



Insert RFP Title

**KARANDAAZ PAKISTAN**

**Request for Proposal**

09<sup>th</sup> December 2019.

**Brand Development for a Faster Domestic Payment Scheme.**

## SECTION 1. LETTER OF INVITATION

RFP no. 70

09<sup>th</sup> December 2019, Islamabad

1. The purpose of this Request for Proposal (the “RFP”) is to solicit proposals from bidders interested in providing **Brand Development for a Faster Domestic Payment Scheme**. The RFP is designed to assess whether bidders are able to provide the goods and services required (hereinafter jointly and severally referred to as the “Services”), and through a competitive and fair assessment, select a winning bidder for the Services for a year-long contract.
2. Karandaaz Pakistan invites sealed proposals from interested and eligible bidders. Further details on the Services required are provided in the Terms of Reference (Section 4 of RFP).
3. The bidder will be selected under open competitive procedures, in accordance with the Procurement Policies and Procedures of Karandaaz Pakistan (the “KRN Policy and Procedures”). In the event of any conflict or inconsistency in terms and conditions of the RFP and the KRN Policy and Procedures, the KRN Policy and Procedures shall prevail.
4. The full RFP is available at [www.karandaaz.com.pk](http://www.karandaaz.com.pk) under procurement section
5. Karandaaz Pakistan anticipates issuing a Fixed Price Contract.
6. An award will be made based on the Quality and Cost based selection.

7.

Both technical and financial proposals must be submitted in a hard copy and via email before 05:00 PM Pakistan Standard Time on 23<sup>rd</sup> December 2019]. Bidders must prepare four hard copies of the technical proposal and one hard copy of the financial proposal, and submit them in separate sealed envelopes to the attention of ‘The Procurement Department’ 1-E, Ali Plaza, D Chowk, Mezzanine Floor, Nazimuddin Road, Blue Area, Islamabad. Hard copy of the bids/proposals shall be considered in case of any discrepancy found with softcopy.

Yours sincerely,  
The Procurement Department  
Karandaaz Pakistan

## SECTION 2. INSTRUCTIONS TO BIDDERS

### A. General

#### 1 Scope of Proposal

Karandaaz Pakistan issues this Request for Proposals (the “RFP”) for the following Services:

“  
**Brand Development for a Faster Domestic Payment Scheme.**  
).”

Throughout this RFP:

- i. The term “in writing” means communicated in written form (e.g., by mail, e-mail, fax)
- ii. “Day” means calendar day

#### 2 Fraud and Corruption

Bidders shall comply with Karandaaz Pakistan’s policy regarding fraud and corruption set out in Section 3 of the RFP.

#### 3 Eligibility

Karandaaz Pakistan may specify certain minimum qualification criteria in the Terms of Reference e.g. minimum years of relevant experience; \_\_ etc.

Bidders shall be under an obligation to disclose to Karandaaz Pakistan any situation of actual or potential conflict that impacts their capacity to perform/act in accordance with Karandaaz Pakistan’s best interests or pose a conflict of interest. Failure to disclose such situations may lead to the disqualification of a bidder or the termination of its contract. Karandaaz Pakistan’s policy with regard to conflict of interest is specified in Clause 33 of Section 3 of the RFP.

Bidders shall, upon request, provide evidence of their continued eligibility to the satisfaction of Karandaaz Pakistan, as may be requested from them from time to time.

#### 4 One Proposal Per Bidder

An entity can participate only in one bid: as a single bidder, as a lead in a consortium/ joint venture or as a partner in a consortium / joint venture. Partnership firms or similar entities in different jurisdiction which work under common brand name or a part of affiliated network will be regarded as single entity and may not participate in more than one bid. Similarly associates and subsidiaries of an entity will be regarded as a part of a group and may not participate in multiple bids. Bidders may ask for clarification and any decision in this regard by Karandaaz shall be deemed to be final.

#### 5 Cost of Preparation of Proposal

The bidder shall bear all costs associated with the preparation and submission of its proposal. Karandaaz Pakistan shall not be responsible or liable for any such costs, regardless of the conduct or outcome of the bidding process.

## **B. Request for Proposal**

### **6 Contents of the RFP**

The RFP comprises of the documents listed below plus any Addendum issued pursuant to Clause 8, of Section 2 'Amendment of RFP'.

- Section 1 - Letter of Invitation
- Section 2 - Instructions to bidders
- Section 3 – Procurement Policy – bidder conduct
- Section 4 - Terms of Reference.
- Annexure A – Proposal Submission Form

### **7 Clarification of RFP**

All questions and/or clarifications regarding this RFP must be submitted via email to Procurement@karandaaz.com.pk no later than 05:00 PM local time on [13<sup>th</sup> December 2019]. All correspondence and/or inquiries regarding this solicitation must reference the RFP number. No phone calls or in-person inquiries will be entertained; all questions and inquiries must be in writing.

Questions and requests for clarification—and the responses thereto—will be circulated to all RFP recipients who have indicated an interest in bidding by 05:00 PM on [16<sup>th</sup> December 2019].

Only written answers will be considered official and carry weight in the RFP process and subsequent evaluation. Any verbal information received from a Karandaaz employee or other entity should not be considered as an official response to any questions regarding this RFP.

### **8 Amendment of RFP**

At any time prior to the deadline for submission of bids, Karandaaz Pakistan may amend the RFP by issuing an Addendum.

Any Addendum so issued shall be part of the RFP and will be communicated via the Karandaaz Pakistan website. Bidders are advised to monitor the site for updates.

To give prospective bidders reasonable time in which to take an Addendum into account in preparing their bids, Karandaaz Pakistan may, at its discretion, extend the deadline for the submission of bids, pursuant to Clause 16, of Section 2 'Deadline for Submission of proposals'.

### **C. Preparation and Submission of Proposals**

#### **9 Language of proposal**

All documents relating to the proposal shall be written in the English language.

#### **10 Documents Comprising the Proposal**

A proposal shall consist of the following:

1. Technical proposal consisting of the following;
  - i. Name and details of bidder and experience;
  - ii. Three customer references on letterheads related to the subject RFP, duly authorised by the clients. The accuracy shall be the sole responsibility of the supplier.
  - iii. Comments and suggestions on the terms of reference, counterpart staff, and facilities to be provided by Karandaaz Pakistan;
  - iv. Description of approach, methodology, and work plan in responding to the terms of reference;
  - v. Examples of past experience
  - vi. Work schedule and planning for deliverables; and
  - vii. Team composition, assignment, and key experts' inputs and Curriculum vitae (CV of team members and key experts).

2. Financial proposal

Pricing must be fully comprehensive, complete, and list any available discounts. Pricing information supplied with the proposal must be valid for at least 90 (ninety) days after the due date for proposal submission. All one-time and recurring costs must be fully described. Rates should be quoted, inclusive of all but showing separately, costs of inspection, services, transportation, Provincial/Federal taxes, import duties if any and other levies. Karandaaz will not be responsible for any erroneous calculation of tax rates or any subsequent changes in rates or structure of applicable taxes. All differences arising out as above shall be fully borne by the Successful Bidder. In case the bidder doesn't identify inclusion of applicable taxes in the proposal, it shall be assumed that the quoted price is inclusive of all applicable taxes.

#### **11 Currencies of Bid and Payment**

Bidders must express the price only in PKR.

#### **12 Proposal Validity**

Proposal shall remain valid for ninety (90) days after the proposal submission deadline date established by Karandaaz Pakistan. A proposal valid for a shorter period shall be rejected as non-responsive.

In exceptional circumstances, prior to the expiration of the proposal validity period, Karandaaz Pakistan may request all bidders who have submitted their proposals to extend the period of validity of their proposal for a specified additional period. The request and the responses shall be made in writing. Agreement by a bidder to extend the validity of its proposal, shall be without any change in the original proposal and with confirmation of availability of the key experts. A bidder

has the right to refuse extension in the validity period of its proposal, in which case such proposal will not be further evaluated.

If any of the key experts become unavailable for the extended validity period, the relevant bidder shall provide an adequate justification in writing and evidence to the satisfaction of Karandaaz Pakistan together with the substitution request. In any such case, the replacement key expert shall have equal or better qualifications and experience than those of the originally proposed key expert. The technical evaluation score, however, will continue to be based on the evaluation of the CV of the original key expert.

If the said bidder fails to provide a replacement key expert with equal or better qualifications, or if the reasons provided for the replacement or justification are not to the reasonable satisfaction of Karandaaz Pakistan, the proposal will be rejected at Karandaaz Pakistan's sole discretion.

### **13 Proposal Security**

A proposal security is not required for purposes of this procurement.

### **14 Alternative proposals**

Alternative proposals shall not be considered.

### **15 Format, Signing, and Submission of Proposal**

The bidder shall prepare and email a scanned copy of the documents comprising the proposal as specified in Clause 10, of Section 2 on its official letterhead. Each document shall be signed by a person duly authorized to sign on behalf of the bidder and all pages of the proposal shall be initialed by the person or persons signing the proposal.

Both financial and technical proposals must be submitted before 05:00 PM Pakistan Standard Time on 23<sup>rd</sup> December 2019]. Bidders must prepare four hard copies of the technical proposal and one hard copy of the financial proposal, and submit each proposal in separate sealed envelopes to the attention of 'The Procurement Department' 1-E, Ali Plaza, D Chowk, Mezzanine Floor, Nazimuddin Road, Blue Area, Islamabad.

The proposal should also be sent to the following email address: [procurement@karandaaz.com.pk](mailto:procurement@karandaaz.com.pk) with the subject line: Responding to RFP for "**Brand Development for New Faster Payments Gateway, currently called "Micro Payments Gateway" (MPG).**"

The proposal shall contain no alterations or additions, other than those which are necessary for complying with instructions issued by Karandaaz Pakistan, or as are necessary for correcting errors made by the bidder, in which case such corrections shall be initialed by the person or persons signing the proposal.

### **16 Deadline for Submission of Proposals**

Proposals must be received by Karandaaz Pakistan no later than 05:00 PM Pakistan Standard Time on 23<sup>rd</sup> December 2019.

Karandaaz Pakistan may extend the deadline for submission of proposals by issuing an amendment in accordance with Clause 8, of Section 2 'Amendment of RFP', in which case the original deadline shall be extended to the new deadline.

#### **17 Late Proposal**

Any proposal received after the deadline for the submission of proposals prescribed in Clause 16, of Section 2 by Karandaaz Pakistan will be considered only at the sole discretion of the evaluation team.

#### **18 Withdrawal, Substitution, and Modification of Proposal**

Bidders may withdraw, substitute or modify their proposal by giving notice in writing before the deadline for submission of proposal prescribed in Clause 16, of Section 2 'Deadline for Submission of Proposal'.

Each bidder's withdrawal, substitution or modification notice shall be prepared, sealed, marked, and delivered in accordance with Clause 15, of Section 2 'Format, Signing, and Submission of Proposal', with the subject line : Responding to RFP for [“

#### **Brand Development for a Faster Domestic Payment Scheme.**

.- “WITHDRAWAL,” SUBSTITUTION” or “MODIFICATION”] as appropriate. No proposal may be substituted or modified after the deadline for submission of proposal as aforesaid.

### **D. Proposal Opening and Evaluation**

#### **19 Proposal Opening**

Karandaaz Pakistan shall open the proposals, including modifications made pursuant to Clause 18, of Section 2, on the business day following the deadline stipulated in Clause 16, of Section 2 or the extended deadline in accordance with Clause 16 of Section 2, as the case may be.

#### **20 Confidentiality**

Information relating to the examination, evaluation, comparison, and post-qualification of proposal, and recommendation of contract award, shall not be disclosed to bidders or any other third persons whatsoever, prior to publication of the contract award. Any effort by a bidder to influence Karandaaz Pakistan in the examination, evaluation, comparison, and post-qualification of the proposal or contract award decision may result in the rejection of its bid. Notwithstanding the foregoing, from the time of proposal opening to the time of bidding process conclusion, if any bidder wishes to contact Karandaaz Pakistan on any matter related to the bidding process, it should do so in writing at the address indicated in Clause 7, of Section 2 'Clarification of RFP'.

#### **21 Clarification of Bids**

To assist in the examination, evaluation, and comparison of proposals, Karandaaz Pakistan may, at its discretion, seek clarifications in respect of the proposal from any bidder. The request for clarification and the response shall be in writing, but no change in the price or substance of the

proposal shall be sought, offered, or permitted except correction of arithmetical errors discovered by KarandaaZ Pakistan in the evaluation of the proposals in accordance with Clause 25 of Section 2 ‘Correction of Errors’.

## 22. Preliminary Examination of Proposals

Prior to the detailed evaluation of proposals, KarandaaZ Pakistan shall first review each proposal and check the power of attorney or any other form of delegation of authority demonstrating that the representative has been duly authorized to sign the proposal, initialization of all pages, etc.

## 23 Determination of Bidder’s Eligibility and Qualifications

KarandaaZ Pakistan shall determine whether the bidder meets the eligibility and qualification requirements of the bidding documents. Bidders failing to comply with the eligibility criteria specified in Clause 3, of Section 2- ‘Eligibility’ shall be disqualified.

If the bidder meets the eligibility criteria, KarandaaZ Pakistan shall determine whether the proposal is substantially responsive to the requirements of the bidding documents.

KarandaaZ Pakistan’s determination of a proposal’s responsiveness shall be based on the contents of the proposal itself. A substantially responsive proposal is one, which conforms to all the terms, conditions, and specifications of the RFP, without material deviation or reservation. A material deviation or reservation is one (a) which affects in any substantial way the scope, quality, or performance of the Services; (b) which limits in any substantial way or is inconsistent with the RFP, KarandaaZ Pakistan’s potential rights or bidder’s obligations under the proposed contract; or

(c) the rectification of which would unfairly affect the competitive position of other bidders presenting substantially responsive proposal.

## 24 Evaluation of Technical Proposal

KarandaaZ Pakistan shall evaluate the technical aspects of the proposals received, applying the evaluation criteria specified hereunder. Each proposal that is not rejected for reasons stated in these Instructions will be given a technical score.

The evaluation criteria, relevant sub-criteria, and point system to be used to evaluate the Technical proposals shall be:

Technical Proposal (50% of total score)

#	<u>Proposal component</u>	<u>Score</u>
<b>1</b>	<b>Background and experience</b>	<b>15</b>
1.1	Brand building credentials	
1.2	Local customer insights and experience	
1.3	Portfolio of previous brand identities developed	
1.4	Experience of working with financial sector clients	
<b>2</b>	<b>Personnel</b>	<b>10</b>



2.1	Proposed Team with individual CVs and portfolios (CSR, designer, creative director etc.)	
2.2	Experience in collaboration with strategy consultants	
<b>3</b>	<b>Approach</b>	<b>20</b>
3.1	Creativity, innovation, and distinctiveness of presented ideas/references. One page to be furnished	
3.2	Proposed strategy for testing and audience feedback. One page to be furnished	
<b>4</b>	<b>Timeline</b>	<b>05</b>
<b>5</b>	<b>Total technical score</b>	<b>50</b>

## 25 Correction of Errors

Proposal determined to be substantially responsive shall be checked by Karandaaz Pakistan for any arithmetical errors. Errors shall be corrected by Karandaaz Pakistan as follows:

Where there is a discrepancy between the amounts in figures and in words, the amount in words shall govern.

The amount stated in the proposal shall be adjusted by Karandaaz Pakistan in accordance with the above procedure for the correction of errors and, with the concurrence of the bidder, shall be considered as binding upon the bidder. If the bidder does not accept the corrected amount, the proposal shall be rejected.

## 26 Currency for Price Evaluation

For evaluation and comparison purposes, Karandaaz Pakistan shall convert all proposed prices expressed in US Dollars into an equivalent amount in PKR, using the selling exchange rates established by the State Bank of Pakistan on the date of proposal opening specified in Clause 19 of Section 2 'Proposal Opening'.

## 27 Evaluation of Proposal Price and ranking:

### Financial Proposal (50% of Total Score)

Financial proposal submitted will be evaluated according to price reasonableness determination under full and open competition and known market conditions.

Evaluation of the financial proposal will consider, but will not be limited to, the following:

- Cost reasonableness;
- Consistency with the technical proposal;

50 points will be awarded to the lowest responsive bidder while rest of the bids will be allocated points according to the following formula:

$$\text{Points of a Bidder} = (P1/ P2) * 50$$

Where:

P1= Price of Lowest Responsive Bidder

P2= Price of the Bidder

### **E. Award of Contract**

#### **28 Award Criteria**

Karandaaz Pakistan shall award the contract to the bidder whose proposal has been determined to be substantially responsive to the RFP and which has the highest combined technical and financial score.

#### **29 Karandaaz Pakistan's right to accept any Proposal and to reject any or all Proposals**

Karandaaz Pakistan reserves the right to cancel the bidding process and to reject all bids or to accept or reject any bid, at any time prior to the award of contract, without thereby incurring any liability to the affected bidder or bidders or any obligation to inform the affected bidder or bidders of the grounds for Karandaaz Pakistan's action.

#### **30 Complaints pertaining to Bidding Process**

Without prejudice to Clause 29 of Section 2, any complaint at any stage of the bidding process or on conclusion of the bidding process from a bidder regarding a deviation from the prescribed procurement procedure may be addressed and delivered in writing to:

Karandaaz Pakistan  
Attention: Chief Executive Officer  
1 E, Ali Plaza, Nazimuddin Road, D-Chowk, Islamabad

Any requests via email seeking this explanation should be sent to [proccomplaint@karandaaz.com.pk](mailto:proccomplaint@karandaaz.com.pk)

#### **31 Notification of Award and Signing of Agreement**

The bidder whose Proposal has been accepted shall be notified of the award by Karandaaz Pakistan prior to expiration of the proposal validity period through a communication in writing (the "Letter of Acceptance"). The said Letter of Acceptance shall state the full value of the contract payable by Karandaaz Pakistan in consideration of the services to be provided in accordance with the RFP.

The contract pursuant to the award shall incorporate all agreements between Karandaaz Pakistan and the successful bidder and shall be signed by Karandaaz Pakistan and sent to the successful bidder, within seven (7) days following the date of the Letter of Acceptance. The successful bidder will duly sign the contract and return it to Karandaaz Pakistan with seven (7) days of the receipt of the Letter of Acceptance.

### **SECTION 3. PROCUREMENT POLICY – BIDDER CONDUCT**

#### **32 Corrupt or fraudulent practices**

Bidders, suppliers, contractors and their agents (whether declared or not), suppliers, and any personnel thereof, shall observe the highest standard of ethics during the procurement and execution of contracts.

Karandaaz Pakistan shall not award the contract if it is determined that the bidder, or any of its personnel, or its agents, or its sub-consultants, , suppliers and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question. As part of bidding/ solicitation documents, Karandaaz Pakistan will seek declaration of 'Non collusive non corrupt practices' from each bidder. Format for such declaration is prescribed in section 3 of the standard bidding document. In pursuance of this policy, following terms are defined as follows:

- a. "Corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
- b. "Fraudulent practice" is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
- c. "Collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
- d. "Coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
- e. "Obstructive practice" is deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation.

### **33 Avoidance of conflict of interest**

Any bidder participating in the procurement process should disclose any actual or perceived conflict of interest situation/condition. Any bidder to have a conflict of interest shall be ineligible for award of a contract.

A bidder shall be considered to have a conflict of interest in a procurement process if:

- a. Such bidder is providing goods, works, or non-consulting services resulting from or directly related to consulting services for the preparation or implementation of a project that it provided or were provided by any affiliate that directly or indirectly controls, is controlled by, or is under common control with that bidder; or
- b. An entity can participate only in one bid: as a single bidder, as a lead in a consortium/ joint venture or as a partner in a consortium / joint venture. Partnership firms or similar entities in different jurisdiction which work under common brand name or a part of affiliated network will be regarded as single entity and may not participate in more than one bid. Similarly associates and subsidiaries of an entity will be regarded as a part of a group and may not participate in multiple bids. Bidders may ask for clarification and any decision in this regard by Karandaaz shall be deemed to be final.
- c. Such bidder(including its personnel) has a close business or family relationship with one or more professional staff of Karandaaz Pakistan who: (i) is/are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of the contract; or (ii) would be involved in the implementation or supervision of the

contract unless the conflict stemming from such relationship has been resolved in a manner acceptable to Karandaaz Pakistan throughout the procurement process and execution of the contract; or

d. Such bidder falls under any other conflict of interest situation as specified in the standard bidding documents relevant to the specific procurement process.

## SECTION 4. TERMS OF REFERENCE

**Thematic Area:** Digital Financial Services

**Project Title:** Brand Development for Micro Payments Gateway (MPG).

**Expected Start Date:** 30-December-2019

**End Date:** 30-April-2019

**Task Manager:**

### About Karandaaz Pakistan

KARANDAAZ PAKISTAN, a section 42 company incorporated in Pakistan in August 2014, promotes access to finance for small businesses through a commercially directed investment platform, and financial inclusion for individuals by employing technology enabled digital solutions.

Karandaaz Pakistan has financial and institutional support from leading international development finance institutions; principally the United Kingdom's Department for International Development (DFID) and the Bill & Melinda Gates Foundation (BMGF).

The Company has four verticals.

- **Karandaaz Capital** provides wholesale structured credit and equity-linked direct growth capital investments in micro, small and mid-size enterprises (MSMEs) with compelling prospects for sustainable growth and employment generation in Pakistan.
- **Karandaaz Digital** focuses on expanding the poor's access to digital financial services in Pakistan by working across the ecosystem with all stakeholders including regulators, policy-makers, government departments, businesses and researchers and academics with activities arranged in four key work areas—Policy and Regulation, Seeding Innovation, Experimentation and Solutions Development, and Scale and Outreach.
- **Karandaaz Innovation** manages the Innovation Challenge Fund, providing risk capital and grants to partners with an aim to generate innovative solutions to complex problems in areas of financial inclusion and entrepreneurship.
- **Knowledge Management and Communications** supports the company's core financial inclusion goal by developing and disseminating evidence based insights and solutions to influence markets and the financial ecosystem.

## Project Background

The Micro Payments Gateway (MPG) project is a collaboration between Karandaaz and the State Bank of Pakistan (SBP). The project was conceived as part of the National Financial Inclusion Strategy, which identified improvement of payment infrastructure as a necessary measure to further develop digital financial services, reduce reliance on cash, and drive financial inclusion in Pakistan. MPG will become a core component of Pakistan's payment infrastructure and allow every individual to make any payment digitally in a simple, fast, low-cost, and secure manner.

Karandaaz and SBP have recently launched the implementation of MPG and are engaging stakeholders to create awareness about the MPG system and prepare them for its upcoming launch. As part of the stakeholder engagement and wider public launch effort, Karandaaz and SBP aim to convey a clear brand and identity for the MPG project. Karandaaz is seeking a creative agency to support in:

- 1) Defining the brand strategy and positioning for the MPG project
- 2) Translating the strategy into a new brand name for MPG, and associated visual identity
- 3) Developing creative materials and marketing collaterals to be used throughout stakeholder engagement efforts

## Identification of need analysis

Almost a hundred billion transactions are processed annually in Pakistan, however less than 0.2% of that transaction volume is digitized. This can be primarily be attributed to the challenges within the payment ecosystem, which include:

- **Limited interoperability:** Financial institutions (i.e. the providers of digital payment services) have difficulty connecting to each other due to a lack of necessary central infrastructure
- **High cost of digital payments to the end user:** End users are charged high fees for transferring money digitally, making digital payments inaccessible for a large portion of the population
- **Poor user experience:** End users must go through a complex process to make digital payments and there are no digital modes of payment that are widely accepted by merchants
- **Lack of security:** Currently available digital payment types and infrastructure do not offer sufficient/adequate data protection and authentication

MPG has been designed to solve these challenges and will introduce multiple enhancements to the digital payments ecosystem in Pakistan, including:

- **Instantaneous payments:** immediate digital payments across users and merchants
- **Low-to-no transaction costs for end users:** MPG is designed to operate at a cost recovery model in order to make digital payments affordable to end users of all socio-economic backgrounds
- **Full sector-wide interoperability:** MPG will allow all financial institutions to seamlessly connect to each other and process digital payments through a single link to the central infrastructure

- **Customer-centric innovative products/services:** MPG will be built on cutting-edge technological standards, allowing financial institutions to develop innovative and user-friendly digital payment products and services (e.g. payment through phone number/email)
- **Reliability and enhanced security:** MPG will introduce more secure payment types, ensure that each transaction is authorized by the payor, and offer enhanced data protection and fraud detection services

## Scope of Work

MPG will play a very specific role in developing digital payments ecosystem in Pakistan – it will serve as the central infrastructure that allows all financial institutions (i.e. banks and payment system providers) to:

- Connect to each other seamlessly through a single link to the central infrastructure
- Develop more innovative payment services and products, leveraging the advanced features of the central infrastructure

The target market for MPG includes two distinct groups whose exposure to and interactions with MPG will take different forms.

### 1) MPG participants:

Financial institutions that will interact directly with the MPG system and use it to:

- Route digital payments made by their customers
- Test their new digital payment products and services before going to market

### 2) End-users:

Individuals and merchants that will use MPG-enabled digital payment products/services offered by financial institutions to make and receive payments, for both personal and commercial purposes. This group will be exposed to MPG through the digital payment products/services that they use and/or places of purchase they visit (i.e., when they see the brand, they should know and trust that they can use their MPG enabled product/service to make payments at that location). Potential forms of the MPG brand that end-users may experience include:

- A co-brand for a digital payment product/service
- A distinct payment feature within a product with a broader set of features (e.g. a mobile banking app)
- Signage/logos displayed at merchant locations

The brand and visual identity developed for MPG must appeal to both of the above mentioned groups that comprise its target market.

## Brand promise and value proposition

The core of MPG's mission is to transform the reach, security, speed, quality of, and trust in digital payments available to individuals and institutions in Pakistan. To properly capture this mission, the brand identity developed for MPG is expected to capture its main value proposition, outlined below:

- **Accessibility/interoperability:** Financial institutions will seamlessly connect to each other via MPG, making digital payments accessible across any channel to customers of any financial institution
- **Instantaneous:** Transactions routed through MPG will be processed near-instantly
- **Trust and security:** MPG will enable more secure payment types and incorporate cutting edge security and fraud prevention features that make digital payments safe and reliable
- **Innovative simplicity:** MPG enable a broad range of new and innovative digital payment products that will significantly simplify the process of making payments for end users (e.g. paying via email/phone number, rather than account number)

The brand identity created should also conform to the following principles:

- Conveys the gravitas of what the system can do (e.g. modernize digital payments in Pakistan, increase access to financial services multi-fold)
- Inspires emotions (e.g. reliability, trust etc.)
- Delivers high visual impact
- Adaptable to a variety of media (print, online, outdoor signage)
- Adaptable for various marketing collateral sizes

The brand name can (but is not required to) take the following forms, among others:

- Acronyms consistent with other State Bank system names (e.g. PRISM, RTGS)
- Urdu language names

### **Activities and deliverables**

The selected creative agency is expected to carry out the following activities (at a minimum) to achieve the defined objectives:

- 1) Conduct a kick-off ideation workshop with relevant stakeholders
- 2) Develop at least 4 distinct options for the brand identity, each accompanied by a brand identity brief including:
  - a. Brand name
  - b. Brand logo
  - c. Tagline
  - d. Outline of the conceptual process to develop the brand identity and how/why it conveys the value proposition and principles highlighted in the brand value and proposition.

- 3) Conduct pre-testing interviews with 5 key stakeholders selected by Karandaaz, to receive feedback on the brand identity options created - the stakeholders selected by Karandaaz can be either internal (i.e. members of Karandaaz and/or SBP) or from the industry (i.e. banks or other financial institutions etc.)
- 4) Conduct a second workshop to present all developed options and select the final brand identity for MPG
- 5) Present the selected brand identity to the MPG steering committee and make final refinements based on feedback received
- 6) Develop creative materials, including a visual identity guide (“Brand Book”) and marketing collaterals for the selected brand identity:
  - a. The visual identity guide should include the following:
    - i. Brand name and logo
    - ii. Brand creative parameters (i.e. fonts, design styles, photo styles, color palette, etc.)
    - iii. Acceptable and unacceptable uses of the brand
    - iv. Guidelines for use of logo in print, online, and other forms of media
  - b. Marketing collaterals will be required for the following, at a minimum:
    - v. Print ad template
    - vi. Website ad template
    - vii. Newsletter template
- 7) Once one of the logos has been finalized, the vendor will produce a complete brand book (pdf) with following elements:
  - a. Logo: Brand Identity - colour versions: Full colour, black and white, reverse
  - b. Logo Clear Space: Position of logo identity
  - c. Logo Minimum Size: Spacing, placement and background rules
  - d. Incorrect Usage: Examples of probable incorrect usage
  - e. Colour Palette: Primary and Secondary Colours
  - f. Colour Production: Colour Values for print, web, etc.
  - g. Design guidelines, Branding and Co-branding: Placement Rules
  - h. Graphic Devices:
    - i. Envelopes x 2 sizes, Letterhead, Business Cards, File Covers, Folders, Giveaway materials (cups, pens, etc.) Notepads
    - i. Typography: Preferred Fonts for Headings, Subheadings and Body Text

The brand-book will be presented to the client in a PowerPoint presentation at this stage. Revisions and feedback may be shared and will have to be incorporated. The final brand-book in a PDF report format



with all details in narration will be shared with the client as a final deliverable and source files in an accompanying soft file folder in a USB drive.

### Reporting Timeline and Deliverables

The following is a rough guideline of milestones and expected completion dates to be met by the selected creative agency:

Milestone	Expected completion date
Kick-off ideation workshop conducted	Week 1
Brand identity options developed and pre-tested with stakeholders	Week 3
Brand identities pre-tested with stakeholders	Week 3
Brand identity materials revised based on pre-test feedback	Week 4
Second workshop conducted and final brand identity selected	Week 4
Final brand identity approved by MPG steering committee	Week 5
Brand book and all creative materials for final brand identity submitted and approved	Week 7

### Deliverables

The expected deliverables from the selected creative agency include:

Sr. No.	Deliverable	Details
1	Ideation workshop	<ol style="list-style-type: none"> <li>1) Planning and executing the logistics of the workshop in Karachi (the premises will be provided by Karandaaz and any stakeholder attendees will be responsible for their own travel arrangements)</li> <li>2) Providing all materials that will be used during the workshop</li> <li>3) Conducting the workshop</li> </ol>
2	Brand identity briefs	<ol style="list-style-type: none"> <li>1) Brand identity briefs for at least four (4) distinct creative options, each including the following:               <ol style="list-style-type: none"> <li>a. Brand name</li> <li>b. Brand logo – with examples on variety of media (print, online, clothing, outdoor signage)</li> <li>c. Tagline</li> <li>d. Outline of the conceptual process to develop the brand identity and how it conveys the value proposition and principles highlighted in the scope of work</li> </ol> </li> </ol>
3	Brand identity selection workshop	<ol style="list-style-type: none"> <li>1) Planning and executing the logistics of the workshop in Karachi (the premises will be provided by Karandaaz and any stakeholder attendees will be responsible for their own travel arrangements)</li> <li>2) Providing all materials that will be used during the workshop</li> <li>3) Conducting the workshop</li> </ol>
4	Creative materials	<ol style="list-style-type: none"> <li>1) Visual identity guide, including:</li> </ol>

		<ol style="list-style-type: none"> <li>a. Brand name and logo</li> <li>b. Fonts to be used with the brand (including any font size and style guidelines)</li> <li>c. Design styles for various forms of media (e.g. print, online, etc.)</li> <li>d. Colour palette</li> <li>e. Acceptable and unacceptable uses of the logo</li> <li>f. Guidelines for logo use in print, online, and other forms of media</li> </ol> <p>2) Marketing collaterals, including the following templates:</p> <ol style="list-style-type: none"> <li>a. Print ad template</li> <li>b. Website ad template</li> <li>c. Newsletter template</li> </ol>
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### Evaluation Prerequisites and Criteria

All submitted proposals will be evaluated against the following evaluation criteria:

#	<u>Proposal component</u>	<u>Score</u>
<b>1</b>	<b>Background and experience</b>	<b>15</b>
1.1	Brand building credentials	
1.2	Local customer insights and experience	
1.3	Portfolio of previous brand identities developed	
1.4	Experience of working with financial sector clients	
<b>2</b>	<b>Personnel</b>	<b>10</b>
2.1	Proposed Team with individual CVs and portfolios (CSR, designer, creative director etc.)	
2.2	Experience in collaboration with strategy consultants	
<b>3</b>	<b>Approach</b>	<b>20</b>
3.1	Creativity, innovation, and distinctiveness of presented ideas/references. One page to be furnished	
3.2	Proposed strategy for testing and audience feedback. One page to be furnished	
<b>4</b>	<b>Timeline</b>	<b>05</b>
<b>5</b>	<b>Total technical score</b>	<b>50</b>
<b>6</b>	<b>Financial score</b>	<b>50</b>
<b>7</b>	<b>Total proposal score</b>	<b>100</b>

## Documents to be submitted

Interested creative agencies should submit technical and price proposals based on the provided ToRs to Karandaaz Procurement. The proposal should cover the following elements specifically:

1. Corporate profile
    - a) Name of the institution
    - b) Summary of corporate structure
    - c) Number and type of employees or agents relevant to this proposal
  2. Background and experience
    - a) Credentials in acting as a creative agency preparing brand identities (e.g. ability to apply innovative, creative processes to material development)
    - b) Portfolio of previous work including examples of brand identities developed (including brand names, logos and taglines conceived)
    - c) Track record (list of clients) and examples of similar projects executed
    - d) Three (3) references from previous clients
  3. Personnel
    - a) Proposed project team structure
    - b) Profiles of all project team members
  4. Approach:
    - a) Proposed methodology and approach (minimize repeating TORs) – One page
    - b) Proposed strategy for testing and audience feedback – One page
  5. Project workplan:
    - a) Detailed project plan outlining proposed activities, project timelines, major milestones, and deliverables the milestones, proposed activities and timelines of the project
- The financial proposal should be reflective of all activities identified separately.
  - Document specifications: Font Calibri, Font Size 11.
  - Late submissions will not be entertained.
  - Soft and hard copy of application documents must be mailed to the following office and email addresses no later than **16<sup>th</sup> December 2019**.

**Office Address:** Procurement, Karandaaz Pakistan, 1 E, Ali Plaza, Nazim ud din Road, D-Chowk, Islamabad

**Email:** [procurement@karandaaz.com.pk](mailto:procurement@karandaaz.com.pk)

Envelops should be marked: **“RFP # 70 - Brand Development for Micro Payments Gateway (MPG).**



Insert RFP Title

All queries should be directed to [procurement@karandaaz.com.pk](mailto:procurement@karandaaz.com.pk) no later than 11<sup>th</sup> of December 2019. Responses will be provided by the 12<sup>th</sup> of December 2019.

**PROPOSAL SUBMISSION FORM**

Dear Sir/Madam,

Having examined the Solicitation Documents, the receipt of which is hereby duly acknowledged, "THE FIRM NAME" undersigned, offer to provide consulting for "INSERT REFERENCE NUMBER" to KarandaaZ Pakistan in accordance with the Price Schedule attached herewith and made part of this proposal. "THE FIRM NAME" undertake, if our proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.

"THE FIRM NAME" agree to abide by this proposal for a period of 90 days from date fixed for opening of proposal in the invitation for proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

We understand that you are not bound to accept any proposal you may receive.

Dated: this-----day of -----2019

**Name, Designation and Signature of the "firm Representative"**