



MINISTRY OF ENERGY AND MINERAL DEVELOPMENT

ELECTRICITY ACCESS SCALE UP PROJECT (EASP)

TERMS OF REFERENCE

FOR

**CONSULTANCY SERVICES FOR MARKETING AND MOBILISATION FOR ELECTRICITY
CONNECTIONS AND PRODUCTIVE USE OF ELECTRICITY UNDER THE ELECTRICITY ACCESS
SCALE UP PROJECT**

JUNE 2022

1. Background

The Government of Uganda (GoU) has received funding from the World Bank for implementation of the Electricity Access Scale-up Project (EASP), which aims at increasing access to energy for households, commercial enterprises, industrial parks, and public institutions nationwide, including in refugees hosting districts. The EASP is designed as a scale-up intervention targeting more than 1 million electricity connections under the Uganda's Electricity Connections Policy (ECP) 2018 - 2022, as well as supporting grid extension and intensification, and financial intermediation for energy access (solar home systems, clean cooking solutions, productive uses, electrification of public institutions). The EASP will be implemented over a period of five (5) years.

The EASP will support the GoU's efforts to increase energy access to spur socio-economic transformation, in line with Uganda's Vision 2040, the third National Development Plan (NDP III) the 2018 – 2027 Electricity Connection Policy (ECP) and to meet the Sustainable Development Goal 7 (SDG 7) of achieving universal energy access by 2030. EASP activities build on earlier GoU initiatives in the energy sector, to support the expansion and strengthening of the electricity distribution network, scale-up service connections within the network, and increase access to off-grid electricity, and access to clean cooking services and technologies.

Project implementation will be carried out by the Ministry of Energy and Mineral Development (MEMD) and the Uganda Energy Credit Capitalisation Company (UECCC) through dedicated Project Implementation Units (PIUs). A Project Coordination Unit (PCU) has been established at the MEMD to provide overall project coordination. The PCU will also ensure coordination with the Ministry of Health (MoH), Ministry of Education and Sports (MoES), Ministry of Water and Environment (MoWE), Ministry of the Prime Ministry (OPM), and other relevant sector stakeholders to implement the various project activities. The Project Implementation Unit (PIU) at the MEMD will implement activities relating to grid expansion and connectivity, including scaling up of last-mile connectivity while supporting the necessary network expansion and strengthening through construction of grid extensions, upgrades, and intensification. Grid extension will involve investments in medium and low voltage networks, together with the necessary transformer installations, to enable connection of households and high-priority areas such as industrial parks, commercial consumers, and public institutions. The PIU at MEMD will also be responsible for expansion of the enabling infrastructure that is critical to increase access to electricity within refugee hosting districts (RHDs), including implementation of last-mile connection of household, commercial, industrial, and public institution consumers within the RHDs. Through the EASP, Government will provide funding for connections across Uganda. The EASP will also support utilization of electricity for productive uses in order to maximize the economic and social benefits of electricity access.

The goal of the ECP is to achieve a 60% level of access to electricity for Uganda by 2027. The ECP's objectives are to 1) to increase connections annually to a minimum average of 300,000 connections per year and 2) to increase electricity demand on the main grid by 500MW by 2027. The ECP subsidizes the connection charges for eligible customers existing within the low voltage distribution network. Customers are required to cover the cost of internal wiring and inspection fees while the Government will meet all other associated charges for the connection. The Government of Uganda (GoU) intends to apply part of the EASP funds towards consultancy services for marketing and mobilization for increasing electricity connections and productive use of electricity to increase demand under the ECP. Therefore, MEMD wishes to procure the

services of a competent and reputable company/consortia, which will be contracted as a Marketing and Mobilization Consultant (MMC) (the Consultant), to undertake marketing and mobilization for electricity connections and productive use of electricity within the country.

1.1 Rationale of the assignment

Despite Government efforts to increase connections, the average grid electrification rate is still low at 24%. These low rates can partly be attributed to the financial, communication, organizational, accessibility and attitudinal barriers that have hindered access.

The difficulties and time consumed in obtaining a service connection are considerable even in urban areas where prospective consumers are expected to have a better understanding of how an electricity connection can be obtained. In rural areas, these difficulties are magnified given that the nearest utility office is usually far from the point of supply. In some areas, there is no ready access to licensed wiremen while in other cases the consumers are unaware of the wiring standards required by the utility. This leaves them at the mercy of unlicensed wiremen who may carry out substandard work or charge them exorbitantly. Substandard wiring has added implication of consumers failing the inspection tests hence fail to get connected. Repeating the wiring process may make some would be customers to lose interest in the connection.

The Service Providers (SPs) other than Umeme still require additional support from Government in form of capacity building. Most of them have not yet broken even to support the level of investment that is required to achieve the desired electrification targets.

The negative community attitudes and myths that surround the use of electricity for example; electricity is too expensive, it is only meant for urban people, it is highly destructive, it is intended for a specific political group, electricity causes death of livestock etc., are hindering the uptake and utilization of electricity for social and productive uses. This kind of mindset has affected electrification in peri-urban and rural areas. In addition, many potential customers are dependent on middle men who exploit their ignorance and extort money from them for an otherwise free or relatively cheaper service.

The ECP was developed to address these issues. However, for the policy to serve its purpose, there is a need to make the public aware of the provisions of the policy and to sensitize them, particularly those in rural areas, on the socio-economic benefits of electricity.

The purpose of the consultancy assignment is therefore to create awareness for connections under the Electricity Access Scale-up Project across the country, and to sensitize the public about the socio-economic benefits of utilizing electricity. The Consultant will be expected to carry out marketing and mobilization activities to facilitate uptake of electricity for social and economic benefits. The need for adequate facilitation of marketing staff like provision of transportation to reach the different parts of the country is important. It is also important that the electricity Service Providers (SPs) are closely engaged during implementation of this activity to ensure success and impact on the ground as well as promote sustainability.

1.2 Objective

The objective of this assignment is to carry out marketing and mobilization activities to create awareness for electricity connections and productive use of electricity under the Electricity Access Scale-up Project (EASP), in support of Government's Electricity Connections Policy (ECP).

2 Scope of services

The scope of consultancy services shall include marketing and mobilization activities for electricity connections and productive use of electricity across the country, covering all service territories operated by the different licensed electricity Service Providers, including districts hosting refugees.

The Consultant will be required to support MEMD's efforts to increase connectivity and promote productive use of electricity in the country through marketing and mobilization. The Consultant will review the existing Marketing Strategy for connections and generate an updated strategy that will support the achievement of the connection and productive electricity use targets under the EASP. Adapting a multi-stakeholder approach, the strategy should among others, recognise the unique roles played by the different stakeholders and effective channels to engage each one of them to reach out to potential customers. Some of the key stakeholders include: Service Providers, potential customers, local governments, non-governmental organisations, religious and cultural leaders etc.

The Consultant will support marketing and mobilization for connections on the existing grid and connections in the new project areas of the EASP. In the new project areas, the Consultant will support mobilization for connections along the planned project routes working closely with the PIU at MEMD, Umeme and other Service Providers.

The EASP will support connectivity in refugee hosting districts. Government will support low-cost house wiring solutions like ready boards to enable households and businesses to access a connection. Given the unique nature of the refugee hosting districts, the consultant will develop and implement targeted special marketing and mobilization activities to address the needs in these areas.

Additionally, the EASP will also target supporting female-headed households and businesses to access electricity and use it for both social and productive uses. The consultant will therefore develop and implement specific marketing and mobilization activities targeting female-headed households and businesses. Productive use of electricity is cited as key in supporting increase in demand for power under the second objective of the ECP, hence the Consultant will be required to develop and implement specific marketing and mobilization strategies to promote productive use of electricity.

In undertaking the marketing and mobilization activities, the Consultant shall:

- a) Review the existing Marketing Strategy for connections that was developed under the Energy for Rural Transformation Phase III (ERT-3), and generate an updated and comprehensive Marketing Strategy that takes into account the connection targets under the EASP, the promotion of productive use of electricity within the country, and considerations for extending electricity in refugee hosting districts.
- b) Develop a monitoring and evaluation framework for the Marketing Strategy.
- c) Develop key messages intended to relay specific information on; what the connection subsidy entails, application forms and procedures, advantages of using electricity over traditional forms of energy (e.g., kerosene), benefits of productive use of electricity, energy efficiency and promotion of positive behavior in tariff payment, among others.
- d) Produce and disseminate Information, Education, and Communication (IEC) and promotional materials in a variety of local languages and formats for the different target groups including refugee hosting districts. These will include; flyers, brochures, posters,

documentaries, newsletters, stickers, booklets, T-shirts, caps, tyre covers, branded reflector jackets among others.

- e) Develop messages on the safety implications and risks in regard to illegal connections including vandalism of electricity supply infrastructure.
- f) Develop engendered messages to specifically encourage female-led households and businesses to apply for electricity connections and use it productively.
- g) Develop messages to prevent extortion of customers. This will include sensitizing customers on extortion practices and punitive measures Government is taking to curb the practice during the course of the implementation of the ECP.
- h) Provide for outdoor advertising that will include: production and renting space for billboards, suburban signs, banners, painting of buildings among others.
- i) Develop a strong print and electronic media engagement plan:
 - In consultation with key stakeholders in the communities, identify the key media houses in terms of popularity and coverage in each service territory.
 - Develop a media dissemination plan specifying the media house, activity, timeline and key message.
 - Monitor media coverage and include feedback in monthly reports.
 - Maintain strong relations with the media to ensure wide and positive coverage of the program activities.
 - This will also include production and dissemination of information through; newspaper adverts, supplements, articles, radio, television adverts and social media.
- j) Carry out regular training for the Service Providers to enhance their marketing and mobilization capacity and work closely with them throughout implementation of the activities.
- k) Design and implement publicity activities covering grid extension, mini-grid electricity services and productive use of electricity.
- l) Carry out community meetings, road shows, launches, workshops etc that are necessary to support new connections and uptake of electricity for productive use. This will involve working closely with the Service Providers, local leaders, religious and opinion leaders.
- m) Design specific activities to raise awareness on options for using electricity beyond basic needs such as light, phone charging and TV/radio, highlight the economic and social benefits of productive uses and implement publicity and mobilisation initiatives aimed at promoting productive use of electricity countrywide.

3 Qualifications and Experience

The assignment is open to companies/consortia.

3.1 Experience of the firm

- a) The Consultant shall be required to have at least ten (10) years' experience in marketing and mobilization assignments.
- b) The Consultant should have sound understanding, knowledge and experience in developing and implementing marketing and mobilization strategies. The Consultant should have undertaken a minimum of two (2) countrywide marketing and mobilisation assignments in the last ten (10) years. Documentary evidence in form of completion certificates or the equivalent will be required.

- c) The Consultant should have a strong and proven track record of developing and dissemination of communication products in a variety of formats and languages (samples of previous works should be shared).
- d) The Consultant should demonstrate knowledge of culturally appropriate practices that are important in working with grassroots populations (documentary evidence in form of completion certificates or the equivalent should be provided).

3.2 Key Personnel

The Consultant should have adequate personnel including the following key staff:

- a) **Team Leader** with a Bachelor's and Master's degree, preferably in Management, Business, Economics or the equivalent from a recognized university. He/she must have a minimum of 10 (ten) years' work experience in managing marketing, communication and campaign teams. He/she should also have experience in developing and implementing marketing and mobilization activities for at least two (2) countrywide marketing and mobilisation assignments within the last five (5) years.
- b) **Marketing Specialist** with a Bachelor's and Master's degree in Marketing or Communications from a recognized university, and at least seven (7) years' experience in communication and marketing. He/she should have developed and implemented at least two (2) countrywide marketing and mobilisation assignments within the last five (5) years. He/she should have proven communication skills, including the ability to produce IEC materials and to articulate ideas in a clear, concise style to a variety of audiences.
- c) **Community Engagement Specialist (2)** with a Bachelor's degree in social sciences (BASS), Social Work and Social Administration (SWASA) or any other relevant discipline from a recognized university. He/she should have at least seven (7) years' experience in community engagement/mobilization work at the grassroots level. He/she should have performed a similar role on at least two (2) countrywide marketing and mobilisation assignments within the last five (5) years.
- d) **Productive Use of Electricity Specialist (1)** with a Bachelor's and Master's degree in Economics, Business Administration, Entrepreneurship, Engineering or any other relevant discipline from a recognised university. At least seven (7) years of relevant professional experience in designing, planning, managing, and implementation of productive use of electricity projects or business development initiatives. He/She should have experience working in the energy and/or business environment/sector. Demonstratable excellent understanding of Uganda's electricity sector and its linkages with the country's productive capacity/economic development agenda will be an added advantage.

Persons Months

No.	Experts	Total Person Months
1	Team Leader	10
2	Marketing Specialist	15
3	Community Engagement Specialists (2)	30 (i.e., 15 each)
4	Productive Use of Electricity Specialist	15
	Total	70

4 Deliverables

The Consultant's deliverables will include:

- a) An Inception report to be delivered within 14 working days after contract signature. The inception report shall include among others: the objectives of the assignment, the methodology to be followed to achieve the objectives, work schedules and the Consultant's team for the assignment.
- b) Comprehensive Marketing Strategy to be delivered within 45 days after contract signature. This will entail the different marketing and mobilization strategies for connections and productive use of electricity that will be applied during the assignment, detailed work plan and schedules, engagement of resources and a monitoring and evaluation framework.
- c) Monthly progress reports within 5 working days after the end of each month. These will detail the monthly activities carried out relating to connections and productive use of electricity, activities planned for the next month, challenges faced and the proposed solutions, among others.
- d) An annual report and presentation to MEMD within ten (10) working days after the beginning of each calendar year.
- e) An annual proposal 15 working days before the beginning of each calendar year. This will detail activities for the following year.
- f) A final report and presentation to MEMD latest fifteen (15) working days prior to the expiration of the contract, summarizing the activities carried out, impact in relation to connections and productive use of electricity, challenges faced, lessons learnt, best practices and recommendations.

The details of the deliverables are explained further in Table I

4.1 Principles of Work

The Consultant is expected to work in a highly interactive way with MEMD and the Service Providers. The Consultant is expected to demonstrate a high degree of flexibility and willingness to adapt in order to ensure that the objectives of the assignment are achieved.

4.2 Reporting requirements

The Consultant will carry out the assignment under the supervision of the Connections Manager, EASP PIU at MEMD. The reporting requirements are detailed in table below.

Table I: Reporting Requirements

Deliverables			
No	Report	Content	Timing
1	Inception Report	Objectives of the assignment, preliminary findings, work plans, methodology, and the Consultant team for the assignment, among others.	14 working days after contract signing
2	Marketing Strategy	The strategy will show the approach for executing the assignment, covering both connections and productive use of electricity. It will include among others; proposed strategies for engagement of key stakeholders across the country including districts hosting refugees and with considerations for female-led households and enterprises, messages, channels for message delivery, activities, timelines for implementation and a monitoring and evaluation framework for measuring the overall performance of the strategy.	45 days after contract signing
3	Monthly Progress Reports	These should include monthly activities carried out relating to connections and productive use of electricity, activities planned for the next month, challenges faced and the proposed solutions, among others	Within 5 working days after the end of each month
4	Annual activity report and Presentation	A report detailing marketing activities undertaken in a given calendar year. The report should also highlight lessons learnt, the effectiveness of the campaign, challenges faced, best practices and recommendations. The final report will summarize the content of the monthly reports as well.	Within 10 working days after the beginning of each calendar year
5	Annual proposal	The proposal will present the planned activities for the new year, a review of the marketing and promotion strategies, a review of the methodology and timelines/roll out plan for the planned activities of the new year.	15 working days before the beginning of each calendar year.
6	Final report and Presentation	The report will include a summary of the activities carried out, impact in relation to connections and productive use of electricity, challenges faced, lessons learnt, best practices and recommendations.	Within 15 working days after completion of the assignment.

The Consultant will be required to deliver three copies of the deliverables in Table I together with a soft copy. The Consultant will also be required to make presentations on the Inception Report, Marketing Strategy, Annual Proposal, Final Report and other presentations as may be requested by the MEMD.

The Consultant will not take more than five (5) working days to respond to comments raised by MEMD or any other key stakeholder.

4.3 Assignment schedule/ timeline

This assignment will be carried out over a period of three (3) years.

4.4 Costing of Activities

The Consultant will be expected to break down and separate the costs/budgets for staffing and marketing activities. The contract will be a lumpsum with the payment schedule tagged to deliverables.