



TERMS OF REFERENCE FOR

**Evaluation of Social Marketing on Demand and Supply for  
Condoms in Urban and Rural, Zimbabwe**

Proposed study period: October 2016 – December 2017

PSI's Four Pillars

Reignite marketing \* nurture the network \* integrate service delivery \* lead with evidence

## Background

Condom social marketing (CSM) has played an important role in HIV prevention since the 1980s.<sup>1</sup> Like most social marketing programs, the goal has been to put lifesaving products into the hands of the people who need them and increase use. Social marketing programs account for more than two billion condoms sold each year and 265 million distributed free of charge. Currently, there are CSM programs in 62 countries around the globe.<sup>2</sup>

Over the years, social marketing has become increasingly sophisticated. Today, social marketers employ more comprehensive strategies and work within a total market approach that helps them identify how to most effectively leverage an entire market (public and private) to meet consumers' health needs. There are eight recognized benchmarks for social marketing programs. They must: 1) target a behavior; 2) be consumer oriented; 3) be based on theory; 4) be driven by consumer insight; 5) involve an exchange; 6) recognize the competition; 7) include audience segmentation; and 8) benefit from a mix of approaches. Programs that adhere to these benchmarks have been demonstrated to be more effective than more narrowly focused efforts.<sup>3</sup>

Condom social marketing has been demonstrated to be an effective means for behavior change, specifically for increasing condom use.<sup>4</sup> In a 2016 systematic review of the evidence base for social marketing, 37 studies showed a positive association between social marketing and improvements in condom use. They demonstrated that condom social marketing has resulted in statistically significant improvements in HIV knowledge and other precursors to behavior change, and statistically significant increases in ever use of condoms, use of condoms during last sex with regular and casual partners, consistent use of condoms with regular and casual partners, and condom use during high-risk sex sexual encounters.<sup>5</sup>

One of PSI's largest condom social marketing programs is in Zimbabwe where HIV prevalence is 13.8% among the general population.<sup>6</sup> Male condoms are an important part of Zimbabwe's national HIV prevention strategy and have contributed to a 25% decrease in new infections between 2010 and 2015.<sup>7</sup> Since 1996, PSI/Zimbabwe (PSI/Z) has been responsible for generating demand for condoms and ensuring accessibility to its branded condom, Protector Plus (PP). Condom use has increased over time: among men aged 15-49 reported use at last sex increased from 40.1% in 2010 to 46.7% in 2015. The highest rate of increase was among 20-24 year-olds, from 47.0% in 2010 to 63.8% in 2015.<sup>8</sup>

While overall rates of condom use have increased significantly for some groups, use in some groups is declining: among 40-49 year-olds, use went from 23.2% in 2010 to 20.3% in 2015. Rates of use are also still too low to adequately protect the sexually active population from HIV infection. Additionally, there are alarming trends in other risk behavior, such as the percentage of men reporting multiple sexual partners, which increased from 10.6 to 14.3% between 2010 and 2015.<sup>9</sup> Trends like this highlight the need for consistent condom marketing and promotion to ensure that all high risky encounters are protected.

---

<sup>1</sup> Sweat et al., 2012

<sup>2</sup> DKT International, 2015

<sup>3</sup> The National Social Marketing Centre, 2010B

<sup>4</sup> Sweat et al., 2012; Noar et al., 2009

<sup>5</sup> Firestone et al., 2016

<sup>6</sup> ZDHS, 2015

<sup>7</sup> ZDHS, 2015

<sup>8</sup> ZDHS, 2015

<sup>9</sup> ZDHS, 2015

## The Problem

Social marketing has done a great deal to strengthen the Zimbabwean condom market over the years, but the market lacks diversity to sufficiently increase and sustain demand. These factors combined with the economic crisis and less donor support for condoms are a serious threat to prevention efforts and could increase the sexually active population's risk for infection.

Between 2014 and 2015, a total of 244 million condoms were distributed in Zimbabwe.<sup>10</sup> The public sector makes up approximately 77% of the market, while PP condoms are 23%, and the commercial sector is negligible at 0.02%.<sup>11</sup> Even though the public sector makes up the majority of the market, use of the product varies markedly across different contexts and some consumers believe that free condoms are of poor quality and are smelly.<sup>12</sup> The commercial sector has been reluctant to enter into the market because of the shrinking economy, which has resulted in cash shortages, outlet closures, and on-going economic instability.

Donor support for condom social marketing programs is also dwindling, which means that PSI/Z must move to a cost-recovery strategy to sustain operations and keep improving access to and use of condoms. While increasing the price will result in a decrease in demand for PP in the short term, the sustainability of the brand should be improved and the price increase will help increase the value of the overall condom market, which will encourage the commercial sector to enter into the market over the long-term.

## PSI Strategy

To address these challenges, PSI/Z will implement and test a comprehensive strategy to increase overall demand and supply for condoms and move toward a more sustainable model. The project will run from August 2016 to December 2017.

The strategy will begin with a price increase for PP, which will take effect in October 2016. The consumer price for PP will increase from 20 and 30 cents for a pack of three condoms for original and scented variants, respectively, to a standard price of 50 cents. The price increase will result in key traders' margins going down from 140% to the industry average of 32%. In the short-term (i.e. 2-3 months), PSI/Z expects to see demand for PP decrease, perhaps at a magnitude of 30% or more, based on previous experience. PSI/Z will then rebuild brand equity and justify to consumers and the trade why they should pay more for the product. PSI/Z plans to introduce a second price increase in April 2017. The first price increase in October will result in the following levels of cost recovery: Original (154%), Strawberry (138%), and Banana and Vanilla (133%). After the second price increase, the cost recovery will increase to: Original (215%), Strawberry (194%), and Banana and Vanilla (186%). PEPFAR will continue to provide commodities for the project.

There are four key elements of the strategy: they meet the social marketing benchmark criteria and lessons cited in the literature:

1. Reposition PP to complement the public and commercial sectors and reduce overlap
2. Change PP packaging to increase appeal and denote quality
3. Improve relations with the trade and increase efficiency along the distribution chain

---

<sup>10</sup> Quarterly distribution reports; ZNFPC 2015

<sup>11</sup> Quarterly distribution reports; ZNFPC 2015

<sup>12</sup> Moyo, P. et al. Public Sector Condom Acceptability Among Youth in Zimbabwe, 2015

4. Support the MOH to better market public sector condoms <sup>13</sup>

## ACTIVITIES TO BE FUNDED

PSI seeks the services of a reputable organisation to carry out three rounds of consumer and trader surveys whose methodologies are detailed further below.

### Key Activities

1. Conduct data collection for consumer and trader surveys

### Deliverables and Time lines

Activity	Deliverables	Suggested Timeframe
Training for data collection (PSI will lead technical component for this training). Training will be conducted at PSI HQ in Mt Pleasant	Completed training program for field activities and a pilot	3 days in October 2016
Data collection for baselines	<ol style="list-style-type: none"> <li>1 Detailed logistical and fieldwork planning</li> <li>2 A clean electronic dataset</li> <li>3 Field report noting any challenges faced and how they were resolved</li> <li>4 All Smartphones and their accessories in good condition</li> </ol>	3 weeks in October 2016
Data collection for midline Survey	<ol style="list-style-type: none"> <li>1 Detailed logistical and fieldwork planning</li> <li>2 A clean electronic dataset</li> <li>3 Field report noting any challenges faced and how they were resolved</li> <li>4 All Smartphones and their accessories in good condition</li> </ol>	1 month in May/June 2017
Data collection for endline survey	<ol style="list-style-type: none"> <li>1 Detailed logistical and fieldwork planning</li> <li>2 A clean electronic dataset</li> <li>3 Field report noting any challenges faced and how they were resolved</li> <li>4 All Smartphones and their accessories in good condition</li> </ol>	1 month in November/December 2017

<sup>13</sup> This fourth component of the strategy is contingent upon the MOH's willingness and the speed at which they are able to work with PSI/Z on a strategy for improving negative perceptions, including modifications to product itself.

## Study Aims and Objectives

The primary aim of this study is to evaluate how CSM impacts demand and supply for condoms in Zimbabwe. Given the time constraints on the study, condom use will not be measured: proxy measures will be used for measuring demand.

The study will have two arms:

**Comprehensive approach (intervention):** radio + social media + basic distribution of PP + media bursts + increased product visibility in stores + improved relationships with the trade + support to the public sector

**Basic approach (control):** radio + social media + basic distribution of PP + media bursts

Since mass media is a key component of repositioning PP and cannot be isolated to intervention areas, it will be included in both study arms. Additionally, basic distribution of PP will need to continue in control areas to ensure that the Zimbabwean population continues to have access to condoms during the study.

Finally, because of the obligatory price increase, economic context, and market context, PSI/Z will be documenting how new CSM strategies shift PP toward a more sustainable model and work within a total market approach (TMA).

The evaluation will compare intervention and control areas to determine the effectiveness of a comprehensive CSM approach (as compared to a basic approach) on the following **primary outcomes**:

1. Increase in PP condom sales volumes
2. Increase in public sector condom distribution

The evaluation will also determine the effectiveness of a comprehensive CSM approach on the following **secondary outcomes**:

1. Self-reported increase in consumer preferences for PP as demonstrated through
  - Emotional attachment to the PP brand
  - Intent to purchase PP condoms
  - Self-efficacy to negotiate condoms with partners
  - Positive attitudes toward condoms
  - Improved beliefs about condom efficacy
2. Increased perceived availability of PP among consumers
3. Increased perceived availability of public sector condoms among consumers
4. Self-reported increase in traders' preferences for PP as demonstrated through
  - Positive attitudes toward PP
5. Increased coverage for PP

## 6. Increased coverage for public sector condoms

# Methodology

## Study Design

Ten districts (N=10) in 10 provinces will be randomized to the control (n=5 districts) and intervention arms (n=5 districts). Baseline consumer and trade surveys will be conducted in all 10 districts and will serve as a pseudo-control arm. Baseline surveys will be conducted prior to the price increase for PP and will capture the Zimbabwe condom market prior to the launch of a comprehensive CSM approach.

Following the baseline, districts in the intervention arm will receive the comprehensive CSM approach while those in the control arm will receive the basic approach.

## Evaluation Surveys

The evaluation will include two key surveys: consumer (household) and trader surveys.

## Consumer Survey

**The consumer survey will include adults who are:**

2. Aged 18-49 years
3. Sexually active
4. Live in the selected household (for at least 6 months)

After the districts have been randomized into control and intervention arms, a multi-stage cluster sampling approach will be used. At the first stage, 100 (90 in urban/peri urban and 10 in rural) enumeration areas from the study districts will be randomly selected. This will be done separately for the intervention and control districts. In the second stage, based on the list of households in each enumeration area, households will be randomly selected. The proportion of urban to rural households will be maintained at 90:10. One adult, aged 18 to 49 years, will be randomly selected and interviewed from each household. A Kish grid will be used in cases where more than one eligible respondent is found in a given household. The final aim is to have equal numbers of respondents in the intervention and control districts and also achieve an 90:10 urban: rural split.

A structured questionnaire will be administered to each eligible and consented individual who meets the inclusion criteria. The interview will last approximately 45 minutes, and will take place in convenient and private places. The questionnaire will collect socio-demographic information, information regarding condom purchase, preferences, use, sexual behaviour, attitudes and beliefs regarding condoms, communication with sexual partners, and validated scales on brand equity<sup>14</sup>. A small monetary reimbursement will be provided to participants who complete the survey.

A baseline survey will be conducted in September and October 2016. Two separate follow up surveys will be conducted in May/June 2017 and November/December 2017. The mid- and end-line surveys will have additional questions regarding exposure to the CSM activities

---

<sup>14</sup> Evans et al. 2011

described above. Households will be randomly selected at all times. Thus the survey will not be administered to the same individuals.

### Sample size

To calculate the sample size needed in each arm, we considered PP brand preference (%) as the outcome of interest. PP brand preference in Zimbabwe is currently 59%, and we want a minimum detectable effect of 5% increase in PP preference with a power of 80% at the 95% significance level.

Because the trial is clustered at the district level, the sample size must account for interclass correlation (ICC) within districts. However, no information was found from previous studies on the likely between- or within-cluster correlations in brand preference for PP. When ICC cannot be estimated, common practice is to double the sample size to account for clustering (design effect).

**Table 1: Sample size determination**

Parameter	Value
Current Protector Plus Preference	59%
Expected effect size to be detected	5%
Significance level	0.05
Estimated sample size for two-sample comparison of proportions	1,526
Design effect	2
Total # of interviews needed	3,052
Total # of interview corrected for 90% response rate	3,392

Based on these calculations, we will use a sample size of 3,392 individuals per cluster. This yields a total of 340 individuals to be interviewed per district in a total of 10 districts.

### Trader survey

A census of traders will be completed. PSI/Z estimates a universe of 480 eligible traders in the 10 study districts.

A structured questionnaire will be administered to each eligible and consented trader who meets the inclusion criteria. The interview will last approximately 30 minutes, and will take place in the outlet. The questionnaire will collect information about traders' past and current experience selling PP, current stock volumes, attitudes toward PP, and motivations for and barriers to stocking the brand. A small monetary reimbursement will be provided to participants who complete the survey.

The timing for the trader survey will correspond with the consumer survey: baseline in September/October 2016, mid-line in May/June 2017, and endline in November/December 2017. The mid- and end-line surveys will have additional questions regarding exposure to the improved trade relationship activities described earlier as part of the comprehensive CSM approach.

## TECHNICAL CONSIDERATIONS

### REQUIREMENTS OF THE SERVICE PROVIDER

PSI seeks the services of a reputable research agency/individuals to carry out the consumer and trader surveys.

### APPLICATION SCHEDULE

The deadline for the submission of a fully completed application form and attachments is 13.00hrs on Monday 26 September 2016. Bids must be submitted in sealed envelopes and dropped in the Tender Box clearly addressed to:

**TENDER COMMITTEE- ref: Condom Demand /86489**

**30 The Chase West**

**Block E, Emerald Office Park**

**Emerald Hill, Harare, Zimbabwe**

**OR EMAIL to:**

**[tenders@psi-zim.co.zw](mailto:tenders@psi-zim.co.zw)**

**Submissions/Bids send to a personal email will be disqualified. However should you require any clarification regarding this request you can email to**

**[cmaringapasi@psi-zim.co.zw](mailto:cmaringapasi@psi-zim.co.zw) copying [tdudzai@psi.org.zw](mailto:tdudzai@psi.org.zw), [hmazike@psi.org.zw](mailto:hmazike@psi.org.zw), [mmapingure@psi.org.zw](mailto:mmapingure@psi.org.zw)**

Financial bids should be submitted separately from the application, but are due at the same time and to be submitted to the same addresses.

The deadline for this application and proposed timelines for the application process are shown in the table below, but subject to change without notice.

**Table 2. Application timelines**

1. Publication of call	Sunday 18 September 2016
2. Deadline for submitting applications	Monday 26 September 2016
3. Application Review period*:	27-28 September 2016
4. Feedback to applicants via Official letter and Email	29 September 2016
5. Financial negotiations	30 September 2016
Projected Contract Start Date	First week of October 2016

*\*during which additional details may be requested, a presentation to the PR evaluation sub-committee or site visit may be required for those shortlisted.*

## EVALUATION PROCESS AND CRITERIA

Research agencies that are interested in tendering for this assignment are required to submit a Technical proposal and a Financial proposal, in two separate email submissions.

### TECHNICAL PROPOSAL

All proposals must be submitted in English. Technical proposals shall include the following (*not to exceed 15 pages, excluding Appendices*):

1. **A cover letter;**
2. **Relevant organizational experience:** Name of assignment, value of assignment, where, when, brief description of project highlighting relevant aspects;
3. **Individual consultant experience:** General qualifications, Adequacy for the assignment, Experience in region and language. Please attach detailed CVs;
4. **Technical Approach and Methodology:** Demonstrated understanding of the assignment and how it will be done, including plans to address potential obstacles / challenges;
5. **Work Plan:** showing key activities and schedule for implementation; and
6. **Organization and Staffing:** Describes team structure highlighting key resources, include a detailed description of who in your organization shall do what linking team members to key tasks, and when tasks shall be implemented.

### FINANCIAL PROPOSAL

The Financial proposal shall include the following:

1. **A cover letter**
2. **Total cost of Financial proposal:** Summary of Level of Effort (LOE) and of any costs.
3. **Breakdown of remuneration (costed LOE):** For each team member, show position on team, LOE, cost/day. If assignment is over a long period, costs per team member can be indicated as Staff monthly rates.
4. **Breakdown of Expenses showing Unit, Unit cost and Quantity.** These may include:
  - a. Per diem
  - b. Local transport
  - c. Flights (international, local)
  - d. Miscellaneous travel expenses
  - e. Administrative support
  - f. Supplies and Consumables
  - g. Other expenses, as justified.

**The provisional budget indicated for these Terms of Reference is \$80,000.**

### EVALUATION PROCESS

The Technical proposals shall be assessed out of a scoring of 100%. The highest scoring consultant shall be invited for financial negotiations. Those proposals scoring below 60% (60/100 points) shall be discarded.

If no proposals score above 60%, the opportunity shall be re-tendered.

Prior to contract negotiations, PSI shall review the financial proposal to (a) confirm full alignment with the Technical proposal, and (b) no major changes to financial assumptions used to prepare the financial proposal.

## CONTACT DETAILS

Please direct your requests for information and questions/queries to:

[cmaringapasi@psi-zim.co.zw](mailto:cmaringapasi@psi-zim.co.zw) copying [tdudzai@psi.org.zw](mailto:tdudzai@psi.org.zw), [hmazike@psi.org.zw](mailto:hmazike@psi.org.zw),  
[mmapingure@psi.org.zw](mailto:mmapingure@psi.org.zw)

The Procurement Officer, Supply Chain Department, PSI, 30 The Chase West, Emerald Hill, Harare, Zimbabwe

Please note that questions and requests for information must be submitted before **Monday 26 September 2016**. Detailed responses may be made publicly available on our website.