconds each), one every 2 months of the Assignment; uploaded on YouTube and electronic copies shared with WAMCO & MOE for broadcast by PSM. To be also used during IEC events and meetings.
- e. At least 10 Twitter tweets every month from 3rd month onwards of the Assignment
- f. At least 8 Facebook/Viber/Instagram or other such platform posts every month from 3rd month onwards of the Assignment
- g. Five radio spots of 10 - 30 seconds each; to be shared with WAMCO & MOE for broadcast by PSM.
- h. Two multimedia presentation on the Project and 3R
- i. Four leaflets on SWM and 3R
- j. Four posters on SWM and 3R
- k. Two outdoor advertising artworks to be used for billboards, boats, etc.
- l. One engagement and training event for every Outer Island in Zone 3 (total of 32)
- m. Thirty community, including specific for women, engagement events in Malé, Hulhumalé and Villimalé
- n. Four artworks to be designed to be placed on bins, waste transport vehicles; to be printed and used by WAMCO and Island Councils
- o. One school quiz program on SWM to be implemented across Malé, Hulhumalé and Villimalé
- p. Capacity development curricula material for outer island training;
- q. IWMCs operation and maintenance manual;
- r. Engagement programs in schools (20 in Malé, Hulhumalé and Villimalé and 32 in Outer Islands)

¹⁴ <http://www.psm.mv/company> (PSM is the official State Media in the Maldives; it owns and operates Television Maldives, Yes TV, Maldives TV and Majlis TV (TV channels); Dhivehi FM, Dheenuge Adu and Dhivehi Raajeyge Adu (Radio channels); and Maldeeb weekly magazine.)

- s. One engagement event with resorts in Zone 3 to inform and encourage the resorts to adopt women-friendly measures (See Gender Action Plan) in the sanitation process, and partner with nearby islands towards helping them managing waste; perhaps in partnership with the Maldives Association for Tourism Industries (MATI or the industry body of resorts).
- t. At least press releases during the Assignment period and six press conferences targeting electronic and print media
- u. Input to school curriculum materials for integration of SWM issues into the school education in the form of a short set of recommendations and content.
- v. Minutes of all events (community engagement, training, engagement with resorts, etc.)
- w. Roster of consumers prepared, with socio-economic details required for subsidy targeting.

F. TEAM COMPOSITION (International 4 Person-Months, National, 75 Person-Months)

2. The consulting firm will be engaged for a period of 3 years to fulfill the terms of reference. The consultant's team will include 4 International and 75 National experts for an estimated total input of 79 person-months (PM), excluding administrative, clerical and support staff. Table 1 reports the list of key experts and breakdown of indicative person-months required. Any other staff to fulfill the services will be provided by the consultant.

Table 1: List of key experts and indicative person-months

	Position	Person Months
I	International	
1	Communication and Social Marketing Specialist	2
2	Solid Waste Management Specialist (community-based)	2
II	National	
1.	IEC & Behaviour Change Communication Expert (Team Leader)	9
2.	Web and Social Media Expert	6
3.	Film and audio-visual Expert	4
4.	Community Mobilization and Outreach Expert for Greater Malé	14
5.	Community Mobilization and Outreach Expert for Outer Islands	14
6.	SWM Trainer for Outer Island Communities	8
7.	SWM Trainer for Outer Island Communities	8
8.	SWM Trainer for Outer Island Communities	8
6.	3R motivators	4
	Total of Key Experts	79

3. The consulting firm will provide computer equipment, internet, telephone facilities, stationary, furnished office space, transport facilities, and other direct and indirect requirements to the experts at its cost to enable them to efficiently and effectively deliver the services expected.

F. MINIMUM QUALIFICATION REQUIREMENTS AND TASKS

4. The consultant is expected to propose experts adequately qualified and experienced to undertake efficiently the tasks/responsibility described below.
5. **Communication and Social Marketing Specialist (International, 2 PM, Intermittent).**
The consultant will review the content, the schedules, the outline of the entire IEC and



behavioural change communication (BCC) campaigns and provide international best practice/advice from successfully implemented IEC campaigns. The consultant should hold a master's or higher degree in communications, social sciences or related discipline and have at least 10 years of experience in designing and implementing public awareness campaigns and targeted social marketing and behaviour change strategies. The consultant should have proven experience in the design of successful communication strategies in an urban services context at international/national level, preferably to reduce improper disposal of solid waste and to encourage the 3Rs and other such municipal services.

6. **Solid Waste Management Specialist (International, 2 PM, Intermittent).** The consultant will provide inputs, review the content, the schedules, the outline of the entire capacity development curricula for outer island community training in SWM and IWMCs operation and maintenance. He/she will provide international best practice/advice from successfully implemented capacity development campaigns. The consultant will hold a master's or higher degree in civil/environmental engineering or related discipline and have at least 10 years of practical working experience. The consultant will preferably have experience in developing training curricula and capacity development activities.
7. **IEC and Behaviour Change Communication Expert (Team Leader – National, 9 PM, Intermittent).** The expert will be responsible for overall management, design, implementation and administration of IEC activities in Greater Malé and outer islands in Zone 3 as envisaged under this project. This will include: (a) preparation of detailed work plan; (b) development of IEC strategy and communication tools development supervision; (c) supervision for mobilization of IEC team personnel viz. agreed manpower in required time frame; (d) mass media (print and broadcast) outreach including press visits, conferences and released organization; (e) coordination with the Client and its representatives and other designated agencies; design of IEC strategy and all IEC components included in this Consultancy; (f) coordination with creative agency for IEC materials development; (g) facilitate, develop and guide the dissemination of IEC/ BCC tools using appropriate communication approaches; (h) preparation and submission of progress reports on a six-monthly basis to the Client, and (i) oversee implementation of the gender action plan. She/he will preferably have a postgraduate degree in development communication, journalism, or sociology with 10 years of experience in planning, designing and implementing awareness generation activities in development projects and programs. The team leader should at have at least 5 years of experience in leading and supervising multidisciplinary teams engaged in IEC/BCC activities, experience in mass media outreach, IEC activities with gender and social development features, and sound knowledge of written and oral Maldivian language along with good command over English.
8. **Web and Social Media Expert (National, 6 PM, Intermittent).** The consultant will be responsible for overall creation, design and maintenance of project website (including a dynamic knowledge portal) and develop and manage social media pages on various social networks including Facebook, Twitter, YouTube, Instagram, Pinterest, etc. The consultant will be responsible for: (a) creating time sensitive marketing campaigns and take ownership of day-to-day web management projects; (b) developing overall social media strategy and social strategies to drive audience to increased awareness; (c) using and developing innovative tactics that increase brand loyalty and content consumption; (d) building online audience for various social media campaigns; (e) developing new content as well as repurpose and distribute existing content via social channels; (f) promoting, engaging and converting social media traffic to generate greater return on such investments; (g) managing organic and paid promotion for all the channels (h) working with the project team to ensure social media tools are kept up-to- date; (i) interacting with online users in social media spaces and engaging in dialogues where



appropriate; (j) monitoring effective benchmarks for measuring the impact of social media activities; (k) analysing, reviewing, and reporting on campaigns effectiveness to maximize results; and (l) tracking and providing analytics and reports on social media progress, trends, and competition. She/he should have strong communication skills with in depth knowledge of a wide range of services including writing, designing, editing, proofing, and site maintenance. The expert is expected to have: (a) sound knowledge of Search Engine Optimisation and social media optimization; (b) good editorial and design judgement; (c) experience with analytics tools such as Google Analytics, Facebook Insights and others; and (d) experience with one or more Content Management Systems with knowledge of industry best-practices, including content delivery standards and usability. The expert will preferably have a post-graduate degree in development communication, journalism, or information sciences and 5 years of working experience in planning, designing and implementing website and social media activities. She/he will have sound knowledge of written and oral Maldivian language along with working knowledge in English language.

9. **Films and Audio-visuals Expert (National, 4 PM, Intermittent).** The consultant will be responsible for production of small films, TV spots and documentaries required for awareness, behaviour change and outreach efforts in the project. She/he will also film and edit footage of key events documenting project activities and processes. The consultant will preferably have post-graduate degree in film-making, information sciences or development communication and 5 years of working experience in planning, designing, editing and producing short films and documentaries. She/he will have sound knowledge of written and oral Maldivian language along with working knowledge in English.
10. **Community Mobilization, Outreach and Gender Expert (National, 14 PM, Intermittent) - for Greater Malé.** The consultant will be responsible for planning, designing and implementing awareness, behaviour change and outreach activities and activities for creation of consumer database in the Greater Malé region targeting households, businesses, institutions, hotels /guesthouses/resorts, tourists, solid waste collection staff and other key stakeholders. She/he will: (a) use communications tools and strategies to effectively inform and engage the various stakeholders through on-ground activities and approaches; (b) lead the formation of community groups, particularly women's groups and engage with them regularly to build their social leadership skills and provide them best practices for bringing positive behaviour in relation to sustainable SWM; (c) conduct consultations with the community members for disseminating valuable information for perception and behaviour change; (d) assist the team leader in designing community awareness strategies and IEC/BCC materials; (e) liaise with local NGOs and CBOs to engage and involve them in SWM-related activities; (f) assist in formative research, and (g) support implementation of gender action plan. The consultant will preferably have a post-graduate degree in sociology, social work or development communication, and at least 5 years of working experience in planning, designing and implementing community outreach activities with gender and social development features in an urban setting. She/he will preferably have experience in urban municipal services such as drinking water and sanitation, SWM and health services, and sound knowledge of written and oral Maldivian language.
11. **Community Mobilization, Outreach and Gender Expert (National, 14 PM, Intermittent) - for Outer Islands.** The consultant will be responsible for planning, designing and implementing awareness, behaviour change and outreach activities and activities for creation of consumer database in the outer island of Zone 3 region targeting households, businesses, institutions, hotels /guesthouses/resorts, tourists, solid waste collection staff and other key stakeholders. She/he will: (a) use communications tools and strategies to effectively inform and engage the various stakeholders through on-ground activities and approaches; (b) lead the formation of community groups, particularly women's groups and engage with them regularly to build their social leadership skills and



Table 2: Reporting Requirements

S. No.	Reports	Number of copies	Time Schedule
1.	Inception Report & confirmation of hiring of all Experts	3	Within a period of 30 days from the date of issuance of Notice to Proceed.
2.	Communication strategy for the Project, along with details of formative research carried out; design of application form and strategy for updating/creating consumer roster as required	5	Within a period of 90 days from the date of issuance of Notice to Proceed.
3.	Outer islands capacity development/training in SWM and IWMCs operation and maintenance strategy	5	Within a period of 90 days from the date of issuance of Notice to Proceed.
4.	Functional website and knowledge portal	URL	Within a period of 120 days from the date of issuance of Notice to Proceed.
5.	Capacity development curricula and material for community training in SWM and IWMC operation and maintenance	e-copies	Within a period of 180 days from the date of issuance of Notice to Proceed.
6.	Manual/checklist for IWMCs operation and maintenance	32 + e-copies	Within a period of 800 days from the date of issuance of Notice to Proceed.
7.	Copies of all communication and capacity development tools prepared and minutes of each event organised during the preceding period of reporting; consumer roster updated/created, outcomes achieved during this period	e-copies	Every quarter beginning from the 3 rd month of the Assignment



S. No.	Reports	Number of copies	Time Schedule
8.	Assignment Completion Report	5	Within 30 days of completion of Consulting Services Assignment.
9.	Any other information	As required	As and when required by the Client.

F. CLIENT'S INPUT AND COUNTERPART PERSONNEL

15. Professional and support counterpart personnel will be assigned by the Client to the consultant's team. The Client may provide the counterpart staff to work in the field as available with the client. This will be discussed and finalized during contract negotiations.
16. The copyright for all materials prepared under this assignment will belong to the Client. The Consultant will hand over all original material, including film footage, in electronic and/or print form (as it exists) to the Client upon handover or as and when sought by the Client along with an index detailing the material handed over.
17. The contract will include a Provisional Sum to cover costs related to deliverables (information and communication materials, PR activities and campaigns, etc.) given in Section D.

G. INPUTS, PROJECT DATA AND REPORTS TO FACILITATE PREPARATION OF THE PROPOSALS:

18. The consultant will have access to the following inputs, project data and reports available with the Client to facilitate preparation of the proposals:
 - a) Data, market surveys, reports, maps etc. as available with the Client;
 - b) Reports from ADB PPTA Consultant, if any.

