



Republic of Sierra Leone



European Union

SUPPORT TO THE GOVERNANCE SECTOR IN SIERRA LEONE

11th European Development Fund – SL/FED/038-586

TERMS OF REFERENCE FOR SHORT-TERM EXPERTS (STE) MISSION NR. 02

TITLE:

*REVIEW OF SL PARLIAMENT STRATEGIC PLAN (2016-
2019)*

AND

DEVELOPMENT OF SL PARLIAMENT (2020-2024)



This project is implemented by a Consortium led by
Hulla and Co. Human Dynamics KG



Consortium partners:



Endorsement of finalised ToR:

For internal use only:

Endorsed by:

Means of endorsement: Signature on ToR cover

Date:

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1. BACKGROUND

The Government of the Republic of Sierra Leone and the European Union are implementing the programme supporting the governance sector in Sierra Leone.

Funded by the 11th European Development Fund (EDF) to the tune of Euro 27 million over 5 years, the programme for support to the governance sector in Sierra Leone has an overall objective to strengthen democracy and governance. The purpose of the programme is to support the beneficiary country, Sierra Leone, with technical assistance to deliver on the following specific objectives:

- **Support to the electoral cycle:** Consolidation of electoral and democratic reforms allowing for improved political dialogue, following elections foreseen for 2018.
- **Parliamentary Support:** Enhanced legislative process, institutional relevance and effectiveness of Parliament.
- **Civil Service Reform:** Civil Service institutional capacity is improved, human and financial resources of the civil service and are improved and public service delivery enhanced.

Under the support to parliament, for which these Terms of Reference are meant, the programme seeks to achieve the following major results through the implementation of the activities agreed to during the inception phase:

Enhanced Parliament role and performance in legislative process

Result 1: MPs and staff are capacitated to better ensure Parliament's role in the legislative process.

Result 2: Relevant parliament processes are enhanced, including improved delivery on gender equality.

Selected priorities of the Parliament's Strategic Plan are operationalized

Result 3: Priorities from the Strategic Plan are identified and selected in consultation with the EU Delegation and the Parliament.

Result 4: Selected priorities are implemented in consultation with Parliament, allowing for increased institutional relevance and effectiveness.

Result 5: Parliament's openness is improved through overhaul of its website and new committee policies on consultation.

Result 6: Representation of women at various levels and gender equality are improved.

At parliament, the foreseen technical assistance will focus on the sectoral Committees provided for in the Financing Agreement and other founding documents guiding the cooperation relationship between the EU and the government of Sierra Leone. The level of support will be differentiated between the different Committees. Equally, the support to the Directorates of parliament will focus on the Department for Parliamentary Assistance Coordination (DePAC) in its coordination mandate, legislative department (including staff supporting Committees) and the department working on legislative research, public relations, communication, information and outreach and library services).

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In May 2018 a service contract for the provision of *Technical Assistance to the 11th EDF Support to the governance sector in Sierra Leone* was awarded to a consortium of companies under the leadership of Hulla and Co. Human Dynamics KG. The service contract entails the provision of a Programme Management Unit (PMU) and a long-term key expert (LTKE) and a long term non-key expert (LTNKE) embedded at parliament. In addition to the provision of the two key experts, the inception report also includes the provision of 540 working days (roughly 40 working months) of short-term experts (STE) support to the parliamentary component.

The project foresees supporting parliament to implement selected aspects of its Strategic Plan (2016-2019). In view that the Strategic Plan is in its final year and a midterm review was not commissioned on account of various constraints, this mission is aimed at achieving two goals: review of the now expiring Strategic Plan for parliament; and supporting parliament to develop a fresh Strategic Plan based on lessons learnt from the review and mindful of the ‘rainbow’ composition of the fifth parliament. The overall aim of the strategic plan is to provide strategic direction for the Sierra Leone parliament from 2020-2024. The strategic plan will also provide strategic direction in resource mobilization, strengthening stakeholder relations, strengthening the financial systems, technical staff capacity building as well as acquisition of modern equipment.

The Parliament of Sierra Leone therefore seeks to engage a consultant who will work with the Clerk of Parliament (or his appointed delegate), stakeholders and staff to review the ending Strategic Plan and to develop a new strategic plan that will guide the work of the fifth session of parliament. The new strategic plan (2020-2024) should provide a new strategic direction after the expiry of the previous one in 2019.

2. DESCRIPTION OF THE ASSIGNMENT

2.1. Global objective

The global objective of the mission is to contribute to result 2 of the parliamentary component’s results *Selected priorities of the Parliament’s Strategic Plan are operationalized.*

2.2. Specific objective(s)

Specific Objectives include:

- a) To assess the implementation of the current 2016 to 2019 Strategic Plan and ascertain level of achievement of set targets, constraints and lessons learnt.
- b) Develop in a consultative and participatory manner a new Strategic Plan to run from 2020 to 2024 for the Parliament of Sierra Leone.

2.3. Requested Services, including Suggested Methodology

The requested services will involve working closely with the Clerk of Parliament, the leadership of parliament, parliament secretariat staff and the stakeholders of parliament under the guidance of the Long-Term Key Expert for the Component.

The specific tasks will include:

- a) Meeting and coordination with parliament and the PMU at the start of the mission – including one start-up meeting and then ongoing coordination with Parliament as well as the PMU throughout the mission.
- b) A comprehensive desk review of the relevant literature related to the SL Parliament.
- c) A comprehensive review and analysis of the legal basis, organisational structure, systems and procedures of the SL Parliament.
- d) Assess the implementation of the current 2016-2019 Strategic Plan and document achievements recorded and challenged encountered during the implementation.
- e) In-depth consultations with the Clerk of Parliament, the leadership of parliament, parliamentary staff and relevant key stakeholders, including but not limited to relevant Government ministries, departments and agencies (in line with the “whole of government approach”), civil society organizations, political parties and development partners in relation to the specific objective of this assignment.
- f) Based on the review and analysis mentioned above and mindful of international best practice, develop a 4-year strategic plan for the Sierra Leone parliament (2020-2024), including a time bound implementation plan, resource mobilization strategy, investment plan and budget.
- g) Facilitate a validation session to consolidate key stakeholders’ views on the draft strategic plan. Any other processes for consulting and validating will have to be clearly outlined in the inception report at the start of the mission.
- h) Produce a final draft of the Strategic Plan (2020-2024) fourteen days after receiving formal comments from parliament and the TA team on the draft.

Arrangements related to the logistics of the stakeholder workshop(s) and engagements will be the responsibility of the DePAC in consultation with the PMU.

2.4. Required outputs

The required outputs for this mission include:

- a) An Inception Report to be submitted within 5 days of the start-up meeting, including a draft work plan, timelines and proposed methodology. The Inception Report will be presented to the Clerk of Parliament, the Team Leader for comments and approval.
- b) A draft Mission Report covering the entire assignment – at the end of the mission period – shall contain, but shall not be limited to, the following elements:
 - Executive Summary;
 - Background;
 - Methodology;
 - Main findings related to the global and specific objectives of the assignment;
 - Key recommendations;
 - Conclusions; and
 - In annex, the 4-year Strategic plan, Resource mobilization, Implementation and Investment Plan as well as the budget.
- c) A final Mission Report (plus annexes), taking on board comments from the parliament and the TA team.

3. EXPERTS PROFILE

3.1. Number of requested days required for the expert

The following types of expertise are required:

Position	Designation	Type of Expertise	Duration (working days)
1	Strategic Planning Expert	Senior democratic governance expert t	40

The mission will comprise of one expert who will work closely with the Clerk of Parliament (or his appointed delegate) on all tasks relating to the assignment. S/he should be conversant with the work of parliaments in West Africa and internationally, especially on designing policy documents such as Strategic Plans. S/he should have experience in organizational development. S/he will be responsible for overall planning, coordination and management of the mission as well as the overall analysis, conclusions and recommendations as drafted and presented in the final mission report.

The expert should have the following skills and competences:

- Excellent communication skills and fluent in spoken and written English;
- Excellent analytical competence and interview skills;
- Active listening skills and strong report writing skills;
- Ability to operate within a multi-sectoral and multi-cultural context;
- Sound knowledge of modern parliamentary function and an understanding of theory and practice of parliamentary Committee functioning in its core business.

3.2. Profile required (language, education, experience)

Qualifications and skills:

- Advanced university degree in law, human rights, political science or related field.
- Proven team leadership, team coordination and client liaison abilities.

General professional experience:

- Minimum of 10 years of relevant professional experience.
- Proven experience in conducting sector specific reviews, institutional assessments and/or evaluation/monitoring missions.

Specific professional experience:

- Proven knowledge and experience in parliamentary assistance and working with independent legislative bodies in developing countries is essential.

- Proven experience in the area of parliament reform and/or strengthening through policy advice/analysis in a developing country context is essential.
- Extensive knowledge and experience of parliamentary administration and implementation in developing countries is essential.
- Proven knowledge and experience of public sector capacity assessment, organisational development and change management is essential.
- Knowledge of democratic governance policy imperatives in sub-Saharan Africa is considered an asset, especially in relation to parliaments.

4. LOCATION AND DURATION

4.1. Starting period

The estimated start date for this mission is mid-June 2019.

4.2. Foreseen finishing period or duration

The main mission period is 2 working months spread over a period of roughly four calendar months: from mid-June to mid-October 2019. The latest date for completion of the primary deliverable i.e. the draft Mission Report and the draft 4-year Strategic Plan end September 2019. The final Mission Report and Strategic plan (plus annexes) is to be completed not later than mid October 2019.

4.3. Location(s) of assignment

Some working days for preparatory work, comprehensive desk review, preparation of field missions and report writing are foreseen to be performed by the experts from their home base, i.e. at their usual place of residence, both at the initial stages of the mission and later on during the whole assignment. The field mission will commence in Freetown, Sierra Leone with a kick-off meeting at the Sierra Leone parliament Offices. Regional visits may be justified if foreseen in the Inception Report. The exact nature and duration of field trips will be reflected in the approved Inception Report.

5. REPORTING

5.1. Content

The content of the reports required for this assignment are described in section 2.4 above.

5.2. Language

All reports and correspondence must be in English.

5.3. Submission/comments timing

All reports must be submitted simultaneously by the Expert to the Clerk of Parliament, PMU Team Leader, LTKE and Director of DePAC Electronically in the format provided at the start of the mission. Comments by the parliament, key stakeholders and TA team on the various draft reports, as foreseen in 2.4 above, will be provided to the experts via the PMU as soon as possible.

6. ADMINISTRATIVE INFORMATION

An administrative factsheet including contact details of the governance PMU and the parliament contact person(s), information on timesheets/technical assistance attendance sheets etc. will be provided before the start of the mission.