

Terms of Reference (ToRs)

Hiring of Creative Communication Firm

Under

Pakistan: Strengthening Social Protection Delivery System in Sindh (P178532)

1. Introduction

The “Strengthening Social Protection Delivery System in Sindh” (SSPDS) is a project financed through an IDA credit of US\$ 200 million, with counterpart financing of US\$ 30 million (in-kind/cash) by Government of Sindh (GoS). The project supports inclusive growth by reducing inequities for vulnerable groups through development of a sound social protection delivery system and expanding Mother and Child Support Program (MCSP), while promoting resilience and adaptation to shocks, including ones induced by climate change. The project supports operationalization of the Sindh Social Protection Authority (S-SPA) (the Client), development of the Sindh Social Protection Delivery System and promotes higher utilization of maternal and newborn child health services to safeguard human capital during the first 1,000 days of life. SSPDS will be implemented over a five-year period (2023-2027).

The project development objective is to “*Strengthen social protection service delivery system and enhance accessibility and utilization of Mother and Child Health Services in selected districts in Sindh.*”

SSPDS supports the following components.

Component 1: Strengthen Sindh Social Protection Service Delivery Systems

This component supports the modernization of systems and processes to fully operationalize the newly established S-SPA and improve its institutional capacity by strengthening the administrative, operational, policy, and planning functions and capabilities, including the development of energy efficient/climate-smart information technology (IT) systems and capacity building through the provision of technical assistance for: (i) enhancing the logistics and administration, procurement, financial management (FM), human resources (HR), legal, auditing, M&E, and grievances redressal capacities; and (ii) upgrading and/or customizing the IT systems for managing welfare services, programs, and grievances redressal.

Component 2: Mother and Child Support Programme (MCSP)

This component focuses on birth and first 1,000 days where risks and needs are high but programmatic responses are weak. The main objective of this component is to create demand for MNCH and nutrition services and promote behavioral change to increase uptake of the MNCH services focusing on the first 1,000 days of life through the provision of CCTs in selected districts.

This component will build on the MCSP pilot and introduce implementation improvements for enhanced efficacy, based on the administrative assessment of the pilot.

2. Institutional and Implementation Arrangements for SSPDS

a. Sindh Social Protection Authority (SSPA)

SSPDS will be implemented by the Sindh Social Protection Authority (SSPA) as the lead implementing agency, in close collaboration with the healthcare system of the Government of Sindh. SSPA will also liaise with BISP, NADRA, and, where possible, existing government institutional structures will be used for implementation. As the sole implementing agency, Chief Executive Officer S-SPA will be the ex-officio Project Director for SSPDS, assisted by a Senior Project Manager responsible for day-to-day operations and implementation of activities assigned to the project.

3. Geographical Scope of the Project

This five-year (2022-2027) project will be implemented in 15 districts in the Sindh province and will be scaled up gradually. The district-wise project roll-out schedule would be finalized based on geographical clustering and other technical, logistical, and administrative criteria.

4. Target Group

An “eligible beneficiary” for SSPDS is defined as follows:

“All pregnant women and mothers of children aged under 2 years, who are residents of the target districts and hold a valid CNIC (i.e., 18 years or older).”

Table 1 summarizes the eligibility criteria to enroll in the CCT program.

Table 1: Enrolment Eligibility Criteria

Criteria	Evidence required
Must be pregnant (any stage of pregnancy) or lactating with a child below 2 years of age	Screened for pregnancy at the Health Facility
Beneficiary must be resident of area selected for the program roll out	Residential address as mentioned in the CNIC

The total number of beneficiaries from the MCSP component is estimated to be 1,300,000¹ pregnant and lactating women over five years. The breakdown of estimated beneficiaries to benefit from the MCSP component are given in the Annex 1.

¹ Please note, this is an indicative beneficiary list, which can be adjusted during implementation based on progress and Project evolution.

5. Conditionalities and Benefits

The MCSP will provide cash transfers to Pregnant and Lactating Women (PLW), incentivizing them to fulfill conditionalities that include regular health checkups of pregnant and/or lactating women, institutional delivery, and birth registration; child growth promotion; and immunization of children under two years of age. In addition, mothers will be encouraged to participate in counseling and awareness sessions on birth spacing, hygiene, feeding and caring practices; children's cognitive development; as well as food security and healthy food options for nutrition.

Each MCSP beneficiary is expected to attend the nearest public health facility as per prescribed in project operation manual as MCSP payments are linked to the beneficiary adhering to the scheduled visits. MCSP will offer a maximum of PKR 30,000 to approximately 1.3 million women (about 325,000 women every year) from pregnancy detection until the child turns two years old, subject to compliance with co-responsibilities/conditionalities. These include regular health checkups of PLWs; institutional delivery and birth registration; child growth promotion; and immunization of children under two years of age. In addition, mothers will participate in counseling and awareness sessions on birth spacing, hygiene, feeding and caring practices, children's cognitive development, as well as food security and healthy food options for nutrition.

The payment service provider recruited will deliver regular CCT payments to beneficiaries. The payment service provider will operate at close distance from beneficiaries to minimize private costs to receiving cash benefits with an acceptable transaction cost, in accordance with international and national current practices. Payments are expected to happen on fixed intervals, and at least one payment is expected to happen every quarter.

All eligible beneficiaries registered until program's Year 4 will be supported with CCT. No new registration will be done during 5th year of the project. Previously registered clients in 15 districts will continue with the 1,000 days cycle with CCT package.

6. Objectives and Scope of the Assignment

The project will develop an integrated and all-encompassing Communications and Outreach Plan (COP) to support and facilitate effective delivery of each individual component of the SSPDS. The effective implementation of the project-wide COP for SSPDS at strategic levels (both provincial and district levels) to achieve standardized delivery of key components of the SSPDS requires design and delivery of a Public Information Campaign (PIC), employing mainstream (electronic, broadcast and print) and social media, webpage designing, development and maintenance with corresponding management of media advocacy and public relations and media relations activities. To this end, the services of a Creative Communications Firm (CCF) will be procured by the SSPA for the provision of technical support in a) creative and communications design of relevant public information campaign and IEC materials informed by the COP b) provide advisory inputs to review and upgrade COP developed and managed by the SSPDS's Communications Team at SSPA.

Whereas it is the overall responsibility of SSPA to be the custodian of the COP and manage the production and subsequent implementation of the PIC through relevant media and delivery

channels at provincial, district and local levels, the creative conceptualization, design, and packaging of the PIC and relevant IEC materials will be carried out by the CCF in close collaboration and technical support from the Client.

6.1 Objectives

The objective of the assignment is to extend creative communications support to all project components, working as the technical arm to provide mainstream communications design support to facilitate implementation of a nuanced ‘Communications, Outreach Plan (COP) that complements delivery of project-wide activities.

The overarching role of the CCF is therefore 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 and IEC materials. The CCF will be responsible to support implementation of strategic communications as well as provide technical support to the SSPA in carrying out community outreach, social mobilization, and beneficiary engagement through field-based teams of relevant health and education departments. Whereas, social mobilization, community outreach and beneficiary engagement for the entire range of activities led by each component will be carried out by the relevant field mobilization staff (e.g., community health extension staff of the implementation partners, the CCF 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, IEC materials and other digital content.

6.2 Scope of Assignment

Based on the above-mentioned objectives, the CCF will offer technical support in the review of COP and communication design of strategic communications materials and activities, first to effectively position of the SSPDS through relevant branding, public relations, and media advocacy for public awareness (at the provincial, participating districts and UCs levels). The overall aim is to promote ownership and credibility of the project as an all-inclusive, premier initiative for strengthening the social protection delivery system launched by Government of the Sindh.

Second, the CCF will offer complementary support in technical communications design of operational communications through a PIC to support SSPA and relevant implementation partners deliver the respective components of the SSPDS.

The CCF will be providing technical support to the Client in the effective implementation of the MCSP CCT through relevant PIC and adaptation of IEC/BCC materials. The communications firm will support design and production of relevant IEC materials; capacity building toolkits, training materials and their adaptation into innovative and user-friendly audio-visual aids and formats to facilitate objectives of project. To confirm social Inclusion and penetration of the program, the firm will provide specialized technical support to SSPA in the design of social mobilization campaign materials in close coordination with the technical and social mobilization team of the component.

Third, a standard package of communications tools both printable and digital and IEC materials and promotional products will be designed and developed on common operational features and available delivery channels for the beneficiaries, such as a) methods to lodge complaints and grievances; b) toll-free helpline, c) payment methodology under the MCSP component, etc.

6.3 Specific services of CCF at the Strategic Level

- Translate a COP that is being prepared by the project into conceptualizing and designing a relevant PIC to position SSPDS as a flagship and premier intervention of Government of the Sindh (GoS).
- Develop and design SSPDS's branding and visibility campaign as per agreed branding guidelines; with the objective to widely communicate the ownership and buy-in from the provincial government.
- Design and develop a visibility campaign for both online/offline media through project website, social media campaign, brochure/fact sheet, FAQs, thematic posters for visibility of Project's role and achievements, etc.
- Support PR activities through design of relevant information materials such as media kit to facilitate SSPA in developing a strong media narrative through encouraging independent media coverage of the Project, highlighting its role in contributing to MNCH services focusing on the first 1,000 days of life through the provision of CCTs.
- Document and design knowledge products on SSPDS achievements and success stories for wider audience and key stakeholders, also showcasing innovations in the SP delivery systems at the provincial level to communicate transparency and accountability.
- Support in the design of stakeholder engagement events and activities to project activities, launch events, campaign roll-out ceremonies, etc.
- Communicate Project's role in the inclusion and empowerment of women through a gender-sensitive lens.

6.4 Specific services of CCF at the Operational Level

- Translate COP for MCSP component into relevant PIC and IEC products and digital content.
- Understand, identify and map media information use habits; demographics, psychographics along with nuanced characteristics and profile of target beneficiaries and local stakeholders in order to tailor and design relevant creative messages and IEC materials.
- Work in close collaboration with the relevant communications and technical teams from each component to deliver a mix of appropriate and contextually relevant IEC tools and materials for respective target audiences to support social mobilization and outreach activities.
- Apply branding guidelines across the board on all communications and IEC materials to ensure standardized and coherent communication across all platforms.

- Support the project teams in securing local stakeholders' support through design of relevant and targeted events at the district level.
- Develop relevant promotional materials, including Project's website to showcase components' achievements through beneficiary stories making use of innovative and cost-efficient formats.
- 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.
- 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.
- Upgrade the communication materials based on the findings, lessons and feedback from technical teams of SSPDS.
- Based on educational and communication messages generated by the project, develop specific BCC materials in close cooperation with component teams. Review and adapt existing materials in consultation with SSPA.
- Collect beneficiary video testimonials and voices from the field to package result stories and short form videos to showcase impact of interventions.
- Develop relevant IEC materials to communicate project process, rights, and responsibilities of beneficiaries clearly and efficiently (particularly compliance responsibilities in MSCP CCTs) and available protocols for complaints and grievance redress mechanisms.
- Develop and design relevant training materials and toolkits to specifically support the EI and ECE components as per specific requirements.
- Detailed procedures and protocols for coordinating with the component teams need to be spelt out in the project diagnostic report.
- Effective coordination and liaison with provincial and district level managers and other concerned stakeholders through SSPA focal person including staff at the BHU level shall be made part of the initial Diagnostic Report to ensure relevant delivery of communication support from the CCF.

6.6 Duration of Assignment

The CCF will be hired for a period of 48 months.

6.7 Deliverables

The expected scope of work of the creative and communications design services of the CCF exclusively focuses on provision of technical support in the overall communication design of PIC to developing a mix of appropriate tools, products and IEC materials, including (but not limited to) branding and standardized materials, illustrated leaflets, FAQs, posters, banners, colanders, audio-visual aids for training toolkits (e.g. flash cards, animated videos, promotional materials, such as stationery, bags, pens, notebooks, etc.) and other relevant information materials according

to the unique characteristics and information use habits of the primary target audience among the beneficiary households. The quantified scope of work given below is subject to change during the contract period and payments shall be made against each quantifiable deliverable.

The key deliverables with indicative timelines include:

S #	Deliverables	Unit Number	Language	Timeline
Inception Report and Work Plan				
1	Inception report and detailed work plan including advisory inputs to the COP based on initial scoping meetings with the SSPA, available literature review and results of the diagnostic field assessment and communication habits	1	English	2 weeks
2	Furnish quarterly progress reports on deliverables and progress to the Project as per prescribed formats.	1	English	Quarterly
3	Maintain project photo and video gallery and use them at official communication mediums.	1	1	Contract Period
Design and Content Development				
1	Development of a Project Branding Book that should include Logo designing, Project Theme, Color Scheme, Fonts, Style, PPT Templates, Social Media Flyer Templates/Designs, Web designs, Graphics, Office Stationery, Business cards, annual report designing, Employ Cards, A4 file folders, Fabric Bags, Notepads, writing pads, infographics, giveaways, still characters/illustrations, digital characters/illustrations/animations and other IEC printed and digital material	1	English, Sindhi, Urdu	Contract Period
Advertisement, Videography, Photography				
3	Production of Annual Corporate Video including videography, professional photography, logistics, travel, food, Misc of the crew, postproduction, editing, graphics and others.	4	English (Urdu or Sindhi ver may require)	Contract Period
4	Social Media Management (Running Sponsored/Paid/Organic Campaigns)	48	English, Sindhi, Urdu	Contract Period
5	Production of videos such as success stories, community engagement, celebrity endorsement videos, field team and beneficiary tutorials, project short progress videos, infographic videos and other audio-visual material for social media and FM Radios)	192	Sindhi, Urdu	Contract Period
6	Animated Tutorial Videos/Animations	10	Sindhi, Urdu	Contract Period
7	Targeted Beneficiary and Community Engagement & Awareness Sessions (15 Distsx300 Activities)	1500	Sindhi	Contract Period
8	Production of Thematic Dramas/Skits	16	Sindhi	Contract Period

9	Project Concept Anthem/Song with Brand Ambassador Sanam Marvi	1	Sindhi	Contract Period
10	Visits of Regional/National/International Media (groups) to target areas and produce stories	16	English, Urdu, Sindhi	Contract Period

6.8 Planning, Management and Coordination

- CCF will work directly with the nominee of Client along with periodic briefing sessions from technical teams of MCSP CCT and SSPDS implementing partners at provincial, target district and target UCs levels.
- The CCF will deploy adequate technical support capacities in strategic and operational communication design, content development, audio and visual direction and production through adequate number of dedicated technical resources.
- The CCF will also assign a Communications Coordinator to work as a focal point lead person for the SSPA and SSPDS along with other necessary dedicated human resource/team composition as mentioned in the table below to provide consistent and relevant technical support.
- A comprehensive reporting framework will be agreed upon upfront between the SSPDS-SSPA and the CCF that will enable efficient monitoring of qualitative and quantitative aspects of required deliverables on a regular basis. This will also allow fine-tuning and course-correction as needed. It will include (i) monitoring of the progress against deliverables by the operational review firm through spot checks on the effectiveness of the communications materials and PIC for various activities.

6.9 Risk Assessment & Mitigation Strategy

The CCF will be required to incorporate risk assessment and mitigation strategies in their proposals as well as in the initial diagnostic report for year 1 target districts, which shall be based on the following:

1. Identification of the potential risks related to gender and inclusion of marginalized groups, at the stage of the design and delivery of design and content generated for the project.
2. Put in place policies and procedures to ensure risk mitigation measures are agreed and successfully implemented.

6.10 No Objection Certificate

Obtaining NOCS from Provincial Government, local administration, and relevant local security agencies for carrying project activities in target districts (as per phased approach) can be crucial for timely initiation of project activities. Pertaining to this, SSPA will provide facilitation to the Operations Review Firm in terms of carrying out official correspondence with the concerned authorities. However, as the information related to physical and human resources will have to come from the firm after its selection, therefore timely provision of such information to the concerned authorities as well as follow-ups for expediting the process of NOC to get it as early as possible will be the final responsibility of the firm.

6.11 Exclusions

1. The actual publication into newspapers etc. shall be paid directly by SSPDS-SSPA outside the contract.
2. Printing shall be done through a printing contract being procured by SSPDS-SSPA and thus printing shall not be included in the contract.
3. Payments shall be processed against deliverables made as and when the task/job assigned by the client is completed.

7. Qualification Criteria and Team Composition

Qualification of the CCF:

- Demonstrated post-registration experience of 10 years in developing and implementing Public Information Campaigns for development sector projects to support community outreach and mobilization in Sindh
- Prior experience of working on development issues and design and implementation of communications, beneficiary outreach/community mobilization campaigns for multi-sectoral development projects in Sindh
- Proven capacity to produce a series of strong visual-based and illustrative IEC print, digital and electronic materials for beneficiaries and information-based material for stakeholders, including innovative use of ICTs such as SMS and real-time IVR communication through mobile phones
- Proven experience of handling social and digital media campaigns,
- Proven expertise in media management and supporting public relations,
- Proven experience of website design, development and maintenance,
- In-house capacity in creative concept development, art direction, multimedia. digital design and latest audio-visual production and equipment
- Availability of appropriate skills and staff, in areas covered under these ToRs as follows:

7.1 Proposed Team

S #	Title of Key Experts	Qualification and experience
1	Lead Communication Manager (One)	<ul style="list-style-type: none">- Masters in communications or social sciences (at least sixteen years of education) from a reputable international or HEC recognized national university- 10 plus years demonstrated experience of managing development communications of multi-

		<p>sectoral projects, preferably (but not mandatory) in Sindh as well</p> <ul style="list-style-type: none"> - Expertise in the design and implementation of communications, community mobilization 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. - Excellent verbal and written communication skills in both English, Urdu and Sindhi. - Proficiency with Microsoft Office (Excel, PowerPoint, Word) with excellent presentation skills
2	Design & Creative Coordinator (One)	<ul style="list-style-type: none"> - Masters 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 language, Sindhi preferable - Proficiency with Microsoft Office (Excel, PowerPoint, Word) and basic knowledge of Adobe design suites

3	Director of Photography/ Videographer	<ul style="list-style-type: none"> - Bachelor's degree 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
6	Non-Linear Editor	<ul style="list-style-type: none"> - Intermediate or Diploma Holder in non-linear editing or qualification in relevant field - 5 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
7	Copywriter	<ul style="list-style-type: none"> - Bachelor's degree in English Language/Literature or social sciences - 10 years demonstrated professional experience of creative copywriting and copy editing in English, Urdu and preferably Sindhi. - Excellent writing and communications skills in English, Urdu, and Sindhi with ability to tailor content for different audiences and a range of online and offline media.

		<ul style="list-style-type: none"> - 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)
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7.2 Qualification Criteria of the Creative Communications Firm (CCF)

Selection Method:

The CCF will be selected through Quality & Cost Based Selection (“QCBS”) in accordance with the procedures set out in the World Bank Procurement Regulations for Borrowers, (November 2020)

Annex 1 – Estimated Number of Unique Beneficiaries over Project Life

Table: Unique beneficiaries of MCSP-SSPD - 5 years						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Unique Beneficiaries CCT16	108,594	391,806	401,337	411,107	No new recruitment	1,312,844
No of District covered	5	15	15	15		