

CALL FOR QUOTATIONS

PUBLIC PROCUREMENT **Reference:** VVOB-RW-2024-01

Object: Production of best-practice video documentaries and photo series on school leadership in Rwanda, Kenya and Ghana

PROCEDURE Negotiated procedure without publication

1. CONTRACTING AUTHORITY and CONTACT

VVOB in Rwanda
KG 565 st, House No 6, Kacyiru
P.O. Box 3776
Tel: +250 785 702 442

Contact persons for questions about this call: Etienne Ntawigira (etienne.ntawigira@vjob.org).

Any questions can be sent by mail to the contact person, by mentioning the reference of the call for quotations in the subject of the mail. Spoken communication is only permitted to communicate other messages than those referring to the documents of the call or to the quotation, on the condition that sufficient proof is kept of the verbal communication (e.g. a written note, recording, transcript, summary, etc.).

2. OBJECT OF THE PROCUREMENT

Production of best-practice video documentaries on school leadership in Rwanda, Kenya and Ghana. This procurement is not divided into lots and is not subdivided in fixed and conditional parts. The contract is not reserved to specific economic operators such as sheltered workplaces, people with disabilities, disadvantaged people and protected professions.

The estimated budget for this procurement is 17,000 USD.

The contract is described in the following annexes :

- Annex A: technical specifications
- Annex B: service contract
- Annex C: declaration on honour

3. IMPLICIT DECLARATION OF HONOUR, COMPLIANCE AND INTEGRITY OF BIDDERS

In accordance with Article 39 of the Royal Decree, the fact of submitting an offer constitutes an implicit declaration on honour that the bidder is not in one of the situations of exclusion referred to in Articles 67 to 69 of the Law (Belgian Law of 17 June 2016 on public contracts (Official Gazette of 14 July 2016) and the Royal Decree of 18 April 2017 on public contracts in the conventional sectors (Belgian Official Gazette of 9 March 2017)).

a. Compulsory grounds for exclusion

The contracting authority shall, at any stage of the procedure, exclude the bidder from participation in the award procedure if it is established that the bidder has been convicted through a final judgment on the merits for one of the following offences:

- i. participation in a criminal organisation,
- ii. corruption
- iii. fraud
- iv. terrorist activities, offences connected with terrorist activities or inciting, aiding or attempting to commit such an offence
- v. money laundering or terrorist financing,
- vi. child labour and other forms of trafficking in human beings
- vii. employment of illegally staying third-country nationals.

Evidence to be submitted by the bidder: declaration on honour in ANNEX C

b. Exclusion ground relating to tax and social security debts

At any stage of the award procedure, the contracting authority shall exclude the participation of a bidder who does not fulfil his obligations relating to the payment of taxes or social security contributions.

Evidence to be submitted by the bidder: declaration on honour in ANNEX C

c. Compliance with VVOB's Codes of Conduct

Compliance with VVOB's Codes of Conduct is extremely important to the contracting authority. Any bidder found to be in default on this point will be automatically excluded from the procedure.

The bidder will conduct itself at all times in accordance with (i) VVOB's General Code of Conduct, (ii) VVOB's Child protection policy and (iii) VVOB's Youth protection policy (hereinafter the Codes of Conduct). The Codes of Conduct form part of VVOB's Integrity Policy, which can be consulted at www.vvob.org.

The bidder will further ensure that all personnel and (sub)contractors involved in the execution of this contract, as well as all affiliated companies, comply with the Codes of Conduct.

In case of credible accusations that the bidder or one of its staff members, branches or (sub)contractors has violated the Codes of Conduct, VVOB may terminate the contract with immediate effect and without compensation through written notification.

VVOB may decide to suspend the agreement temporarily in anticipation of the investigation into an alleged breach of the Codes of Conduct by means of a written notification sent to the bidder.

Evidence to be submitted by the bidder: declaration on honour in ANNEX C

4. QUALITATIVE SELECTION CRITERIA

The selection criteria are the following.

Proven experience in all following areas:

- Experience in documentary films, photography, managing visual production projects, and experience in storytelling and communication for NGOs/development organisations.
- Evidence to submit:
 - A relevant and comprehensive show reel or portfolio of video projects
 - Relevant professional experience - CVs of the team designated to this assignment.

- At least 3 sample video documentaries, preferably in the education field or related field in African countries
- Photography portfolio that illustrates the capability to do a photo story of best practices in the education sector
- List of equipment and software to use for filming and editing

Bidders who do not meet the selection criteria will be rejected and their offer will not be admitted to the technical and financial evaluations.

5. SUBMISSION AND CONTENT OF THE QUOTATION

The signed quotations must be submitted in English by e-mail to procurement.rw@vob.org (with a copy to etienne.ntawigira@vob.org and fay.hodza@vob.org before 3rd May 2024 at 5 pm CEST, and mention in the object: 'VVOB-RW-2024-01'

Quotations submitted late (after this deadline) will be retained but will not be counted towards the award of the contract. In the case of submission of a BAFO (best and final offer), the same provisions apply. See below "Negotiations".

The bidder may submit only one quotation for this contract.

The estimated date for the awarding of the contract is 31st May 2024.

The quotation must consist of the following documents and information:

a. Administrative section of the quotation, including at least

- identity of the bidder: business name, legal form, nationality, address, telephone number, e-mail address, contact person and Tax Identification Number, Social Security Number.
- proof regarding compulsory grounds for exclusion (see requested documents in point 3.a)
- proof of compliance with the tenderer's obligations regarding the payment of taxes and social security contributions (see requested documents in point 3.b).
- proof that the signatory is authorised to sign for the company.
- account number with denomination on which the payments must be made, stating the name and address of the bank and the BIC/SWIFT code.

b. Technical section of the quotation, including at least

Technical offer with the description of the proposed services

The technical offer must also include:

- Technical proposal (including approach, description of services, and justification of proposed choices)
- Detailed timeline and adherence to timeline for each deliverable (see overview below for deadlines)
- Approach to collecting and including/applying feedback
- Proven expertise :
 - Portfolio (including relevant professional experience – CVs of the team designated to this assignment) of previous and similar work showcasing the technical ability to develop video documentaries, particularly in the education sector of African countries.
 - At least 3 sample video documentaries in the education field or a related field in African countries.
 - Photography portfolio that illustrates the capability to do a photo story of best practices in the education sector
 - List of equipment and software to be used for filming/photography and editing

c. Financial section of the quotation, consisting of

The completed and signed price offer presented as follows:

| Price inventory (breakdown global price) – Prices in USD | | | | |
|---|------------|---------|----------|-------------------------|
| Description | Expert fee | Unit | Quantity | Total price (excl. VAT) |
| Production of best-practice video documentaries on school leadership in Rwanda, Kenya and Ghana | | Lumpsum | 1 | |
| Production of photos documenting school leadership in Rwanda, Kenya and Ghana | | Lumpsum | 1 | |
| TOTAL PRICE EXCLUSIVE VAT | | | | |
| | | | VAT | % |
| TOTAL PRICE INCLUSIVE VAT | | | | |

- VVOB does not allow the submission of free variants.
- VVOB does not allow the submission of options.
- Recourse to subcontractors: The use of subcontracting is not allowed
- The proposal of price reductions is not allowed.

6. VALIDITY OF THE QUOTATIONS

Submitted quotations shall be valid for 90 calendar days from the final date for submission of offers. The same deadline shall apply to the best and final offer (BAFO) from the final date of submission.

7. GENERAL CONDITIONS OF SALE

See service contract in Annex B.

By participating in this contract, the bidder waives its sales conditions and endorses the purchase conditions of VVOB.

The bidder is therefore not authorised to add to his tender any general conditions that conflict with the administrative and technical conditions of VVOB for this contract. Any contrary condition will result in a substantial irregularity in the quotation.

8. NEGOTIATIONS

VVOB reserves the right to negotiate on the conditions of the quotations or not (improvement of the proposed conditions: price or other).

In case of negotiations, VVOB will conclude the negotiations by proposing to submit a BAFO (best and final offer). No changes/adjustments/regularisations whatsoever can be made to the BAFO submitted.

The award criteria and the minimum requirements certainly do not qualify for negotiations.

VVOB may or may not conduct negotiations in stages, whereby the number of offers to be negotiated is limited by applying the award criteria.

9. AWARD PROCEDURE AND APPLICABLE LEGISLATION

This public contract is a negotiated procedure without prior publication in accordance with Belgian public procurement law.

Documents, to the exclusion of all others, applicable to the agreement

The applicable legislation and in particular those concerning public procurement:

- Law of 17 June 2016 on Public Procurement
- Royal Decree of 18 April 2017 on public procurement procedures
- Royal Decree of 14 January 2013 on execution of public contracts
- Law of 17/06/2013 on motivation, information and legal protection

The documents referred to above are available on the internet at www.publicprocurement.be.

This agreement is also subject to:

- The specifications in this call and in its appendices, and any notes, standards or documents referred to. The tenderer is deemed to have taken note of this and to have taken it into account when preparing his bid.
- All laws and regulations concerning requested products and materials (e.g. CE conformity etc.)
- The General Data Protection Regulation: Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC.

Also apply:

- The additions, amendments and replacements to the aforementioned laws, and other documents on the date of their entry into force with due observance of any transitional provisions”

10. NOTIFICATION OF THE CONTRACT

The service provider is invited by e-mail to sign the completed service contract in Annex B.

11. PLACE OF DELIVERY AND DURATION OF THE CONTRACT

See the service contract in Annex B.

12. SITE VISIT AND INFORMATION SESSION

Site visit: Without object: no site visit provided.

Information session: Without object: no information session provided.

13. CONFORMITY OF THE QUOTATION

In order to be compliant,

- the quotation must be signed by the person(s) authorised to sign for the company,
- the quotation must contain all the information and documents requested in this call for quotations,
- the quotation must propose services that conform to what is expected and described by VVOB,
- the provider must meet the minimal selection criteria referred to in points 3 and 4 of this call

The fact of submitting an offer constitutes an implicit agreement of the supplier or service provider that VVOB subjects the person or legal entity and head of the organisation to a sanctions list screening, whether or not through the use of a vetting software. Contracts can only be concluded after making sure the person or entity is not subject to sanctions. This information will only be used for the evaluation of the present procurement and will not be archived by VVOB.

If any information or documents provided by the bidder appear to be incomplete or incorrect, or if certain documents are missing, VVOB may request the bidder in question to submit, supplement, clarify or explain the information or documents concerned within an appropriate time period. This option in no way obliges VVOB to give bidders this opportunity.

Quotations that are not conform will be rejected and will not be admitted to the technical and financial evaluations.

If the bidder does not use the documents (forms, pricelist, etc if any) attached to this call for quotations, he shall bear full responsibility for ensuring that the documents used correspond exactly to those provided for.

14. AWARDING CRITERIA

VVOB will award the contract to the provider who has submitted the most economically advantageous offer as determined based on the following awarding criteria:

- **TECHNICAL CRITERIA**

Technical criteria with the allocation of points (weight 60/100 points. Tenders must obtain at least 30/60 in total for this criterion or they are excluded)

Relevant professional experience of the team designated to this assignment (15 points)

The following scoring scale will be applied to assess the relevance of the professional experience:

| | |
|---|----------------------------------|
| Experience in producing video documentaries and in photo story telling in the education sector or related fields (CV's of the team members) | Yes = 15 points No = 0 points |
|---|----------------------------------|

Work process, as described in the work plan/approach (10 points):

The following scoring scale will be applied to assess the relevance of the professional experience:

| | |
|---|----------------------------------|
| Application of participatory processes including the client in the development of communication outputs | Yes = 10 points No = 0 points |
|---|----------------------------------|

Quality of the technical proposal (35 points)

The following scoring scale will be applied to assess the quality of the technical proposal:

| | |
|--|---|
| A work plan with a timeline and description of the proposed approach to the deliverables in the technical specifications is complete, clear and comprehensible | Very good = 20 Good = 15 Satisfactory = 10 Less than satisfactory = 0 |
| The work plan and timeline are realistic in terms of timing and working days and in line with the proposed delivery dates (deadlines listed in Annex A) | Very good = 15 Good = 10 Satisfactory = 7.5 Less than satisfactory = 0 |

- **PRICE CRITERION (weight 40/100 points)**

The total price of the submitted quotations is evaluated on the basis of the proportionality rule whereby the cheapest offer receives 40 points.

Quotations that are rejected during the technical evaluation are not taken into account during the price evaluation.

15. PRICING AND PRICE COMPONENTS

PRICING:

Contract with a global price.

The prices are mentioned in USD. The total amount of the offer is expressed in numbers and in full characters.

ELEMENTS CONCLUDED IN THE PRICE:

The proposed price is all-inclusive and includes all administrative, transport, delivery, customs clearance and all other possible costs related to the delivery and execution of the contract. Price is provided without VAT and VAT included.

The bidder establishes the amount of his quotation according to his own calculations and estimates, taking into account the content and scope of the contract.

The unit prices and global prices of each item of the pricelist, if any, shall be determined by respecting the relative value of these items with respect to the total amount of the tender. All general and financial costs, as well as the proceeds, are divided proportionally between the various items according to their importance.

The contract does not allow refundable costs.

Prices are fixed for the duration of the contract (no price revision allowed).

VERIFICATION OF THE PRICE

The bidder shall provide all indications permitting the comparison of prices or costs as requested by the contracting authority. The correction of errors is carried out by VVOB.

16. TERMS OF PAYMENT

See service contract in Annex B.

17. POSSIBILITY OF NOT AWARDING OR CONCLUDING THE CONTRACT

The conclusion of the procedure does not imply an obligation to award or conclude the contract. The contracting authority may refrain from awarding or concluding the contract, or may reopen the procedure in another way, if necessary.

18. BIDDERS RESPONSIBILITIES DURING THE EXECUTION OF THE CONTRACT

See service contract in Annex B.

19. DELAY PENALTIES

The imposition of delay penalties for failure to comply with the execution period is done in accordance with Article 154 of the Belgian Royal Decree of 14 January 2013.

20. BAIL

No bail is required for this contract.

21. DISPUTES

See service contract in Annex B.

22. CONFIDENTIALITY CLAUSE (PERSONAL DATA)

The bidder should be aware that the contracting authority attaches importance to the protection of personal data for the processing for which it assumes the role of data controller in accordance with

Article 4, paragraph 7 of the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of individuals with regard to the processing of personal data and on the free movement of such data (hereinafter "GDPR").

The bidder undertakes to comply strictly with the obligations provided for by the GDPR and Belgian law on the protection of personal data, regarding the processing of data entrusted to it by the Contracting Authority or collected by the bidder on behalf of and at the request of the Contracting Authority.

If the bidder reasonably considers that other agreements should be concluded in order to comply with the applicable legislation, the bidder will proactively inform the contracting authority. In any case, the bidder must cooperate in good faith with the contracting authority in order to comply with the applicable legal provisions at all times.

For all questions regarding the protection of personal data, the bidder may contact the Contracting Authority's Data Protection Officer or his designate.

For more information about the confidentiality policy within VVOB VZW, the way to exercise one of the rights provided by the GDPR or to report a personal data leak, the bidder can visit the website of the Contracting Authority (www.VVOB.org).

23. ANNEXES

- A. Technical Specifications (description of the services)
- B. Service contract
- C. Declaration on honour

VVOB-RW-2024-01: Production of best-practice video documentaries and photo series on school leadership in Rwanda, Kenya and Ghana

ANNEX A to the call for quotations and to the service contract

TECHNICAL SPECIFICATIONS OF THE SERVICES

1. Background on the organisation

VVOB – *education for development*, is a non-profit organisation with over 40 years of experience in improving the quality of education systems from a rights-based perspective. VVOB has currently long-term partnerships with education actors in nine countries (Belgium, Cambodia, Ecuador, Rwanda, South Africa, Vietnam, Zambia, Kenya and Uganda).

VVOB’s vision is to strive for a sustainable world based on equal opportunities through quality education. For VVOB quality education means: “... one that provides all learners with capacities they require to become economically productive, develop sustainable livelihoods, contribute to peaceful and democratic societies and enhance individual wellbeing.”

In pursuit of quality education, VVOB works on two components: professional development of school leaders and professional development of teachers, and this in four subsectors (early education, primary education, general secondary education and technical and vocational education and training).

To realise these objectives, VVOB focuses on capacity development of its operational partners: Ministries of Education, teacher training institutions and organisations focusing on professional development. Partners range from national and regional governments to institutions, individual schools, school leaders, teachers and students.

In 2021, VVOB in partnership with the government of Rwanda and other partners established the African Centre for School Leadership (ACSL) to address the diverse challenges in education systems in Africa and to ignite the potential of school leadership to improve the quality of education.

2. Technical Provisions

2.1. Context of the Consultancy

Governments in Africa have made great strides to ensure access to basic education. But ‘being in school’ does not equal ‘learning’, and the quality of education indeed remains a challenge. School leaders are essential to tackle this, as research shows that effective school leadership contributes to better teaching and learning through setting direction, empowering and developing teachers, and leading teaching and learning.

The African Centre for School Leadership (ACSL)’s objective is to work with governments and governmental agencies in the education sector to build a supportive school leadership system to improve teaching and learning outcomes and well-being for all. The Centre does this by using the best available expertise in the region to deliver high-quality continuous professional development services, research, and policy advice. The focus of the ACSL is on providing technical and coordination support at both operational and strategic levels to governments and their agencies with a focus on:

1. **Policy:** development or re-development of effective school leadership policies and guidelines.
2. **Practice:** development and delivery of professional development programmes for school leaders.
3. **Research:** research on the effectiveness and impact of school leadership and school leadership professional development.
4. **Knowledge mobilisation, advocacy, communication, and sector coordination:** mobilisation and dissemination of evidence, insights, learning; advocacy on school

leadership; coordination of partners and stakeholders involved in promoting school leadership.

Currently in its foundation phase (2022-2024), the Centre is implemented through a series of projects that are coordinated by VVOB, focusing on three countries: Rwanda, Kenya, and Ghana. The ambition is to expand activities and partnerships from the current three countries to 12 countries by 2030.

At the regional level, partners will collect, disseminate, and share best practices from partner countries. Within countries, the Centre will support and collaborate with coalitions that reflect the same interplay between policy, practice, and research. The outcome of this double-tiered approach will strengthen school leadership support systems at the regional and national levels, and stronger leadership practices in schools. Ultimately, the goal of the Centre is to positively impact the quality of education for students of all ages across the continent.

As part of the ACSL's Focus Area 4, and in line with the Advocacy, Knowledge Mobilisation, Communication, Partnerships and Sector Coordination Strategy for the Centre, VVOB is seeking a consultant to produce best practice documentaries on school leadership in three partner countries – Rwanda, Kenya and Ghana. The consultant(s) will conduct interviews with different partners to record insights and quotes/ testimonies about best practices highlighting effective school leadership in each country. The partners/interviewees include ministries of education officials, professional development (PD) providers, school leaders, teachers, learners, parents and community leaders. Part of the assignment is to visit selected schools to observe effective school leadership in practice and to shoot b-roll to illustrate the narrative in the interviews.

2.2. Objective and scope of the consultancy

The objective of the consultancy is to produce five high-quality video documentaries showcasing best practices in effective school leadership – one per country in Rwanda, Kenya, and Ghana; one multi-country video; and one teaser. Specifically, the consultancy aims to provide a comprehensive and insightful portrayal of effective school leadership practices, highlighting successes, challenges, and innovative approaches that can inspire and inform the target audience of governments, school leadership professional development providers and education development partners on the African continent and globally.

The consultant or video production company will conduct interviews with key partners, including Ministry of Education officials, school leadership professional development providers, school leaders, teachers, learners, parents, and community members.

The documentaries will highlight best practices in key aspects of school leadership which together, and if effectively implemented constitute key conditions for fostering effective teaching and learning outcomes:

1. Creating strategic direction for the school (vision, mission, school improvement plan)
2. Leading teaching and learning
3. Managing the school resources
4. Working with parents and the wider community

Additionally, the consultant will capture insights and testimonials regarding school leadership professional development (including blended school leadership professional development), the promotion of gender equality including addressing of gender barriers, as well as the implementation of shared/distributed leadership principles.,

Furthermore, the consultancy will involve capturing high-quality photos that visually illustrate the best practices identified in terms of effective school leadership. These photos will complement the video documentaries and serve as visual representations of the successful approaches implemented in schools in the three countries.

Overview of interviews to be conducted

| Country | Participant/Institution (+ number of interviewees) | Location |
|---------------|---|---|
| Rwanda | | |
| | Rwanda Basic Education Board – REB (1) | Kigali |
| | Selected School Leader (1) | Rusizi District, Western Province |
| | Selected teachers (1) | |
| Kenya | | |
| | Kenya Education Management Institute - KEMI – (1) | Nairobi |
| | Selected School Leader (1) | Samburu East Sub-County, Samburu County |
| | Selected learners (1) | |
| Ghana | | |
| | Institute of Educational Planning and Administration - IEPA – (1) | Cape Coast, Central Region |
| | Selected School Leader (1) | Ho West, Volta Region |
| | Parents’ representative/Community members (1) | |

Key points to consider

| | Participants | Key points |
|---|------------------------------------|---|
| 2 | Professional Development providers | <ul style="list-style-type: none"> • Specific professional development programmes offered to school leaders • How these programmes are tailored to meet the diverse needs of school leaders • Success stories or case studies of school leaders who have benefited from these professional development programmes • Key competencies for effective school leadership, and how they are incorporated into training programmes • How the impact of professional development initiatives on school leadership practices and outcomes is assessed • How is gender equity integrated in the professional development programmes for school leaders? • Examples of successful interventions or approaches used to empower female school leaders |
| 3 | School leaders | <ul style="list-style-type: none"> • Roles and responsibilities of a school leader • Fostering a culture of shared or distributed leadership and effective collaboration among staff members • Examples of how collaborative decision-making processes have led to positive outcomes or improvements • How school leaders ensure gender equality and inclusivity within schools; • Strategies they use to encourage and support the professional growth and advancement of female staff members • Stories where a school leader successfully addressed gender barriers or stereotypes |
| | | Specific focus per country |
| | Rwanda | Kenya |
| | | Ghana |

| | | | | |
|---|----------|--|--|--|
| | | <p>Best practices and successes in leading teaching and learning; and managing the school resources in supporting the school's mission and objectives - improve student outcomes and school performance</p> | <p>Best practices and successes in creating strategic direction for the school; and Leading teaching and learning in supporting the school's mission and objectives - improve student outcomes and school performance</p> | <p>Best practices and successes about leading teaching and learning; and the involvement of parents and the community in supporting the school's mission and objectives - improve student outcomes and school performance</p> |
| <p>Key points to capture good practices and successes from school leaders on each of the major aspects of effective school leadership:</p> <ol style="list-style-type: none"> 1. Creating strategic direction for the school <ul style="list-style-type: none"> • Steps that a school leader/school took to develop a clear vision and mission for his/her school. • How s/he involved stakeholders in the development of the school improvement plan. • Examples of how the strategic direction that the school leader set has positively impacted the school community. 2. Leading teaching and learning <ul style="list-style-type: none"> • How a school leader supports teachers in their professional development and growth • Strategies a school leader employs to ensure high-quality instruction and learner engagement. • Examples of a successful initiative(s) that a school leader implemented and led to improved teaching and learning outcomes. 3. Managing the school resources <ul style="list-style-type: none"> • How a school leader uses available resources to support teaching and learning • How the school leader motivates staff members (teaching and administrative) to effectively perform their tasks contributing to the school improvement. • Strategies used to ensure financial sustainability and accountability. • Examples of innovative ways a school leader mobilised resources for the purpose of school improvement 4. Working with parents and the wider community <ul style="list-style-type: none"> • How a school leader fosters strong partnerships with parents and caregivers to support learners' success. • Successful initiatives that a school leader has implemented to involve the community in school activities and decision-making processes. • Examples where collaboration with parents and the wider community has led to positive outcomes for learners and the school. | | | | |
| 4 | Teachers | <ul style="list-style-type: none"> • Qualities/behaviours teachers value most in the school's leadership • How school leadership impacts teaching experience and teachers' professional growth • Examples of how effective leadership contributes to a conducive teaching and learning environment or a concrete example of how the teacher is supported by the headteacher/principal to grow and effectively practice teaching. • Support or resources that would enhance school leadership effectiveness from a teachers' perspective | | |

| | | |
|---|---------------------------------------|--|
| | | <ul style="list-style-type: none"> • Collaboration with teachers and school leaders to improve student learning outcomes • Examples of how gender-sensitive leadership positively influences teaching and learning outcomes • How a teacher experiences shared or distributed leadership within his/her school environment • Examples of how collaborative practices among educators have enhanced teaching and learning outcomes |
| 5 | Learners | <ul style="list-style-type: none"> • Learner's perception of a school leader's role in his/her educational experience • Examples of positive interactions or initiatives led by school leaders that have impacted a learner's learning • Qualities a learner admires in effective school leaders • How do learners feel about the level of involvement of school leaders in addressing student needs and concerns? • What school leaders could do to further improve the quality of education? • Experiences/examples where gender bias has been addressed by school leaders • Experiences where students are involved in decision-making or leadership activities |
| 6 | Parents and community members/leaders | <ol style="list-style-type: none"> 1. Relationship between the school leadership and the community 2. Examples of successful collaboration/partnerships or initiatives between the school and the community 3. The role of parents and community leaders in supporting effective school leadership 4. How school leaders address/meet the needs and expectations of the community 5. Suggestions for improving collaboration between schools, parents, and community members to enhance educational outcomes 6. Examples of how gender stereotypes are challenged or reinforced within the school community 7. Examples of how community members are involved in decision-making processes or leadership activities within schools |

2.3 Deliverables:

1. A 10-minute video from Rwanda
 - One version without subtitles
 - One version with English subtitles
2. A 10-minute video from Ghana
 - One version without subtitles
 - One version with English subtitles
3. A 10-minute from Kenya
 - One version without subtitles
 - One version with English subtitles

4. A multi-country video of 10-15 minutes
 - One version without subtitles
 - One version with English subtitles

5. A teaser video - maximum 2 minutes
 - One version without subtitles
 - One version with English subtitles

6. A photo series from each country which includes:
 - high-quality portrait photos of interviewees as well as photos illustrating school leadership best practices (to be shot when shooting b-roll in schools)
 - a selection of edited photos in high resolution and web resolution formats with metadata embedded which includes description of who/what/where/when and any copyright information.

7. Copy rights of ownership signed off to VVOB and video rushes (raw footage) from each day of shooting saved on a hard drive for VVOB (VVOB can provide a hard drive or cover expense of purchasing one)

8. Signed consent forms from interviewees and people who are captured in the images, as well as their specific consent for the use and publication of these images by VVOB and if applicable, their specific consent to share the images with third parties such as donors and/or partners.

9. Collection of all data and/or footage in compliance with all relevant Rwanda data protection laws and regulations

10. Full transcripts from every interview provided as .docx, .txt, or .srt files

2.4. Timing of the activities and deliverables

| Stage | Timeframe | Estimated # working days | Deadlines for final and approved products* |
|---|--|-------------------------------|--|
| 1. Preproduction (briefing, scripting, etc.) | | 6 days (2 days per country) | |
| 2. Production of videos and photos | Rwanda (June 2024) Kenya (July 2024) Ghana (June 2024) | 6 days (2 days per country) | |
| 3. Travel | Rwanda (June 2024) Kenya (July 2024) Ghana (June 2024) | 6 days (1-2 days per country) | |
| 4. Travel to filming locations | Rwanda (June 2024) Kenya (July 2024) Ghana (June 2024) | 6 days (1-2days per country) | |
| 5. Post-production (including the transcribing of each interview to send to VVOB before editing so we can co-create the script first) | | 10 days | |
| Total | 34 days | | |
| Submission of final videos | | | 30th August 2024 |

* Draft videos should be discussed with VVOB as part of the development process during preproduction.

The consultant(s) will meet regularly with VVOB staff, in the first instance with the Strategic Education Advisor – Communication and Advocacy, over Microsoft TEAMS (or other digital communication methods).

The final video must be submitted in High Definition (HD) Format, H264 (1080 p). However, VVOB may request the consultant to export to other formats.

The final approved videos must be submitted both online (OneDrive, Google Drive, Dropbox...) and offline (on an external drive). The raw footage must also be submitted along with the final documentary videos.

2.5. Profile of the consultants

The consultant(s) should have:

- Experience in documentary filmmaking - proof of previous documentary films especially those related to education or social issues.
- Expertise in educational content - proof of past projects or experience working with educational organisations, preferably in the context of school leadership effectiveness.
- Expertise in drafting and co-creating scripts with clients
- Strong conversational and interviewing skills with a diverse range of interviewees, including educators
- Experience in working in diverse cultural contexts, particularly in African countries
- Technical proficiency – equipment and software used for filming and editing
- Strong experience in storytelling – sample of past projects
- Expertise in documentary photography to support the production of photographs in this assignment to be able to capture best practices in school leadership
- Project management skills – experience in managing timelines, budgets, and logistics for documentary productions (examples of past projects that demonstrate successful project management)
- Proficiency in English

2.6. Location

The assignment will be conducted in Rwanda (Rusizi District, Western Province), Kenya (Samburu East Sub-County, Samburu County) and Ghana (Cape Coast, Central Region and Ho West, Volta Region). One school will be visited in each country (see Overview of interviews to be conducted).

ANNEX B VVOB-RW-2024-01

Independent Services Contract

Between:

VVOB in Rwanda, a non-profit organisation, located in Kigali, KG 565 st, House No 6, Kacyiru P.O. Box 3776);
hereby validly represented by **xxx**, Country Programmes Manager;
hereafter called **VVOB**;

and:

Name, Legal form with VAT/registration number Number, with registered office located at **Street Address, Postal code, City (Country)**,
hereby validly represented by **Mr./Mrs. Name, Function title**;
hereafter **the Service Provider**;

together **the Parties**;

IT IS AGREED AS FOLLOWS:

VVOB is a non-profit organisation aiming to improve the quality of education in the Global South and in Belgium.

The Service Provider has a particular expertise relating to cost-analysis in the education sector as well as reporting and presentation assignments.

The Parties wish to cooperate for the purpose of the design and development of the African Centre for School Leadership (ACSL) visual identity and website.

Article 1. Subject-matter of the Contract

The Service Provider agrees to provide the Services defined in Article 2 to VVOB on the terms and subject to the conditions provided in this contract (hereafter **the Contract**).

Article 2. Services

2.1 The Service Provider shall perform the following services (hereafter **the Services**): The Service Provider shall assume the tasks described in ANNEX A : Detailed description of the services.

2.2 The Service Provider shall start performing the Services on **xxx 2024** and undertakes to complete the Services by the dates mentioned in the column "Complete by".

Any postponement of a completion date is only possible with the prior written agreement of VVOB.

Article 3. Fee

3.1 In exchange for the performance of the Services, VVOB shall pay the following fee (hereafter **the Fee**) to the Service Provider: A lump sum Fee of for each working day (8 hours) of actual performance of **Amount +currency**. For travelling time no Fee shall be paid.

No Fee shall be due for additional working time, unless the Parties have agreed upon an increase in advance and in writing.

3.2 The Fee is inclusive of VAT. The Service Provider must mention the amount of VAT on the invoice. If the Services are exempted from VAT, the Service Provider must state this on the invoice.

3.3 The Fees shall be inclusive of any and all costs and expenses incurred by the Service Provider in rendering Services and performing its duties under this Contract, save for the expenses mentioned in Article 4.

Article 4. Expenses

The Service Provider is not entitled to any allowances or other benefits from VVOB. All costs relating to the Services performed under this Contract are deemed to be covered by the Fee set out above. Costs and expenses can only be reimbursed by VVOB if they are reasonable if they were approved in advance in writing and upon presentation of supporting documents.

The Service Provider shall perform the main part of the Services from its own place of work, using its own office infrastructure, computers, hardware and office equipment, mobile phones, etc.

Article 5. Invoices

5.1 The Service Provider will draw up an invoice for the Fee (as described in Article 3) and expenses (if applicable and as described in Article 4) and hand it over or send it to VVOB. Invoices must be made in accordance with this Contract, and are issued after each deliverable. Payments will be subsequent to approval of deliverables as per the overview below.

| Deliverable | | Deadline |
|---|---|------------------------------|
| 1. A 10-minute video from Rwanda (two versions) | - A version without subtitles for each video - A version with English subtitles for each video | 30 th August 2024 |
| 2. 10-minute from Kenya (two versions) | | |
| 3. A 10-minute from Ghana (two versions) | | |
| 4. A multi-country video of 10-15 minutes (two versions) | | |
| 5. A teaser video - maximum 2 minutes (two versions) | | |
| 6. A photo series from each country | | |
| 7. Copy rights of ownership signed off to VVOB and video rushes | | |
| 8. Signed consent forms | | |
| 9. Full transcripts from every interview (.docx, .txt, or .srt files) | | |

The invoices properly issued by the Service Provider will be payable within thirty (30) calendar days after the date the invoice is received by VVOB. If the invoice states a shorter term, the date mentioned in this Contract is the only binding date.

5.2 Supporting documents for all expenses and allowances (if any) must be attached to the invoice. Supporting documents include the original invoice or bill, a statement of expenditures and a claim form.

If the appropriate documentary evidence is not timely presented, allowances are not due and expenses are not reimbursable by VVOB. If any advance payments were already made, VVOB is entitled to deduct the amount of the advance payment from future payments or to claim back the amount paid.

5.3 Payment is made by means of a bank transfer into the bank account opened in the name of the Service Provider with bank account details:

IBAN/Account number: **enter number.**

BIC/SWIFT Code: **enter number.**

Currency: **enter text.**

Bank name: **enter text.**

5.4 Where advance payments are made, the Service Provider must attach the supporting evidence to the next invoice.

Article 6. Term and termination

6.1 This Contract enters into the force on the date of signing and is concluded for a limited duration which ends at the latest at **xxx 2024**.

6.2 Either Party can terminate this Contract with immediate effect, and without any amount or notice period being due upon written notice by registered letter to the other Party in the event that:

- (i) the other Party is in material breach of the Contract; or
- (ii) the other Party ceases to do business or perform its activities, transfers its business or a substantial part of its activities (including through a merger, demerger or similar proceedings) or otherwise terminates its operations;
- (iii) the other Party becomes insolvent, is the subject of bankruptcy, insolvency, reorganisation, liquidation or similar proceedings, is being wound-up or dissolved or makes an assignment for the benefit of creditors.

The following breaches shall in any case be considered as material breaches of the Contract by the Service Provider:

- non-compliance with the obligation to take out insurance (Article 8.2)
- non-compliance with the confidentiality obligations (Article 9)
- any representation or warranty made in this Contract in relation to Sanctions (Article 12) is breached or is determined to be false or misleading in any material respect at any time during the duration of the Contract
- Services have repeatedly been delivered late or have repeatedly not been rendered in compliance with the requirements of the Contract
- If the name of a specific individual for the performance of the Services is mentioned in Article 2 and VVOB does not accept the replacement proposed by the Service Provider.

6.3 If the Services provided do not comply with Article 2 or if Services are delivered late, VVOB can reject the Services and refuse payment. In such cases payments shall be effected pro rata the Services that are compliant and timely and that are also recognized as such by VVOB.

If any advance payments were already made, VVOB is entitled to deduct the amount of the advance payment from future payments or to claim back the amount paid. VVOB can in these situations grant a grace period to the Service Provider so as to allow for the necessary adjustments or corrections to be made.

6.4 VVOB can terminate this Contract with immediate effect, and without any amount or notice period being due upon written notice by registered letter to the Service Provider in the case of credible allegations that the Service Provider or any of its Personnel, affiliates or (sub)contractors has violated the Codes of Conduct (as defined in Article 7). At its own discretion, VVOB can unilaterally decide to temporarily suspend the Contract pending the investigation of any alleged violation of the Codes of Conduct by sending a written notice by registered letter to the Service Provider.

6.5 VVOB can terminate this Contract with immediate effect and without giving prior notice, in the event that VVOB's agreement with its donor is terminated or curtailed. The Service Provider will take immediate steps to bring the performance of the Services to a close in a prompt and orderly manner and in doing so reduce expenses to a minimum. The Service Provider will not undertake any further commitments as from the date of the termination notice. VVOB's liability is limited to payment of the Fee due for Services duly delivered.

6.6 In the event that the Service Provider is temporarily or permanently unable to perform the Services due to force majeure, the Service Provider shall notify VVOB thereof immediately. The performance of this Contract shall be entirely suspended for the time of such temporary inability. In case of

permanent inability, VVOB shall be entitled to terminate this Contract immediately, without giving prior notice and without compensation being due.

6.7 Upon termination of this Contract, the Service Providers shall immediately and on his own initiative return to VVOB any documents, in written, printed, electronic, or magnetic form, in his possession, that contain proprietary information or Confidential Information (as defined in Article 9) about VVOB or its donors or that are the property of VVOB or its donors.

Article 7. Terms of execution

7.1 The Service Provider shall faithfully and loyally provide the Services to VVOB. The Service Provider shall act in the best interest of VVOB and any persons or organisations related to VVOB or VVOB's activities.

7.2 The Service Provider shall act with the expertise, independence and diligence as may be expected from a professional service provider in the same circumstances. It will also devote all the necessary means, time and effort to its tasks.

7.3 The Service Provider shall carry out this Contract in full compliance with all applicable laws. This includes all applicable international standards and labour law, rules and regulations relating to the employment of national and international staff in connection with the Services. The Service Provider must comply with all tax and social security obligations relevant to the performance of this Contract, directly and/or through its personnel (employees, volunteers, directors, officers, etc.; hereafter **the Personnel**) and (sub)contractors (if any). The Service Provider must further ensure compliance with all applicable laws by its Personnel and (sub)contractors.

7.4 The Service Provider must at all times conduct himself in a manner consistent with (i) VVOB's General Code of Conduct, (ii) Code of conduct VVOB's Child protection policy and (iii) Code of conduct VVOB's Youth protection policy (hereafter **the Codes of Conduct**). The Codes of Conduct are part of VVOB's Integrity Policy which can be found at www.vvob.org. The Service Provider must further ensure that all Personnel and (sub)contractors involved in the performance of this Contract, as well as any of its affiliates, adhere to the Codes of Conduct.

7.5 The Service Provider will carry out the Services independently and autonomously as an independent service provider and without being subordinated to VVOB. This Contract does not create any relationship of agency, distributorship, partnership or employment between the Parties or between VVOB and any member of the Personnel of the Service Provider.

7.6 The Service Provider is free to organise its work and to determine how the Services will be performed. The Service Provider shall, however, comply with the general guidelines determined by VVOB for the necessities of the co-operation between the Parties and it will regularly consult with and report to VVOB in order to assure the coherence of the Services. Within these guidelines and provided that the Contract is complied with, the Service Provider shall have the sole and autonomous right to determine and direct the manner, method and time schedule in which the Services are performed.

7.7 The Service Provider will use its own Personnel to perform the Services. Subcontracting is not allowed without the prior authorisation in writing from VVOB. The Service Provider ensures that the Personnel and any (sub)contractors are bound by the Service Provider's obligations under this Contract. The Service Provider must ensure that the Personnel and subcontractors performing the Services have the necessary training, knowledge and relevant experience. However, the Service Provider remains liable towards VVOB for the proper performance of the Services.

7.8 The Service Provider will hire, on its own behalf and for its own account, such Personnel that it deems necessary and capable of assisting it in the performance of the Services. The Service Provider, in its capacity as the employer or contractor of such persons, will be solely responsible for the management of these persons and will not involve VVOB in such matters.

7.9 If the name of one or more specific individual(s) for the performance of the Services is mentioned in Article 2, the Service Provider will supply its Services through such individual(s). If a specific individual becomes temporarily or permanently unable to perform the Services on behalf of the Service Provider, then the Service Provider will immediately inform VVOB.

The Service Provider has the right to propose to VVOB in writing another person who will provide the Services. VVOB has the right to refuse such a proposal, and to suspend or terminate the Contract. VVOB does not have to justify its refusal.

7.10 The Service Provider is not granted the power to represent VVOB towards any third party, except if authorised thereto by special power of attorney in writing.

Article 8. Insurance

8.1 The Service Provider will pay and indemnify VVOB promptly for all loss, destruction or damage caused by the Service Provider, its Personnel or (sub)contractors in the performance of this Contract.

8.2 The Service Provider must have and maintain in effect, with reputable insurers and in sufficient amounts, insurance against all of the Service Provider's risks under the Contract (including, but not limited to, the risk of claims arising out of or related to the Service Provider's performance of the Contract). This will in any case include general liability insurance, workers' compensation and employer's liability insurance and insurance against all risks in respect of its property and any equipment used for the performance of the Contract.

8.3 The Service Provider agrees to refrain from any form of claims against VVOB in case of accidents, theft or attempted theft, baggage loss (incl. laptops or any other valuable objects) and any other events that may occur during the performance of the Services.

Article 9. Confidentiality

9.1 For the purposes of this Contract, **Confidential Information** means any and all confidential, proprietary and other non-public information (whether recorded or not and, if recorded, in whatever form) relating to the activities, assets, properties, services, financial affairs, work methods, participants or contracting parties of VVOB or any donor.

9.2 The Service Provider may not during the Contract (except in the proper performance thereof) and during a period of 10 years after its termination:

- make use or take advantage of, reveal, divulge or otherwise disclose to any person, any of the Confidential Information in its possession;
- copy or reproduce in any form or by or on any media or device (or allow others to copy or reproduce) any documents, disks, tapes or other materials containing or referring to Confidential Information.

9.3 The Service Provider shall not publish nor make any statement to a press representative or publish any content on any websites or social media account about any matter relating to the Services, VVOB or its donor(s), without prior authorisation in writing. VVOB and VVOB's donor(s) will be acknowledged as per VVOB's instructions.

Article 10. Ownership of work product and intellectual property rights

10.1 All intellectual property rights created during the performance of this Contract and within the limits of this Contract will vest in VVOB unconditionally and immediately upon their creation.

Accordingly, the Service Provider assigns to VVOB with full title guarantee (including, without limitation, by way of an assignment of future intellectual property rights) all intellectual property rights, worldwide and for their entire legal duration.

Only VVOB is entitled to fulfil the necessary formalities in order to obtain actual legal and factual protection with respect to the work product, works, performances, or any other creations or inventions achieved under this Contract. The Fees received by the Service Provider are also intended to fully compensate the Service Provider for the assignment set out in this article and for all methods of exploitation of the works and work product, known or unknown at the signing of this Contract.

10.2 The Service Provider will not oppose modifications that VVOB deems fit to bring to the work product, works, performances, or any other creations or inventions achieved under this Contract, except for modifications that would be liable to prejudice the Service Provider's honour or reputation. VVOB grants to the Service Provider a royalty-free, non-exclusive, non-transferable licence to use the intellectual property rights on the work product during the term of this Contract solely to provide the Services. The Service Provider grants to VVOB a royalty free, non-exclusive, non-transferable licence to access any other documents and information used by it in the performance of the Services.

Article 11. Data Protection

The Service Provider shall not process any personal data on behalf of VVOB. If VVOB should in the future directly or indirectly transfer personal data to the Service Provider, the Service Provider shall promptly enter into a data processing agreement with VVOB. With regard to these personal data, the Service Provider will act as data processor and VVOB will act as data controller.

Article 12. Compliance with Sanction laws and other obligations

12.1 The Service Provider represents and warrants that neither it nor any Personnel, affiliates or (sub)contractors:

- are the subject or the target of any sanctions administered by the Office of Foreign Assets Control of the U.S. Department of the Treasury ("OFAC") or the U.S. Department of State, the United Nations Security Council, the European Union, Her Majesty's Treasury of the United Kingdom, or other relevant sanctions authority (hereafter the Sanctions)
- is located, organised or resident in a country or territory that is the subject or the target of Sanctions.
- will directly or indirectly use the proceeds of this Contract, or lend, contribute or otherwise make available such proceeds to any person or entity in violation of any Sanctions laws.
- have knowingly engaged in or are knowingly engaged in any dealings or transactions with any person that at the time of the dealing or transaction is or was the subject or the target of Sanctions or with any sanctioned country.

Article 13. Due diligence

VVOB shall have the right, from time to time as VVOB may reasonably deem appropriate, to perform reasonable due diligence on the Service Provider and any (sub)contractors for the purpose of verifying compliance with this Contract and any donor requirements. The Service Provider, its Personnel and (sub)contractors shall provide information and cooperate with VVOB in connection with any reasonable request related to VVOB's due diligence of the Company.

Article 14. Salvatory clause

The provisions of this Contract are independent from each other and the invalidity of one clause does not affect the validity of the others. In the event that one of the provisions of this Contract is held to be invalid, this provision shall be deemed to be substituted by operation of law by a new one which makes it possible to achieve the same result, at least a similar result.

Article 15. Applicable laws and settlement of disputes

This Contract is subject to Belgian law. Any dispute regarding the validity, interpretation or performance of this Contract shall fall within the exclusive jurisdiction of the Dutch speaking Courts of Brussels. The Parties undertake to use their best endeavours to reach on an amicable settlement before going to court.

Article 16. Annexes

A Detailed description of Services

Drawn up in Kigali, on **enter a date**, in as many copies as there are signing parties, each Party recognising having received one copy thereof.

For VVOB For the Service Provider

xxx

Country Programmes Manager

VVOB in Rwanda

**Please initial each page*

Annex A to the Service Contract: Reference Terms

See Call for quotations: Annex A 'Technical specifications of the services'

Declaration on honour concerning the grounds for exclusion

Reference of the procurement: VVOB-RW-2024-01

I, the undersigned [*insert name of the person signing this form*]:

- declares it its own name (*if the economic operator is a natural person or in the case of a declaration by a director or a person with powers of representation, decision-making or control over the economic operator*)

or

- declares as representative of (*if the economic operator is a legal person*) full legal name (*for legal persons only*)

Full legal form (*for legal persons only*):

full official address:

company registration number:

that the company or organisation that he (or she) represents / he (or she):

- a) has not been the subject of a final judgment on the merits for one of the following offences:
 - i. participation in a criminal organisation
 - ii. corruption
 - iii. fraud
 - iv. terrorist activities, offences connected with terrorist activities or inciting, aiding or attempting to commit such an offence
 - v. money laundering or terrorist financing
 - vi. child labour and other forms of trafficking in human beings
 - vii. employment of illegally staying third-country nationals
- b) is not bankrupt or in receivership, has not ceased or suspended trading, is not subject to a court settlement or other arrangement with creditors and is not involved in any similar proceedings under national laws and regulations;
- c) has not been guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- d) has fulfilled all its obligations relating to the payment of social security contributions and the payment of taxes in accordance with the legal provisions of the country in which it is established and any country in which it has operations, in the country of the contracting authority and in the country where the contract is to be performed;
- e) that (s)he will conduct (her)(him)self at all times in compliance with VVOB's Codes of Conduct referred to in the call for quotations
- f) that, should the contract be awarded, he (she) will provide on request proof for one or more of the above mentioned situations.

Full Name, Date and Signature