

It is often easiest and desirable for continuity to have the same communication consultant working throughout the life of a project. However, because of the variety of skills required to implement a good program, the type of assistance required on Bank missions will vary and the consultant may change as well. Below are some generic terms of reference for consultants who would serve on Bank missions and possibly provide some assistance between missions to the project. These terms of reference do not describe what is required in a consultant during implementation, but rather in steering the project and seeing that Bank investments are well utilized.

Project Identification:

1. Work with the project team to identify the key behavioral elements of each component. Draft behavior-change communication goals.
2. For each component, outline the needs for advocacy, services improvement and their utilization and for promoting improved practices.
3. Review country experience in each of the above areas within and outside the health sector.
4. Explore public and private sector communications/social marketing resources to identify potential partners for project design and implementation.
5. Make recommendations on the feasibility of beginning some consumer/beneficiary research to aid project development prior to appraisal. Leave plans for the design of this research.

Project Preparation:

1. Outline behavior-change communications goals, objectives, tasks and a general timeline for each component.

2. Recommend a management plan for all communications needs under the loan. This would include recommendations on components for which communications could be handled jointly and those for which it will be managed separately.
3. Review human resource needs for accomplishing the communication tasks. This should include recommendations on government staff and the need for institutional strengthening as well as when outside groups would be contracted to support project work.
4. Make plans for formative consumer/beneficiary research to answer key program design questions. (Note: if there is a second preparation mission, an important task will be to follow up on progress made on the research and to review the implications of findings.)
5. Define costing tasks for each components communications needs.

Project Appraisal

1. Review any new formative research to ensure that project plans are sound given the new information. Make adjustments as needed.
2. Review management and staffing plans, ensuring proper support for each activity. Part of this is to see that institutional capacity-building has been addressed and that provisions have been made for contracting local expertise.
3. Review all procurement requests for communication hardware.
4. Ensure that a rational schedule and phasing of all communications work for all parts of the program has been prepared and that resource flow is appropriate.
5. Build in flexibility for media preparation and dissemination once consumer research is complete.

6. Review training plans and resources for training for all project personnel to ensure the appropriate emphasis is given to the communications and behavior-change work of project personnel.

Project Supervision—year 1:

1. Make recommendations concerning the coordination between the communications work and the overall development of each project component.
2. Review and comment upon all research plans and/or finished research.
3. Look at the development of all behavior-change communications strategies, ensuring that they address the behavioral problems.
4. Review program management and institutional arrangements.
5. Assist with future planning and the government/World Bank planning cycle.

Project Supervision—subsequent years:

1. Review all monitoring studies and help perfect indicators and insights to be gleaned from the monitoring. Work on ways for the monitoring to become routine if it is not.
2. Make recommendations concerning the coordination between the communication work and the overall development of each project component.
3. Look at needs for continuing behavioral research to refine program strategies to overcome problems.

4. Review program expansion/sustainability and implications for communication materials, training, and supervision.
5. Review program management and institutional arrangements.
6. Assist with future planning, helping colleagues synchronize the government/World Bank planning cycles.