

**PRE-QUALIFICATION DOCUMENT  
(PQD)**

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**IMPLEMENTATION OF COMMUNICATION STRATEGY FOR  
STRENGTHENING MARKETS FOR AGRICULTURE AND RURAL  
TRANSFORMATION (SMART) PROGRAM” (UNDER FRAMEWORK CONTRACT  
RULE 15 OF PPRA, 2014).**

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PROGRAM IMPLEMENTATION UNIT,  
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**EXPRESSION OF INTEREST**  
**(CONSULTANCY SERVICES-FIRM SELECTION)**

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Program Implementation Unit, Planning & Development Department, Government of Punjab has been established under P&D Department to look after the monitoring & coordination of key foreign funded programs. For this purpose, PIU invites sealed expression of interest from the eligible firms for the assignment of **“Implementation of Communication Strategy for Strengthening Markets for Agriculture and Rural Transformation (SMART) Program” (under framework contract rule 15 of PPRA, 2014).**

Interested firms are required to provide information demonstrating that they have the required qualification and relevant experience to perform the services mentioned above. The firm may associate with other firms in the form of joint venture to enhance their qualifications. The firm for above referred assignment will be selected in accordance with the Quality and Cost Based Selection (QCBS) method as defined under Punjab Procurement Regulatory Authority (PPRA) rules, 2014.

The advertisement and detailed EOI may be browsed online from websites i.e. [www.ppra.punjab.gov.pk](http://www.ppra.punjab.gov.pk) and [www.piu.punjab.gov.pk](http://www.piu.punjab.gov.pk) and can be obtained from the address below during office hours. EOI must be received **by 03:00 PM in our office on or before July 23, 2018.**

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**GOVERNMENT OF THE PUNJAB  
PLANNING AND DEVELOPMENT DEPARTMENT**

**Terms of Reference**

**Implementation of Communication Strategy for  
SMART Program for Results**

**1. Introduction.**

Government of the Punjab, Planning & Development (P&D) Department in collaboration with World Bank and relevant implementing departments is going to implement Punjab Strengthening Markets for Agricultural and Rural Transformation (SMART) Program. SMART Program will support the selected parts of the broader government's program for agriculture and rural transformation which emphasizes enabling productivity, increasing competitiveness in agricultural marketing and trade, and enhancing resilience. The total funding of this program is USD 300 million over five years which has been linked with achievement of agreed Disbursement Linked Indicators (DLIs).

The program will be implemented under the supervision of the Planning and Development Department in coordination with Agriculture, Food, Irrigation, Livestock and Dairy and Industries Department.

The wide scope of the SMART Program, and the significant changes it engenders for a wide range of stakeholders in Punjab, make communication a critical component of the program implementation. To that end a communication strategy has been developed as well as a one year action plan. To ensure a timely and efficient implementation of the plan P&D is now contracting a Public relations/Communications company (the Consultant) to provide support to the implementing agencies.

**2. The Communication Strategy**

The communication strategy developed for the program is based on extensive desk and field research, stakeholder mapping and analysis, and inputs from different affected stakeholders.

To reach various stakeholders and meet the identified challenges, the communication strategy will use the following approach:

**A.** It will be implemented in three stages:

- **Stage 1, or the “Teaser Campaign”**, in which important social and political actors representing private sector, farmers, consumers, academia, etc. will initiate public debate about the urgent need for agriculture sector reforms in Punjab. They will raise the issues of agricultural productivity, the liabilities of the current wheat procurement system, the need for adoption of HVA, of integrated water resource management, etc. The role of the Teaser Campaign is to illustrate the inefficiencies of the current system, create demand for

reforms and provide the Government the occasion to answer the demand of the population with a well thought-through program, already under implementation.

- **Stage 2, the launch of the AGREFORM (working title)** campaign that will project the vision for the future of agriculture in Punjab, based on solid economic assessments. This campaign will communicate economic benefits of reforms for large groups of the population (such as job creation, improved farmers' incomes, more efficient irrigation, and lower prices for consumers). It will last one year or longer, until resistance to change has been overcome.
- **Stage 3 (part of which can run in parallel with Stage 2)** will cover the individual reforms and will focus on affected groups of stakeholders in a more targeted way: wheat procurement, market reform, water policy, HVA adoption, insurance scheme, agribusiness grants, inputs subsidy, etc.

**B.** The communications strategy will be coordinated by the P&D department, specifically, in coordination with the implementing officers in each of the departments involved.

**C.** The communication vehicles used will cover nearly the entire communication mix, from face-to-face engagement with small farmers and livestock owners, to television-based exposure for general public, such as talk-shows, soap operas, and agriculture shows) aimed to trigger HVA adoption and determine an increase in self-efficacy of farmers. The mix will also include social media and mobile communication, establishment of physical information centers, and other communication tools.

**D.** Other approach elements are:

- Use the strong political leadership of the Government and the strong messages, the strategy will aim to motivate all politicians to support the reform process. At a minimum, allow for a moratorium and abstain from attacking it until it proves itself.
- Use the strong leadership, powerful messages and internal communication process to strengthen the understanding and support of reforms among staff of implementing departments (agriculture, irrigation, food and markets).
- Increase efforts and use leadership skills to improve extension and communication performance of Agriculture Department and other implementing departments. Meeting the challenges of adoption of HVA, private markets, irrigation related challenges calls for highly motivated and trained staff.
- Deliver an intense behavioral and social change communication effort for HVA adoption over the next four to five years. It should be coordinated with extension efforts, subsidies for inputs and other technical support and focused on providing information to achieve attitude change and overcome self-efficacy issues for adoption of HVA and CSA.
- Start transition to HVA by targeting progressive farmers and using them as demonstration effect to achieve "organic", natural adoption.

- E. Monitoring and evaluation. The implementation team will monitor the campaign delivery and corrective surveys and qualitative analyses will be carried out regularly to assess progress and initiate corrections.

### **3. Scope of Work.**

The activities to be delivered under this project are wide ranging and imply the engagement of a dedicated team. The main activities are listed below, and these will be probably supplemented as the program evolves. The activities below are scheduled to be delivered in the interval September, 2018 –August, 2019, tentatively with the probability that it will be extended.

Broadly, the Consultant is expected to prepare a number of communication products – from print and video to content for websites, etc. Once the Program is fully disclosed, the reform package has to be widely disseminated through a series of campaigns.

The principle behind the scheduling of these campaigns is to have them back to front, in cascade, so as to maintain a continuous supply of information regarding the reform in agriculture. The aim is to have an event to launch the initiative or the policy, etc. The launch event is to be followed by a series of media products in the mass-media and the social media over a period of two to three weeks, eventually a month if possible. Once the echoes of one campaign fades, the next is to be launched.

The dissemination means suggested in the communication strategy can and should be completed with other means based on the experience of the Consultant, with the approval of the PIU Communication Specialist.

The scope of work is described in modules, below:

#### **3.1. Module A. Mobilization**

- The Consultant’s team and the copywriter especially will familiarize themselves with the Project details and the main implementing partners as they result from the Communication strategy.
- They will familiarize themselves with the Communication strategy and Action Plan and will propose updates and improvements as part of the inception report
- They will establish communication with all Project focal persons in all departments and will assess if there are additional needs for personnel. Among them the persons responsible for the technical data and peer review process, the spokespersons selected by each department, etc.

### **3.2. Module B. Branding**

- The firm will propose a brand for the communication products related to all Agricultural and Ag. Marketing reform which will characterize the campaigns and the overall communication effort. The present (working) brand name is AGREFORM.
- The Brand name, logo, artwork etc. should project the idea of comprehensive reform in the agriculture and livestock sector, aimed at small, poorer farmers, ensuring a better livelihood for them;
- Each Department will nominate a brand officer that will determine the appropriate use of the brand. The Consultant will work in close collaboration with them;
- The Consultant will develop a Manual of Style (brand book) that will provide guidance regarding the use of the brand. The Manual of style has to be in line with the present guide of the Government of Punjab.

### **3.3. Module C. Products preparation for the AGREFORM launch**

- The Consultant will prepare a number of communication products under the brand. The technical information will be provided by the departments and they will have to provide the No objection to the final version.
- As far as possible the products will be pretested through Focus groups.
- The list of materials will include, at a minimum the following (the Consultant is encouraged to make additional proposals)
  - o Q&As on the reform package (including SMART) to be used in brochures, leaflets, digital communication
  - o Approx. 12 white papers on each sector based on existing policy notes, same dissemination. These white papers will explain in layman's language the proposed reforms and their advantages. The Consultant will use the messages developed in the Communication Strategy.
  - o Infographics for each reform area that will hold quasi illiterate farmers understand better the content of the reform packages and the benefits.
  - o Posters - same
  - o Brochures – same
  - o Op-eds, press releases, blogs for use with campaign launch
  - o 5 x 20 seconds video spots,
  - o 10 podcasts with secretaries, students, etc.
  - o Advertisements for the electronic media and print media.
- In collaboration with Punjab Information Department, The IT department and the PIU, provide the content for the AGREFORM portal;
- Provide feedback and advice on reforming and providing content for the websites of all departments.
- Prepare digital micro targeting and digital communication over the social media. Following the guidance of the Communication strategy, develop social media campaign through micro-targeting groups according to segmentation in Communication strategy.
- Develop FB page, database of emails for direct mailing.

### **3.4. Module D. Teaser campaign**

- Providing assistance to non-state actors (universities, NGOs, etc.) to organize events or publish points of view or appear on talk-shows to deliver messages on SMART issues.
- Increase the media exposure of the events, publications, to shows...

### **3.5. Module E. Launch Campaign**

- Organizing High level launch events of SMART, brand, reform program and portal. Organize events in Lahore, Chakwal, Multan, Faisalabad.
- Organize high level press conference for each event
- Intensive media coverage, repeating main messages: TV Talk shows, printed press in both English and Urdu,
- Publication of advertorials, white papers, Adds
- Distribution of posters, brochures, outdoors advertising, etc.
- Maintain very active presence on FB, push to targets;

### **3.6. Module F. Social Media Campaign**

- The consultant will publish and push reform related materials to targets as suggested in Communication Strategy (farmers, politicians, business community, etc.)
- The consultant will maintain conversations and provide answers to questions on FB and Twitter.
- The consultant will launch and maintain the AGREFORM (or similar) announcing events and redirecting links to significant documents
- All activities described below in Module G will be disseminated by micro targeting the groups described in the communication strategy.

### **3.7. Module G. Support to departments**

Several departments have very low PR and Communication capacity will need support to prepare and implement their campaigns. Even departments that have important resources may need help during peak periods.

**3.8.1. Irrigation Department activities** (the staff of the irrigation department will provide the technical support and will review the communication products for technical accuracy):

#### **A. Water policy campaign related activities**

- Develop and print brochures other products (posters, etc.) related to launch of water policy.
- Develop three video spots and broadcasting plan (broadcasting time arranged through Dept. of Information)
- High level launch well covered by media including press conference;
- Follow-up talk shows
- Social media based dissemination of the water policy

## **B. Dissemination campaign of the Abiana assessment**

- Develop and print brochure, flyer, and Poster regarding the results of the assessment and distribution in the Punjab relevant areas eventually through grain markets, fertilizer markets)
- Social media campaign targeted at farmers, rural area,

## **C. Water efficiency campaign including Climate Smart Agriculture**

- Print and electronic media – video spots and print materials prepared with Dot support.
- Talk shows on TV
- Op-eds,
- Advertorials
- Flyers and posters

## **D. Ground Water Campaign**

### **3.8.2. Food Department activities**

#### **A. Wheat procurement campaign**

- Low key, discreet, BTL activities – back ground briefing to economic journalists;
- Round table discussion with miller's association
- Press conference and distribution of position paper
- Digital distribution and social media targeted distribution of position paper.

#### **B. Food safety campaign**

### **3.8.3. Livestock and Dairy Department**

#### **A. Milk and Meat price deregulation campaign**

- Prepare materials and messages, white paper /position papers, etc.
- Targeted journalists and opinion leaders
- Mobilize consumer groups NGOs
- Campaign targeted at Consumers to be targeted through social media and electronic and print media with messages as described in Communication Strategy
- Organize series of talk shows;
- Publishing of Op-eds



### 3.8.4. Agriculture Department Activities

It is suggested that PR firm plays the role of advisors to the agriculture department and to fill in when Dir. Information design and production capacities are overwhelmed. Potential areas where additional help may be needed:

Markets reform – to mobilize Civil Society Organizations, increase Social media presence, organize talk shows

Research and Extension Reform – Launch of the New Board and mobilizing private sector, dissemination of new Research mechanism through social media, electronic and print media.

## 4. Team Composition

The Consultant's team should reflect the complexities and requirements of this assignment and be made up of professionals of high quality and experience. At a minimum, the team should be composed of the following:

**Team leader** – A public relations professional of at least ten years' experience. The team leader will be responsible with overall implementation of the assignment, coordinating tasks, preparing and submitting reports to PIU, maintaining the liaison with PIU and focal persons of the Departments and will be the main person responsible for the management of tasks ensuring timely delivery.

**Event Manager** - A public relations/communication professional of at least ten years' experience. He will be the main backstopping person for the team leader and will support key experts during peak time of activities. In addition, he will be the main person responsible for organizing all events under this assignment – project launch, launches under module G, etc. He will be responsible for quality of the events and will coordinate with other experts the follow-up activities and media relations to extend the life of the launch for the period indicated in the communication strategy and action plan. This is a full-time position

**Key expert 1 – Agricultural economist** – A reputable expert on agricultural economy. His task will be to develop communications products (Q&As, White papers, press releases, scripts for videos, website and social media content, etc.). He will work in close cooperation with key experts designated by Departments and with Key expert 2 – Copywriter. The position will be full time during Module c, material preparation, half-time during the rest of the assignment.

**Key expert 2 – Copywriter** – A communications professional of at least ten years' experience. He will be responsible for the development of all communication materials, ensuring that take-away messages of the communication strategy translate into accessible language for each target group, both in English if needed as well as in Urdu. He will work in close cooperation with Key expert 1 – Agricultural Economist, the designated communications officers of each departments, and Key expert 3 - Social media expert, and the video production team, to provide relevant content. This is a full-time position during the preparation phase and will in time decrease to half time.

**Key expert 3 – Social media specialist** – A communications/IT expert of at least ten years' experience. His duties will be: develop the projects' portal; to oversee the updating/renewing of the websites relevant to the project (some departments actually have several websites – see Dept. Agriculture); to identify the FB/Twitter users in Punjab/Pakistan according to target groups and identify the best social media tools to access them, in cooperation with Key expert 1 and 2 develop content for sites and social media posts; with input from same experts, manage conversations on the social media.

**Key expert 4 – Video production manager** – A video productions expert of at least ten years' experience. The video production manager will be in charge with developing the documentary for the Smart Programme and video spots of the campaign. Each main theme of the communication strategy, defined by objectives, includes the development of short, thoughtful video spots, with important ability to persuade the target group. Short videos are the main communication products for illiterate farmers and citizens and their use on internet/social media is growing exponentially. The video production manager will manage a team – production, post production, distribution, etc. The scripts for the videos will be developed in cooperation with Key expert 1 and 2. For distribution with key expert 3.

**Media relations expert** – this will be a public relations expert of at least five years experience. He will be responsible to place articles/ op-eds, advertising, etc. in the written and electronic press, will obtain talk shows positions, will carry out media monitoring and alert team leaders of opposing articles/shows and propose actions. He will be responsible, under the event manager to mobilize the press and facilitate their presence at the events.

**Art director** – this will be a communications expert of at least five years' experience in developing communication products – branding identification artistic elements, posters leaflets, brochures, all other visuals. He will be responsible with the design, the quality control through focus groups and ultimately the printing / publishing of the products.

All experts will have the support of a number of backstopping staff.

## **5. Coordination, Monitoring and Evaluation**

The Consultant will work under the direct supervision of the Communication Specialist & SMART team of Programme Implementation Unit, Planning and Development Department. The Consultant will provide assistance to other officers in various departments as described above.

The products to be published, broadcasted, etc., will be pre-approved by the Communication Specialist and Smart team of Programme Implementation Unit. The Consultant will present monthly activity reports after each event or significant activity, including quantities of products, etc.

The actual outcomes of the campaigns in terms of public awareness and attitudes will be evaluated separately and corrective actions may be indicated as needed to the Consultant, who will modify products or activity as directed.

**Duration:**

Programme Implementation Unit (PIU) of Planning & Development Department, Punjab intends to engage a Communication & PR firm for an assignment for one year under framework agreement to effectively advise and execute multiple endeavors of the PIU on SMART relevant to mainstream print and electronic media. The assigned will be engaged with the Communications and SMART team of PIU for driving mass media engagement around various interventions of the company deploying strategic networking and advocacy skills. The assignment will also involve extensive media monitoring, space mapping, targeting and research.

**Method:**

Quality and Cost based Selection.

## SHORTLISTING CRITERIA

The minimum qualifying marks is 65

Sr. No	Criteria	Maximum Marks	
1.	Existence as a legal Entity (Legal incorporation or establishment and registration/Registration with relevant tax authorities i.e. Income tax and PRA.		Qualifying Criteria
2.	Not blacklisted by any public or private agency/authority		Qualifying Criteria
3.	An operational History of at least 5 years, with experience in implementing project activities	10	3-5 years <span style="float: right;">5 Marks</span> 6-8 Years <span style="float: right;">7 Marks</span> One for each extra year (maximum 10-marks)
4.	Relevant Experience in Similar Projects completed during last 5 years	50	1-2 Completed Projects <span style="float: right;">25 Marks</span> 3-5 Completed Projects <span style="float: right;">40 Marks</span> 6 and more Completed Projects <span style="float: right;">50 Marks</span>
5.	Firm's Management Team	20	Permanent Employees 5-07 <span style="float: right;">10 Marks</span> Permanent Employees 08 to 10 <span style="float: right;">15 Marks</span> Permanent Employees more than 11 <span style="float: right;">20 Marks</span>
6.	Work Volume in Monetary Terms.	20	2-3 Projects worth 3-5 Million <span style="float: right;">10 Marks</span> 2-3 Projects worth 6-8 Million <span style="float: right;">15 Marks</span> 2-3 Projects worth more than 8 Million <span style="float: right;">20 Marks</span>

## **EOI SUBMISSION**

A consulting firm/ consortium will purely be selected on merit in accordance with the criteria mentioned in the PQD and procedure laid down in the PPRA Rules 2014. However, pre-qualification/ shortlisting of any firm/consortium does not guarantee award of work and it would depend on evaluation of their proposals (technical and financial) submitted by the pre-qualified/shortlisted firm at later stage. Expressions of interest must be delivered by hand or dispatched by post at the address given **by 03:00 PM in our office on or before 23.07.2018**

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