



Karachi Property Survey

Terms of Reference

Consultancy Services

HIRING OF COMMUNICATION FIRM

Under

Competitive and Livable City of Karachi (CLICK)

January 2024

Communications & Dissemination Campaign for Property Tax Survey in Karachi

1. Background:

Karachi, recognized as one of the most vibrant and rapidly evolving urban hubs in Pakistan, confronts an array of challenges and opportunities in the realms of land and property management. A robust, up-to-date, and comprehensive communication campaign for property survey in Karachi is pivotal in addressing these dynamics. The upcoming GIS-based door-to-door property survey aims to provide essential data on various facets of the urban landscape. One of its primary focuses is on land usage, capturing the diverse ways in which spaces within the city are utilized, be it for residential, commercial, industrial, or recreational purposes. This data will offer valuable insights into how Karachi's residents and businesses interact with their environment, revealing patterns and trends that can inform future urban planning initiatives.

Another critical aspect of the survey is the documentation of property ownership. By meticulously recording who owns which piece of land or property, the survey will create a comprehensive database that can streamline administrative processes, reduce disputes, and ensure that residents' rights are upheld. This database will also provide details on property values, which are indispensable for a variety of administrative and economic functions, including fair taxation.

Understanding property values goes beyond just revenue collection; it is a matter of equity and fairness. With accurate data on property values, the city can ensure that taxation is equitable and resources are allocated in a manner benefiting all residents. Moreover, this data can serve as a catalyst for infrastructure development, identifying areas in dire need of amenities and those poised for growth.

Nevertheless, the significance of this survey extends beyond urban planning and development. Karachi, like many booming cities, grapples with challenges such as unplanned growth, illegal land encroachments and property disputes. These challenges, if unaddressed, can exacerbate social tensions, impede development, and pose hurdles to law enforcement. By spotlighting these challenges, the survey provides the necessary data to address and mitigate them, ensuring that land and property are utilized in legal and constructive ways. In light of these myriad benefits and the pressing need for accurate data, CLICK is embarking on an initiative to enhance property tax compliance and promote civic responsibility. The PIU CLICK seeks to engage a qualified firm through an open-competitive procurement process to spearhead a comprehensive communication campaign targeting residents to increase awareness and understanding of property tax regulations and encourage compliance. This initiative is crucial for the success of the Property Tax Survey, aligning with objectives to bridge technical gaps, ensure clarity, and foster stakeholder engagement. The selected firm will craft a comprehensive strategy to demystify survey complexities, address diverse stakeholder concerns, and promote active participation. Beyond the survey, the campaign aims for a lasting impact by cultivating transparency, thereby contributing to the sustainability of project interventions and reinforcing the importance of property tax compliance in equitable urban development.

2. Rationale/Objective

Communication is a critical part of bringing visibility to various components of the project. In order to give continuity to the Communications' activities being carried out for generating awareness about project interventions and ensuring sustainability at the grassroots level, PIU CLICK intends to hire a firm for running a communication campaign through an open-competitive procurement method.

Effective communication plays a pivotal role in the successful execution and adoption of the Property Tax Survey, and thus CLICK has outlined specific objectives tailored to this survey. These objectives highlight the significance of bridging the gap between the technical aspects of the survey and the diverse stakeholders, ensuring clarity, transparency, and engagement. The primary objectives of the property tax survey communication campaign are:

- Raise awareness about the importance of property tax in sustaining municipal services and urban development.
- Enhance understanding of property tax regulations, assessment methods, and payment procedures among residents and the benefits derived from tax contributions.
- Encourage voluntary compliance with property tax obligations through transparent, informative and persuasive communication.
- Establish positive perception, trust and credibility in the property tax system through open dialogue, citizen engagement and information dissemination.

3. Scope of Work

The scope of work includes awareness-raising and advocacy amongst target audience to mitigate demand and supply side risk barriers with a focus on vulnerable communities, through a multifaceted community engagement, electronic, social and print media Channels.

- Review the proposed CLICK's Communication Strategy to understand the demographic profile, communication preferences, and perceptions of the target audience regarding property taxes in Karachi.
- Develop a cohesive and impactful communication strategy that includes multimedia content, digital platforms, community engagement events, and public relations.
- Create a messaging framework that resonates with diverse segments of the population through designing and producing high-quality multimedia content, including brochures, infographics, videos, and social media posts and ensure.
- Produce engaging and informative materials to convey the message effectively using a creative and innovative approach to find cost-effective alternative methods of communication and message transmission.
- Roll out the communication campaign across selected channels, ensuring a consistent and engaging presence across various channels, including newspapers, radio, TV, billboards, online platforms, and community events.
- Organize community engagement workshops and town hall meetings to address concerns, answer questions, and build trust among residents & influencers.
- Communicate the long-term benefits of the survey, such as improved urban planning, equitable taxation, and related infrastructure development for sustainability.
- Elevate awareness among all stakeholders about the Property Tax Survey, emphasizing its purpose, benefits, and methodologies and civic responsibilities.

- Engage proactively with all stakeholders including local authorities, trade/business unions, religious figures, social media influencers and right up to the individual property owners, and ensure their active participation and feedback throughout the survey.
- Identify and dispel any misconceptions or myths related to the Property Tax Survey to foster accurate understanding among stakeholders.
- Anticipate potential challenges, objections, or negative scenarios related to the survey and have a communication plan ready to address them.
- Identify and dispel any misconceptions or myths related to the Property Tax Survey to foster accurate understanding among stakeholders.
- Establish robust feedback mechanisms to capture stakeholders' concerns, suggestions, and insights, using this feedback to refine ongoing and future survey processes.
- After the survey's completion, communicate its findings, successes, challenges, and next steps to all stakeholders.
- Orient campaign champions, social media influencers, community leaders, and relevant stakeholders to effectively communicate the property tax message.
- Establish a robust monitoring and evaluation framework for CLICK to track the performance of the campaign, gather feedback, and make data-driven adjustments as needed.

4. Activities to be Undertaken

4.1 Review and Adopt the overall Communications Strategy for the UIPT component

The selected firm will undertake a thorough analysis of the existing preliminary communication strategy. This involves evaluating its relevance to the project's goals, its feasibility in the local context of Karachi, and its overall comprehensiveness in terms of culturally sensitivity, inclusiveness, accessibility and tailored to various audience segments ensuring that all voices are heard, understood, and valued. The firm will identify any potential gaps or areas of improvement, ensuring that the strategy is tailored to effectively engage with all stakeholders, from property owners to local government officials. Special emphasis should be placed on ensuring that the strategy is, linguistically appropriate, and addresses potential concerns that stakeholders may have, such as data privacy and its right use. By the end of this review, the firm should be able to revise the communication strategy and based on that devise an effective implementation mechanism that is both actionable and attuned to the unique challenges and opportunities of a GIS-based property survey in Karachi.

4.2 Roadmap for Implementation along with exploration of all possible communication channels

The firm will prepare a detailed road map for implementation of communication strategy that shall include reference to all possible communication platforms being deployed to reach out to all stakeholders under the activity. The road map shall also include a performance monitoring framework for all the stakeholders and tools for the monitoring of the media strategy implementation.

Whereas, the overall communications campaign is critical for wide-spread dissemination of messages related to the survey, PIU-CLICK plans to carry out the activity in phase-wise manner with phase-I of the campaign being focused on all relevant stakeholders to bring them on board for the survey and create basic awareness. Subsequently, full-scale dissemination will take place in phase-II.

4.3 Communication Platforms

Following platforms are most likely to be used for running the above-mentioned campaign:

PHASE-I:

- **Mapping Exercise**

Understand, identify and map media information usage habits; demographics, psychographics along with nuanced characteristics and profile of the target audience including parents, communities and local stakeholders in order to tailor and design relevant creative messages and materials.

- **Materials Development/Out of Home Media**

Deliver/ adapt a mix of appropriate and contextually relevant tools and materials for respective target audiences to support social mobilization and outreach activities. Develop and design relevant tools and products including but not limited to leaflets, brochures, FAQs, guides, posters, banners, information kits, IPC guidelines for enumerators-in local language, training and materials, audio-visual aids, adaptable formats into local and indigenous languages/modes of communication.

- **Awareness Events & Workshops for stakeholders/communities:**

- **Engagement at local council/ward levels through UC staff**

(The concerned staff to be motivated through performance-based incentives based on targets)

- **Engagement with Trade Unions, Industrial Associations and Market Bodies**

(This includes all industrial associations-SITE, FBATI, NKATI, KATI, LANDHI, Port Qasim, etc.; Chambers of Commerce and Industries, Trade Unions and Market Bodies of all sorts through Karachi)

- **Engagement with Religious Scholars, Media, Sports & Local Influencers**

(Ensure that all ethnic, sectarian, linguistic and cultural sensitivities are taken into account)

PHASE-II:

- **Production**

- Advertisements Materials
- Podcasts
- DVC
- Anthem
- Brand Endorsements videos
- Digital Shout outs

- **Print Media** (Advertisements, Editorials and Articles in Newspapers)

Final Frequency to be proposed and finalized in consultation with PIU-CLICK

- **Social Media & GDN** (Instagram, FB, X, YouTube, TikTok, etc)

Digital Media through Social Media boosting, paid advertising, digital PR, brand ambassadors and endorsements. Main themes shall include:

- Survey features, demo, benefits and call for participation
- Awareness with regards to ongoing and past interventions to ensure sustainability is conveyed at all levels
- Sharing key findings of all the analytical work and studies carried out during the survey with particular reference to gender-based ownership

Final Frequency to be proposed and finalized in consultation with PIU-CLICK

- **Mainstream Electronic Media** (Cable TV Channels, News Channels, etc.)

Final Frequency to be proposed and finalized in consultation with PIU-CLICK

- **Radio Advertising** (National & Regional Radio Channels)

Final Frequency to be proposed and finalized in consultation with PIU-CLICK

4.4 Monitoring, Evaluation, and Reporting

Tools and mechanisms will be established by the firm to continuously monitor the effectiveness of communication efforts. The feedback and updates will be shared with the Client detailing the progress, challenges, and insights gained from the communication efforts, and will be used to improve communication efforts thereon.

4.5 Crisis Management

Identify potential challenges, misconceptions, or negative scenarios related to the survey. Develop the Plans accordingly and implement these plans after approval from PIU-CLICK to address and mitigate any negative publicity or misinformation promptly from any communication medium.

5. Specific Tasks

The following are specific tasks to be undertaken by the firm along with the 'activities to ensure a seamless progression from initial planning to execution, monitoring, and ultimately concluding with a comprehensive evaluation of the campaign's impact.

- Create a campaign focus on the overall benefit for urban development, emphasizing the self-sufficiency of local councils through tax collection.
- Work closely with the PIU-CLICK to understand the targeted audience, including their ethnic and social backgrounds.
- Analyze access and availability to various means of communication channels, addressing potentially disruptive stereotypes for instance gender and resource inclusion from inception to implementation stages.
- Assess outreach and effectiveness of various forms of media (print, electronic including radio, and social media) to approach diverse target population groups.

- Based on media assessment and stakeholder analysis, develop a communication strategy.
- Create an implementation plan for the identified activity phases.
- Develop a high quality content for diverse media, considering languages, ethnicity, cultures, sub-cultures, age-groups and social classes.
- Develop effective town-specific strategies and plans based on evidence and tailored to address locality needs and context using appropriate language and content to reach the target groups
- Ensure contents is sensitive to social sensibilities and avoids perpetuating stereotypes, including gender and ethnic biases.
- Work with PIU-CLICK to monitor and, impacts on viewership, user retention and geographical coverage, across different platforms.
- Make suggestions to PIU-CLICK for adjustments in timings, schedules, or delivery mechanism stakeholder engagement.
- Suggest campaign modalities for the awareness programs to build the capacity of stakeholders and encourage collaborative engagement.
- Develop and finalize materials for different media and target audiences, including Infotainment scripts, key messages, TV/ radio/FM spots, leaflets, brochures and posters. and other materials in local language to support the desired objectives of the campaign at all levels.
- Share reports, analytics, suggestions, with the PIU-CLICK based on campaign's effectiveness and response.
- Design and implement a monitoring and evaluation plan to highlight the success of communication-based interventions.
- Develop and implement the crisis management plan to address unforeseen challenges during the campaign.
- Compile a comprehensive report summarizing lessons learned, challenges faced, and behavior patterns observed among target groups.
- Produce a PR package for key campaign events, including press conference, press kits, media registration, event script and booth designs.

6. Duration of Assignment

The timeline for the Communication Campaign activity is planned to run for a period of two years (24 months) from March, 2024 to March, 2026 (*extendable, based on implementation of on-ground survey activity*) with phase-I tasks planned to be undertaken initially, followed by full-scale dissemination in phase-II for a period up to activity closing.

7. Deliverables

S. No.	Deliverables	Timelines	Payment %
7.1	Inception Report – to demonstrate how the Firm will achieve the requirements of the TOR for the assignment addressing the scope of work, including the proposed methodology, key tasks, work breakdown structures, key milestones for deliverable submission, team composition, and a detailed budget breakdown. Additionally, the Firm will provide information in a table format covering clear and well-defined deliverables and due dates that can be used as milestones on which fixed payments will be based.	One week from contract signing	10% of the overall contract remuneration cost
7.2	A diagnostic review report on the communications strategy, implementation roadmap, mapping including research-based analysis of appropriate media platforms and information use habits of target audience, monitoring framework along with branding and visibility guidelines Also includes: - A content calendar outlining the planned release of various communication materials.	15 Days from Contract Signing	05% of the overall contract remuneration cost
7.3	Communications and visibility: Giveaways, tools and materials to support social mobilization and outreach activities. Develop and design relevant tools and products including but not limited to leaflets, brochures, FAQs, guides, information kits, training and materials, audio-visual aids, adaptable formats into local and indigenous modes of communication	From 2 nd week of signing of contract to end of the contract	To be paid as reimbursables against provision of original bills
7.4	Standardized event management materials and exhibits, including backdrop, roll-up standees with key messages on each component (as agreed and advised by technical teams and Client), banners, event material etc.	From 04 th week of signing of contract to end of the contract	To be paid as reimbursables against provision of original bills
STAKEHOLDER ENGAGEMENT: Design and develop Public Information Campaign(s) for engagement with each group of stakeholders:			

7.5	<p>Reports and summaries of all engagement sessions conducted with various stakeholders that includes:</p> <ul style="list-style-type: none"> - Feedback received during these sessions. - Strategies and plans for ongoing and future engagements. <p>Relevant Stakeholders are (defined above):</p> <ul style="list-style-type: none"> ➤ Local council/ward levels through UC staff ➤ Trade Unions, Industrial Associations and Market Bodies ➤ Religious Scholars, Media, Sports & Local Influencers ➤ Any other 	02 nd -06 th month of signing of contract	<p>(i) 10% of the overall contract remuneration cost</p> <p>(ii) Event Management related cost to be paid as reimbursables against provision of original bills</p>
7.6	<p>Development of content for PR and media coverage, including Press Releases, Op-Eds, Editorials (which are to be released in consultation with PIU, CLICK) and arranging press conferences</p>	From 02 nd month of signing of contract to end of the contract	<p>(i) 10% of the overall contract remuneration cost</p> <p>(ii) Publication related bills will be paid as per prescribed rates by Information Deptt, GOS. The other reimbursables will be paid against provision of original bills</p>
7.7	<p>Design and develop Public Information Campaign(s) on key components for relevant delivery channels (Mainstream Print, Electronic, Radio/FM) including audio-visual content creation, social media and ICT campaign (SMS, IVR etc.) and earned media including key stakeholder consultations and focus group discussions.</p>	From 02 nd month of signing of contract to end of the contract	20% of the overall contract remuneration cost
7.8	<p>Short form videos and short documentaries to capture results, testimonials, beneficiary stories and impact</p>	From 06 th month of signing of contract to end of the contract (as required)	20% of the overall contract remuneration cost <i>(to be paid at the end on complete delivery basis)</i>
7.9	<p>Monitoring, Evaluation, and Reporting Toolkit with tools and mechanisms designed for monitoring and evaluating the effectiveness of communication efforts.</p>	Three (03) months from the signing of the contract	05% of the overall contract remuneration cost

7.10	<p><u>Crisis Management Plan:</u></p> <p>A) - A comprehensive plan detailing potential challenges, misconceptions, or negative scenarios related to the survey.</p> <p>B) - Strategies and action steps to address and mitigate any negative publicity or misinformation.</p>	Two (02) months from the signing of the contract to end of the contract	10% of the overall contract remuneration cost
7.11	<p>A) - Periodic progress reports detailing challenges, successes, and insights gained from the communication efforts.</p> <p>B)- Final Report on the issues faced and each issue was addressed.</p>	<p>a) Bi-Annual till project closing</p> <p>b) At project closing</p>	<p>a)- 05% of the overall contract remuneration cost (total 04 reports)</p> <p>(b) 05% of the overall contract remuneration cost</p>

*: The payments will be made by PIU-CLICK upon submission of relevant documentations that establish evidence of engagements, endorsement of all developed materials and reports.

09. **Selection Method**

The firm will be selected using the Quality and Cost Based Selection (QCBS) method under the World Bank Procurement Regulations IPF Borrowers (July 2016, Revised November 2020). The contract will be a lump-sum contract based on financial proposal consisting of both remuneration and reimbursable cost components.

10. **Eligibility Criteria (Shortlisting)**

- i. The consulting firm must be a legally registered and eligible entity with at least 10 years of experience.
- ii. Required to submit the valid Documentary Evidence for Registration as well as Tax Certificate(s) for both Income and Services Tax (FBR & SRB).
- iii. The firm to have a minimum annual turnover of PKR 100 million in at least one of the last Three (03) years i.e., 2020-21, 2021-22 & 2022-23 years. Required to submit Audited Financial Statements/Audit Reports as a proof. *Audit firms must be on the approved (Satisfactory) list of ICAP.*
- iv. Required to submit an affidavit that the Consultancy Firm is not Black listed by any Organization or any Government / Semi Government Departments.
- v. Demonstrated experience in developing and implementing successful communication campaigns for various public/private/not for profit sectors, particularly in the context of taxation or public awareness. Firms to provide references from previous clients or projects to demonstrate their ability to deliver high-quality advertising and communication services with minimum two experience certificates of public sector related to successful completion of projects.

11. Technical Qualification (Only for Shortlisted firms-To be evaluated at the time of RfP)

- i. Required to submit proven Track Record of Technical knowledge, skills and extensive work experience in behavior change communication that influences in decision making.
- ii. Experience in designing behavior change communication (BCC) strategy, messages, tools and materials.
- iii. Experience of handling social media campaigns, media management, media linkages and PR.
- iv. Proven expertise in conducting research and analysis to inform communication strategies.
- v. Proficiency in multimedia content creation, digital marketing, and previous experience working in urban contexts, particularly in Karachi or similar environments
- vi. In-house capacity of creative concept development, art direction, multimedia. digital design and latest audio-visual equipment.
- vii. Availability of appropriate skills and staff, which may include content development, design and delivery of communication material and public information campaigns for a diverse audience and must include the following:

Team Required:

- **Project Manager:** Masters in Mass Communications/Journalism, MBA or equivalent degree with 10 years' experience in Public Communications or related field, expertise in the management of community-based projects and in-depth knowledge of running outreach campaigns for Government/NGOs/Development Agencies.
- **Technical Media Expert for Communication and Advocacy:** Masters in Mass Communications/Journalism, MBA or equivalent degree. Track record with minimum 07 years of experience and in-depth knowledge of handling interpersonal communication and advocacy activities, communication research (KAP surveys, formative research, audience research, etc.), and in developing appropriate communication products on appropriate media platforms, preferably in developing countries. *Proficiency in local languages (Urdu and Sindhi) will be an asset.*
- **Social Media Specialist:** Graduate or equivalent in communications/Journalism/Marketing/BBA with minimum 5 years working experience on managing platforms and campaigns.
- **Activation/Advocacy Specialist:** Graduate/University degree in Marketing/Media, Mass Comms or equivalent with 5 years' experience developing communication products in appropriate media (print, video, radio, etc). *Working experience on similar public-sector projects will be of an advantage.*
- **Community & Outreach Specialist:** Masters in Mass Communications, Anthropology, Business, Public Administration or related field. At least 3 years of experience in working on community mobilization and outreach campaigns
- **Graphic Designer:** University degree in Graphic Designing with 3 years of experience in designing of BCC materials.