

REQUEST FOR EXPRESSIONS OF INTEREST

Country:	Pakistan
Name of Project:	Pakistan Raises Revenue
Assignment Title:	Hiring of Firm for Strategic Branding and Communication of Federal Board of Revenue (FBR) Reforms
Loan No./Credit No.:	6435-PK
Reference No.:	1(16)/P&CM/PO/2021 (PK-FBR-266392-CS-QCBS)

1. The Federal Board of Revenue has received financing from the World Bank towards the cost of the Pakistan Raises Revenue Program (PRRP) and intends to apply part of the proceeds for procuring services of a credible consulting firm (“Consultant”) for Strategic Branding and Communication of FBR Reforms.
2. The Federal Board of Revenue now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the said Services. Interested firms should provide the information demonstrating that they have/ meet required qualification and experience to perform this assignment. In this regard, there are prescribed standards, which have been mentioned in the Terms of Reference, which may be downloaded from the website <https://fbr.gov.pk/tenders>. Prospective firms are encouraged to provide materials/ information that would be specific to the proposed services. The parameters for evaluating EOI responses are given below:
 - a. Demonstrated post-registration 10 years’ experience in developing and implementing disruptive and primarily digital based public information, social media and similar campaigns for rebranding and behavior change.
 - b. The firm(s) should have rich experience in creative, digital and traditional media as demonstrated in at least two completed or substantially completed contracts of comparable scale.
 - c. Proven capacity to produce a series of strong visual-based IEC print and electronic material, including innovative use of ICTs such as SMS and real-time IVR communication through mobile phones and other media.
 - d. Expertise in the following areas.
 - i) handling social media campaigns
 - ii) media management, media linkages and PR
 - iii) website design, development and maintenance
 - e. 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.
 - f. In-house capacity in creative concept development, art direction, multimedia. digital design and latest audio-visual equipment.
3. The attention of interested Consulting Firms is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016 [revised November 2017 and August 2018] (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.
4. The Consulting Firm will be selected in accordance with the Quality and Cost Based Selection (QCBS) method as set out in the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016, revised November 2017 and August 2018.

5. Firm(s) may associate with other firms to enhance their qualifications in the form of a joint venture (JV)/ Association. All the partners in the JV shall be jointly and severally liable for the entire Contract, if selected. In case of joint venture/ consortium, the details of such projects will be provided separately for each member as lead or associated consultant and payments shall be made only into the designated account of JV.
6. A **virtual Information Session** shall be held on **March 18, 2022** at **1500 Hours** to familiarize the potential applicants **on Terms of Reference** (available at <https://fbr.gov.pk/tenders>) and **ensuing procurement process**. Interested Consulting Firms may obtain the respective meeting link/ invite via writing an email addressed to the undersigned (procsp.prrp@fbr.gov.pk) between March 15, 2022 and March 18, 2022 (latest by 1200 Hours).
7. The Expression of Interest must be delivered to the address below (in person or by surface mail) not later than 1500 hours (Pakistan Standard Time) on **April 04, 2022**. For expressions sent electronically, Program Office will acknowledge receipt of the same via return email. In absence of such confirmation/ receipt, please contact on the address given below.
8. The address(es) referred to above is (are):

Procurement Specialist (Program Office)

Room No. 712, Seventh Floor
Federal Board of Revenue (FBR)
FBR House, Constitution Avenue
Sector G-5, Islamabad, Pakistan
051-9209659
procsp.prrp@fbr.gov.pk

Terms of Reference (TORs)

“Hiring of Firm for Strategic Branding and Communication of FBR Reforms”

1. Background:

The Government of Pakistan is implementing a reforms program to mobilize domestic revenues to finance its development vision. The World Bank through Pakistan Raises Revenue Project (PRRP) is financially supporting this program. The overall objective of the Project is to “contribute to a sustainable increase in domestic revenue by broadening the tax base and facilitating compliance”. The duration of the implementation of project is five-years (2019-2024).

Reforms for high performance and innovation in the Federal Board of Revenue (FBR) are essential for sustained growth in revenue collection to meet the country’s budgetary demands and to finance development programs for public welfare. The main emphasis of the said reforms is promoting voluntary observance through robust compliance control mechanism, enhanced facilitation for the concerned/ stakeholders, improvement of Information and Communications Technology (ICT) based Data Systems for automation and improving the accountability and transparency.

In order to impart commitment to the said/ desired reforms, it is imperative for FBR to develop a strategic branding campaign to reach out to the masses creating awareness and sense of ownership and responsibility inculcating and promoting voluntary compliance in the attitude of the multiple stakeholders. Such action plans become instruments of policy and reforms program and not merely another information distribution mechanism.

2. Why a Strategic Branding and Communication Firm (SBCF)?

The overarching role of the SBCF is to ensure technical communications support in creative conceptualization and design of key messages (as envisioned and prescribed by technical teams of respective components) through targeted tools, digital branding strategies and IEC materials. The SBCF will be responsible to support implementation of strategic communications as well as provide technical support to the FBR in carrying out rebranding of outreach messages. SBCF will provide complementary technical support in realization of the work of individual components through creative communications design and delivery of awareness campaigns, relevant audio-visual tools and IEC materials

A. Fresh Eyes and Expertise in Image Building

An external creative outfit has ‘Fresh Eyes’. An external agency’s breadth of experience within the market knows where FBR sits within the landscape of products and services. This will help to rebrand and reconfigure where FBR needs to be in public’s eyes.

B. Expanding the Team and (re)Defining the Brand

A firm will have flexibility to expand their team with brand and media experts; as needed, to help give definition to FBR brand/ organization and relevant stakeholders with focus and direction.

C. Understanding of the Media and Projection

Communication firms have an intimate and broad understanding of the media, especially social mediums. A good agency will make sure that FBR is able to be seen and heard about in a certain type of way across various mediums whilst giving the media something that works for them.

D. Right Tools

To run successful online campaigns, FBR needs to be aware of keyword research, analytics, automation tools, and paid search management. Communication firm focused on digital media can facilitate FBR in analyzing the same and achieving desired/ required output and outcome.

3. Objective(s) of the Assignment:

In creating for a strategic branding plan, it is important to strike a balance between generating awareness for reform, changing perceptions and thus behavior of the masses such as role of FBR for greater economic growth of the country and public good rather than merely as an instrument of tax enforcement through positive image building.

The strategic branding firm will be tasked to develop a communications and engagement policy and employ the tools of persuasion and negotiation rather than the coercion and incentives to identify involved parties underlying interests and promote their understanding of and support for a proposed reform facilitating FBR in achievement of the said goals for the greater good.

The strategic branding firm will facilitate FBR in identifying the following factors:

1. Whose support is critical to the reform's success?
2. What behaviors' must be adopted to achieve the reform objectives, and what changes in knowledge and attitudes will facilitate the adoption of those behaviors'?
3. What messages will persuade people to support reform?
4. What channels of communication will reach people and be credible to them?
5. How will communication be monitored and evaluated?

4. Scope of Services, Tasks (Components), and Expected Deliverables:

1. Develop and design FBR's branding and visibility campaign as per agreed branding guidelines;
2. Design and develop a visibility campaign for both online/offline media through FBR website, social media campaign, brochure/fact sheet, FAQs, thematic posters for visibility of FBR
3. Support PR activities through design of relevant information materials such as media kit to facilitate FBR in developing a strong media narrative through encouraging independent media coverage of the FBR, highlighting its role in contributing to national development
4. Support in the design of stakeholder engagement events launch events, campaign roll-out ceremonies, etc.
5. The firm shall provide Digital media services across the following areas/ functions.

A. Content creation for FBR website

- i. Design engaging content for FBR websites to increase traffic and ecommerce.
- ii. Undertake SEO (Search Engine Optimization) to bring FBR websites in top 10 search results based on keywords search.

B. Social Media Management

- i. Maintain, update and create (if not available) FBR social media presence on various mediums
- ii. Creative Development for digital campaigns
- iii. Digital Media Monitoring and Reporting

C. Digital Media Planning

Run campaigns to reach targeted audience – segmentation of audience and digital mediums to be used (email, ads, success stories, video boost etc.) to generate desired results.

6. The firm is expected to achieve following deliverable
 - a. Develop a branding strategy that changes what people know, believe in, and do so that the reforms have a better chance of success.
 - b. Develop a compelling set of narratives led by FBR that builds the case for change.
 - c. Create engaging and effective products and activities that articulate the narratives.
 - d. Use a mix of channels to reach the audience in multiple ways.
 - e. Achieve sufficient scale and momentum to deliver impact for desired results.

- f. Maintain consistency and volume of communications to turn commitment into action
- g. Develop relevant promotional materials, including website to showcase achievements through success stories making use of innovative and cost-efficient formats
- h. Develop and design relevant tools and products including but not limited to leaflets, brochures, FAQs, guides, posters, banners, information kits, training and IEC materials, audio-visual aids, adaptable formats into local and indigenous modes of communication
- i. Achieve consistency and coherence in all the communications and IEC materials and activities specific to each component and its unique needs as guided by the communication strategy.
- j. Upgrade the communication materials based on the findings, lessons and feedback from technical teams.
- k. Collect users' testimonials and voices from the field to package result stories and short form videos to showcase impact of interventions.
- l. Develop relevant IEC materials to clearly and efficiently communicate processes, rights and responsibilities of citizens.
- m. Develop and design relevant training materials and toolkits to specifically support the EI and ECE components as per specific requirements.

5. Team Composition & Qualification Criteria:

1. Demonstrated post-registration 10 years' experience in developing and implementing disruptive and primarily digital based public information, social media and similar campaigns for rebranding and behavior change.
2. The firm(s) should have rich experience in creative, digital and traditional media as demonstrated in at least two completed or substantially completed contracts of comparable scale.
3. Proven capacity to produce a series of strong visual-based IEC print and electronic material, including innovative use of ICTs such as SMS and real-time IVR communication through mobile phones and other media.
4. Experience of handling social media campaigns.
5. Expertise in media management, media linkages and PR.
6. Experience of website design, development and maintenance.
7. 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.
8. In-house capacity in creative concept development, art direction, multimedia, digital design and latest audio-visual equipment.

SBCF shall provide a list of the technical staff capacity particularly deployed for the FBR as follows:

Sr.	Title of Experts	Qualification and experience
Key Experts		
1.	One (01) Lead Communications Specialist (Coordinator)	<ul style="list-style-type: none"> • Master's in communications or social sciences (at least sixteen years of education) from a reputable international or HEC recognized national university • 5 plus years demonstrated experience of managing development communications • Expertise in the design and implementation of communications, and outreach strategies and public information campaigns • Strong leadership and project management skills with track-record of working with interdisciplinary project teams and managing communications and design professionals

		<ul style="list-style-type: none"> • Excellent verbal and written communication skills in both English and Urdu. • Proficiency with Microsoft Office (Excel, PowerPoint, Word) with excellent presentation skills
2.	Media and PR Specialist	<ul style="list-style-type: none"> • Master's in media and communications or social sciences (at least sixteen years of education) from a reputable international or HEC recognized national university • Expertise in design of mainstream and social media strategies, public information and media campaigns • Track record of developing written press releases, articles and Op-Eds • Excellent verbal and written communication skills in both English and Urdu. Proficiency with Microsoft Office (Excel, PowerPoint, Word)
3.	Creative Specialist	<ul style="list-style-type: none"> • Master's in communications or social sciences (at least sixteen years of education) from a reputable international or HEC recognized national university • 5 years demonstrated experience of working with reputable creative and advertising agencies • Expertise in design and implementation of creative strategies, creative concepts, key messages, visual branding and communications campaigns • Track record of developing and customizing creative campaigns for specialized target audiences, particularly less literate and marginalized groups in various formats • Excellent verbal and written communication skills with impeccable copy-editing expertise in both English and Urdu. Fluency in regional languages is preferable (but not mandatory) • Proficiency with Microsoft Office (Excel, PowerPoint, Word) and basic knowledge of Adobe design suites
4.	Art Direction Specialist	<ul style="list-style-type: none"> • Master's in Communications Design (at least sixteen years of education) from a reputable international or HEC recognized national Art School • 5 years demonstrated experience of working with reputable creative communications and advertising agencies • Hands-on expertise in communications design with a focus on translating creative concepts and key messages into visually strong, illustrative IEC materials (brochures, leaflets, information kits, posters, roll-up banners, flash cards etc.)

		<ul style="list-style-type: none"> • Experience in the design and management of integrated Public Information Campaigns targeted at less- privileged and less-literate audience • Experience in executing visual branding and communications campaigns • Track record of developing tailored creative campaigns for specialized target audiences, particularly less literate and marginalized groups • Expertise in adapting and refining already available IEC materials into relevant formats as per a specific project requirement and needs of a target audience • Hands-on expertise in Adobe Creative Suite (Photoshop, InDesign, Premier Pro, Multimedia and Digital Arts with experience of working across audio-visual formats • Excellent verbal and written communication skills in both English and Urdu.
5.	Director of Photography / Videographer	<ul style="list-style-type: none"> • Bachelors/ Maters degree (minimum sixteen years of education) in photography and cinematography or related discipline • 5 years demonstrated experience of working with reputable creative advertising agencies and production houses or independently as Director of Photography • Experience and track record of directing and delivering short form videos, documentaries on multi-sectoral development sector themes • Expertise of managing film crews in the field with ability of dealing with local communities and beneficiaries through culturally sensitive protocols of filming • Knowledge and hands-on experience of working with latest camera and filming equipment to manage pre and post-production and on-site filming • Expertise in Adobe Creative Suite (Photoshop, Premier Pro, Multimedia and Digital Arts across audio-visual formats • Creative and aesthetic abilities with attention to detail for filming along with a sample portfolio of work
Non-Key Experts		
6.	Two (02) Communications Designers	<ul style="list-style-type: none"> • Bachelor's degree in Communications Design or a related discipline in social sciences • 3 years of demonstrated experience of working in communications design to deliver illustrative IEC materials, leaflets, brochures, stationery, posters etc.

		<ul style="list-style-type: none"> • Hands-on knowledge of graphics and illustration design • Expertise of working in state-of-the-art Graphics Design software (Adobe Suite) • Ability to customize designs to suit a particular context and requirement
7.	One (01) Illustrator	<ul style="list-style-type: none"> • Bachelor's degree in Communications Design or a related discipline • 3 years demonstrated experience of developing original and customized illustrations in communications design adaptable to digital formats to deliver illustrative IEC materials, leaflets, brochures, stationery, posters etc. • Hands-on knowledge of graphics and illustration design • Expertise in freehand design and illustration as well as Graphics Design software (Adobe Suite) • Ability to customize and indigenize designs to suit a particular context and requirement
8.	One (01) Non-Linear Editor	<ul style="list-style-type: none"> • Intermediate or Diploma Holder in non-linear editing or qualification in relevant field • 3 years demonstrated experience of non-linear editing with a sound portfolio of work • Proficient in the use of Adobe Creative Suite (Photoshop, Premier Pro, After Effects, Multimedia and Digital Arts across audio-visual formats) • Ability to quickly edit short form videos and documentaries • Creative and aesthetic abilities with attention to detail in editing and post-production
9.	One (01) English Copywriter	<ul style="list-style-type: none"> • Bachelor's degree in English Language/Literature or social sciences • 3 years demonstrated professional experience of creative copywriting and copy editing in English • Excellent writing and communications skills in English with ability to tailor content for different audiences and a range of online and offline media • Ability to transform creative concepts and technical information into easy to understand language • Documentation skills in packaging result and success stories • Content development for regular updates on website and social media, script writing for videos and documentaries • Proficiency with Microsoft Office (Excel, PowerPoint, Word)

10.	One (01) Urdu Copywriter	<ul style="list-style-type: none"> • Bachelor’s degree in Urdu Language/Literature or social sciences • 3 years demonstrated professional experience of creative copywriting and copy editing in Urdu • Excellent writing and communications skills in English with ability to tailor content for different audiences and a range of online and offline media • Ability to transform creative concepts and technical information into easy to understand language • Documentation skills in packaging result and success stories • Content development for regular updates on website and social media, script writing for videos and documentaries • Proficiency with Microsoft Office (Excel, PowerPoint, Word)
-----	--------------------------	--

Selection Method

The SBCF will be selected through Quality & Cost-Based Selection (“QCBS”) in accordance with the procedures set out in the World Bank Procurement Regulations for Borrowers, 2016 (revised November 2017 and August 2018).