

Terms of Reference (TORs)

Consultancy Services

HIRING OF COMMUNICATION FIRM

under

Competitive and Livable City of Karachi (CLICK)

Background

1. **Pakistan**, the sixth most populous country in the world is at a crossroads in development. The economy accelerated with Gross Domestic Product (GDP) growth of 5.8 percent in FY18 and slowed down to 3.5 percent in FY19 as fiscal and external imbalances persisted. Poverty declined from 64.3 percent in 2001 to 24.3 percent in 2015, however, inequality persists. The country ranks low on the 2018 Human Capital Index, at 134 out of 157 countries.
2. **Karachi** with an estimated population of 16 million is Pakistan's largest city, economic and financial hub, and main sea port. It contributes 15 percent of the national GDP and the largest share of national tax revenues, industrial employment, manufacturing, and high-end services. The city dominates the economic landscape of Sindh, with nearly all of the province's industrial and service economy and the majority of its labor force. It continues to be the engine of economic growth for the country, given its size, location, industrial and human capital. In recent decades, however, the city's livability and competitiveness have declined. It now ranks 137 out of 140 cities globally for livability. In recent decades access to basic infrastructure and services has declined. Nearly half its residents live in informal settlements ("Katchi Abadis"). Only half of the city's water demands are met; public transport has deteriorated; and pollution is severe. Nonetheless, a substantial reduction in violent crime has been achieved through concerted government efforts. The Karachi City Diagnostic and Transformation Strategy identifies infrastructure gaps of over \$9 billion in public infrastructure. Institutional strengthening and investments aiming to enhance livability, competitiveness, and sustainability have emerged as priorities for Karachi.
3. **CLICK Project**: To address some of the substantial challenges faced by Karachi, the Government of Sindh (GoS) through its Local Government Department (LGD) is implementing the CLICK project with the World Bank's support since July 2019. The project is scheduled to close in June 2024. Its Project Development Objective (PDO) is to improve urban management, service delivery, and improve the business environment in Karachi. This project will address the above constraints by selectively tackling critical bottlenecks in an incremental and systematic way through selected interventions. Activities under the project will help put the city on a long-term path toward achieving adequate service provision and a competitive business environment. In this context of incremental improvements, the project includes the following four components;
 - (I) Performance-based Grants and Capacity Building of Local Councils;
 - (II) Modernizing Urban Property Tax Administration and System;
 - (III) Improvement of City Competitiveness and Business Environment, and
 - (IV) Technical Assistance for Solid Waste Management.

Under Component I, performance-based grants will be provided to Local Councils (LC) for improved public services delivery and quality municipal services to finance their capacity strengthening and capital infrastructure sub-projects. LC will develop sub-projects/schemes to improve basic public infrastructure in their respective constituencies.

Consultancy Services Objectives:

The firm will support CLICK in overall stakeholder engagement and public information campaign as per the component-1 of the project. The firm will be required to design the public information messages and disseminate the same through appropriate channels. The firm will also support in development of the media strategy and improve the current public information medium. The firm will work closely with the PIU staff on field (public consultation) and office level to ensure that the messages are being delivered in an effective manner and on a bigger scale. The payment will be linked with a set of agreed outputs. Tracking and evaluation of the deliverables will be required from the firm to access the impact of the awareness of the campaign.

The main objectives include but are not limited to.

- i. To increase awareness, among the community/stakeholders about CLICK intervention and objectives by improving the already developed media products and producing new various media products which will be distributed and disseminated through appropriate communication channels.
- ii. To mobilize and motivate the stakeholders and community to be engaged with the project in providing citizen centric delivery.

Scope of Work:

The Communication firm is expected to cover the following and beyond as deemed appropriate:

1. Communication Strategy:

The firm is required to develop a comprehensive strategy for the overall project communication including design and delivery of public information messages as per the following roadmap.

- I. **Key stakeholder analysis and recommendations:** The firm is required to undertake a thorough mapping of the key stakeholders (Community) to understand their views and perception about barriers to the implementation of CLICK interventions. For this assessment, the firm will undertake face-to-face interviews and study various published and gray material including their speeches and interviews of the key stakeholders. Based on the findings, the firm is expected to map out various facilitating and restricting factors as well as change agents that will need to be mobilized. Identified barriers will be addressed in the strategy and appropriate interventions will be introduced to address addressed as well as barriers to implementing approved legislation and developing an appropriate intervention for positioning these messages. The aim is to create an enabling environment for click promotion at the city level.
- II. **Advocacy package development:** The firm is expected to develop an advocacy package for convincing policymakers and relevant stakeholders and motivating them to ensure appropriate actions for achieving the expected results of the program such as engagement with the business community. The firm will develop and institute social media and mid-level media interventions predominantly and if required organize seminars and conferences to convey key policy action interventions. The firm will also undertake audience analysis and map out the areas of the most commonly available and accessible platforms such as TV drama, TV spots, radio spots, and social media messages for creating public demand for action on click-related policy areas.

- III. **Public Education Package:** The firm is expected to develop a public education package for communicating key messages to specific target groups such as related community and Local Councils. The firm will develop and institute social media and mid-level media interventions with media engagements for reaching out to the population in the seven districts. The firm will undertake audience analysis with reference to the priority group and will conceptualize and will broadcast key messages these may include programs on News & Entertainment channels for promoting click messages for the targeted audience. This also includes consultative meetings and local business consultation.
- IV. **Gender Campaign:** The firm will collaborate with the gender training firm and will help in dissemination and visualization of the materials developed by the gender training firm for sexual harassment and gender inclusion in the work place. The client will organize events which will be supported by the communication firm by applying media and marketing strategies.

2. Implementation plan, Monitoring and evaluation framework for the Media Firm:

- i. The firm is required to propose an implementation plan for the effective and timely implementation of the above roadmap related to the communications strategy.
- ii. The implementation plan should outline strategies, events, their frequency, and durations to ensure that the above objectives are achieved. The events are mainly community consultation sessions, stakeholder engagement sessions and any other event under CLICK. An approximately 4-6 community consultation sessions are held each month.
- iii. The firm will submit a performance monitoring framework for all the stakeholders and tools for the monitoring of the media strategy implementation. The firm will also submit a detailed monitoring report

3. Public Information Messages.

The firm is expected to roll out targeted SMS messages (250,000) to the community with the relevant information about the administrative functions, boundaries and facilities available with the Local Council. The messages will also include complaint registration mechanism and information about CS1339 call center for early resolution.

Qualification of Firm:

With a demonstrated track record in implementing behavioral change and communication campaigns at scale. Have at least 10-year experience of in providing comprehensive BCC/mass awareness services to at least three (3) organizations. Have a documented track record of completing at least 3 similar BCC assignments with comparable coverage as is required under this assignment. Experience working in Sindh will be of additional advantage presence. The agency is expected to provide documentary evidence of a) technical and best practice experience in communication and advocacy, b) local knowledge and experience in communication and advocacy demonstrated by current and ongoing activities, and c) examples of related communication and advocacy products.

The agency is expected to appoint the following key staff with appropriate qualifications and proven experience:

Project Manager: MBA or equivalent degree with 15 year's experience in Communications, and/or public health, experience in the management of community and communication projects.

Technical Expert for Communication and Advocacy per TOR: MBA or equivalent degree in communications or equivalent area. Track record of experience for at least 5 years in interpersonal communication and advocacy activities, in communication research (KAP surveys, formative research, audience research, etc.), and in developing appropriate communication products in appropriate media preferably in developing countries.

Social Media Specialist: MBA or equivalent in communication research especially in social media with 5 years of working experience in similar projects.

Media Specialist: University degree in Marketing/Media, or equivalent with 5 years' experience developing communication products in appropriate media (print, video, radio, etc). Working experience in similar projects is an advantage.

Graphic Designer: University degree in Graphic Designer with 4 years of experience in designing of BCC materials

Selection Method:

A communication firm will be selected in accordance with the selection Based on Consultant's Qualification Selection (CQS) method of the World Bank Procurement Regulations for IPF Borrowers 2016 revised (November 2018).

Timeframe:

The consultancy assignment duration is 1 year, from April 2023 to April 2024.

Payment:

The following payment plan will be applicable for the project.

Activity	Indicative Payment
Inception Report. The report will also include implementation arrangements systems and processes for management, reporting, M&E, and quality assurance in addition to an exit strategy.	10%
Draft Communication Strategy	20%
Final Communication strategy	20%
Submission and Approval of Implementation Plan	20%
Performance Monitoring Framework	20%
Final Report with the dissemination of information messages	10%