

TERMS OF REFERENCE

SHS SOCIAL MOBILIZATION & CONSUMER AWARENESS CAMPAIGN

[SINDH SOLAR ENERGY PROJECT: COMPONENT 3]

1. BACKGROUND

Accurate estimates of the electricity access rate in Pakistan presents several hurdles, but it can reliably be said that there are significant access gaps, especially in rural areas. The most recent census, in 2017, indicates that there are over 32 million households in the country, and NEPRA reports just under 24 million household connections¹—which implies an electricity access rate of just over 74 percent. In Sindh Province, however, the rate is much lower, at 39.6 percent². Efforts to bridge the gap in electricity access have been conducted primarily through grid extension, which is uneconomic in some rural areas because of low population density and high dispersion among rural settlements. Provision of off-grid solutions have relied on small hydropower in the northern provinces, and there have been limited attempts to provide solar home systems (SHSs) in the southern provinces. However, government-provided SHSs often suffer from high rates of system failure and abandonment, especially when no long-term operation and maintenance (O&M) support is in place. In the absence of a decent electricity service, Pakistani households spend an estimated \$2.3 billion annually on alternative lighting products/services such as kerosene, gas lights, and battery-powered torches³.

With a likely access deficit in both the availability and quality of electricity supply, Pakistan has the potential to be a large market for SHSs⁴ at a time when commercial provisioning of such systems is starting to take off. However, Pakistan's SHS market is characterized as early-stage, with only limited adoption of pay-as-you-go technology, despite a potential market size of 22 million households.

Sindh Province is key to increasing the share of renewable energy generation in Pakistan and to developing new ways of providing electricity access. With excellent solar resources, the remoteness of off-grid villages, the inability of many consumers to afford grid connections, and the erratic provision of power, there is clear logic to expansion of the SHS market, with technically and commercially sustainable product solutions.

Sindh Energy Department (SED) has obtained financing and technical support from the World Bank to expand solar power and increase access to electricity under the Sindh Solar Energy Project (SSEP) in 10 low electricity access districts of Sindh⁵. Component 3 of SSEP targets the second of these objectives,

¹ NEPRA. 2017. "State of Industry Report 2017."

<https://www.nepra.org.pk/Publications/State%20of%20Industry%20Reports/State%20of%20industry%20report%202017.pdf>

² NEPRA in 2017, reported a total number of domestic connections of 3,400,260 in Sindh. This translates into an electricity access rate of 39.6% for Sindh, with roughly 5,185,350 households without electricity connections.

³ IFC. 2015. "Pakistan Off-Grid Lighting Consumer Perceptions: Study Overview."

<http://lightingasiasia.org/Pakistan/market-intelligence/>.

⁴ WBG. 2018. "Global Off-Grid Market Trends Report: 2018." Washington, DC. <https://www.lightingglobal.org/2018-global-off-grid-solar-market-trends-report/>.

⁵ Refer to Project Appraisal Document for further details of SSEP: <http://projects.worldbank.org/P159712?lang=en>

and includes the target of providing SHSs to 200,000 households within the five year project timeline⁶.

Under Component 3 SED will identify target districts with low levels of electricity access and provide partial grants to households to assist them in purchasing or leasing a SHS from private sector SHS suppliers. Interested households shall then enter into a voluntary contractual arrangement with pre-identified SHS suppliers for installation of an SHS system that complies with the pre-determined product specifications, with the balance (majority) of the cost of the SHS paid by them either up-front or in installments, according to the pricing and contractual arrangements available from each supplier⁷. The SHS supplier would be responsible for ongoing operations and maintenance according to the warranty and the terms of their contractual obligations to the household.

To support the design, implementation, and monitoring and evaluation of Component 3 of SSEP, four consultancy/services contracts shall be issued by SED, which may be seen at Annex-A as follows:

A different firm shall be contracted for each assignment, and the Terms of Reference (TOR) for each contract can be found on the SED website.⁸ However, the two contracted firms for assignments 3 and 4 shall work closely together, and in partnership with SED as the responsible government implementing agency for the project. The actual sale, installation and operation of SHSs will be the responsibility of private sector SHS suppliers registered under the scheme.

A diagram that captures the roles and responsibilities of various stakeholders in the SHS component is as follows:

⁶ SHS shall be a basic starter kit, of 3 Lights, 1 Fan and 1 Mobile Charging Option expected to cost between \$200 - \$300

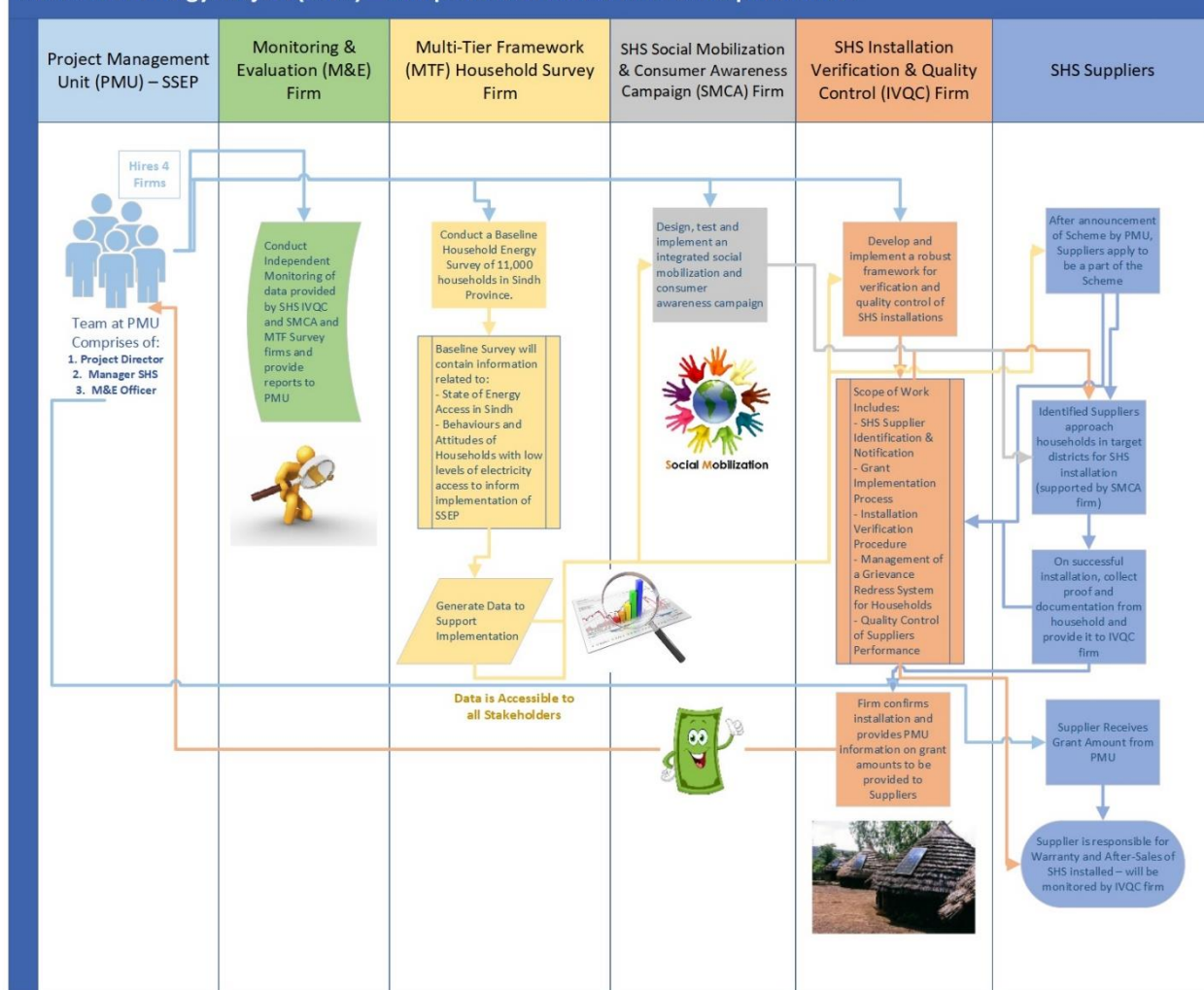
⁷ Presentation: <http://pubdocs.worldbank.org/en/726591541624709297/Presentation-Workshop-SSEP-Component3-Consultation-03Oct2018>

Feedback Summary: <http://pubdocs.worldbank.org/en/467771541705264131/Feedback-Summary-SSEP-Component3-Workshop-03Oct2018>

Proposed Technical Standards: <http://pubdocs.worldbank.org/en/890071542151173966/Proposed-Technical-Standards-SHS-SSEP-03Oct2018>

⁸ <https://sindhenergy.gov.pk/tenders/>
and <https://pdssep.blogspot.com/>

Sindh Solar Energy Project (SSEP) – Component 3 Process Flow & Responsibilities



This TOR document relates to assignment 2: Consumer Awareness and Social Mobilization Campaign. To support the SHS roll-out, SED is seeking the services of a consulting firm, or firms acting in association as JV or sub-consultancy, (thereafter referred to as the “Consultant”) with specialist expertise in behaviour change communications and marketing using ‘below the line’ (BTL) and ‘above the line’ (ATL) approaches to carry out this assignment.

2. OBJECTIVES OF THE ASSIGNMENT

The objective of this assignment is to design, test and implement an integrated Consumer Awareness and Social Mobilization Campaign that shall support the uptake and sustained use of quality SHSs by at least 200,000 off-grid households in 10 low electricity access districts in Sindh. The time-line of the campaign is from January 2020 through to July 2023.

SCOPE OF WORK

In achieving the objective, the following requirements shall apply:

- i) The Consultant shall develop a communications and consumer marketing campaign to generate demand for SHS products and services, that shall support adoption of SHS in the target areas.
- ii) The campaign shall be informed by insights into the key drivers of SHS adoption and behavior change. This includes necessary information to induce lifestyle change, buying decisions and the creation of new businesses. These insights shall be gathered by the successful Consultant during the inception phase of the assignment.
- iii) The campaign shall use on-the-ground experiential activities as well as above the line media interventions to drive renewed and sustainable interest in quality off-grid solar home systems promoted under SSEP for the development of the market.
- iv) The Consultant shall work closely with the Project Management Unit (PMU) at SED to develop an operational strategy for ensuring demand creation and initiating market development support activities at the local level.
- v) The Consultant shall also maintain close co-ordination with SHS providers, as well as any other on-the-ground institutions that may be critical for the success of the project. The activities carried out under this assignment shall complement the individual marketing efforts by SHS providers, without favoring one provider over another, and shall avoid duplication of such activities where possible.
- vi) The outputs developed under the assignment shall feed into a subsequent prototyping phase, in which consumer awareness content and activities shall be piloted and further refined ahead of scale-up. The Consultant shall be responsible for pilot implementation, as well as subsequent scale-up, under the PMU's guidance.
- vii) Throughout the process, social mobilization and consumer awareness activities shall be tracked in their effectiveness/impact by the number of households reached (including special provision for targeting of female-headed households) and uptake of SHSs in the targeted areas.
- viii) The campaign shall target mainly consumers and communities, along with supply chain players and institutional actors such as MFIs and NGOs in the target areas.

The target districts, population figures and household numbers from the latest census data (2017) are in the table below.

S.No.	District	Households	Population
1	Badin	359,376	1,804,516
2	Ghotki	296,830	1,647,239
3	Jacobabad	177,867	1,006,297
4	Kashmore	185,143	1,089,169
5	Khairpur	413,044	2,405,523
6	Qambar Shahdadkot	223,154	1,341,042
7	Sanghar	374,609	2,057,057
8	Sajawal	153,018	781,967

9	Tharparkar	301,625	1,649,661
10	Umerkot	212,356	1,073,146

Initially the scheme will target just 1-2 of these districts in the initial pilot phase. The Consultant shall be expected to provide a comprehensive service covering all districts, with field-based resources focused according to where there is strong demand from households and corresponding activity from SHS suppliers. The targets for SHS uptake are as follows:

Milestone	Number of SHS deployed
Jul 2020	10,000
Dec 2020	20,000
Jul 2021	30,000
Dec 2021	30,000
Jul 2022	45,000
Dec 2022	45,000
July 2023	20,000
TOTAL	200,000

The firm shall put in place mechanisms and systems that are easily scalable, although any increase in the number of households or districts to be targeted would need to be dealt with through a contract modification, or a new procurement process.

4. ACTIVITIES AND DELIVERABLES

Further details and requirements are provided below on each of the activities/deliverables outlined in Section 3.

4.1 Creative

The Consultant shall:

- Distil and articulate insight-driven ideas and value proposition that shall drive communications, including the use of local language as a part of this effort.
- Translate the ideas into impactful messaging themes and robust communication concepts that can be adapted to different audience segments and media channels without compromising consistency in messaging thrust.
- Developing key messages in such a manner that messaging maintains brand neutrality (the project does not support specific brands but rather products that have been approved because of their quality standards and features) and presents balanced information;
- Ensuring that all communication elements take serious cognizance of cultural, religious and social sensitivities and nuances;

- Produce segment-specific creative materials and content based on the key insights, big ideas and messaging themes, to be deployed across a variety of ATL and BTL channels as appropriate that may include; forums, bazaars, market activations, street theatre, radio, TV, print, online etc.

4.2 Campaign Strategy and Design Plan

The Consultant shall develop an integrated consumer education strategy that clearly defines the key communication objectives, value proposition, key message themes, desired audience responses/behavioral changes, and the communication platforms to be deployed. It will be essential to pay attention to district entry approaches which shall support smooth implementation of the program.

The Consultant shall incorporate the information and guidelines provided as **Annex B** in developing the campaign strategy and design plan.

4.3 Campaign Execution

The Consultant shall manage and execute the implementation of the consumer education program in the target districts. However, the strategy must be developed in close co-ordination with SED once final villages in those districts are decided. The Consultant shall:

Conduct a well-planned and controlled pilot program, after which, necessary refinements may be made to the strategy, content and platforms before mass roll out;

Ensure close co-ordination with SHS providers under the project in the target districts, and make sure there is ample inventory in the target district before the start of the campaign;

Cooperate with any monitoring and evaluation activities or enquiries carried out separately by SED or by a firm appointed by SED.

4.4 Activity Tracker

The Consultant shall implement a real-time web-based tracking system that the PMU will have access to, that will list all (ATL and BTL) activities being undertaken in each area and their impact and outcome such as number of people reached, number of SHS adopted by consumers targeted under various ATL and BTL activities, and budget spent by on various ATL and BTL activities etc. The Consultant may need to interact with the firm responsible for assignment 3 to cross-reference and utilize their data on grant applications and SHS uptake. As a result, the tracking system shall have API functionality to allow it to easily communicate with other platforms as required. The client also has a preference for platforms built using open source software to facilitate future use and operation by other firms or agents.

4.5 Central Phone Line for Information

The Consultant shall implement and set up a central telephone line, that the target audience can call to get further information on SHS scheme, which suppliers are participating, how to contact suppliers, where the product is available and provide basic information related to campaign. The telephone number, which shall be selected to be memorable and/or relevant to the campaign, shall be incorporated into all campaign materials. The call center agents shall be trained and well versed about the campaign and shall be able to give relevant information in all relevant languages. The Consultant may be required to cooperate closely with the firm responsible for assignment 3 to ensure that the separate phone service operated for grant applications and complaints is coordinated and perhaps

linked in some way.

5. SCHEDULE FOR DELIVERABLES

The selected Consultant shall report to the PMU team made up of representatives from SED.

The PMU staff shall be overseeing and approving the design and review of the strategy, creative concepts and pre-testing, discussions with community stakeholders on design and other key elements of this assignment.

The assignment is expected to begin in January 2020 with the roll-out of the campaign expected in March 2020. The total contract is for a period of forty-two (42) months from the signing of the agreement. Upon award of the contract, a detailed timeline and reporting schedule shall be determined between the Consultant and SED.

Summary and timeline of deliverables:

Deliverables	Submission schedule
1. Creatives	6 weeks after the award of the contract
2. Campaign Strategy & Design Plan	6 weeks after the award of the contract
3. Campaign Execution (pilot and scale-up)	8 weeks after the award of the contract and till the end of the project in July 2023
4. Activity tracker	Shall be available to the project team once the campaign starts after 8 weeks of award of contract, till the end of the project in July 2023
5. Central Phone Line for Information	Shall be available to the target consumers once the campaign starts after 8 weeks of award of contract, till the end of the project in July 2023
6. on acceptance of phased ATL activities reports	(Payment to be broken down by annual activities or milestones across the five years)
7. on acceptance of phased BTL activity reports	(Payment to be broken down by annual activities or milestones across the five years)
8. Progress Reports	First report due 14 weeks after the award of the contract, and every 6 weeks after that till the end of the project in July 2023
9. Preparation of a Mid-Term Evaluation Report	Shall be submitted after twenty-one (21) months

After submission of deliverables in a report/presentation format, the Consultant shall allow two weeks for review by PMU. All deliverables must be reviewed and accepted by PMU to be accepted as

completed.

In case of not meeting of the agreed facilitation targets of adoption of SHS and outreach targets outlined, the Consultant shall be expected to restructure their strategy after discussing and getting approval from SED. If targets are not met in three consecutive quarters, SED has the right to discontinue the contract or take a decision regarding restructuring of the contract.

6. REPORTING REQUIREMENTS

6.1 Progress Reports

The Consultant shall provide Progress Reports every six weeks in a standardized format that highlight key challenges and achievements relating to implementation of the assignment. The Progress Reports shall capture the activities conducted (drawing on data provided through the Activity Tracker), how they measure against the metrics defined earlier for effectiveness (such as outreach and SHS adoption numbers). The reports shall also capture any feedback of how such campaigns directly influence consumer behavior and market creation. The Progress Reports shall provide the basis for regular meetings with the PMU to prioritize resources and agree on any changes needed to the various strategies and activities being implemented by the Consultant. The Consultant shall also allow time for meeting and liaising with the M&E firm contracted under assignment 4.

6.2 Mid-Term Evaluation Report

The Consultant shall prepare and deliver a Mid-Term Evaluation Report following 21 months of the assignment start date. This shall provide the client with an evaluation of the first half of the contract, including an overview of all activities conducted, achievements, challenges, lessons learned and recommendations for improvements.

6.3 Project Completion Report

The Consultant shall prepare and deliver a Project Completion Report by June 30, 2023. It shall provide the same overview as the Mid-Term Evaluation Report, but for the entire duration of the project, and shall include activities performed, findings, achievements, lessons learned, recommendations for future campaigns. The report shall also provide details of the wrap-up and conclusion of the assignment, including hand-over of any assets commissioned under the contract (including the Activity Tracker) and demobilization of key personnel and systems.

7. TEAM COMPOSITION & QUALIFICATION REQUIREMENTS

The selected Consultant shall be a professional marketing communications firm (or firms) with a track record of relevant work in Pakistan incorporated for at least the past 15 years in this business. They should have successfully completed at least two assignments of similar scale and complexity, out of which at-least one assignment has targeted rural Pakistan, that demonstrates developing rural demand for any product/behaviour change. The Consultant shall demonstrate the creative content and implementation strategy of the two assignments, and the impact created as a result of the campaign.

The Consultant team shall have good experience both in communications and marketing campaign

development particularly in the Pakistan market context. Strong understanding of local enabling environment and public-sector context in Pakistan is required.

The Consultant shall have excellent expertise in implementing integrated BTL and ATL community-based consumer campaigns. Experience in dealing with technology/products that are comparable to SHSs shall be accorded due weightage. The Consultant shall be expected to work in synergy with SED as well as the district consumer education teams, and therefore experience in working with public sector agencies is beneficial.

Experience of working in rural areas of Pakistan is mandatory for the firm(s) leading the BTL components of this assignment. The Consultant is expected to have logistical capacity through existence of established offices and networks.

SED expects that the selected Consultant shall allocate its best creative and implementation staff to the assignment. Team composition and qualifications shall reflect key skills needed to undertake each proposed component activity area. The team must have a Team Leader who shall be the primary person responsible for the technical work, shall manage the assignment design and implementation process, and shall be the primary point of contact. At least 15% of the project team members hired by the Consultant shall comprise of female and/or disabled staff, with due consideration given to specific utilization of female staff to target certain market segments, an in particular female-headed households. Strong local staff with fluency in Urdu, Sindhi and other local languages in the target districts in addition to fluency in English is required (the requirement of Sindhi and local languages is for staff handling on-the-ground execution, the essential staff described above needs to be fluent in English and Urdu only, though knowledge of Sindhi or any local language will be an added advantage).

Essential staff for the assignment shall include:

- i) **Team Leader:** Technical staff with at least 10 years of experience; at least a Bachelor's degree in communications/marketing, development communications, public relations, journalism or any other relevant qualification; A community-based consumer education shall be accorded due weightage.
- ii) **Content Development Specialist:** Should have experience in content development, especially in the development of campaigns targeted towards rural communities; At least 10 years of experience; Master's degree in communications/marketing, development communications, public relations, journalism or any other relevant qualification.
- iii) **Media Strategy Development Specialist:** Should have experience in media strategy and channel identification, especially in the development of campaigns targeted towards rural communities; At least 10 years of experience; Master's degree in communications/marketing, development communications, public relations, journalism or any other relevant qualification.
- iv) **A Geographic Information Systems (GIS) Specialist:** Should have a minimum of three years of work experience in using and working on GIS applications, in management and manipulation of digital data (shall be familiar with the ArcGIS format); Bachelor's degree in a relevant field, such as urban planning, remote sensing, computer science or any other relevant qualification.

8. SELECTION METHOD

The Consultant shall be selected through Least Cost-based Selection ("LCS") in accordance with the procedures set out in the World Bank Procurement Regulations for Borrowers, 2016 (revised November 2017 and August 2018).

Annex-A:

- 1) **Household Energy Surveys:** A firm shall be contracted to carry out two household energy surveys in Sindh Province, at the start and end of SSEP, using the recently established Multi-Tier Framework (MTF) for measuring energy access. The MTF has been developed by the Energy Sector Management Assistance Program (ESMAP) within the World Bank, in consultation with other international agencies and experts, and has already been deployed in 15 countries⁹. The first household energy survey is expected to be completed during the first half of 2020, thereby providing data to inform the scale-up phase of Component 3 activities, and in particular the targeting of districts (and households within each district), SED is commissioning, including data for private sector SHS suppliers.
- 2) **Consumer Awareness and Social Mobilization Campaign:** A firm shall be contracted to design and deliver a comprehensive consumer awareness and social mobilization campaign in the target districts, to provide education on SHS options and benefits, introduce the Sindh SHS scheme and the grant incentive available, and provide neutral information on the participating SHS suppliers. The firm's activities shall complement (while being independent of) the promotional activities of each SHS supplier, but of course SHS suppliers will directly benefit from the firm's efforts in raising awareness and generating demand for SHSs.
- 3) **Installation Verification and Quality Control:** A firm shall be contracted to design, develop and implement a robust framework for verification and quality control of SHS installations to ensure that the objectives of the project are met. The firm shall act as the independent verification agency on behalf of SED for disbursement of the partial grant payments made to qualified SHS suppliers; and shall perform quality control and random testing (field and laboratory based) to ensure that all SHS suppliers are conforming with the standards, rules and processes. The firm shall also administer the registration of SHS suppliers, a consumer complaints hotline, a live tracking platform (web-based), disbursement of grants to SHS suppliers, and a system for reprimanding/penalizing SHS suppliers that are not in compliance.
- 4) **Monitoring and Evaluation (M&E):** A firm shall be contracted to conduct independent monitoring and evaluation of the data and activities of the three firms contracted under assignments 1-3, and will work closely and support the M&E Officer in the Project Management Unit (PMU) at SED.

⁹ <http://www.worldbank.org/en/topic/energy/publication/energy-access-redefined>

ANNEX B

INFORMATION AND GUIDELINES TO INFORM THE CAMPAIGN STRATEGY AND DESIGN PLAN

Benefits of SHS

As identified earlier, consumer education is a critical component in developing the market for off-grid solar home systems under SSEP. This is because:

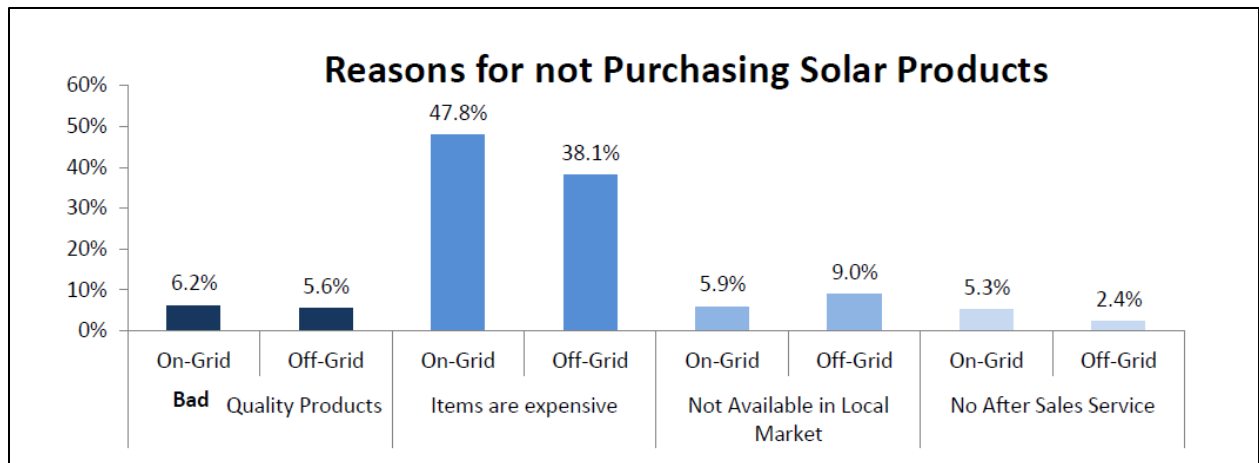
- high up-front cost deters consumers to buy off-grid energy products which, in many cases, retail at higher prices than fuel-based solutions e.g. kerosene lamps, candles but have quick and short pay pack periods;
- use of improved low-cost off-grid solar home system provide an avenue for social, health and economic development;
- lack of access and reliable information about economic and environmental benefits of off-grid solar home systems is prevalent in the target districts;
- there is also a lack of information on recognized quality standards that has resulted in consumers purchasing low quality products, which erodes confidence and spoils the market;
- the cultural notion that electricity is solely grid-supplied has created the impression that off-grid alternatives are not able to meet the needs of the consumers; and,
- challenges related to distribution, i.e. non-availability of product, and lack of after-sales services.

Strategy Development

The Consultant shall develop the following:

- **Media Strategy:** A media strategy identifying the most effective channels to approach consumers, communities, supply chain players and institutional actors.
- **Creative Content:** to develop the best possible messaging and content, that shall contribute towards achieving the assignment objective. The consultant shall use the findings from the IFC Study listed in this paragraph and develop content for outreach accordingly. In a study done in 2015 by International Finance Corporation (IFC), in which a 6,000-household survey was commissioned, the following barriers of adoption for off-grid solar devices in Pakistan were identified:¹⁰ products were expensive, inferior quality, weak supply chain and distribution, no after-sales service. A graphical representation is below:

¹⁰ Pakistan Off-Grid Lighting Consumer Perception Study, IFC, 2015



- **Holistic Marketing Strategy (ATL/BTL):** A 360-degree marketing strategy and set of activities to meet effective reach targets with maximum return on investment. The strategy shall include ATL & BTL activities, with time-lines, provide recommendations for specific activities, and formulate an implementation plan that maximizes the budget and impact, up until July 2023. Based on prior experience, there is likely to be a preference towards mainly BTL activities, supported by ATL activities. A budget split of 75:25 (ATL: BTL) is recommended. The Consultant shall come up with the best possible strategy, given its experience and understanding of the assignment.
- **Execution Plan:** The Consultant is expected to execute the marketing strategy with a high degree of efficiency in terms of use of resources. The execution plan is expected to also track outreach and SHS adoption in target districts (making use of data provided under a separate contract awarded by SED under this project) and shall have the flexibility to incorporate changes depending on the success of the campaign.

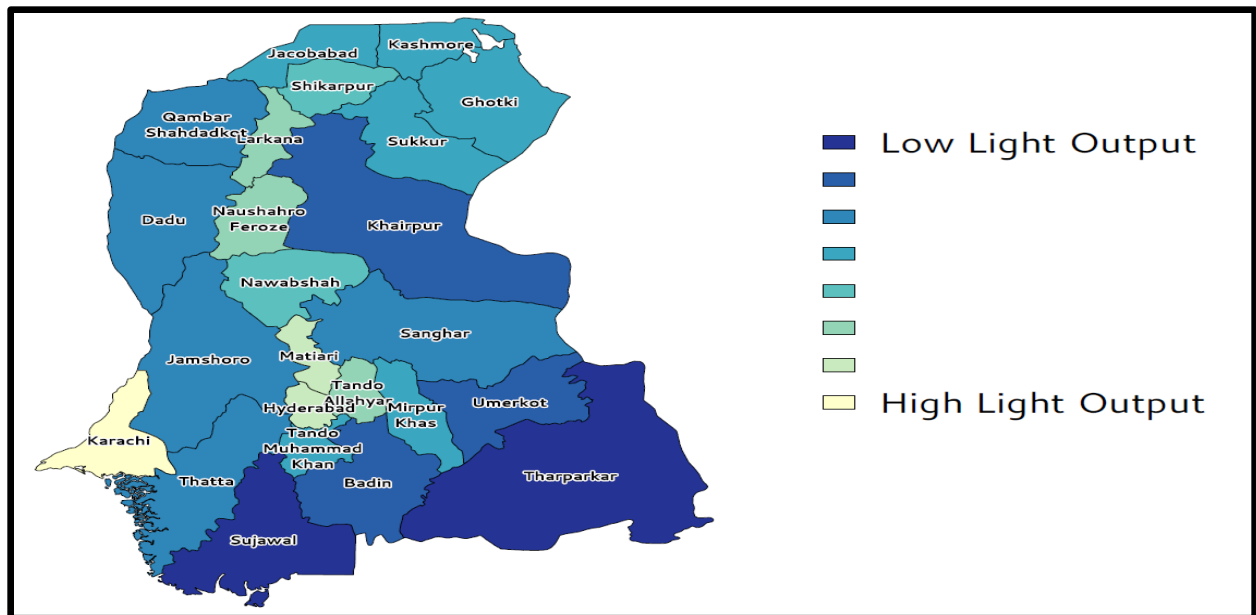
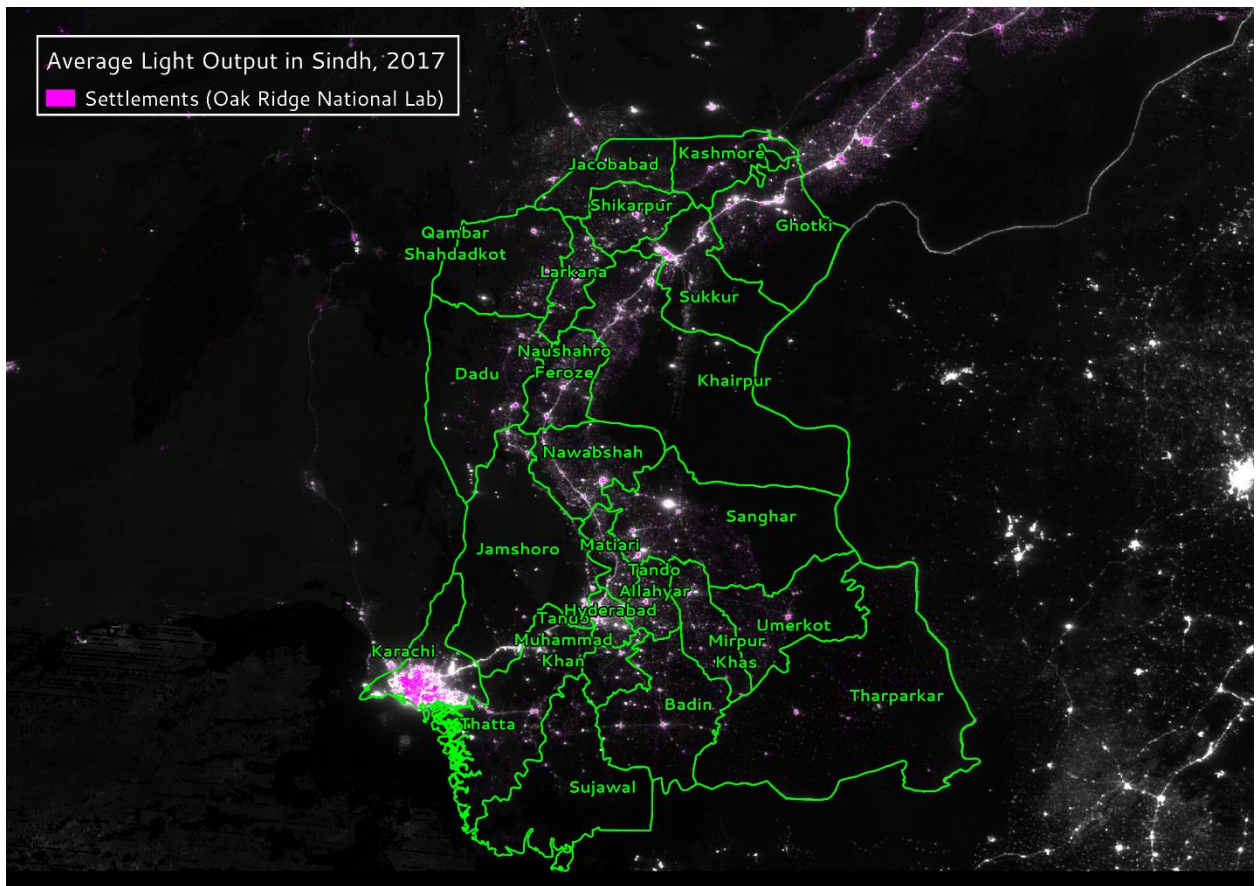
GIS Maps

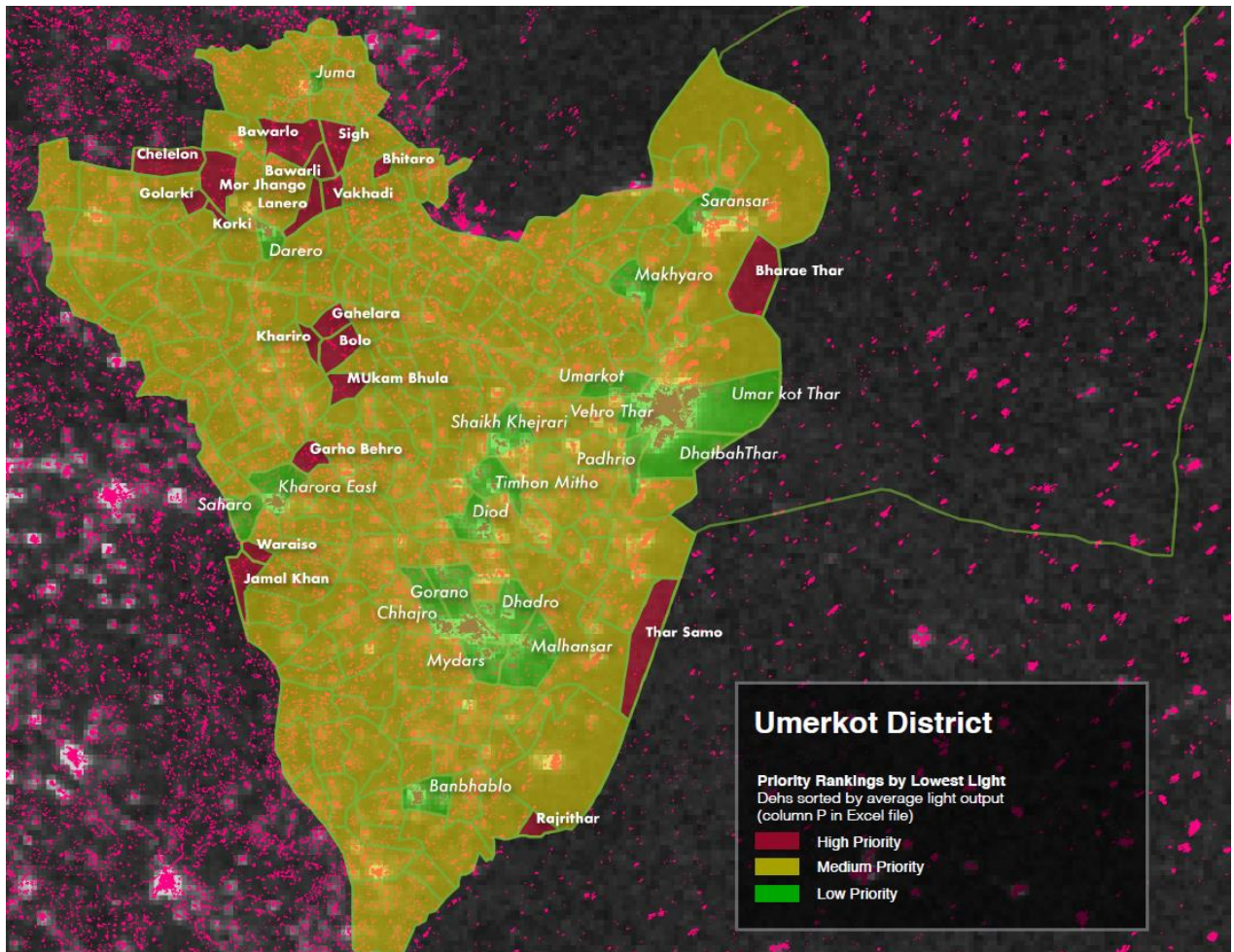
Detailed GIS Lighting Maps prepared by the IFC Lighting Pakistan Program for Sindh province can be accessed in the link:

<https://www.dropbox.com/sh/0109izu5vrn3mly/AADlbDkyhUd7JU0Phhx5LdTra?dl=0>

These maps shall support the Consultant in targeting of specific areas for their assignment. These maps provide data on high and low energy access areas within the 10 target districts. The Consultant shall have a GIS specialist as a part of the project team that has the knowledge and expertise to work with these maps in an ArcGIS format by accessing them and using the data to support the campaign. The Consultant shall make use of the GIS data, and census 2017 population data, and the household energy survey data (to be commissioned under SSEP) amongst other factors, in targeting of the campaign.

Examples of GIS Lighting Maps are below:





Different Positioning Strategy

Since quality verified SHSs are more expensive than non-verified solutions available in the market, the Consultant shall recommend and devise a differentiating positioning strategy for SHSs supported under SSEP based on availability, quality and service delivery. Also, the Consultant shall identify potential objections to product adoption and such interventions. This analysis shall culminate in a distillation of key consumer insights that shall drive communications in the category.

Target Audience

The defined core target audience is the population living in low electricity access areas, which include individuals and households in urban, semi-urban and rural areas across the 10 identified districts. This core target group comprises literate, semi-literate and illiterate individuals of schooling and working age; who are without regular grid-supplied electricity and depend heavily on other means to meet their domestic and occupational lighting needs. Due to their low incomes, their expenditure on off-grid lighting alternatives consumes a significant part of household income, making it an inordinate cost burden.

In carrying out audience targeting, the Consultant shall:

- Clearly map out and define the various target audience segments in the target districts with special consideration given to the more rural areas and low-income segments in urban areas;
- Identify their needs, factors influencing their purchasing decisions, and the nature of the content needed to influence behavioral change;
- Ensure that the campaign is cognizant of the need to engage all stakeholders who participate directly or indirectly in the provision of energy access and SHSs to consumers. These stakeholders include regulatory bodies, local governments, federal government agencies, local leaders, civil society, opinion leaders, MFIs, local NGOs etc., or any group/organization who may have a stake in the welfare of the target population, as well as the adoption of the solutions.

Media Reach Monitoring Plan

The Consultant shall develop a media reach monitoring plan as well as an overall impact measurement mechanism for the campaign to be reported upon at regular intervals. Due to the proliferation of media channels, it will be important to focus on the most efficient channel/platform mix to reach the target groups and districts. Media plans shall provide clear and logical rationales for choice of media and how they shall be combined to increase impact. The plan shall reflect a “value for money” principle and the Consultant shall negotiate for the best media and activity rates within the industry.

Media Strategy

The Consultant shall develop a media strategy showing how communications efforts shall be deployed across various media and supported by plausible rationales for each recommendation. The media strategy must make use of innovative, effective and efficient platforms and initiatives that can guarantee the highest return on media investment. Use of local languages for communication efforts shall be key and the Consultant is expected to incorporate this as a part of the strategy developed.

Metrics of Effectiveness:

The Consultant shall define a plan that provides metrics that will measure effectiveness, in terms of audience reached and number of SHS installed, that will lead to an uptake in a target area.

Sales and Outreach Targets

The expected number of sales targets for each year of the SSEP program and SHS facilitation targets for the Consultant are as follows:

Time-line	Number of overall SHS adoption for SSEP	SHS adoption facilitation target	Outreach targets
Jul 2020	10,000	2,500	To be defined by firm
Dec 2020	20,000	5,000	To be defined by firm
Jul 2021	30,000	7,500	To be defined by firm
Dec 2021	30,000	7,500	To be defined by firm
Jul 2022	45,000	11,250	To be defined by firm
Dec 2022	45,000	11,250	To be defined by firm
July 2023	20,000	5,000	To be defined by firm

The Consultant shall design and recommend a detailed 42 month roll out plan by district and areas for all the activities outlined in the Campaign Strategy and Design Plan, with a comprehensive breakdown of activities, deliverables and timelines. The Consultant shall run an initial pilot in a few target districts from March 2020 – July 2020, targeting 10,000 SHS in this period, the learnings of this pilot shall then be used in the scale up campaign from August 2020 – July 2023. Throughout the course of the project, the Consultant shall closely monitor sales by SHS providers during the execution phase, and tailor activities that are contributing towards an increase in sales. The Consultant shall provide a plan that states a cost per acquisition of each activity and shall put in place a monitoring and evaluation plan that will track the number of activities undertaken, and as a target for the Consultant, **25% of SHS adoption numbers shall be traceable back to the Consultant's activities.** The way this will be monitored will be that for every SHS installed, in the agreement form with the supplier, the customer will be asked a question, that by which medium was he informed about the SHS scheme, the answer should be traceable back to any ATL or BTL activity conducted by the firm. The SHS Mobilization and Consumer Awareness Firm should also have its own plan for tracing the activity. The plan must contain total contacts, total people reached, conversion rate estimates of people converting to SHS uptake, ratios and any other relevant statistics.

ATL/BTL Guidelines

The Consultant shall design and implement a campaign to achieve SHS adoption targets using the best mediums according to the research and experience of the Consultant. The Consultant shall develop a BTL strategy that demonstrates how the campaign messages developed will be delivered to the last mile.

Some of the guideline activities to be included in the campaign are as follows:

- Experiential activities including: forums, bazaars, carnivals, street theatre, market day activities and road-shows/market day activations.
- Trade exhibitions
- Corporate facing exhibitions
- Mass media advertising including: radio, tv, print and out-of-home;
- Public relations and strategic communications;

- Stakeholder engagement;
- Social media and mobile platforms.

The Consultant is not expected to cover all activities in the guidelines, but rather highlight the targeted activities that they will use for an effective and successful campaign.

Partnerships

The Consultant shall identify and develop partnerships with relevant institutions on the ground where required, and exchange and adopt best marketing practices for an effective campaign.

Staffing and Logistics

The Consultant shall clearly map out staffing, logistics, and material resource requirements for implementation.

Concept Iterations

The Consultant shall be prepared to go through various iterations of concepts and messages incorporating feedback from pre-testing exercises.