

Contract Section 3 - Terms of Reference
Girl Effect Ethiopia Yegna Management Agency (Yegna Bet)

1. Introduction

On the 1st September 2015 Girl Hub transitioned into The Girl Effect. Girl Effect works to accelerate the empowerment of adolescent girls living in poverty.

The Girl Effect Ethiopia (GEE) programme empowers adolescent girls in Ethiopia; promoting social norm change in their favour and driving better investments that directly benefit them. In September 2015 GEE embarked on the second Phase of the programme (2015-18). The first Phase (2012-2015) came to an end in August 2015.

In order to deliver part of this programme, DFID has procured the services of the Service Provider (herein, known as the 'Agency') to manage one of the core work streams of the GEE programme - the Yegna brand and media products - from September 2015 to August 2018. The Agency will take Yegna through to the next Phase (Phase II) from September 2015 to August 2018, growing, expanding and improving the brand and implementing the media activities, with the long-term goal of changing how girls are valued and perceived in Ethiopian society. The Terms of Reference sets out the requirements for this service.

The Agency is committed to the cause of creating positive change for girls with this extending to every member of the Agency team. The Agency has an understanding and appreciation that Yegna's core purpose is to achieve positive social change for adolescent girls, and in light of this they are committed to finding the best value for money in order to deliver better for Ethiopian girls. At a technical level, the Agency is required to commit to striving for excellence and seek out and work collaboratively with international calibre experts in behaviour change theory, brand strategy, creative design, marketing, communications, production of media products and broadcasting to ensure that Yegna continues to be as unique and impactful as possible. The Agency should embrace initiatives to make Yegna sustainable during the course of the second Phase.

2. Background

Ethiopia remains one of the world's poorest countries, with more than 30 million people living in extreme poverty. Adolescent girls are particularly disadvantaged with nearly 7 million living on less than US\$2 a dayⁱ. Girls in Ethiopia have little access to education and health services and early marriage and early motherhood continue to curtail the opportunities of many teenagers (with girls in rural areas being particularly worse off). Isolation is also a common problem with 21% of girls in Ethiopia reporting that they have no friends.

Globally, there is evidence that investing in a girl is transformational and stops poverty. Adolescent girls' well-being is fundamental to determining long term social and development outcomes.

However, most adolescent girls are currently not being sufficiently reached by development interventions and most existing targeted interventions are small scale. The specific needs of adolescent girls typically do not get focused attention in the face of competing Government and donor priorities, often subsumed with wider categories of 'youth' and 'women.'

The Terms of Reference is for the principle component of GEE's programme, Yegna (meaning 'ours' in Amharic) - our first work stream. The Yegna brand was established under the first Phase of the programme and is underpinned by a set of branded products: a radio drama, a radio talk show, mobile, clubs and music. The brand and the products champions girls, elevating them into the national psyche, sparks conversations, and opens up the challenges they face, and their potential to overcome these challenges. It is Ethiopia's first youth brand, designed to reframe girls as a valued and essential part of Ethiopian society so they feel more connected to their own community, and to each other. The Yegna programme also includes a range of (non-media) outreach activities which are designed to expand Yegna listenership and reinforce its behaviour change messages, particularly in the rural areas.

The Yegna brand and media products are the main vehicle through which Girl Effect Ethiopia seeks to change how girls are perceived and valued within Ethiopian society. Design and Implementation of the brand and products is managed by Yegnabet (a brand and communications Agency) with oversight from GEE.

Yegna drama and talk show is broadcast in the regions of Addis Ababa and Amhara and the storylines/themes of each programme address issues such as violence against girls, forced marriage, teenage pregnancy and school dropout; using female and male role models to shift attitudes and behaviour towards girls. The key differentiator of our programme is our ability to balance delivering behaviour change messaging, through content that is entertaining and fun: this, we believe, is the most efficient way to deliver positive behaviour change messages that stick. The Yegna programme also includes a range of (non-media) outreach activities (implemented through partners) which are designed to expand Yegna listenership and reinforce its behaviour change messages, particularly in the rural areas.

Girl Effect Ethiopia's Theory of Change draws on an understanding of the power of brands to accelerate positive change for girls, by empowering, informing and inspiring. Yegna creates huge demand and interest in what Ethiopian girls can offer to society, positively disrupting the way girls perceive themselves and are perceived by the world around them. Our theory is that this creates permanent positive shifts in attitudes and behaviour, both in its own right (by delivering messaging), but even more powerfully when matched with other (policy influencing) actions that broker tangible changes on the ground.

The 'Yegna' brand has been in existence for two years and is continuing to grow as an established and widely recognised brand that is positively affecting girls' lives and inspiring communities to talk about issues affecting girls. After two years of Implementation, over 7 million people are aware of the brand (one half of the target market). Furthermore, Yegna has over 1.13 million listeners and listenership has more than doubled in the last year.

Yegna has also proved to have a loyal following with repeat listenership for the Yegna drama currently at 77% of those who listen. We also know that roughly half of Yegna listeners are retaining the behaviour change messages and our recent audience survey showed that: 84% of girl listeners report that listening to Yegna is helping them to feel more confident and 65% of listeners are thinking differently about issues in girls' lives. (Further details on GEE's 2014 Audience Survey are provided in Annex 3).

The second work stream of the GEE programme - focused on Brokering Action - is aimed at influencing government and non-governmental partners working in Ethiopia to drive greater resources to policies and interventions that improve outcomes for adolescent girl, particularly those that increase their access to available assets and services. Combined with the delivery of Yegna (which focuses on generating the demand for change among girls and their communities), the influencing work is aimed at improving the enabling environment for girls and increasing the supply and quality of services available to them.

The third work stream – monitoring, learning and evaluation - is intended to build on the work achieved in Phase 1 to develop a sound evidence base for the Yegna and brokering work, and to test how well the Girl Effect model works in Ethiopia. As there is a large evidence gap globally on the way in which social communications can help empower girls and their communities, under Phase 2 Girl Effect Ethiopia seeks to be a significant knowledge builder in this field, both nationally and globally.

NOTE: The Terms of Reference are for the delivery of the first work stream, however the Agency will be required to work closely with the GEE team and other functions of the programme. This is because the work streams are inter-related and must work holistically, in order for GEE to achieve overall programme outcomes. For instance, the Agency will work with the Brokering Action team to inform GEE's partnerships in the rural area. The Agency will also be expected to work with GEE's Evidence Team (former MLR team) to build the evidence base on Yegna's Implementation successes/learning including value for money assessments.

The overall expected impact of the GEE programme is that girls actively participate in decisions about their lives and utilise the assets and services available to them, fully supported by their family, community and the broader system. This is in order to help break the cycle of intergenerational poverty and discriminatory gender norms in Ethiopia. At outcome level, this will be achieved through: improving perceptions

amongst girls and towards girls by their families and communities; and increasing the availability and accessibility of assets and services for girls.

3. Phase II Objectives for Yegna Brand and Media Products

The following five key elements of the Terms of Reference should be demonstrated throughout the contract period:

1. **That the Agency should continue to have a physical presence to execute the contract in Addis Ababa, Ethiopia.** The Yegna brand lives and dies by its authenticity and being a true voice of Ethiopian girls and Ethiopian society, so we need a team who are permanently based in Addis to work closely with us.
2. **Local influence and connections.** We need influential local partners with existing connections, who can navigate complex business, social and political networks. This is a country of face-to-face meetings, long term relationship building and deal making in a way that is mutually beneficial. Mastering and utilising this art is a critical requirement to the success of our work.
3. **Creativity.** We need to deliver world-class products, brand experiences, content and design that cuts through and creates impact. We need skills in both conceptual thinking and executional delivery.
4. **Innovation.** No one has ever done what we are doing before, and we always need to be inspired by local and global trends, and this needs to inform our work. We need a partner who will challenge our thinking, and make us feel uncomfortable.
5. **Being nimble.** The media landscape is constantly emerging, developing and leapfrogging – we need a partner who can adapt to these new opportunities.

Whilst the previous Phase achieved significant results, during the second Phase, GEE is looking to build on the successes of Yegna by encouraging behaviour change by **deepening impact, improving programme reach and putting the Yegna brand and media products on a path towards sustainability.**

Specifically from a reach perspective, we are at minimum seeking to increase our 'total channel interaction' for Yegna from 1.8m (our projected total for May 2015) to 3.4m in 2018. We intend to do this by converting the high brand awareness we currently enjoy (approximately 7 million people) into greater listenership, which we hypothesise can be done through a combination of marketing, channel optimisation and potentially introducing new channels, as well as increasing community engagement partnerships to ensure greater impact of content. We expect our work on Yegna to be guided by the following three objectives:

a. Optimising reach - grow Yegna's audience for maximum effect (quantity and quality)

- Understand existing reach of branded products
- Identifying gaps and emerging trends in media consumption to optimise uptake
- Re-configure the media strategy to reach more of the right people at the right time.
- Increase the conversion rate from those who are aware of the brand and/or music, to those who are actively interacting with the radio drama, talk show or other media products;
- Build partnerships to address media blackouts, (such as through supporting listening groups and other outreach activities, working with schools/community groups) through addressing media access issues in partnership with government and programme implementers

b. Deepening impact - delivering measurable outcomes in the lives of our audience

- Develop an integrated content plan for the media products
- Increase the percentage to which Yegna products lead to perception change, encourage new behaviours and shift social norms across Girl Effect Ethiopia country goals
- Focus specifically on increasing the percentage of self-reported behaviour change amongst girls via brand and brokering activities

c. Building for sustainability

- Build an evidence base on the effectiveness and cost-effectiveness of the Yegna Implementation model
- Demonstrate value for money
- Strengthen financial and operational viability of Yegna, so that it is optimised to deliver Yegna at scale over the long term
- Reduce reliance on single source funding over time via diversified funding and revenue generation strategies
- Work with the sustainability consultants and implement the agreed sustainability recommendations from the sustainability plan (due at the end of the Inception Period)

4. SCOPE OF WORK AND KEY ACTIVITIES

Overview

Phase 1 of Yegna ended in October 2015. The new Agency will take Yegna through to the next Phase (Phase II) from November 2015 to August 2018, growing, expanding, improving the brand and implementing the media activities, with the long-term goal of changing how girls are valued in Ethiopian society.

What GEE has been doing for adolescent girls is distinct and innovative, spanning a number of programme models that are not part of the traditional development

sphere and with social norm change objectives that are not typical to the traditional brand and media world. Under Phase II, the Agency should be able to deliver quality outputs of international standard using its expertise with range of disciplines required for this work and with its in-depth understanding of the socio-cultural landscape in Ethiopia .

Key Considerations for Future Programming

GEE recognises that the media landscape in Ethiopia is constantly changing and Phase II provides the opportunity to reassess its current media products configuration in order to improve overall programme reach and behaviour change impact. **In particular, it allows us to consider the following questions for future programming** which should be considered by the Agency when analysing how best to deliver the seven areas of work outlined below:

- i. What is the **optimum combination of media channels**/activities for the Yegna media products to maximise reach and impact? Is the radio medium sufficient for achieving expected behaviour change outcomes? (Should Yegna diversify its media products to include for instance TV, mobile or other innovative methods for improved targeting)? How do we utilise a varied product mix (and the brand) so the overall impact is greater than the sum of their parts?
- ii. How do you keep a **constant drumbeat of the Yegna brand and messaging** throughout the year but particularly between series, and also in hard to reach areas?
- iii. Can and should **Yegna scale up beyond Addis and Amhara**, considering costs/benefits, language, culture etc.?
- iv. How can Yegna improve its **reach and impact among vulnerable girls** (bearing in mind cost-reach trade offs)?
- v. How can the Yegna brand achieve **long-term sustainability** (financial and institutional)?
- vi. What is the best way for GEE and Yegna to **maximise technological and creative innovations** to strengthen for instance; brand identity (to appeal to youth), improving our VfM, extending audience reach, achieving behaviour change impact?

The indicative outline of the scope of work is anticipated under Phase II under following seven areas:

- Brand and Media Planning
- Creative Development
- Production
- Outreach and Partnerships
- Account Management
- PR and Communications
- Business Development

1. Brand and Media Planning

The Agency will be responsible for developing and implementing the **Brand Strategy and Media Plan for Phase II of Yegna**, in collaboration with GEE. The starting point for the planning process should be a comprehensive understanding of the Ethiopian media landscape; the challenges facing adolescent girls and the nature of the problem that the Yegna branded media products is designed to address. This also includes knowledge of key trends affecting Yegna's brand identity (including technological, cultural, media consumption trends at the global and local level). The Agency will need to feed these insights into the brand development and media planning process (and who will also work collaboratively with the GEE Evidence team and Girl Expertise team to enhance overall programme research and learning).

Informed by an in-depth understanding of the local context, the Agency will then be responsible for reviewing and refining the current **Yegna configuration** and defining optimal communication/brand solutions to deliver GEE's behavioural change messages to our target audiences as effectively (and cost-effectively) as possible. This includes development of the overall **strategic vision and creative concepts** for the Yegna products, both for the media channels individually and for the brand identity as a whole. Key to this will be using pre and post **creative testing methods** (for instance through focus groups/listenership groups with audiences) to inform content design and maximise message retention and behaviour change impact. The Agency will also be required to conduct **media monitoring** to track channel effectiveness and value for money.

As part of the planning process and in addition to reviewing the current configuration of Yegna, the Agency will also be required to work with GEE to develop the **Yegna content strategy** to ensure that the behaviour change content for all branded media products is aligned to the themes of GEE's Phase II Country Plan (due January 2016). This will require the Agency to be able to draw up upon international calibre behaviour change expertise to inform content design on a regular basis. (Please see attached Annex 3 & 4 that summarises the behaviour change model used in the previous Yegna radio series).

Throughout the planning process, there will also be a dedication to ensuring **continued innovation** in order to position Yegna at the forefront of brand development in Ethiopia; to harness the potential of the brand to resonate strongly among young people and to maximise opportunities to inspire.

Media/brand planning work will also require innovative thinking around ways to **maximise Yegna's audience reach** among hard-to-reach population (e.g. in the rural areas and amongst vulnerable girls). (Section 5 below discusses this further)

Critical to all the planning work will be:

- Ensuring optimisation, consistency and integration across all media channels
- Developing innovative, disruptive ideas to maintain and build brand equity
- Ensuring that all Yegna outputs are high calibre and meet international standards of production, creativity and design (including that all necessary

requirements for obtaining rights, permissions and management of Intellectual property etc. have been met)

- Mapping, understanding and addressing opportunities and risks for the brand and communications activities.
- Focus Group Discussions and implementing learning to improve Yegna

2. Creative Development

The Agency will be responsible for implementing a clear and effective creative development process that creates cut-through creative work that resonates with Ethiopian society (and particularly among Yegna's core audience). The Agency will work to Creative Briefs and push the work to develop exciting, relevant and innovative communications.

The Agency will drive creative direction, art direction, copywriting and design to global standards and should be informed by international and local creative trends.

The Agency must have the capability for conceptual thinking as well as executional design. Key tasks include **managing the content creation process** to ensure all media products follow the set behaviour change (BC) development process: set BC goals, develop BC grids, run creative testing focus groups and writers insights journeys; write storylines, scripts, editorial plans and music lyrics.

The Agency is responsible for all creative conceptualisation, design, artworking and adaptations to execute Yegna's ambitions during the contract duration. These should be to an international quality standard.

Focus Group Discussions/Qualitative research and implementing learning to improve Yegna

3. Production of Media Products and Marketing Campaigns

The Agency will also manage production of the Yegna media products and its various elements, as guided by the Brand Strategy. This will require in-depth knowledge of production capacities with the Ethiopian market and, where gaps exist, the ability to draw up supplementary expertise as required, to ensure all Yegna products are of international standard.

Production responsibilities include but are not limited to:

- Overseeing and project managing all aspects of the Yegna production to ensure products are delivered on time, on budget and to international standards as prescribed by Girl Effect
- Ensuring necessary sign off and approvals have been given for final content from agreed stakeholders, including compliance with broadcast regulations, before broadcasting;
- Managing all lead Yegna actors/talent in accordance with the talent management plan agreed with GEE;

- Contracting and managing specialist suppliers and their deliverables as agreed with GE Ethiopia. For example music production, local scriptwriters, radio production, film or video production etc.
- Testing and continued market research with target audiences to ensure the products maintain relevance and resonance among the target audiences
- Content development and technical delivery of Yegna mobile activity
- Design and delivery of marketing campaigns ahead of each Yegna series launch and on-going tactical marketing and promotional campaigns, including:
 - Production of marketing materials across TV, web, print, radio and branded collateral
 - Development and execution of annual marketing plans to international standard including radio and TV commercials, digital, billboards and branded collateral etc.
 - Focus Group Discussions/Qualitative research and implementing learning to improve Yegna

4. Account Management

The Agency will also be responsible for ensuring all account management processes are adhered to including ensuring creative work is reflective of the client approved creative briefs and continues to push boundaries and impact measures, delivery of work is on time and within budget; the output of the Agency meets GEE's production and programme standards as well as providing quality assurance on brand development and enhancement of brand equity.

5. Yegna Outreach and Partnerships

The Agency is responsible for developing and implementing outreach activities that are intended to increase Yegna's awareness, listenership and impact. This is a particularly important component of work to ensure that Yegna is reaching its target audiences in harder to reach areas (for instance among girls/communities in the rural areas with limited/no radio access or amongst those that are vulnerable).

Critical to this work is managing relationships with existing outreach partners to deepen Yegna listenership and impact; and identifying new strategic partners to strengthen this work, according to the partnership strategy. GEE encourages innovative and new thinking around who to partner with and how those partners can add value in increasing awareness and listenership of Yegna whilst also delivering Value for Money (VFM).

Depending on the partnership and when most relevant, monitoring and evaluating the impact of these outreach activities (through the partnerships) will also be the responsibility of the Agency (working collaboratively with the GEE Evidence team to feed into overall programme learning). The Agency will also manage and negotiate budgets with each outreach partner in accordance with DFID rules and regulations. Monitoring and evaluation of activities and implementing learning to improve Yegna

6. Public Relations and Communications for Yegna

The Agency is responsible for managing all day-to-day public relations, communications needs for Yegna. This requires an in-depth understanding of the local context particularly to understand the key influencers/role models (and entry points for influence) in youth culture as well as across society (to influence boys, girls, parents, community leaders) and across Government and key decision makers. Activities will include:

- **Strategic planning** on who to talk to, with what messages, in what way to create what effects and why that ladders up to our overall brand and country objectives
- **Creating and implementing communication plans and campaigns** to raise awareness and drive listenership for each series launch and between each series launch to create a 'constant drumbeat' for Yegna. This includes designing and creating communications collateral e.g. press packs etc.
- Providing comprehensive **risk assessments** of the brand's communications activities
- **Managing media activity** in Ethiopia, with oversight from GEE communication team, including maintaining and regularly updating a media contact list, maintaining/building relations with the media in Ethiopia and proactively engaging with them, writing and distributing media releases, organising media events, providing support for media requests from international organisations where appropriate, implementing media training for the Yegna actresses, and designing and implementing a crisis management plan;
- **Monitoring, analysing and archiving media coverage** of Yegna and GEE campaign events and activities. Analysis of the media coverage should be done on a regular basis and used to inform the planning of media activities (including media training).
- Devising, executing, **producing and quality controlling outreach and Influencer events** to maintain conversations about girls and our project, according to the event and performance guidelines
- Building and maintaining **relationships with high-level influencers** who can be spokespeople for Yegna.
- Collecting stories, anecdotes and high quality photos/video of Yegna's impact on the ground and communicating these to GEE/utilising as necessary to improve our content

- Creating additional content for **Yegna social media products** in line with Girl Effect Ethiopia's social media guidelines (GEE blog, Yegna Facebook, Diredube and Youtube).
- Organise weekly meetings with GEE communications team to provide regular updates on ongoing and planned communications activities and seek feedback.

7. Business Development and Sustainability

Yegna needs to be able to sustain itself over the long-term operationally, technically and financially through a mixture of diversified donor funding and more commercial revenue generating activity.

Over the next few months, Girl Effect Ethiopia will be reviewing how Yegna can generate operational, technical and financial co-investment from donors, government, institutions and the private sector to be more sustainable in the longer term. We expect the outcome of this review to be shared on the last month of the Inception period to be incorporated into the Brand Strategy. Following and in conjunction with this review, it is expected that the Agency, in collaboration with GEE, will develop and implement a strategy for taking this work to build a sustainability plan for Yegna. This will include looking at wider market opportunities (local and global) to diversify Yegna revenue streams and options for evolving Yegna's business model and organisation structure to enhance its sustainability. It is expected that the Agency will work alongside GEE both during the Inception Phase – to establish a realistic long-term vision for Yegna – and during the strategy design and Implementation Phase to establish a path for Yegna that enables it to become both financially and institutionally sustainable in the long term.

The Agency is required to provide all necessary information to the Sustainability consultants that is required to inform their TORs.

Note: Please note all Intellectual Property related with this Contract will be owned by GEE/DFID Ethiopia.

5. KEY OUTPUTS/DELIVERABLES

This tender is structured in two Phases: Inception Phase and Implementation Phase.

Inception Phase

The Inception Phase will be a 4-month period from 1st December 2015 to Mar 31st, 2016. During the Inception Phase the Agency shall be responsible for: 1) delivering the Yegna Series 6 commitments according to the brand plan set out in the first Phase of Yegnabet's contract; 2) conducting the content creation required for S7 and S8, and 3) developing a detailed brand strategy (with work plan, detailed budgets and schedules) for the Implementation Phase.

- 1) **Delivery of Series 6:** Under Phase 1, the existing Yegna Bet Consortium will have produced the content for the Season 6 radio drama (13 weekly episodes), talk show (13 weekly episodes) and music (1 song) however the winning organisation/consortium will be responsible for delivering this series during the Inception Phase, and creating the second song. Specifically, the new consortium will be responsible for:
 - Producing and broadcasting series 6 radio drama and chat show (including purchase of radio air time).
 - Designing and delivering a launch campaign for series 6 to drive radio listenership and enhance Yegna brand equity; designing a broad spread of promotional activities in Addis and Amhara (likely to include a road show to reach audiences in the rural areas) and delivering the campaign; and
- 2) **Development of the content for Series 7 and 8:** Developing a Writers Insights process to inform the creative content for the products - 13 episodes of the drama, talk show, 2 music tracks, and mobile activity. Delivery of scripts and integrated content for S7 products.
- 3) **Strategic Forward Planning:** In addition to delivering Series 6 and developing content for S7 and S8, the Agency will also use the Inception Phase to critically review the existing Yegna brand and current media mix under Phase 1 to assess its ability to deliver on GEE's 3 objectives for Yegna (optimising reach; deepening impact and building for sustainability) and based on this review, design a new, fresh and impact driven strategy for Yegna under Phase 2 to deliver against these objectives and support GEE's overall Theory of Change. In devising this strategy, particular attention will be given to the 'Key Considerations for Future Programming' outlined in the section above on Scope of Work and will include a strategic plan that covers (but not limited to) brand vision; the optimal Yegna media configuration; an effective partnership and outreach strategy; and a PR and communications strategy. Analysis will also include the role of boys, opinion formers and influencers with how our brand evolves and becomes more influential; the role of music; the importance of being authentically Ethiopian and how that relates to our potential expansion outside of Addis and Amhara.

Inception Phase Deliverables will include:

- Inception Phase Work Plan (Due December 2015)
- Inception Report (demonstrating delivery of the Inception Phase requirements) and Implementation Phase Work Plan (Due 15th February 2016) including (for Year 1) budget and Value for Money Appraisal.
- Delivery of Series 6 Launch Campaign (December 2015)
- Delivery of Series 6 Radio drama, Talk show and Music (December 2015)
- Development of content for S7 AND S8
- Yegna Brand Strategy and Media Plan for Implementation Phase (Draft due February 2016, , Final version March 2015)

- Delivery of the outlined Inception Phase deliverable - these are attached as part of the TOR.

Implementation Phase

During the Implementation Phase (1st April 2016 – August 2018), the organisation shall be responsible for delivering the revised Yegna operating plan and setting up clear growth and sustainability strategies (implementing the recommended sustainability initiatives as dictated by the Sustainability Plan - due end of Inception Phase). The deliverables for this Phase will be set at the end of the Inception Phase as part of the approval process of the Yegna Brand Strategy and Media Plan described above.

6. Reporting

Recipient

The recipient of this work is DFID Ethiopia/Girl Effect Ethiopia. The contractor will receive no additional support, assets or services from DFID.

Direct Reporting with GEE/DFID

The Girl Effect Ethiopia Brand Manager is the overall brand technical lead on the project with overall responsibility for the contract.

The Girl Effect Ethiopia Communications Manager is the communications technical lead on the project with overall responsibility for the communications work stream of the contract. Although the Brand and Communications Manager will work closely together, there will be clearly defined roles and reporting to avoid any confusion between the two work streams.

The Girl Effect Ethiopia Finance and Operations Manager is the financial/administrative lead on this contract.

The Girl Effect Ethiopia Deputy Country Director is the operational lead on this contract.

Contractual issues should be referred to DFID Procurement and Commercial Department.

Programme management related reporting/reviews

Routine reviews and meetings

- There will be weekly meeting with between the Brand Team and (invited GEE team when relevant) and the Agency's core personnel. The Agency is responsible

for taking minutes with key actions highlighted across all work streams, flagging any delays, risk and/or potential financial constraints.

- When there is routine contact meetings, contact reports should be issued within 48 hours of meetings with clear next steps and responsibilities.

Quarterly strategic reviews

The Agency should organise and chair quarterly meetings between the Agency and Girl Effect Ethiopia to discuss key strategic direction of the programme as well as operational issues including finance and milestones. This aims to strengthen the validity of the strategy and integrate the work between the different activities of the brand with the rest of the GEE activity and ensure that there is consistency in thinking and future direction across all of our operation. This meeting will take place every quarter following receipt of the Agency's written Quarterly Assessment and next quarter plan and expected spend with value for money analysis. This is expected to also include updates on outreach activities, talent management reports and others. Girl Effect will provide written feedback to the Agency's Assessment and develop joint agenda items for discussion, agreement and decision for the meeting.

And annually this meeting will take a more comprehensive look at the previous year's performance and plans for the coming year forward look.

Performance Reviews

There will be bi-annual performance review meeting with key personnel from GEE and the Agency to assess performance and agree way forward. Key Performance Indicators (KPIs) will be agreed between the Agency and GEE during the Inception Phase to support this process. This will ensure that the management of the contract is undertaken as transparently as possible and to maintain clarity of roles and responsibilities.

If the above assessment uncovers serious concerns with performance, further meetings may be set up before the next biannual meeting to ensure that agreed actions are dealt with quickly.

GEE will provide written reports on performance review and poor performance over any 2 quarters may result in the contract being terminated.

The table below outlines the responsibilities and decision-making process between Girl Effect Ethiopia and Agency

	Agency	Girl Effect
Planning and Delivery	Agency leads weekly status meetings documenting decisions and following up on actions Agency submits quarterly plans, QAS reports, for review at	Approval of major decisions (strategy, creative, financial, operational) Document decisions and follow up on actions

	quarterly meetings.	
Brand strategy and targets	Developing the brand strategy with GEE and delivering against its objectives and conclusions.	Setting the brand strategy and objectives for the Yegna brand. Signing off and quality controlling all aspects of the Yegna brand.
Monitoring and Learning	On-going adaption of the brand strategy to consider learning and insights shared by GEE.	Share all relevant research that can inform decision and forward look of the Brand activity
Sustainability	Contribute to the on-going strategy development and execute Implementation.	Develop a strategy for financial sustainability of Yegna's social communications (as outlined in the business case)
Creative execution	<p>Creative development and execution that are delivered on time, on budget and on brief and to best in class, international standards. Contract any international talent that is deemed necessary.</p> <p>All design, conceptual and artworking requirements.</p>	Writing the briefs and reviewing and approving all strategic and creative work for production, marketing and outreach.
Production	<p>Manage the process of ensuring all media products adhere to the agreed behaviour change theory, develop and produce content that reflects girls lives and is popular across demographics (male/female/rural/urban.)</p> <p>Negotiate rates with broadcasting services to get the best available slots and to the best price.</p> <p>Work with international consultants that are required to develop media products/marketing/outreach.</p> <p>Content development of mobile and technical implementation of mobile.</p>	Brief behaviour change goals and approve all BC grids, storylines, scripts, editorial plans, lyrics, concepts, branded content etc.
Yegna outreach	Develop an outreach strategy; develop activities, work plans, budgets, implement, monitor effectiveness and document activities through video and film.	Develop a brief for Yegna outreach which will help Yegna achieve its awareness and listenership targets. Approve all work plans, activities and budgets.

Yegna communications	<p>Develop a communications plan for Yegna, implement approved activities and manage the budget. Devise and produce events. Adhere to the same financial policies and processes as per the brand work streams. Day to day management of the media and event requests. Source anecdotal stories of Yegna's impact on the ground and report to GEE, plus integrate with products as is beneficial.</p>	<p><i>(Girl Effect Ethiopia communications manager)</i></p> <p>Develop the brief for Yegna communications and sign off all activities and spend.</p>
Procurement and Supplier Management	<p>Develop policies and source talent. Procurement process follows DFID regulations. Ensure conflict of Interest is managed and well documented</p> <p>Management of all suppliers to ensure deliverables and efficient payment and VfM.</p>	<p>Review terms of reference and agree any new appointments of contractors/suppliers and talents. Review Conflict of interest management process and provide feedback.</p> <p>Review and enforcement of policies around girl safeguard, IP, fraud, and risk</p>
HR and Management	<p>Inform any recruitment and contracting plans of all staff and supplier with clear justification for the selection, with clear procedures to manage Conflict of Interest.</p> <p>Develop and share with GEE operational and financial policies for the Agency.</p>	<p>Approval of recruitment plans, personnel and associated spends.</p> <p>Support the development of appropriate operational and financial policies in line with GEE requirements. Providing written feedback on the Agency's performance.</p>
Finance	<p>Develop detailed substantiated budgets for all work streams and management. Work to an agreed process of monitoring forecast and spend. Carry out on-going budget monitoring reporting on key variances. Develop and submit appropriate quarterly and monthly financial reports</p>	<p>Review and approve monthly, quarterly and annual budget. Approval of annual and quarterly forecasts and on-going financial reporting</p>
