



REPUBLIC OF KENYA

THE NATIONAL TREASURY & ECONOMIC PLANNING

SUPPORTING ACCESS TO FINANCE AND ENTERPRISE RECOVERY
(SAFER) PROJECT

PROJECT ID: 7018-KE

PROJECT IMPLEMENTATION UNIT (PIU)

TERMS OF REFERENCE

CONSULTANCY TO DESIGN AND EXECUTE A COMMUNICATIONS
STRATEGY & PUBLIC AWARENESS CAMPAIGN FOR THE KENYA
NATIONAL ENTREPRENEURS SAVINGS TRUST PLC

January 2024

1. INTRODUCTION

1.1 The SAFER Project

The Government of Kenya has received a Credit from the World Bank as part of the Bank's program for COVID-19 response focusing on supporting businesses, accelerating recovery, and strengthening economic resilience. The Supporting Access to Finance & Enterprise Recovery (SAFER) Project development objective is to increase access to financial services, enhance the capabilities, and support the COVID-19 recovery of Micro, Small and Medium Enterprises (MSMEs) in Kenya. SAFER is a five year \$100 million IDA Credit whose Financing Agreement was signed on 8th February 2022 while its effectiveness date is 9th May 2022.

The Project complements ongoing World Bank Group activities in Kenya and is informed by numerous consultations with the GoK, financial sector, and other actors in the MSME ecosystem resulting from the Enhancing Access to Finance for MSMEs (P171828) analytical diagnostic. The Project also draws numerous synergies with the second Kenya Inclusive Growth and Fiscal Management DPO (P172321) that provides the GoK with additional fiscal space to support the economic downturn induced by the global pandemic and help fill the financing gap. The Kenya Financial Sector Support Project (P151816) and the Kenya Industry and Entrepreneurship Project (P161317) have laid the foundation for a lot of the work proposed under the SAFER project, around support to strengthen the legal, regulatory and institutional environment for improved financial intermediation as well as assistance to MSMEs through business training and supplier development programs, respectively. The activities in this Project will also complement the Kenya Youth Employment and Opportunities Project (P151831), which aims to increase employment and earnings opportunities among vulnerable youth, including by providing small start-up grants and business development services.

The primary project beneficiaries are MSMEs in the formal and informal sector. Other beneficiaries will be Government of Kenya (GoK) institutions that will be key to delivering targeted financial support to MSMEs through institutional strengthening and capacity building to facilitate the provision of financial and non-financial services to MSMEs. These include the National Treasury (NT), Ministry of Industry Trade and Investments (MITI), Central Bank of Kenya (CBK), SACCO Societies Regulatory Authority (SASRA), and the Credit Guarantee Scheme (CGS). Development Finance Institutions (DFIs), commercial banks, SACCOs and Micro Finance Banks (MFBs) participating in the provision of liquidity and de-risking support will also directly benefit from capacity strengthening under the Project.

1.2 Project Components

SAFER comprises three components (with sub-components) as listed below:

a) **Component 1 – Innovation and Liquidity Support to MSMEs (US\$ 55 million)**

Liquidity support to MSMEs through:

- (i) Window 1 (US\$ 25 million) – provision of lines of credit through the Apex PIE to Participating Financial Institutions (PFIs) for the provision of Sub-Loans to Eligible MSMEs

- (ii) Window 2 (US\$ 30 million) – provision of a line of credit through the Apex PIE to PFIs operating digital channels for the provision of Sub-Loans to Eligible MSMEs.

The objective of this component is to support the immediate response to the COVID-19 pandemic focused on resilient recovery of informal sector MSMEs, especially women-owned and youth-led micro and small firms in hard hit sectors. Liquidity support will be provided to MSMEs through regulated financial intermediaries (SACCOs, MFBs, and commercial banks) with a focus on MSME banking, especially those innovating with digital channels (hereinafter referred to as participating financial institutions (PFIs)).

b) Component 2 – De-risking Lending to MSMEs (US\$ 30 million)

Support for the recovery and growth of MSMEs through:

- (i) provision of financing to capitalize the Credit Guarantee Scheme (CGS) to enable the provision of partial credit guarantees to PFIs on their Sub-Loans to Eligible MSMEs; and
- (ii) supporting the establishment, capitalization and operationalization of the Credit Guarantee Company (CGC).

The objective of this component is to unlock lending to MSMEs during the COVID-19 crisis and beyond to support recovery and growth of enterprises. This component would ramp up support to the existing CGS as an emergency COVID-19 response measure and support the establishment and the capitalization of the Credit Guarantee Company (CGC).

c) Component 3 – Technical Assistance and Project Management (US\$ 15 million)

This component will provide technical assistance to build resilience capacity of the MSME finance ecosystem beyond the lifecycle of SAFER. During the life of the Project, the component will support NT, CBK, SASRA, and PFIs in the delivery of components 1 and 2 and ensure overall growth of the MSME lending market. The technical assistance (TA) support will cover both project implementation and monitoring and evaluation and will be bolstered with support from specialists on M&E and MSME subject areas.

Subcomponent 3a (US\$5 million): technical assistance to: (i) the National Treasury, in setting up the Credit Guarantee Company (CGC) and market development for financial products and services, (ii) the CBK to develop prudential regulations for the CGC, and (iii) the CGC, including (A) the development of operational policies and procedures; (B) design of technical specifications for information technology infrastructure and an information management system; (C) development of detailed manual for the scheme with clear eligibility criteria for PFIs and MSMEs, assessment methodology and preliminary assessment of PFIs. Support will also be provided to the CBK to develop prudential regulations for the CGC. Once the CGC has been established, the project will provide support to build its operational capacity to ensure it effectively delivers its mandate. (D) design, establishment and cascading to PFIs of an ESMS and a framework for screening climate and disaster risks and tracking and assessing climate mitigation impacts; (E) design and implementation of a monitoring, evaluation and learning system; and (G) capacity building and staff training.

Subcomponent 3b (US\$2 million): TA to Participating Financial Institutions (PFIs). Most of the TA will be needed by the PFIs (SACCOs, MFBs, and commercial banks). The support will target strengthening of governance arrangements, risks management capacity, business models, and

operational efficiency, integrating gender sensitization, knowledge sharing and trainings on climate change adaptation or mitigation, or information on the impacts of climate risks in financial markets.

Subcomponent 3c (US\$6 million): TA to financial sector regulators to strengthen the regulatory environment and enhance and digitize the financial infrastructure. This subcomponent will support follow-on TA activities related to strategic initiatives started under the Kenya FSSP (P151816) that are tied to underlying structural weaknesses holding back improved financial intermediation, liquidity distribution and ALM. These activities will include: the implementation of a shared digital services platform for SACCOs (i.e. SACCO Central initiative by SASRA), which will also establish a mechanism for a centralized liquidity facility similar to the inter-bank market to aid liquidity distribution and ALM in the SACCO sector; implementation of the informal sector micro pension scheme by NT; added support for the Central Securities Depository (CSD) initiative by CBK; and, gender sensitization.

Subcomponent 3d (US\$2 million): Support Project Management by NT including coordination, financial management, procurement, communication and outreach, audits, environmental and social risks management, monitoring and evaluation, operation of the Project Implementation Unit (PIU) and Trainings.

1.3 Project Beneficiaries

The primary SAFER beneficiaries include MSMEs in the formal and informal sector, with a focus on women owned MSMEs. Other beneficiaries will be GoK institutions that will be key to deliver targeted financial support to MSMEs through institutional strengthening and capacity building to facilitate the provision of financial and non-financial services to MSMEs and by improving the necessary financial sector infrastructure. These include the NT, MoTEI (represented by the Micro Small Enterprises Authority – MSEA), CBK, SASRA, KNEST and the new CGC. Banks and SACCOs and MFBs participating in the provision of liquidity and de-risking support will also directly benefit from the strengthened capacity providing access to finance to MSMEs and conduct ESF assessments. Moreover, the project will ultimately contribute to a more robust and inclusive financial ecosystem that will benefit the entire Kenyan population including the economic resilience of women owned MSMEs in informal sector market segments.

1.4 Project Implementation Unit (PIU)

The NT shall maintain, throughout the implementation of the Project, a Project Implementation Unit (PIU) within the NT, with resources and composed of key staff, with qualifications, experience and under terms of reference acceptable to the Association, including a Project coordinator, a credit guarantee specialist, a financial intermediary financing specialist, a procurement specialist, a Project accountant, a monitoring and evaluation specialist, an environmental and social management specialist, and such other specialists performing such functions as may be further detailed in the POM.

The PIU shall be responsible for overseeing the day-to-day implementation, management, supervision and overall coordination of the Project, including, (i) acting as a first stage grievance committee for all

environmental and social related complaints, (ii) acting as the main focal point for interaction with the PIEs and other stakeholders on behalf of the Project, and (iii) monitoring progress of the Project.

The PIU is currently located at the 7th Floor, North Tower, Anniversary Towers, University Way.

1.5 Project Coordination Committee (PCC)

The NT shall establish and maintain throughout the implementation of the Project, a Project Coordination Committee (PCC) chaired by the Principal Secretary, National Treasury. The PCC shall comprise among others the governor of the CBK, principal secretary Ministry of Trade, Enterprise and Industry, and the chief executive officer of SACCO Regulatory Authority or such other persons as may be agreed.

The PCC shall be responsible for, inter alia; (a) providing strategic and policy guidance for Project implementation, and (b) resolving any Project coordination and implementation bottlenecks that may arise.

The PCC shall meet at least every six months to, inter alia, review the Project results, discuss any key issues arising and agree on key milestones over the following six months.

1.6 Background - Kenya National Entrepreneurs Savings Trust (KNEST)

The Government of Kenya carried out a series of reforms in the Pensions industry in the recent past. However, pensions coverage extends to only around 20% of the labour force, almost exclusively in the formal sector. Informal sector workers in Kenya constitute more than 80% of the total work force and contribute 33.8% of the GDP. However, they are not adequately covered by the available formal pension saving mechanisms. This is because the traditional formal pension arrangements are not designed to meet the unique needs of the sector, thus, signaling a market failure that required Government intervention.

To fill this gap, the Cabinet approved the establishment of the Kenya National Entrepreneurs Savings Trust (KNEST) – a unique National Micro-Pension Scheme with a sustainable model that combines long-term saving with pressing short-term needs to the more than 15 million marginalized informal sector workers. The National Treasury registered the Scheme as an Individual Pension Plan under the Retirement Benefits Authority and operationalized through the incorporation of two separately limited liability companies under the Companies Act – the National Informal Sector Public Company Limited as the sponsoring company and the Kenya National Entrepreneurs Savings Trust Public Limited Company (KNEST Plc) as the Trust Corporation. The Government through the pronouncement of H.E the President, has further identified KNEST as a vehicle to manage the saving component of the Financial Inclusion (Hustler) Fund. In its objectives, KNEST aims at extending pension coverage to the informal sector who have for a long time been unserved or underserved by the existing pensions providers.

Kenya National Entrepreneurs Savings Trust (the “Scheme”) is expected to have a total membership of approximately 2 million people at commencement, with the initial monthly member contribution

projected at Kshs.35 million from voluntary contributions besides the compulsory contributions from the Financial Inclusion Fund.

Public awareness is a key pillar of the KNEST Plc work plan. The corporation intends to increase awareness on pensions / savings so as to ensure that Kenyans are aware of KNEST so they can make informed decisions about their savings.

The Kenyan public needs a more coordinated, and informative approach to creating awareness on KNEST and its new mandate. Communication to the public would emphasize on the fact that KNEST is now a fully-fledged body dedicated to manage and protecting their pensions / savings. That the future is secured and brighter because of their savings in KNEST, thereby encouraging Kenyans to save for their retirement in KNEST.

The KNEST awareness program will best be optimized in the hands of a strategic and robust leadership in the form of a professional consulting agency. There is need therefore to engage an experienced firm, to draw up and help execute a comprehensive marketing communication strategy. These Terms of Reference are for consultancy services to design and execute a communication strategy and public awareness campaign for KNEST Plc.

2.0 SERVICES TO BE RENDERED

2.1 Objectives of the Assignment

KNEST Plc is seeking a reputable and experienced Marketing Communications consulting firm to design and execute an Integrated Marketing Communications Strategy and Campaign to help increase awareness of KNEST through various marketing communications initiatives.

The overall objective of the assignment is to increase the level of awareness of KNEST among its diverse stakeholders specifically with the aim to:

- i. Explain the role of KNEST as a secure option for pension savings
- ii. Build Confidence of KNEST in the financial services sector

2.2 Scope of Work

The Consultant shall work in close collaboration with KNEST, and will be expected to develop, design and execute a marketing communications strategy and awareness campaign based on provided market research and consultations with KNEST team.

The assignment will include the following executions, but need not be limited to, the following elements:

- i. Coordinate with other government, private and developmental sector agencies to ensure an integrated marketing communication strategy and approach for KNEST.
- ii. As requested by KNEST in writing, create, prepare, and submit for KNEST's approval, marketing communications plans, marketing communications and advertising concepts, and plans for the development and execution thereof.

- iii. Pre-test the awareness campaign and messaging to ensure it aligns with the targeted audiences subject to the counsel and approval of the KNEST team.
- iv. Execute and implement various marketing communication materials in finished form, in accordance with KNEST's prior written approval, and forward the same to production and media with proper instructions.
- v. The Consultant to provide media plans for the campaign for the launch phase. The media bookings will be handled directly by KNEST team as per government regulations on media buying with media buying with reports submitted by the media houses or using 3rd party monitoring partners.
- vi. Traffic and disperse all necessary materials to media suppliers, printers, and all other third parties needed to accomplish KNEST Plc's approved marketing communications, and advertising ideas, programs, and campaigns.
- vii. The Consultant in coordination with KNEST team will identify stakeholders who can play a supportive role in the public awareness campaign and engage them to do so (e.g. related MDAs may distribute printed information materials; telecommunication companies could send SMSs to their customers) to leverage the cost of the campaign.
- viii. The Consultant will provide for event management during the launch to host over 2000 guests and provide logistics in management of the hosting of guests, seating arrangement, stage platform, audio-visual systems, promotional branding, and refreshments, etc. (not limited) to meet the standards of a presidential event.
- ix. The Consultant in coordination and with approval from the KNEST team, will mobilize 500 informal sector Champions from across the 46 Counties (provide transport and eligible allowances) within agreed and reasonable standards – for 2 days, including for the pre-launch / training day and launch day.
- x. Mobilize 1000 informal sector Champions from Nairobi (provide transport and eligible allowances for two days – the pre-launch training and launch day).
- xi. Provide entertainment for the launch ceremony in line with presidential event standards
- xii. Provide for communication materials to support during the Training of the Champions on KNEST product
- xiii. The Consultant will ensure consistency with KNEST Plc communications guidelines and graphic standards. All communication must be cleared by KNEST Plc before publication.
- xiv. The Marketing Communications strategy shall include a results measurements/evaluation component to track effectiveness/impact of the campaign. Final indicators are to be agreed with KNEST Plc.

2.3 Deliverables

No.	Deliverable/Output	Time Input (Weeks/Months)
1	Draft Communications Strategy and Awareness Campaign Plan, plus a Planning Workshop to discuss the drafts including a summary report on issues and way forward	3 - 4 weeks
2	Final Communications Strategy, Awareness Campaign Plan, and Promotional materials production in collaboration with the project teams	5 - 7 weeks
3	Research and testing of campaign message to align the final work produced	4 - 5 weeks
4	Final external communications materials - three (3) hard and soft copies (on USB or other electronic format) of all advertising products to the project team for archival purposes	Continuous with monthly/quarterly report shared
5	Compiled minutes of all meeting, workshop evaluation forms, and a report of major decisions arising from the meetings/discussions that may inform the direction of the communications campaign	Continuous with monthly/quarterly report shared
6	Campaign activation plan	Pre-launch activities and Launch
7	Final communication monitoring and evaluation plan and templates	Continuous with monthly/quarterly report shared

Activity	Output of tasks
TV Ad Production and Placement	<ul style="list-style-type: none"> a) Scope will cover conceptual/development, of TVC based on agreed story boards b) Testing and research (see above as an output) and agreed revisions based on learning/feedback, internal presentations and selling to Client senior team, Marketing department and key licensees. c) TV spots, and re-edits for [flight] periods d) Management of all talent and music contracts, including licensing, holding fees and residual payments e) Coordination of traffic, <i>dubbing</i> and billboards/enhancements f) Media buying/ placement of the TVC to be executed through KNEST as provided for in government regulations on media buying
Billboards Ad production and placement in prime locations	<ul style="list-style-type: none"> a) Create and produce enhancement copy and other added-value materials that include billboards b) National newspapers and intermediary magazine and ads c) Budget insert supplement d) Consultant to provide media schedule for KNEST to book as provided for in government regulations on media buying
KNEST, Pensions / Savings Sensitization for MSMEs	<ul style="list-style-type: none"> a) Develop a computer-based training module (Power Point) that stakeholder institutions will use to train MSMEs on a basic understanding of KNEST, pensions and savings. b) The training module is self-paced, with built-in learning examples.

Activity	Output of tasks
Production of Promotional Materials	<ul style="list-style-type: none"> a) Identify relevant promotional materials for use in the launch and sensitization phase – including banners, t-shirts, aprons, flyers etc b) Coordination of the development of concepts and designs to adopt on the promotional materials and delivery of such materials ahead of the launch
Radio Ad Production and Placement	<ul style="list-style-type: none"> c) Identify radio spots for promotional period d) Scope will cover conceptual/development, revisions based on feedback, internal presentations and selling to licensees as required e) Management of all talent and music contracts, including licensing, holding fees and residual payments f) Media buying/placement of the TVC to be executed through KNEST as provided for in government regulations on media buying
Digital Platform Placement	<ul style="list-style-type: none"> a) Develop and execute a digital platform campaign for KNEST b) Scope will cover conceptual/development, placement and management of weekly content and message refreshment based on feedback c) Advertising and organic growth of followers d) Enrolment of influencers e) Weekly evaluation reports f) Media buying/placement of the TVC to be executed through KNEST as provided for in government regulations on media buying
Reporting and Measurement	<ul style="list-style-type: none"> a) Regular reporting (according to the criteria described in this section) to KNEST on campaign impact b) Weekly placement reports and collaborate with KNEST where they have direct media buying to have a 3rd party media monitoring agency to provide the necessary reports. c) Weekly account meetings
Research	<ul style="list-style-type: none"> a) Pre-testing of communication messaging prior to launch phase b) In coordination with KNEST Plc, support in conducting research of entire project initiative after one (1) year of launch of programme for impact assessment on achievement of the indicated recruitment targets, campaign messaging, learnings etc.

2.4 Payment Schedule

No.	Deliverable/Output	Payment %
1	Submission and acceptance of an Inception report setting out the approach to conducting and delivering the assignment. The approach will enable the key stakeholders and decision makers to make informed comments through a systematic consultative process elaborated in the inception report. The report should be submitted within three (3) weeks from the commencement of the assignment.	10%
2	Submission and acceptance of a Draft Communications Strategy and Draft Awareness Campaign Plan, a summary report on issues and way forward and required / proposed promotional materials in collaboration with the project teams; Research and testing of campaign message to align the final work produced	20%

No.	Deliverable/Output	Payment %
3	Submission and acceptance of a Final Communications Strategy and Draft Awareness Campaign Plan following stakeholder engagement and consensus. Production of promotional material and planning of launch event	30%
4	Submission and acceptance of quarter 2 report with expected deliverables as per the Inception work plan	15%
5	Submission and acceptance of quarter 3 report with expected deliverables as per the Inception work plan	15%
6	Submission and acceptance of quarter 4 report with expected deliverables as per the Inception work plan and close out report	10%

2.5 Estimation of Effort

The Consultancy period for the provision of Integrated Marketing Communication Services will be for a minimum period of one (1) year.

2.6 Work and Reporting Mechanism

The Consultant shall work in close collaboration with KNEST Plc's communication department. The Communications Agency is expected to consult with the KNEST Communications department prior to designing the Marketing Communications Strategy and Campaign.

The consultant shall report and observe the following to KNEST Plc:

- i. The development of the advertising campaign will be supervised by the Communications department which will also clear the final implementation plan before implementation.
- ii. All marketing communications materials will need to be cleared through the communications office and in writing.
- iii. Communication plans and executions will be reviewed monthly by Consultancy and KNEST Plc Communications team to assess impact and make adjustments to strategy if necessary.

3. QUALIFICATIONS OF THE CONSULTANT

- i. The Marketing Communications Consultant or Agency should have a minimum of 10 years work experience in marketing communications and advertising.
- ii. The Consultancy or Agency should have demonstrated experience in conceptualizing and executing public awareness campaigns.
- iii. The Consultant or Agency must have the capacity, in form of resources and technology (in-house or sub-contracted), to deliver the activities of the campaign within the agreed timeframe and budget.
- iv. Previous experience working on campaigns with the public sector, financial services sector, international NGOs, or civil society, is an added advantage.