

SKY: Evaluation Partner Brief

Introduction

Good Business is seeking an independent partner to evaluate SKY, a multi-media programme focused on teenage girls (aged 12-19) in Africa, funded by the Bill & Melinda Gates Foundation (BMGF), covering multiple issues (tobacco control, gender equality, HIV prevention, and financial services for the poor). The partner would work closely with Good Business to design and deliver the approach to monitoring and evaluation. This would include the design of the overall study and analysis plan, as well as survey tools and key performance indicators where relevant. This document provides information for potential partners about the scope of work, before providing a brief history of the SKY programme and previous evaluation methods, and the application process.

Scope of work

We are looking for an evaluation partner to develop and deliver a new formal evaluation the SKY programme in Kenya and Nigeria, building on the learnings from previous evaluations. We expect to work closely with the partner throughout the process to ensure alignment with our evaluation needs, as well as the evaluation needs of the BMGF. The appointed evaluation partner will assist on elements such as study design, sampling approach, IRB approval protocols, and the development of papers for peer-reviewed publication.

The evaluation partner may be an individual, an organization, or a collaboration across institutions. We are particularly interested in partners that are based in Kenya or Nigeria; however, this is not a requirement (*NB if you are not based in Kenya or Nigeria, you may want to consider finding a partner who is*). You do not need to have the capacity to conduct fieldwork directly; you or we can organise local research partners if required.

We have identified the following initial objectives, which may evolve over time.

1. Work with Good Business to assist on the development of a Theory of Change that incorporates the new issue areas of HIV, Financial Services for the Poor (FSP), and Gender Equality (GE). This will be based on the existing Theory of Change for tobacco control, and insights from formative research (which will include desk research, stakeholder interviews, and qualitative field research). *NB this research will be carried out by Good Business and our existing research partner, Be Forward Africa. Please see sections below for further information and existing Theory of Change.*
2. Develop an evaluation plan, including (but not limited to):
 - a. Study design – including the overall approach, methodology and schedule.
 - b. Sampling strategy, including inclusion and exclusion criteria, approach to attrition and replacement.
 - c. Measurement strategy, including key evaluative questions and outcome measures, and how these link to the Theory of Change.
 - d. Analysis strategy
3. Data analysis of all data inputs following data collection
4. Data presentation, ensuring that all data is made readily available to the BMGF, and that core learnings and insights are summarised and disseminated in a timely and efficient manner. This should include a publication schedule for peer-reviewed publication.

The key questions we want the evaluation to answer are:

- Has SKY created positive change in relation to the key attitudinal and behavioural indicators around Tobacco Control, GE (including agency/ empowerment indicators), HIV, and FSP (to be identified)?
- Are the Theories of Change that we are using working in practice?
- Is SKY's impact consistent across age, socio-economic factors and geographical location?
- Does SKY deliver the desired outcomes in a cost-efficient way (with cost efficiency defined by WHO standards)?
- What is the best channel mix to use to reach the target audience, and which channels are best for different types of messaging?
- More broadly, how can we use multi-media messaging to increase empowerment and subsequently influence harm reduction behaviours among adolescent girls?
- When do we reach 'saturation point' in relation to how many issues we could layer into a platform such as SKY?

About SKY

In 2013, Good Business received a grant from the BMGF to pilot social marketing approaches to smoking prevention amongst teenagers in a small number of African countries. This grant supported the BMGF's focus on reducing tobacco related death and disease in developing countries by preventing the initiation of new smokers and decreasing overall tobacco use. The grant brief was to develop effective approaches that could outweigh the negative impacts of peer pressure, tobacco company spending and addiction by creating positive prompts aimed at making tobacco less appealing, thereby stripping out the aspiration around smoking for a younger audience.

In response to the brief, Good Business developed a multi-media social marketing programme called SKY. SKY is a broad resilience building and empowerment platform, into which we integrate tobacco messaging (See "Further information & resources" section to explore what this look like in practice). This programme has proven to be effective in multiple countries, reducing overall tobacco usage, and building protective factors amongst our target audience.

To date, SKY has run in Botswana, Ghana, Uganda, Cote D'Ivoire, Kenya and Zambia.

SKY's approach to tobacco prevention

The SKY approach was born directly out of the extensive qualitative and quantitative research (conducted at the start of the first grant period) into a) factors driving tobacco use and b) levers that might effectively drive change. The approach has been refreshed periodically throughout the life of the programs, and every time a new country has been added. Our research found that teenage girls did understand the health risks of tobacco use; however, these risks were perceived distant, remote, and disconnected from the immediate social context which was the focus of their lives. While they don't want to use tobacco, many struggled to resist peer pressure to smoke in social circumstances where tobacco is available. See Figure 1 below for the SKY Theory of Change.

Rather than a campaign framed around tobacco, SKY starts with what young people care about and works within their social worlds, using multiple channels to create a community which gives girls a sense of belonging and helps them navigate their futures and express themselves, building empowerment and resilience. Tobacco messaging is integrated within the platform, and we work to make it come 'from' girls, rather than from us, which increases its impact and the extent to which

girls genuinely identify with and believe it. This creates the conditions for young people to choose to reject tobacco, and to stick with that choice.

Girls can interact with SKY through multiple channels, which combine to make SKY a big part of their lives. These include: chatting about issues through Facebook and WhatsApp; reading and contributing to the SKY magazine with their friends; listening to the girl-led radio shows; watching vlogs, SKY TV, and the SKY film; and experiencing SKY at in-person events (see Table 1 for full list of SKY channels). Balancing breadth and depth of impact and engagement is critical to us as it is the combination of reach and impact that drive change.

Figure 1: Existing SKY Theory of Change

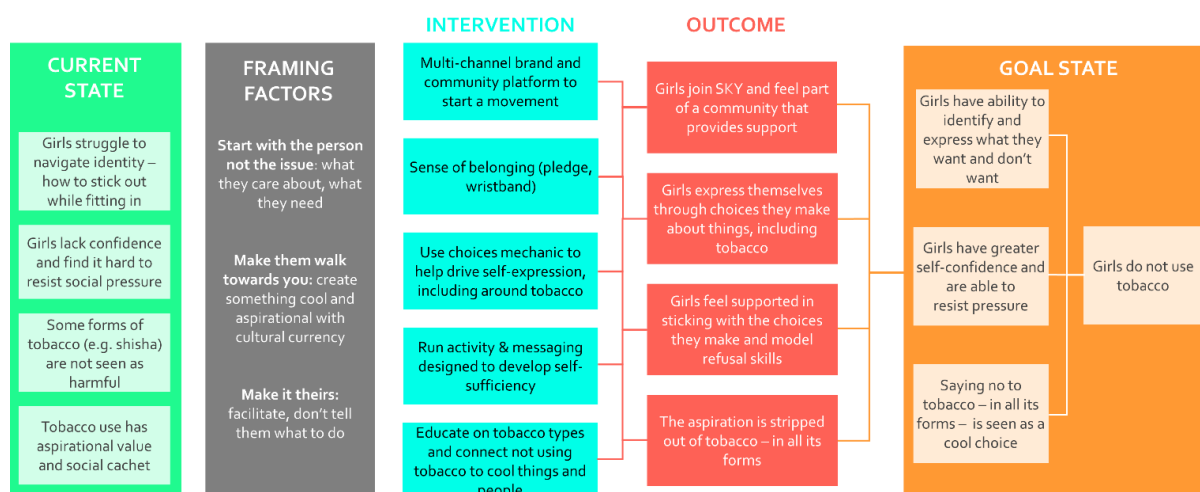


Table 1: Summary of SKY Channels

Channel	Brief Description
Social media	SKY's social media presence includes Facebook, Instagram, TikTok, Snapchat, and WhatsApp. As well as posting content, SKY facilitates discussion between girls on these platforms, and offers interactive opportunities such as the chance to enter competitions.
SKY magazine	30-40 page magazine distributed in print and online via schools, in housing estates and at mall drop-offs. New editions printed every 3-4 months. Features include fashion tips, interviews with celebrities and advice segments.
SKY radio	Narrative radio dramas or radio shows hosted by young women and aired on local/national radio. These may include call-in features where viewers can ask hosts for advice, as well as discussions around relevant topics such as music, relationships and peer pressure.
SKY TV	Dramas, movies and/or short-form content aired on local/national TV and YouTube. Normally aired in 'seasons' (e.g. 12 episodes over a 3-month period). Storylines revolve around 'being true to yourself' and aim to reduce the aspirational value and normalisation of smoking.
School visits	Visits by SKY activation team to local schools, during which they distribute the magazine, share information about SKY and run activities (e.g. talent shows, movie screenings, drama performances). Frequency can be weekly (for smaller clubs with a select group of girls) or less frequent (for larger activations).

SKY events	On-ground events, which may include movie/TV screenings, 'festivals' featuring visits from celebrities and activities such as make-up and DIY, and celebrity performances. Larger events are sporadic (e.g. once every few months), but smaller events (e.g. pop-up magazine distributions in malls, touring of SKY van around estates blasting music and sharing details of SKY) happen more frequently.
Billboards	SKY is advertised on billboards to build brand awareness and aspirational value. Generally used at launch for a 1-3 month period, and to promote specific assets (e.g. new movie launch).

Current Grant Period

Good Business has just received its fourth grant from BGMF, which extends the SKY programme in Kenya, while also funding the launch of SKY in Nigeria in the first half of 2022. In both countries, SKY will be expanded to include new issue areas, whilst also retaining a focus on tobacco control. See Table 2 for a summary.

	Kenya	Nigeria
Tobacco Control	✓	✓
Gender Equality	✓	✓
Financial Services for the Poor		✓
HIV	✓	

This grant therefore marks a departure from previous iterations of SKY, as it is being funded not just by the BMGF tobacco control team (though they remain a key partner) but also by the HIV, Gender Equality (GE) and Financial Services for the Poor (FSP) teams. We will therefore be expanding SKY to deliver messaging on these new areas of focus. The final objectives and desired outcomes of these teams will vary, and are still to be finalised. In the case of GE these are likely to focus on broad attitudes and norms around resilience, empowerment, self-determination and resistance to pressure. For FSP these are likely to focus on improving financial awareness and confidence. For HIV these are likely to focus on healthy relationships, attitudes towards sex and condom use. Our tobacco outcomes are summarised in our Theory of Change for tobacco (see Figure 1 above). We are currently adapting and developing our Theory of Change to create a new Theory of Change for each country which incorporate the relevant new areas of focus.

Previous evaluations of SKY

During the period 2017-2018, an independent evaluation of the SKY programme in Ghana was conducted by Tulane University School of Public Health and Tropical Medicine (based in the USA). This resulted in an academic publication, which can be viewed by [clicking here](#).

We have identified the following advantages and disadvantages of the Tulane evaluation approach:

Advantages	Disadvantages
Independence of the evaluation	Significant programmatic limitations created by preserving the control areas

Credibility of the evaluation	Significant contamination of control areas despite best efforts, given fluid nature of girls (travel) and social media
Inclusion of control areas	Study approach not tailored to the complex, social nature of the work, similar to that used for e.g. clinical trials where variables are easier to control
Size of sample	Challenges of reducing our desired impacts and outcomes to simple set of measurable indicators
Ability to control for confounding factors	Complexity of the study and the approach to analysis and results hard to decipher for a non-academic audience
Ability to generate data on multiple variables	
Ability to generate data on channel use and value	
Inclusion of cost effectiveness study	
Publication of the results	

The SKY programme in Ghana is currently undergoing independent evaluation by ideas42, a behavioural science research agency. The evaluation employs a stepped wedge design where neighbourhoods are randomized into treatment or control conditions. This design was chosen to allow for inclusion of control areas while also ensuring that implementation of the programme was as widespread as possible, as over time all control neighbourhoods would enter into the treatment arm. However, assigning control areas has proved very challenging given the national exposure of many SKY channels (e.g. TV shows). Furthermore, designation of neighbourhoods has been hard to implement in practice, with the media agency unable to implement SKY equally across all designated neighbourhoods (for example, because some areas have no road access or spaces large enough to hold public events).

Our reflections on evaluation going forward

- We want a multi-method approach, incorporating both qualitative and quantitative analysis, to enable us to build a body of evidence that stakeholders can use to make a considered judgment about the impact and efficacy of SKY. This approach needs to include some form of baseline/endline analysis, along with further analysis during the programme.
- We think that the quantitative survey requires improvement, which may include reformulating the structure, the question set and the interview context. It is particularly important to ensure it is as short and simple as possible, and uses appropriate local language expressions.
- We also envisage conducting regular qualitative work with the target audience, both to help us understand our progress and test specific program components, and to feed into the overall body of evidence around our research questions. This could include focus groups, qualitative interviews, and/or ethnographic research.
- We are particularly interested in harnessing the potential of social media and mobile phones as sources of data collection. However, this must be balanced against awareness that not all of our target audience have access to mobile phones or the internet.
- We want the evaluation to help us understand the causal links in our Theory of Change.

- As far as possible, we do not want to limit programme implementation due to evaluation requirements (for example, geographic control areas meaning that we cannot implement SKY on national channels).

Overview of timings and budget

We have allocated in the region of \$475,000 for research spending. This funding can be split between organisations; for example, if the evaluation partner cannot conduct fieldwork, then part of this budget must be allocated to cover the cost of paying a separate agency to conduct fieldwork.

Regarding timings, the baseline study in each country will need to be completed prior to the rollout of the SKY programme. In Kenya, the SKY programme activity will commence in Q3 2022, and run until July 2023. In Nigeria, the SKY programme activity will commence in Q4 2022, and run until October 2024.

How to Apply

Stage 1: Written submission

A written submission detailing the following:

Part 1

- 1) Your experience of evaluation. In particular, experience of evaluating programs:
 - a) focused on gender equality;
 - b) focused on HIV;
 - c) focused on financial knowledge and empowerment;
 - d) focused on tobacco prevention.
- 2) Your experience of evaluating programs for a target audience of teenage girls/young women.
- 3) Your experience of evaluating multi-channel social marketing campaigns.
- 4) Your experience of evaluating programs delivered in Africa.

Please note it is not a prerequisite that you have experience in all the above areas – just focus on areas where you do have experience. If possible, add links to peer-reviewed publications of previous evaluations you have conducted.

Part 2

Describe how you would approach designing a mixed-method evaluation for SKY in Kenya and Nigeria. Please consider our learnings from previous SKY evaluations, and reflections on these learnings, in your response.

The written submission should be no more than 5 pages of A4 (including parts 1 and 2 within the 5 pages) and should be submitted in Word or PDF format. Please email your responses to miriam@good.business before midday UK time on 17th February (please note attachment limit of 5MB).

Stage 2: Presentation

Those who proceed to the second stage will be asked to deliver a 30-minute presentation on their proposed evaluation approach, followed by a 30-minute Q&A session.

Your presentation should include:

- Your background and experience in evaluation
- The proposed structure of the evaluation (i.e. will you be running fieldwork yourself? Are you collaborating with a local institution? What resources will you need from Good Business?)
- The methodological approach of the evaluation

Stage 3: Full evaluation plan

Those who proceed to the final stage will be asked to provide a full written evaluation based on a specific brief supplied after Stage 2. We would then organise an hour-long meeting with you to discuss your proposed evaluation plan.

Further information & resources

[SKY case study video](#)

Examples of SKY content:

- [Print magazine](#)
- [SKY anthem](#) (#1 hit single!)
- [Social media](#)
- [SKY movie](#)
- [TV show](#)