

Section 3

Terms of Reference for PO7168 - Support to the Sierra Leone President's Delivery Team

1. Context

Ebola has had a devastating impact on Sierra Leone. It has killed over 3,500 people with over 500 new confirmed cases each week at its height. The crisis has brought education to a halt, and has disrupted healthcare, and economic activity leaving thousands of people vulnerable. Cases of Ebola have significantly reduced, which signals real progress and cause for cautious optimism that we can end the outbreak. Given this, it is right to begin thinking about the early recovery.

The Government of Sierra Leone (GoSL) wants to get the country back on track, re-establish essential public services, and look to longer term recovery. It is a challenging agenda, with multiple partners (within Sierra Leone and internationally) and the Government has needed to balance clear priorities for early recovery, which will get the country at least back to where it was before Ebola, without losing sight of longer term goals for prosperity. This will require strong coordination and leadership from the Government and sustained investment from the international community.

In response to urgent needs, the Government of Sierra Leone has developed a prioritised, costed plan drawn from its broader Economic Recovery Strategy. The Recovery Plan was developed with the support of four consultants previously employed by McKinsey and Company (with financial support from UK Government). The final version of the Recovery Plan is at Annex A and is available to all potential bidders. This focuses on four priority areas: health, education, social protection, and private sector recovery. There is strong political support from the President to ensure the ambitious targets set out in this plan are delivered over the next nine months. He recognises a need to demonstrate swift progress against the targets in order to restore public confidence and encourage ongoing international support.

To help Government to meet the targets the President has established a Delivery Team as the primary mechanism for driving delivery, problem solving, monitoring results and supporting line Ministries in implementation. The UK has been asked to support the formation and running of this Delivery Team through a combination of technical assistance and providing financial aid for staffing costs.

The Delivery Team will report to the President and will be responsible for putting in place a systematic approach for driving progress and delivering results in the four specific priority sectors in the Recovery and Transition Plan.

The Delivery Team will partner with line ministries down to the district level to manage performance, problem solve and take corrective actions to address delivery problems. It will also enable fast decision-making by cutting through government bureaucracy and working across multiple silos, streamlining engagement where possible create transparency on delivery by consolidating accurate and timely data from the districts and MDAs, and communicating fact-based, non-politicised outcomes.

In July 2015 a further pledging conference took place in New York where the President presented his further recovery priorities for the 24 month period ahead. These priorities extended the scope of activity in the existing (9 month plan) sectors and added two new sectors – Energy and Water & Sanitation. These ToRs re-state the original requirement and address the additional requirements arising from this 24 month plan which the UK seeks to support through extending the scope of our current TA support to the Delivery Team.

2. Objectives

These ToRs are for a Supplier to support the Government of Sierra Leone to set up, manage and support an effective President's Delivery Team. This will include support to:

- Design the details of the delivery architecture, and set up appropriate structures to drive end to end reporting and issue resolution
- Develop the practical implementation steps for the interventions within the plan, including the targets. And develop and implement systems that capture progress against targets and communicate those widely.
- Develop and support governance structures that will ensure relevant stakeholders are able to shape the direction of the plan "in flight", and that financial flows are accountable and linked to delivery outcomes.
- Provide policy support on the broader reform agenda – including on decentralisation, payroll and procurement to set the foundations for long term recovery.

3. Recipient

The Government of Sierra Leone is the recipient of this technical assistance.

The supplier will be contracted to deliver for the Government of Sierra Leone, and the team of consultants will therefore report directly into the Delivery Team and line Ministry Structures. The UK will also provide financial aid directly to GoSL to cover Delivery Team staffing costs.

The supplier will maintain strong relationships with DFID, will have agreed regular reporting requirements including providing monthly progress updates. See section 6 for more details.

There is ongoing advisory work to the Chief of Staff's office, supported by the Africa Governance Initiative. The supplier will need to agree an MoU with this team, setting out how they will work together. There is also a need to work with other TA in the MDAs represented in the Delivery Plans (including DFID-funded TA) and it will be necessary for the supplier to agree similar agreements with these (including ASI who are working in the Water sector).

4. Scope of Work

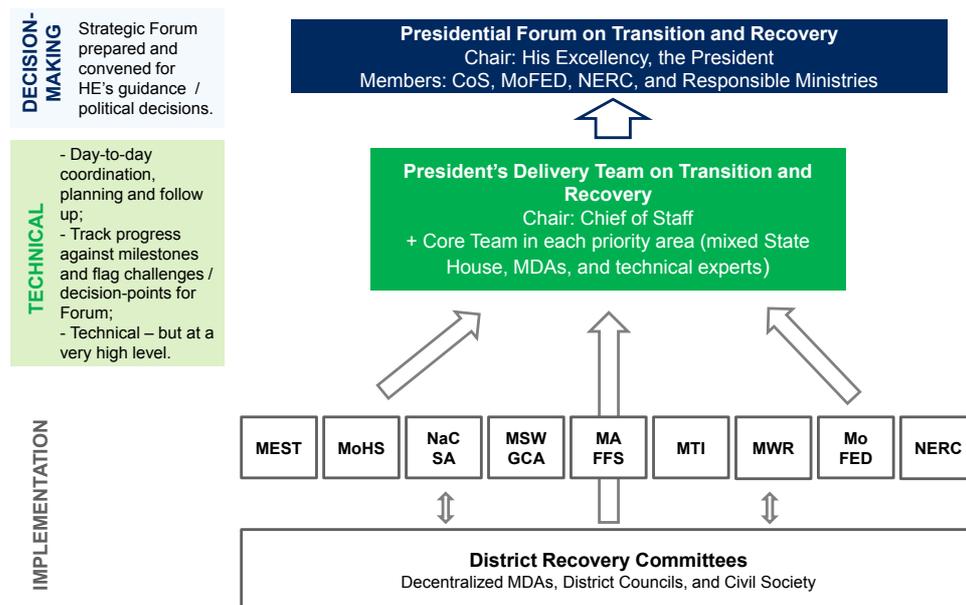
The supplier will provide technical experts to support the establishment and management of the President's Delivery Team.

As a whole the Delivery Team (including the Supplier) will:

- Refine the targets, initiatives, milestones and responsibilities of the Recovery and Transition Plan, eventually transitioning to support progress toward the Agenda for Prosperity. This will include ensuring, where possible, that targets are gender disaggregated.
- Set up monitoring and tracking tools and processes including dashboards, meeting schedules, performance dialogues with Ministries, Departments and Agencies (MDAs) and partners
- Rigorously monitor the progress of all initiatives against the plan
- Report progress made towards the targets internally and externally
- Manage a forensic audit process to ensure funds are well spent, targets are actually met, and delivery takes place
- Actively problem-solve, resolve bottle-necks and propose course corrections along the way
- Facilitate work across organizational boundaries including between MDAs, between MDAs and their NGO partners, and with the Districts, other partners and stakeholders
- Bring in external expertise as and when needed to supplement delivery teams, resolve problems, or advise
- Give MDAs and Districts early warning of risks and recommended actions

The proposed structure for the delivery unit is set out below.

President's Delivery Team on Transition and Recovery



The Supplier will work closely alongside Government counterparts, and be responsible for developing the capacity of those individuals. It is essential that the delivery system is able to operate beyond the end of this temporary support.

The Supplier will agree a workplan for the first two months of delivery within two weeks of contract signature. The workplan for the remainder of the programme will be agreed within two months of contract signing. Both workplans require agreement from the Chief of Staff and DFID.

The present TA contract has covered the design of the system and its operation across the four sectors which form the Early Recovery (9 month) Plan. The 24 month

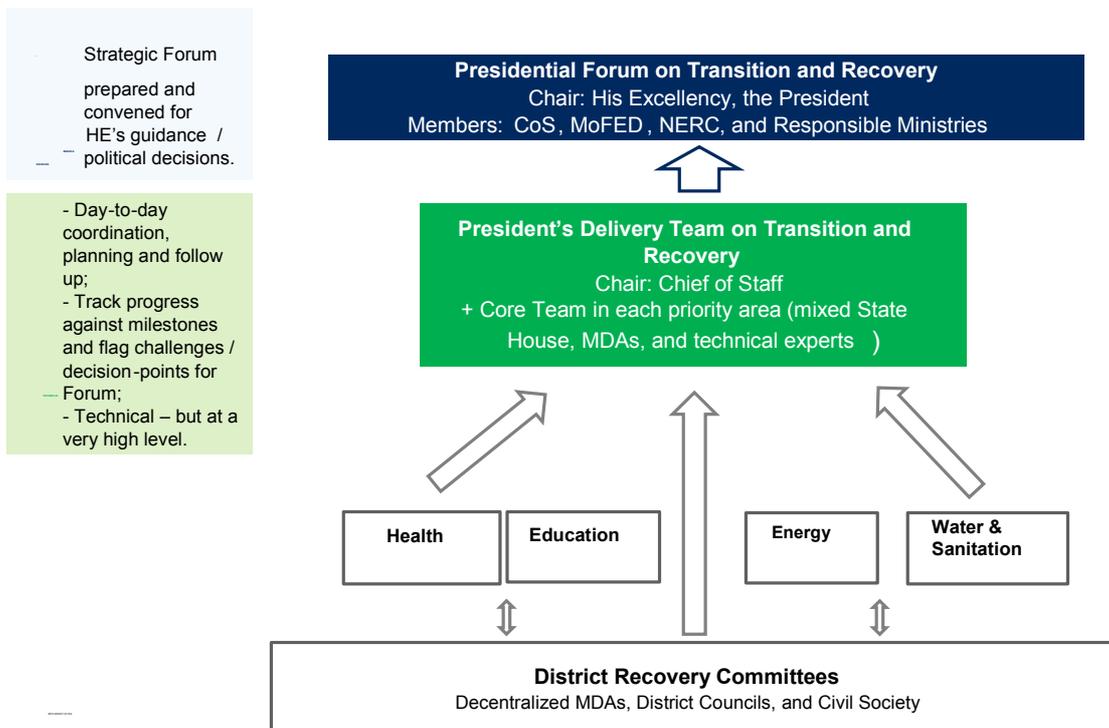
planning period is not due to commence until March 2016 but there is demand from the parts of GoSL covering the two new sectors (Energy and Water and Sanitation) to begin planning now. The UK is committed to ensuring that the delivery concept becomes embedded across GoSL in the long term and it is important to seize this opportunity in sectors which were not part of the 9 month plan. Further, it is important to ensure that donors are consulted soon to ensure that pledges in New York can be turned into programmes which support the GoSL's 24 month agenda. A hiatus of several months in planning for the 24 month period could lead to a loss of momentum and a divergence of donor support from Government priorities.

In this regard it will also be important to support, to the greatest extent possible within the extended scope, the identification of '24 month' priorities within the original four '9 month' sectors – Health, Education, Social Protection and Private Sector. Such support is to be agreed with the supplier on the basis of available resource and prioritisation. A process for taking MDAs through a design phase for the 24 month Recovery Plan is to be proposed by the supplier. This process will be adapted and applied selectively to each sector on the basis of an agreement between GoSL and DFID facilitated by the supplier. The supplier is required to facilitate the agreed application of the process with each sector, engaging with GoSL and donors as appropriate and producing outputs specified in the process and agreed per sector.

The required outcome is that, by the formal handover point in mid-January 2016, GoSL will have embarked on the planning process for its 24 month Recovery Plan objectives in each of the targeted sectors with the suppliers support. The outputs and level of TA support will be tailored for each sector on the basis of agreement with GoSL. It is possible that one or more sectors cannot be included in the process because of insufficient resource and this too will be explicitly agreed with GoSL.

The new proposed structure for the (extended scope) Delivery Team is set out below:

President's Delivery Team on Transition and Recovery



- Day-to-day coordination, planning and follow up;
- Track progress against milestones and flag challenges / decision -points for Forum;
- Technical – but at a very high level.

5. Requirement

Following the additional requirement for the service provider to develop detailed plans for the 24 month recovery plan (to December 2017), and provide international experts for the two new pillars (Energy and Water & Sanitation). The supplier is required to source a high quality team of technical experts, to ensure the implementation of the additional activities, aligning them to the original ToRs

The supplier should provide support to the 24 month planning process to bring at least 6 of the 8 MDAs to the budget/funding stage. What this essentially means is that once the priorities against the 6 sectors have been identified based on evidence/fact packs and initiatives under each have been finalised, the detailed budgets for these are also drawn up. So essentially for each sector, there should be – initiatives list, activity list, fact packs and detailed budget.

Two of the experts will be based within the Delivery Team. Staffing requirements will include a Team Leader based in the Chief of Staff's office. S/he will co-ordinate the Supplier's resources, and provide a direct link to the Chief of Staff. S/he will be supported by a Deputy Team Leader. The team leader will require a strong track record of extensive experience of governance reforms – including on improving service and policy delivery, and strong interpersonal skills

An additional four experts will be sector leads, working closely alongside GoSL counterparts in the relevant ministries – with the details of where they will be based to be agreed during inception. These four individuals are likely to work closely with the Ministries of Health and Sanitation, Education, Water Resources, Energy, Social Welfare Gender and Children's Affairs, NaCSA, Trade and Industry, Agriculture Forestry and Food Security.

The Supplier will also provide between two and four individuals who will provide mobile support to the Government District Committees, and will be available for troubleshooting on specific issues that arise. The precise number and location of these experts will be decided during the inception period.

The supplier will also need to demonstrate that it has access to a pool of experts across the areas covered by the plan for the duration of the project. The deployment of these experts will be agreed on a case-by-case basis with the Chief of Staff.

The Supplier will contribute information and advice on the construction and maintenance of the website for the Delivery Team. This could be an individual within the team, or a subcontract to a suitable service provider.

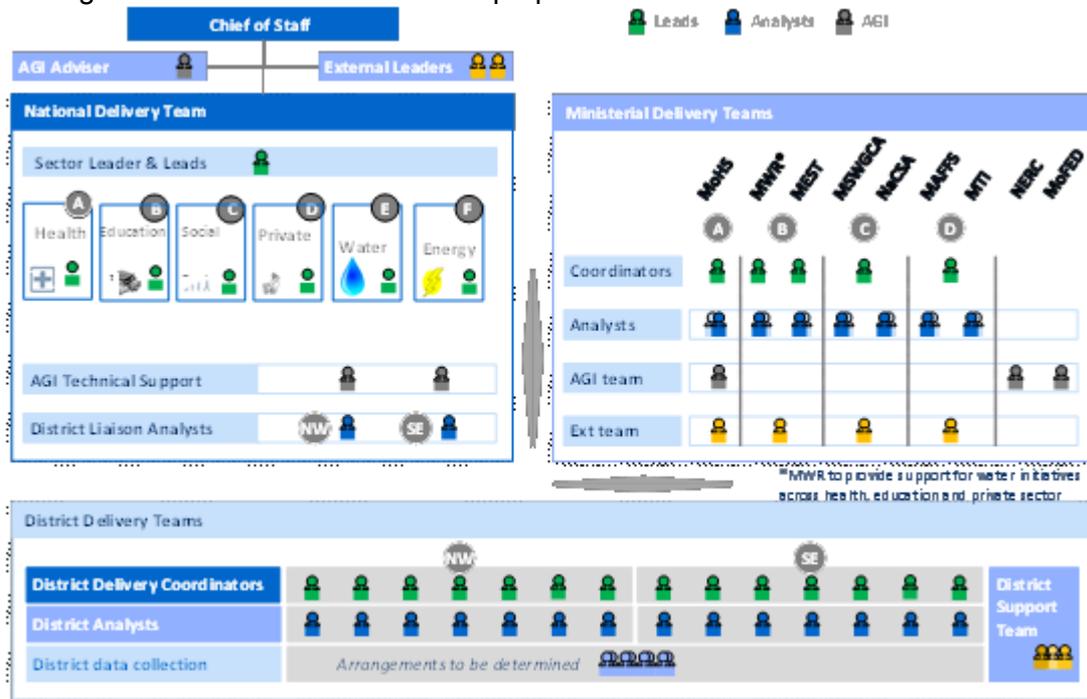
The team will also need the ability to subcontract fiduciary management of the activities of the Delivery Team, and where necessary financial audit. The scale and scope of these activities will be agreed with the Chief of Staff during the inception period.

It is a requirement that suppliers must commit to having their personnel available to commence work in Sierra Leone within 18 days of issue of contract award letter (anticipated 19 May 2015).

It is a further requirement that the supplier commits to engagement in the programme throughout the contract period, including any contract period extensions. The supplier will be aware of the risk of Ebola escalation however the GoSL require the

programme to be maintained until conclusion and the supplier must be willing to commit to this requirement. The supplier will have a business continuity plan outlining solutions to maintain the programme at defined levels of escalation.

The figure below sets out the current proposed structure.



6. Reporting

The team of technical experts will report to the Government of Sierra Leone, and will also maintain strong links with DFID through regular meetings and an ongoing dialogue.

The Supplier will be paid quarterly in arrears and will provide monthly performance reports of delivery against agreed objectives and cost breakdowns for actual operating costs.

Within the first week of deployment of the team leader, DFID, the Chief of Staff and the in-country team will hold an inception workshop to agree objectives, deliverables against milestones and ways of working within the Delivery Team, with line Ministries and District Recovery Committee. Role specifications, with SMART objectives, for the team will be finalised and agreed and submitted to the Chief of Staff and DFID by the Team Leader by the end of the second week.

DFID will have bilateral monthly meetings with the Chief of Staff that to facilitate discussions about speed, scope and success of the programme.

DFID also meet with Supplier at least monthly to assess progress against the logframe milestones, highlight strategic or policy issues and discuss any contractual or performance issues.

After six months, DFID will conduct a review of the Delivery Team.

7. Timing

- DFID will contract a supplier and establish UK support for the Delivery Team by the end of May. The in-country Team will be in post by the first week of June.
- Expressions of interest to be submitted by April 24th
- There will be a supplier open day session hosted in London, supported by DFID Sierra Leone on Monday April 27th
- Formal proposals will be submitted by May 11th
- Proposals will be reviewed between the 11th and 13th of May.
- The contract will be awarded by May 18th.

The team leader and deputy will need to deploy within two weeks of the signing of the contract. The remainder of the team will need to deploy within two weeks of roles being agreed with the Chief of Staff.

The contract may be extended for a further 3 months at DFID's discretion and subject to satisfactory supplier performance.

8. Exit Planning and Handover

The current TA contract ends in March 2016. In order to accommodate early engagement on the 24 month Recovery Plan the scope of the current contract is being amended to secure additional technical expertise. A new competition will be run to secure TA support to the GoSL's Delivery Team between March 2016 and October 2017.

Nearly all the information related to the Delivery system implemented by the current supplier since contract commencement is either in the public domain or the property of GoSL.

The current supplier will be required to provide detailed information to facilitate the new competition for this requirement. This information shall include but not be limited to, Information relating to the Delivery Team Structure and the Delivery Process operating in Sierra Leone along with actual data used to demonstrate progress against Recovery Plans along with details of any current issues. This is to be provided before the end of the current contract as part of a formal and comprehensive handover to DFID which shall include the information above plus any other information that DFID deems appropriate at the time. This handover shall be done in a timely manner and shall be provided no later than mid January 2016.

Information relating to the Delivery Team structure and the Delivery process now operating in Sierra Leone, as well as data used to demonstrate progress against the Recovery Plans, will be shared with all companies bidding for any new contract as part of the tender documentation and disclosure process (subject to GoSL agreement on data release). DFID will further share experiences and issues associated with designing and implementing the Delivery process with bidders. Contractual Arrangements

This contract will be formed with one successful provider who will be contracted via a formal invitation to tender process. Supply market engagement will be conducted to generate interest and to open up the opportunity for discussion.

9. Duty of Care

DFID Sierra Leone does not accept Duty of Care for the Supplier or their sub-contractors whilst in country. The contracted Supplier that DFID appoints via this contract will accept full liability for their employees and any sub-contractors. DFID will arrange accommodation and transport for the team of consultants for the first month, after which the Supplier will arrange suitable living arrangements and access to transport within pre-agreed costs. We expect office space to be provided in relevant offices of the Government of Sierra Leone and exact locations will be decided during mobilisation.

DFID agrees access for the consultants or sub-contractors to the UK military-run Role 2 medical facility and medevac in the event of being assessed as having been exposed to the risk of contracting Ebola. Non-Ebola related incidents will not be facilitated and will revert to the suppliers own duty of care arrangements.

The Supplier agrees to observe protocols in place for DFID staff, including a requirement to take anti-malarials, not to use any public transport and to avoid body contact. The Supplier is responsible for their own medical clearance/checks and anti-malarial provisions before they reach Sierra Leone and also standard non-Ebola related insurance, including cover for any evacuation required that is not for Ebola.

Annex A – GoSL Transition and Recovery Priorities

Annex B – Delivery Team Log Frame (attached)

Annex C Duty of Care Assessment Matrix (attached)