

**TERMS OF REFERENCE
PRODUCTION OF A VIDEO DOCUMENTARY ON
THE PAY & PERFORMANCE PROJECT IN SIERRA LEONE
(INDIVIDUAL CONSULTANCY)**

Background

The Government of Sierra Leone recognizes that one of the main problems plaguing the country and constraining its economic and social development is the weak and deteriorating capacity of the public service of Sierra Leone over the years. The protracted civil war in Sierra Leone did not only destroy the pre-war institutional and human resource capacities in the civil and public services but also significantly hampered human capital development and institutional development which are required for effective post-war reconstruction and national development. Over the years during and after the civil war the public sector in Sierra Leone has suffered progressive depletion of skilled manpower in the middle level cadre of professional and technical staff. Chronically low and deteriorating remunerations and poor working conditions, including outmoded systems, structures and business processes continued to constitute obstacles to the public sector's ability to attract the necessary skills for the effective delivery of public services.

There have been extensive and prolonged consultations both within Government and between Government and development partners on strategies for turning this situation around and improving performance in the public service. Several interventions were attempted along those lines during the past decade, but these have been diffuse and uncoordinated with less than optimal impact. Due to the government's fiscal constraint, one approach resolving the acute capacity constraint was to augment public sector skills with local technical assistants on special remuneration and conditions of service. This approach has been seen to be unsustainable in the long run and to undermine efforts at comprehensive, holistic reforms. It ended up perpetuating itself and resulted in a two-tier public sector recruitment and remuneration system, with a resulting discord within the public sector, especially the civil service.

It is in view of the above that a consensus has emerged that a lasting and sustainable approach to public sector reform in Sierra Leone will have to be a holistic one that ensures competitive remuneration of a rationalized, skilled and well motivated workforce whose performance is effectively and efficiently managed to maximize public sector output and service delivery. Now, however, despite many ongoing post conflict challenges, the Government of Sierra Leone with supports from its development partners responded with an ambitious program of institutional reform and economic development. The reforms aimed to strengthen and improve capacity in the public sector that will translate efficiency, effectiveness and accountability in the public service delivery in a way that will impact on the people, especially the poor and vulnerable, leading to improved socio-economic development for Sierra Leone. Specifically, the programme seeks to establish a leaner, performance oriented, well motivated, modern and efficient civil service that delivers high quality services to its clients in a timely, transparent and cost effective manner.

In 2009 a comprehensive Public Sector Reform document was developed by the Government of Sierra Leone (GoSL) and its development partners to address the gaps within the Civil Service.

In 2012, the World Bank approved a Pay and Performance Project for Sierra Leone. This project aimed at supporting the Government's flagship programme, "*Improving Productivity through Management and Pay Reforms*", which focuses on three reform areas, namely: (i) Pay Reforms, (ii) Recruitment and Staffing and (iii) Performance Management and accountability of the Civil Service.

During the project cycle, between 800 - 1,000 of critical technical and professional positions within grades 6-10 (the "missing middle") will be filled across Ministries, Departments and Agencies (MDAs), via category openings, competitive and merit-based procedures, thus raising the capacity of Government to formulate and implement sound employment policies and improve on public service delivery. The Project Development Objectives are to improve competitiveness in pay, performance management and accountability of, and increase recruitment of middle and senior staff in, the civil service in Sierra Leone. The project is being implemented by the Public Service Commission (PSC), the Human Resources Management Office (HRMO), and the Ministry of Finance and Economic Development (MoFED) in collaboration with various Ministries Department and Agencies and coordinated by the Public Sector Reform Unit (PSRU).

To better raise public awareness of the ongoing institutional reforms, strengthen our partnerships and improve advocacy efforts, PSRU intends to produce a video documentary that captures key results, activities, successes and challenges as well as future direction.

The documentary will focus generally on Public Sector Reforms carried out thus far and specifically on the Pay and Performance Project, with key stakeholders highlighting the successes and challenges so far.

1. Overall objective of the project

The overall objective of the assignment is to produce a documentary film that provides a clear and compelling narrative on the Pay and Performance Project. The film will feature efforts made by GoSL and the World Bank in terms of capacity building within the Civil Service.

2. Specific tasks to be performed by the Consultant

Under the general supervision of the Director, PSRU, the Consultant will be required to;

- Work closely with the Project Communications Team to (i) develop the overall concept and narrative (ii) identify key stakeholders for interview (iii) identify locations for filming and/or existing footage as appropriate (iv) draft questions for interviewees
- Review archive material and footage from previous Sensitisation tours
- Interview selected stakeholders (Management and staff of the Implementing Agencies; other Government officials, the World Bank and other Development Partners, Non-State Actors etc)
- Visit the various stakeholders and get their perspective on the Project and PSR generally.
- Develop the documentary script and storyboard to be used in the film.
- Perform appropriate video filming and shoot interviews with the Projects' major beneficiaries and stakeholders.

- Present a draft documentary to PSRU for comments about contents.
- Produce a final documentary film not more than 45 minutes long and a summary of promotional version of 20 minutes long on separate DVDs.

3. Inputs

- Meeting with PSRU and the Communications Team for background information on public sector reforms
- Meeting Implementing agencies in Sierra Leone to collect and record data;
- Submit a storyboard and script for the documentary to the Communications Team and Head of Programmes and incorporate their feedback before submission of Final draft to Director, PSRU for approval before filming;

4. Output /Deliverables

- Present draft documentary to stakeholders in Sierra Leone and incorporate comments where appropriate;
- Produce an edited version of the scenarios captured, footage of the recorded stories and excerpts from previously filmed activities.
- Present a complete 45 minute documentary film and hand over the Master copy to the Director, PSRU and two (2) extra copies with the extra footage for future usage.

5. Required Qualifications and Experience of the Consultant

The Consultant will be required to have;

- 2 or more years of experience working in similar field.
- Experience in producing documentaries (those related to development work will have an added advantage) good technical capacity (for example, high definition) to ensure smooth and high quality production.
- Additional experience in development communication and knowledge of West Africa will be an added advantage.

6. Duration of the Assignment

The assignment is expected to take 30 working days from the date of contract signature.

7. Intellectual Property

All information pertaining to this project (documentary, audio, digital, cyber, project documents, etc) belonging to the Client, which the Consultant may come into contact with in the performance of his/her, duties under this consultancy shall remain the property of the Client who shall have exclusive rights over their use and distribution. Except for the purposes of this assignment, the information shall not be disclosed or used in whatever without written permission of the client in line with the national and international Copyright Laws applicable.

At the end of the assignment the end product also belongs to the Client and cannot be used by the consultant without express written permission of the Client.

8 Contractual arrangements and supervision

The Consultant will be hired under PSRU terms of contract and supervised by the Director, PSRU solely for the purpose of delivering the above outputs, within the agreed timeframe. PSRU as the Client shall provide the necessary support to the consultant in order to execute the assignment during the duration of the Consultancy. These shall include:

- (i) Make available Consultancy fee in tranches as started in the remuneration section
- (ii) Appoint a focal point for day-to-day activities in the form of the Head of Programmes, PSRU
- (iii) Provide access to relevant project documents (to be determined by PSRU) necessary for execution of the duties under this consultancy;
- (iv) Introduce the Consultant to the relevant stakeholders.

9 Remuneration

Consultancy fee shall be paid based on the Financial Proposal developed by the Consultant. Payment shall be made in four (4) installments of;

- 20% on Contract signature
- 20% upon submission of an Inception report acceptable to the Client (that is, linked to (i) development of the script and storyboard to be used in the film (ii) appropriate quality video filming of interviews with the Project's major beneficiaries and stakeholders.)
- 30% upon submission of an acceptable Draft documentary; and
- 30% final payment upon approval of the final Outputs/Deliverables, incorporating suggestions and recommendations from PSRU.

10 Application Procedure

Applicants are required to submit the following documents to the Attn: Director, Public Sector Reform Unit, 8 Wesley Street Freetown, Email: hrm@psru.gov.sl on or before the **Monday, 16th February 2015**:

- (i) **A Technical Proposal including**
 - Letter of Interest, stating why you consider your firm suitable for the assignment;
 - Full methodology on the approach and implementation of the assignment;
 - An updated CV of technical personnel proposed for this project highlighting qualifications and experience in similar projects;
 - three Work/professional references - provide three contact details (addresses, cellphone numbers and e-mail addresses) of referees of institutions for whom you have undertaken similar project for;

- **Evidence on DVD/CD of at least one documentary which is the applicant's own previous work.**
- (ii) **Financial proposal** indicating consultancy fee and a breakdown of expenses (unit price together with any other expenses) related to the assignment.

The proposals must be submitted in separate sealed envelopes (the Technical Proposal in one envelope and the Financial Proposal in another envelope) but both envelopes placed in one large envelope.

Legal Requirements

Companies and individuals are eligible. **Please note that all the following are a MUST and lack of any of them will render a firm's/ individuals submission unacceptable:**

- If a business, Business Registration Certificate in Sierra Leone
 - Valid Tax Clearance Certificate issued by NRA (whether company or individual)
 - Valid NASSIT certificate (for a company)
 - Full and accurate physical, postal, telephone and email address
- Applications should be forwarded to the Procurement Officer, Public Sector Reform Unit, 8 Wesley Street, Freetown on or before the **Monday, 16th February 2015**