

ANNEX A
Terms of Reference
for
Support to the Sierra Leone President's Delivery Team Phase II

1. Introduction & Context

The Department for International Development (DFID) is the UK government's aid agency which provides development finance and support in emerging and developing countries. The UK is the biggest bilateral donor in Sierra Leone. The UK's aid programme has a strategic focus on infrastructure and improved health services in the country.

The Ebola Virus Disease (EVD) epidemic has had a devastating impact on Sierra Leone. It has infected almost 13,000 people in the country and directly caused almost 4,000 deaths. The Ebola crisis, coupled with the sharp decline in iron ore prices, has placed considerable strain on Sierra Leone's economy, household incomes and the government's ability to provide essential services. The crisis brought education to a halt, and disrupted healthcare and economic activity leaving thousands of people vulnerable.

The Government of Sierra Leone 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 has required strong coordination and leadership from the Government and sustained investment from the international community.

To help Government to meet targets set out in the (Early) Recovery Plan, the President established a Delivery Team as the primary mechanism for driving delivery, problem solving, monitoring results and supporting line Ministries in implementation. The UK was asked to support the design and operation of this Delivery Team through a combination of technical assistance and to provide financial aid for staffing costs. The introduction of the Delivery Team and prioritised plans for the 6-9 month recovery has begun to change the way business is done, bringing a strong focus on results. The team is coordinating and driving delivery of the President's top priorities for early recovery and increasing public transparency and accountability of its priority initiatives. While the delivery approach has led to transformational results in other contexts, it is still relatively new to Sierra Leone and the government has insufficient experience, financial and human resources to implement the approach.

In July 2015, the President presented a further 10-24-month plan with recovery priorities. He has requested DFID's support in maintaining and expanding the Team for this Recovery Plan. The plan is focused on improving basic services and economic development, as Sierra Leone turns its attention to its priority development goals. The President has stated that the Delivery Team will drive the implementation of the 10-24 month Recovery Plan, being unequivocal in acknowledging the difference it has made in driving the 6-9 month Recovery Plan which is showing early signs of success.

This Delivery Team model serves as a strong foundation for supporting Sierra Leone in its longer-term recovery and will provide stronger assurance about GoSL's ability to deliver an unprecedented development agenda. At this stage, DFID Sierra Leone is seeking to procure a team of external consultants to support the continuation of the President's Delivery Team for the 10-24 month plan period.

2. Objectives

The primary objective of this piece of work is to support the Government of Sierra Leone's efforts to continue the results-focused approach to delivering important priorities under the recovery plan using the delivery approach established for the 6-9 month plan.

DFID requires high-quality expertise to work effectively with Government to establish these new systems and approaches that will provide Government with the capability to implement the initiatives in both its Recovery Plans. It should also serve as evidence to inform discussion with other donors and DFID of risks and opportunities for reform in Sierra Leone.

These ToRs are for a Supplier to support the Government of Sierra Leone to continue to manage and support an effective President's Delivery Team.

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 (GoSL) and the team of consultants will therefore report directly to the Delivery Team and line Ministry structures.

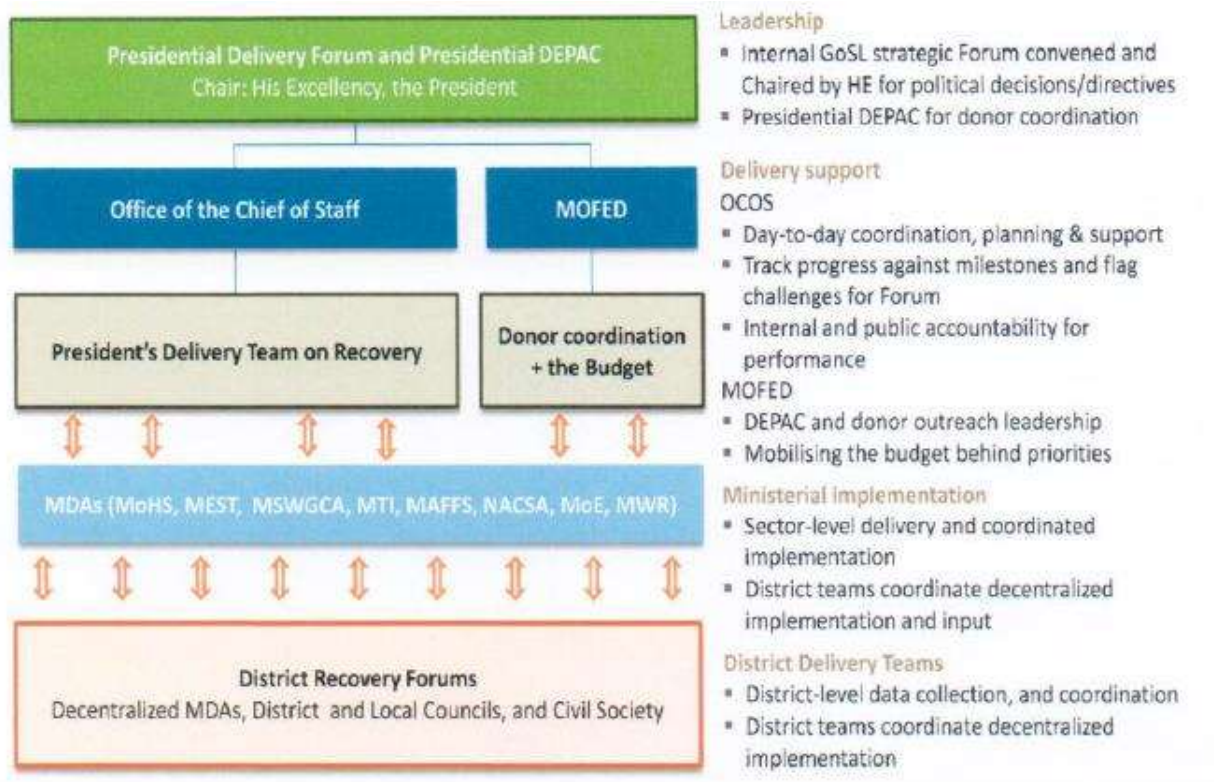
The UK will also continue to provide financial aid directly to GoSL to cover locally engaged Delivery Team staffing and support costs during the implementation of the 10-24 month Recovery Plan. The supplier will build and maintain strong relationships with DFID and will have agreed regular reporting requirements including providing weekly progress meetings.

4. Scope of Work

The supplier will provide technical experts to continue to support and manage the already established President's Delivery Team. This will include support to:

- Work with GoSL and donors to finalise plans for the 10-24 month Recovery Plan.
- Work with line ministries and local councils to manage performance, resolve bottlenecks, or problematic situations, and take corrective actions to address poor performance.
- Improve transparency of government delivery by collating and publishing accurate and timely data on progress against the priority targets.
- Ensure that the capacity of GoSL officials is developed so that the approach can be sustained beyond the life of this programme.
- Develop the practical implementation steps for the interventions within the plan, including targets. And develop and implement systems that capture progress against targets and communicate those widely.
- Support existing 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 de-centralisation, payroll and procurement to set the foundations for long term recovery.

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



This structure includes the Delivery Team having Ministry Liaisons for each sector, District Liaisons, and Data Management Specialists based within the Chief of Staff's Office. This direct linkage to the Presidency and the ability of the Team to draw directly on the power of the President is essential to the Team being able to achieve its objectives. The sector leads work with a counterpart in the relevant Ministries to provide support to Ministers in delivering the priorities.

At all levels of the structure Sierra Leonean officials will be supported by international experts. In the second year of the project, we envisage the international consulting staff being reduced in agreement with GoSL as its capacity to operate the delivery system increases, based on the needs of each sector and Ministry. In tandem, the Sierra Leonean nationals working alongside regional and international experts will increasingly assume responsibility for operating the delivery structures. Capacity building is therefore an essential element of the project. It is essential that the delivery system is able to operate effectively on its own beyond the technical assistance being provided through this contract.

5. Requirement

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

- Strengthen GoSL/development partner collaboration with donor resources aligned to GoSL priorities.
- Provide staff with increased capacity within ministries and local councils to utilise this system to plan, monitor results and regularly track delivery progress.
- Provide timely, accurate and reliable data to underpin the system, including communications material for the Government's Recovery Plan website.
- Work with the delivery team within the President's Office, selected ministries and in the districts with capability to identify realistic, prioritised and high impact sector development plans and drive delivery.

- Maintain and improve the monitoring mechanism, including refining the Presidential 'dashboard' able to track progress against key results, reinforcing a system and culture of accountability.
- Monitor the progress of all initiatives against the plan.
- Manage an audit process to ensure funds are well spent, targets are actually met and delivery takes place.

The supplier will produce a number of working documents for discussion. These will enable discussions on the focus and approach of the programme. They will include:

- a work plan;
- an inception report delivered two weeks after the end of the inception period;
- an analysis of the benefits and risks of engaging with different institutions, organisations and processes (thematic areas);
- reporting requirements will be discussed and finalized within 2 weeks of contract placement.

The supplier will source a team of high quality technical experts, who are able to continue to support the President's Delivery Team through building good relationships and maintaining the approach and ethos that the GoSL has applied through the 6-9 month Recovery Plan so far. The Supplier is to propose a structure which supports the current system which has been structured along the following lines:

The supplier should propose a team which achieves critical mass in scale and supports the nascent delivery system established by the GoSL. The structure of the team should be determined by the Supplier but should encompass at least short-, medium- and longer-term assistance with skills and capabilities appropriate to their tasks and tenure, specific district and local council support, and a strong leadership team.

The supplier will need to demonstrate that they have 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 as agreed with the Chief of Staff and approved by DFID. Once appointed, it is important that the Supplier is able to ensure, within reasonable expectations that staff are able to commit to supporting the project for the duration of the contract. Continuity and the ability to build solid relationships with GoSL counterparts has been shown to be a key element in the success of the approach.

It is a requirement that the supplier must commit to having their personnel available to commence work in Sierra Leone from mid May 2016, or as agreed by the Office of the Chief of Staff and DFID"

It is a further requirement that the supplier commits to engagement in the programme throughout the contract period, including any contract period extensions, (see para 10 below), and should have a business continuity plan outlining solutions to maintain the programme at defined levels of escalation.

Value for Money (VfM) is important for all DFID programmes and as such, in all our activities, we will seek to maximise the impact of DFID's spend on programmes and encourage innovative ideas from our partners and suppliers to help us to deliver Value for Money.

6. Constraints and Dependencies

A Delivery Team is presently operational and is working with GoSL. The supplier will have to work with DFID on a handover before they can start delivering on this contract.

The following information is being provided as part of the tender pack:

- Approved Business Case
- The GoSL 24-month Recovery Plan
- Sierra Leone President's Presentation at the United Nations Pledging Conference in July 2015
- The Statehouse Website on Post Ebola Recovery:
<http://postebolarecovery.statehouse.gov.sl/>
- Draft Logframe

7. Implementation Requirements:

The Supplier will provide a draft work plan as part of their proposal. The Supplier will agree a work plan for the first three months of delivery (inception phase) within two weeks of contract signature. A detailed work plan (tentative) for the remainder of the programme (stage-wise) will be agreed within the inception phase. The work plan for each phase will be finalised just before the end of the previous phase. Both work plans require agreement from the Chief of Staff and DFID.

8. Performance Requirements

The supplier will produce Key Performance Indicators (KPIs). Within the first two weeks of deployment of the team leader, DFID, the Chief of Staff and the in-country team will 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 fourth week.

Draft milestone list is below for guidance only:

- Handover successfully completed and inception successfully finalised, inception workshop held, detailed milestones and workplan agreed
- Detailed KPIs developed for the priority sectors
- Detailed KPIs developed for all districts
- Delivery governance operationalised
- Monthly capacity building and support (every quarter)

9. Reporting

- The team of technical experts will report to GoSL, and will also maintain strong links with DFID through regular meetings and an ongoing dialogue.

- DFID will have bilateral monthly meetings with the Chief of Staff to facilitate discussions about speed, scope and success of the programme.
- Performance meetings will be undertaken each quarter, scrutinising both progress against plan and future work plans to ensure objectives are met. The TA team will be integral to GoSL's ability to drive delivery through its Delivery Team.

10. Timing

The contract will begin with a 90-days inception phase. The project is expected to run from May 18th, 2016 (tentatively) to October 31st, 2017.

It is proposed that the supplier implements the Contract in a phased manner as follows:

- Inception Phase: 3 months, this will be followed by a break point to assess progress and to determine whether to continue with the Implementation phases.
- Implementation Phase: Staged implementation with each stage being 3 months each except the first implementation stage which will be 4 months long.

Before the end of each stage, DFID along with GoSL and the supplier will review and assess the performance and finalise the deliverables for the next stage. The decision to continue with implementation will be subject to the satisfactory delivery of key outputs and performance against KPI's in any given stage to the complete satisfaction of DFID and agreement on outputs for the next stage.

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 6 months at DFID's discretion, GoSL need/demand and subject to satisfactory supplier performance.

11. DFID Coordination

The supplier will report to DFID Sierra Leone's Deputy Head of Office/Governance Team Leader who is also the Senior Responsible Owner (SRO) for the project. Key contacts in addition to the SRO will be the Early Recovery programme lead and the project officer.

DFID will carry out a review/evaluation of the project at the end.

12. 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.

13. Payments

Payments against the contract will be made upon satisfactory achievement of agreed milestones, outputs and/ or approval of agreed contract deliverables as per the agreed milestone dates. Where payment is to be made against inputs the supplier will invoice monthly in arrears. The Supplier is to propose payment schedules for delivering the contract. The proposed payment schedules should include clear and measurable success criteria which will form the basis for triggering payment due.

The Supplier is to submit their application for payment to DFID, including all relevant substantiation and evidence to demonstrate achievement of the outputs and/or milestones as included in the contract. No payment shall be made for deliverables without prior DFID approval and verification of completed work.

14. Transparency

DFID has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. DFID requires Suppliers receiving and managing funds, to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners.

It is a contractual requirement for all Suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this DFID – further IATI information is available from;

<http://www.aidtransparency.net/>

15. 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. The supplier will arrange and include in the quote for this contract all logistical and substance costs for the duration of the work.

We expect office space to be provided in relevant offices of the Government of Sierra Leone and exact locations will be decided during mobilisation.

The Supplier agrees to observe protocols in place for DFID staff, including a requirement to take anti-malaria vaccines, discourage the use of any public transport and to adhere to public health protocols. 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.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier is responsible for and must ensure they (and their Personnel) are up to date with the latest position.

Suppliers must develop their Tender on the basis of being fully responsible for Duty of Care. They must confirm in their Tender that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of care responsibilities throughout the life of the contract.

Duty of Care Assessment Matrix