

Terms of Reference

Communication and Visibility for the European Union in Sierra Leone

1. BACKGROUND INFORMATION	2
1.1. Partner country	2
1.2. Contracting Authority	2
1.3. Country background	2
1.4. Current situation in the sector	2
1.5. Related programmes and other donor activities.....	3
2. OBJECTIVE, PURPOSE AND EXPECTED RESULTS	3
2.1. Overall objective.....	3
2.2. Purpose/ Specific objectives	3
2.3 Expected outputs to be achieved by the contractor.....	4
3. ASSUMPTIONS AND RISKS	4
3.1. Assumptions underlying the project	4
3.2. Risks	4
4. SCOPE OF THE WORK.....	5
4.1. General.....	5
4.2. Specific work	6
4.3. Project management.....	8
5. LOGISTICS AND TIMING.....	8
5.1. Location	8
5.2. Start date & period of implementation.....	8
6. REQUIREMENTS	8
6.1. Personnel.....	8
6.2. Office accommodation.....	10
6.3. Facilities to be provided by the contractor.....	10
6.4. Equipment.....	10
6.5. Incidental expenditure.....	10
6.6. Lump sums.....	11
6.7. Expenditure verification	11
7. REPORTS.....	12
7.1. Reporting requirements.....	12
7.2. Submission & approval of reports	13
8. MONITORING AND EVALUATION.....	13
8.1. Definition of indicators	13
8.2. Special requirements.....	13

1. BACKGROUND INFORMATION

1.1. Partner country

Republic of Sierra Leone

1.2. Contracting Authority

European Union, represented by the European Commission

1.3. Country background

Sierra Leone gained independence from Britain in 1961 and underwent a decade-long civil war which ended in 2002. Sierra Leone has been frequently highlighted as a good example of post-conflict reconciliation, reconstruction and peacebuilding in Africa, even if the country is still faced with challenges and fragilities.

Despite consistent governance efforts over the past two decades, Sierra Leone's socio-economic environment remains vulnerable. The overall poverty rate in Sierra Leone is 57% and 10.8% of the population lives in extreme poverty. The fast growing population is estimated to increase from 7 million to 12.9 million in 2050. Challenges in the field of infrastructure, food security, access to education, health services and employment remain considerable.

The country's national objectives are outlined in the medium-term national development plan (NDP) for 2019-2023 adopted in February 2019 and focus on human development, with a strong emphasis on education and investment in skills and economic diversification, notably in the areas of agriculture, fishing, local manufacturing and tourism.

1.4. Current situation in the sector

The cooperation between the European Union and the Government of Sierra Leone has a long history stretching back over 35 years. It has been guided by the principles and objectives of the successive post ACP-EU Conventions and partnership agreements signed between the European Union and the Africa-Caribbean-Pacific (ACP) group of countries, to which Sierra Leone is a party. At the beginning of 2024, the Samoa Agreement will replace the Cotonou Agreement as the basis for the partnership between the European Union and Sierra Leone. The partnership is hinged on three main pillars: political dialogue, economic and trade cooperation and development cooperation. The Neighbourhood, Development and International Cooperation Instrument and the Global Gateway strategy are highly relevant for the partnership. For its cooperation with partner countries and regions, the European Union increasingly uses Team Europe approaches, i.e. visibly concerted and coordinated action by the Union and its Member States.

Political dialogue

Sierra Leone and the EU enjoy a long standing political partnership. Similar to the political dialogue envisaged under Article 8 of the Cotonou Agreement, the partnership dialogue provided for in Article 3 of the Samoa Agreement is an opportunity to reinforce this relationship and to engage on the wide range of areas covered by the agreement such as sustainable development,

creating an enabling environment for investments, job creation, and consolidation of inclusive governance, democracy and human rights.

Economic and trade cooperation

The EU is one of Sierra Leone's most important trading partners. Trade relations are governed by the Generalised System of Preferences applied on an “Everything but arms” (EBA) basis.

Development and Technical cooperation

In December 2021, the European Union adopted the **Multi-Annual Indicative Programme (MIP)** for its partnership and cooperation with Sierra Leone for the period 2021-2027, aligned with Sierra Leone’s Medium-term National Development Plan 2019–2023.

The priorities of the Multiannual Indicative Programme for Sierra Leone 2021-2027 are as follows:

Priority area 1: Green Economy

Priority area 2: Human development

Priority area 3: Governance

1.5. Related programmes and other donor activities

- Press and Information activities conducted by the EU Delegation;
- Visibility and communication activities related to EU cooperation assistance to Sierra Leone (mainly under projects from the 11th EDF);
- Visibility and communication activities by EU Member States in Sierra Leone;
- Joint visibility activities with EU Member States in Sierra Leone;
- Visibility and communication activities of EU regional or global programmes and initiatives.

2. OBJECTIVE, PURPOSE AND EXPECTED RESULTS

2.1. Overall objective

Public diplomacy – Strengthen European Union’s weight in Sierra Leone

The overall objective is to increase the knowledge and understanding of the EU (what the EU is), of EU values, priorities and actions (what the EU stands for), and especially of EU cooperation in Sierra Leone, focusing on the impact of EU support to the benefit of the Sierra Leonean people and presenting the EU as a key partner regarding the consolidation of peace and stability as well as in achieving a sustainable and inclusive development.

2.2. Purpose/ Specific objectives

The specific objectives of this contract are:

- 1) Enhanced awareness of EU values, priorities and policies, in particular on peace, sustainable development, social inclusion and protection of the environment.
- 2) Increased knowledge and understanding of the EU’s activities in the areas of: dialogue with Sierra Leonean stakeholders, peace, human rights and democracy, governance, gender equality, development cooperation, multilateralism, trade, investment and culture.
- 3) The EU’s Global Gateway strategy is promoted.
- 4) The #TeamEurope approach (the joint efforts of the EU and its Member States as partners of Sierra Leone) is strengthened by improved visibility of joint activities.
- 5) Increased visibility of the EU and its cooperation activities.

- 6) Increased visibility of the impact of the EU support in Sierra Leone for the Sierra Leonean people.
- 7) Improved coverage of EU in Sierra Leone both in terms of quantity and quality across print, broadcast and social media.
- 8) Shifted public perception of the EU from mere provider of development assistance to reliable strategic partner.

2.3 Expected outputs to be achieved by the contractor

The contractor is expected to advise on, support and run various public diplomacy activities of the EU Delegation. For this it will be required to create media content (text, radio, video, pictograms etc.), ensure content publication (in radio, TV, newspapers, social media), assess the effectiveness of the EU's public diplomacy, organise events and advise on innovative communication tools to increase the visibility of the EU in Sierra Leone.

The following list of expected outputs is non-exhaustive:

- i. Revised EU Delegation communication strategy;
- ii. Baseline survey measuring the perception of Sierra Leoneans towards the EU;
- iii. Strengthened EU brand recognized among target groups as one of the biggest international donors in the country and a “player instead of payer”.
- iv. Media monitoring including analytical reports;
- v. Proposal on how to streamline communication objectives and activities of the EUD and EU's projects in Sierra Leone;
- vi. Production and publication of media content, including human interest stories and examples of tangible outcomes and impact of EU cooperation;
- vii. Organisation and/or sponsoring of events that ensure increased visibility of the EUD (i.e. Europe Day) and of ad-hoc public diplomacy events in accordance with the EU Delegation's communication strategy;
- viii. Branding and visibility materials lastingly showcasing the EU's engagement with Sierra Leone, in particular on infrastructure/Global Gateway (i.e road or building billboards, sculptures);
- ix. Visibility material (i.e. banners, gadgets);
- x. Mechanism to evaluate and monitor the impact of communication activities under this contract as well as through other resources of the EUD for improvement (lessons learned).

3. ASSUMPTIONS AND RISKS

3.1. Assumptions underlying the project

It is assumed that the overarching political climate in Sierra Leone is favourable for this communication and visibility action by the EU and that the continued good relationships between the EU and the Government of Sierra Leone allow for public dialogues on a wide range of topics.

The contractor shall collaborate with EU funded projects in Sierra Leone to make use of their results and where appropriate to build synergies with already existing communication activities of some projects.

It is assumed that the health situation in the country allows organisation of events and gatherings.

3.2. Risks

Insufficient access to project information and deficient collaboration by implementation partners regarding visibility activities.

Overlapping, duplication and/or contradiction with other EU funded communication/visibility activities (e.g. by EU funded cooperation projects with a dedicated communication budget or by the EUD Political, Press and Information (PPI) budget). Close coordination and collaboration with implementers of other EU funded cooperation projects and EUD PPI communication activities is key.

Misinformation, false statements or polemic criticism of EU activities. Particularly important to seek guidance from EUD.

Misinterpretation of visibility activities (payer not player).

Use of communication content or channels that does not reach the target audience (oral vs written communication; local languages vs Krio vs English; social media vs traditional media). Delays in the supply of the requested materials.

Low quality of the materials produced.

Insufficient feedback and interest from the project beneficiaries.

4. SCOPE OF THE WORK

4.1. General

4.1.1 Project Description

This contract will be the main vehicle for the EU Delegation's communication and visibility efforts for a period of four years.

Conceptualisation and delivery of all communication and visibility efforts will be framed by a single overarching strategy that seeks to centralise communications of the EU in Sierra Leone by promoting a "Whole of Delegation" approach.

The Contractor shall integrate the following basic rules in the overall methodology:

- In the spirit of Team Europe Initiative, whenever possible, the Contractor shall seek to create synergies with the communication and visibility activities of the EU Member State Embassies to Sierra Leone;
- In the implementation of all services listed below, the contractor shall coordinate with other communication actors active in the implementation of EU projects as well as with the EUD communication coordinator;
- The contractor shall obtain EUD prior approval before publication/implementation;
- All delivered products and services shall be in line with EU's values, including gender equality, respect of human rights, respect for environment and natural resources, etc;
- The contractor will have to strictly follow the guidance of the guidelines [Communication and Raising EU Visibility: Guidance for External Actions](#) and the [The Use Of The EU Emblem in The Context Of EU Programmes 2021-2027](#).

The main working language is English. Nevertheless, the Contractor should be ready to provide services in local languages whenever deemed necessary (radio spots, translation, inputs to media, etc.).

4.1.2 Geographical area to be covered

Sierra Leone.

4.1.3 Target groups

- Media and opinion leaders, influencers, activists and other multipliers
- Government institutions/decision makers: Ministries, Parliament, Government Authorities/Agencies, Local Government, Paramount Chiefs
- Civil Society Organisations: national and international NGOs, community organisations
- Academia and students: universities and schools
- Private sector/business community: Sierra Leonean and European companies in the country
- General public: youth, women, students

4.2. Specific work

Indicatively, the contractor's tasks are listed below. These tasks should be taken into consideration for inclusion and further elaboration in the list of proposed tasks considered necessary to achieve the contract objectives presented in the Organization and Methodology.

1 - Strategic services including counsel, strategic advice and stakeholders outreach:

- Advise on the overall communication strategy, approaches and tools (incl. social media) of the EU Delegation based on critical analysis and expert judgement of monitoring and evaluation findings;
- Identify and advice on key communication objectives (EU values, priorities and policies)
- Make use of the achievements of the EU Delegation and of the EU funded projects/programmes activities in view of maximising the outreach of the EUD;
- Conduct a baseline survey measuring the perception of Sierra Leoneans towards the EU;
- Prepare monthly media monitoring report on the presence of the EU Delegation on local media and how the EU is depicted, particularly in relation to trendy topics on social media;

2 – Media Engagement (Print, Radio, TV, social media):

- Conceptualise and organise a variety of events, including international day celebrations (indicatively 30), Europe Day celebrations (4) and other public diplomacy events (indicatively 20);
- Organise media events (indicatively 20) such as press conferences/briefings, interviews, visits with the EU Ambassador and the EU Member States Ambassadors;
- Facilitate the participation of the EU in events organised by other entities (Government, CSOs, etc.) through sponsoring, catering, press work, etc. (indicatively 20);
- Develop content for EU social media such as video (indicatively 20), posts (indicatively 100), infographics (indicatively 30);
- Ensure radio broadcasting and publication of media content in local newspapers;
- Translate messages on EU social media in local languages when required.

3 - Awareness on EU programme activities and crosscutting issues is raised among the local population:

- Produce communication material in EU focal sectors: press releases (indicatively 100), videos (indicatively 20), posts (indicatively 100), infographics (indicatively 20), identify and produce human interest stories (indicatively 30) to use through different media (radio, TV, press, social media, EU websites);
- Conceptualise and organise a variety of project events, including contract signatures (indicatively 15) and press visits to project locations (indicatively 30) and journalist trainings on projects (4).

4 – Online media:

- Evaluate and advise on the use of EU social media (website, Facebook, Twitter and any other platform deemed appropriate) including large scale campaigns.
- Develop content for EU social media: videos, posts, infographics.
- Translate messages on EU social media in local languages when required.
- Supply the Delegation with human interest stories, messages and, high quality photos and videos linked to achievements in the programme sectors that can be used in a wide variety of settings.

5 – Media training

- Support the EU Delegation in identifying its media training needs for the Ambassador and staff;
- Provide media trainings including at least one communication workshop for all EU Delegation staff.

6 – EU visibility material

- Supply branded material to be used at projects' events, including banners and promotional material (indicatively 500 t-shirts, 200 thermic water bottle, 500 shoppers, 6 banners).

7- Internship Programme

The EU Delegation promotes youth employment and encourage the use of interns to ease the entry in the job market of young people by acquiring experience and competences on specific sectors.

Hence for this specific contract, the contractor may provide training for the period of implementation of the tasks for trainees assigned to it by the EU Delegation. Indicatively a traineeship programme of three years should include minimum 4 interns.

The contractor may present a plan for the internship where is mentioned the number of interns, the duration of the programme, the cost and the activities to be supported by the interns. The interns may support the core team in its daily activities with a specific focus on some key activities depending on the contractor's needs. The cost of the training programme (trainee's stipend, possible mission costs etc.) will be part of the incidental expenditure.

The contractor shall report at quarterly intervals to the EU Delegation on the training assignment. Immediately prior to the end of the period of implementation of the tasks, the contractor shall draw up a report on the result of the training and an assessment of the qualifications obtained by the trainees with a view to their future employment. The report's form can be done using the contractor's template for reporting (no specific EU template is required).

The EU Delegation is responsible for the selection of the trainees. However, the contractor may on reasoned request in writing obtain the replacement of any trainee whose work or conduct is unsatisfactory.

4.3. Project management

4.3.1. Responsible body

Delegation of the European Union to Sierra Leone, Cooperation section.

4.3.2. Management structure

The contracted entity will work under the supervision of the Delegation of the European Union to Sierra Leone.

Monthly and ad hoc meetings with EU staff will be held for the smooth management of the project.

4.3.3. Facilities to be provided by the contracting authority and/or other parties

Not applicable

5. LOGISTICS AND TIMING

5.1. Location

The implementation will take place in Sierra Leone and the main location will be **Freetown**. Nevertheless, the Contractor shall be able to implement certain activities all over Sierra Leone, whenever deemed necessary.

5.2. Start date & period of implementation

The intended start date is **15/04/2024** and the period of implementation of the contract will be **48 months from this date**. Please see Articles 19.1 and 19.2 of the special conditions for the actual start date and period of implementation.

6. REQUIREMENTS

6.1. Personnel

Note that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

6.1.1. Key experts

Key experts have a crucial role in implementing the contract. These terms of reference contain the required key experts' profiles.

Considering previous experience of the Delegation it is imperative that:

- key experts are stationed in Sierra Leone
- The team of key experts has extensive knowledge on the media sector and landscape in Sierra Leone.

The tenderer shall submit CVs and statements of exclusivity and availability for the following key experts:

Key expert 1: Team leader – Project Coordinator

Qualifications and skills

- University master degree in communication, journalism, political or social sciences or related discipline or equivalent;
- Excellent English expression both orally and in writing;
- Fluency in Krio will be considered as an asset

General professional experience

- At least ten year experience in public diplomacy / communication / public relations;
- At least five year experience in project management in a developing country;
- Previous experience working in Sierra Leone on communication will be considered as an asset.

Specific professional experience

- At least five year experience in implementing communication campaigns for international organisations or governments;
- Experience in crisis communication management will be considered as an asset;
- Proven skills in drafting press releases, reports, and other documents;
- Working experience on Web/Social Media/ICT.

Key expert 2: Communication Co-ordinator:

Qualifications and skills :

- A university degree in communication, journalism, law, economics, political or social sciences or a related discipline or equivalent;
- Good knowledge of information and communication strategies in the Sierra Leonean context and the relevant actors;
- Proven knowledge of Web/Social Media/ICT.
- Excellent English expression both orally and in writing;
- Fluency in Krio

General professional experience

- Minimum of 3 years of experience in public diplomacy, business communication or public relations in Sierra Leone;
- Strong network in the Sierra Leonean media context (TV stations, radio stations press or print media) proven by a minimum of 2 year relevant experience.

Specific professional experience :

- A minimum of 3 years of professional experience in implementing communication campaigns in Sierra Leone: the provision of samples of successful campaign products designed/implemented in the past would be considered as an asset.

Both Key Experts must be based and work in the country 100% of their time.

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

6.1.2. Non-Key experts

CVs for non-key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles.

The area of non-key experts has to be specified in the Organisation and Methodology as a principle.

The contractor must select and hire other experts as required according to the profiles identified in the organisation & methodology. It must clearly indicate the experts' profile so that the

applicable daily fee rate in the budget breakdown is clear. All experts must be independent and free from conflicts of interest in the responsibilities they take on.

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

The selection procedures used by the contractor to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, absence of conflict of interests, language skills and work experience. The findings of the selection panel must be recorded. The selected experts must be subject to approval by the contracting authority before the start of their implementation of tasks.

6.1.3. Support staff & backstopping

The contractor will provide support facilities to their team of experts (back-stopping) during the implementation of the contract.

Backstopping and support staff costs must be included in the fee rates.

6.2. Office accommodation

Office accommodation of a reasonable standard and of approximately 10 square metres for each expert working on the contract is to be provided by the contractor.

The costs of the office accommodation are to be covered by the fee rates.

6.3. Facilities to be provided by the contractor

The contractor must ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

Any equipment needed for the implementation of the contract (i.e., cameras, video recorders, etc) shall be provided by the contractor.

6.4. Equipment

No equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this contract. Any equipment related to this contract that is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

6.5. Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the general conditions and the notes in Annex V to the contract. It covers:

- Travel costs and subsistence allowances for missions, outside the normal place of posting (Freetown), undertaken as part of this contract;
- Air-time fees/costs for media broadcasts;
- Internships' stipends and mission costs (where applicable);
- Costs for the organization, support and hosting of workshops, seminars, events and the production of visibility material may include the following (non- exhaustive):

- Travel cost and subsistence allowances for journalists and other relevant stakeholders;

- Air-time fees/costs for media broadcasts;
- Costs for design and production of promotional materials;
- Costs for reservation of venues;
- Costs for catering;
- Costs for translation and interpretation services;
- Costs for surveys and monitoring services;
- Costs for creative and artistic services/acts for which particular skill are required (for instance art, artistic performances, lighting of buildings, paintings).

The provision for incidental expenditure for this contract is **EUR 1,000,000**. This amount must be included unchanged in the budget breakdown.

Per diem are daily subsistence allowances (DSA) that may be reimbursed for missions foreseen in these terms of reference or approved by the Contracting Authority, carried out by the contractor's authorised experts outside the expert's normal place of posting. The per diem is a maximum fixed flat-rate covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission. Per diem may only be paid in full or in half (no other fractions are possible). A full per diem shall be paid for each 24-hour period spent on mission. Half of a per diem shall be paid in case of a period of at least 12 hours but less than 24 hours spent on mission. No per diem should be paid for missions of less than 12 hours. Travelling time is to be regarded as part of the mission. Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the website - http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems_en - in force at the time of contract signature.

The contracting authority reserves the right to reject payment of per diem for time spent travelling if the most direct route and the most economical fare criteria have not been applied.

Prior authorisation by the contracting authority for the use of the incidental expenditure is needed for the internships and "organization, support and hosting of workshops, seminars, events, production of visibility material".

6.6. Lump sums

No lump sums are foreseen in this contract.

6.7. Expenditure verification

The provision for expenditure verification covers the fees of the auditor charged with verifying the expenditure of this contract in order to proceed with the payment of any pre-financing instalments and/or interim payments.

The provision for expenditure verification for this contract is **EUR 50.000**. This amount must be included unchanged in the Budget breakdown.

This provision cannot be decreased but can be increased during execution of the contract.

7. REPORTS

7.1. Reporting requirements

Please see Article 26 of the general conditions.

Interim reports must be prepared every six months during the period of implementation of the tasks. The narrative report should be based on the monitoring and evaluation system set up in the contract, using the Logical framework matrix (annex b8g) if included in the contract. In the latter case, a narrative report must inform all the results as measured by the indicators defined in the logical framework. The narrative report must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the general conditions.

There must be a **final report**, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks.

The draft final report must be submitted at least one month before the end of the period of implementation of the tasks.

Note that these interim and final reports are additional to any required in Section 4.2 of these terms of reference.

Each report must consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, incidental expenditure and expenditure verification.

To summarise, in addition to any documents, reports and deliverable specified under the duties and responsibilities of each key expert above, the contractor shall provide the following reports:

Name of report	Content	Time of submission
Inception report	Analysis of existing situation and work plan for the project	No later than 3 weeks after the start of implementation
6-month progress report	Short description of progress against the achievement of the results as spelled out in the Logframe (attached to the contract, if any). The progress report (technical and financial) should include problems encountered; planned work for the next 6 months accompanied by an invoice and the expenditure verification report.	No later than 1 month after the end of each 6-month implementation period.
Draft final report	Short description of the achievement of the results as spelled out in the Logframe (attached to the contract, if any). The draft final report should include a description of the problems encountered and recommendations.	No later than 1 month before the end of the implementation period.
Final report	Short description of the achievement of the results as spelled out in the Logframe (attached to the contract, if any). The final report should include a description of the problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 1 month of receiving comments on the draft final report from the project manager identified in the contract.

7.2. Submission & approval of reports

Two copies of the reports referred to above must be submitted to the project manager identified in the contract. The reports must be written in English. The project manager is responsible for approving the reports.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

Qualitative performance indicators:

- Activities should be appropriate in terms of resources spent, and expected impact;
- Activities need to be timely;
- Information used must be accurate;
- Activities should be coordinated closely with the relevant Delegation team;
- The right audience(s) should be targeted.

8.2. Special requirements

N/A.