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**TERMS OF REFERENCE:**
**Production of four Sector-based Short Video Case Studies and 12 Video Testimonials of the Niger Delta Youth Employment Pathways Project**


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**1 CONTEXT**


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The Foundation for Partnership Initiatives in the Niger Delta (PIND) is a Nigerian non-profit Foundation established in 2010 with initial funding by Chevron Corporation to support a portfolio of socio-economic development programs for Nigeria's Niger Delta in order to improve standards of living of communities in the region. PIND supports projects in collaboration with a diverse range of donor partners including bilateral and multi-lateral aid agencies, federal and state government agencies in Nigeria, private companies and foundations. With an overarching goal of increasing income and employment in the region, the Foundation uses regional knowledge to understand the root causes of economic instability and forge community owned, market-driven, sustainable results. Its activities fall under two distinct but interrelated program areas:

- An **economic development program** focused on generating opportunities for pro-poor market development and employment generation.
- A **peace-building program** that strengthens conflict resolution mechanisms for enabling integrated peace and economic growth.

To place the synergies more clearly as part of the change logic, the two program areas are reinforced and synergizes along different cross-cutting themes, including

- A **capacity building intervention** that will build the service delivery and engagement capacity of government, private sector, civil society and communities.
- An **advocacy initiative** that improves influencing of policies, practices and programs that premise on an in-depth analysis and understanding of systemic constraints to growth in the Niger Delta region.
- A **communications** effort that enhances PIND's reputation via multiple and consistent messaging of its transformative approaches, impacts and learning.

Nigeria is the largest demographic and economic country in Africa with around 190 million people living in 36 states and 136 trillion Naira of annual GDP estimated in 2018. Roughly half of 190 million people living in Nigeria are between the ages of 15 and 24, and seventy percent of the population is under 30 years old. However, youth unemployment poses a significant threat to Nigeria's economic prospects. While the national unemployment rate is 18 percent, the youth unemployment rate is nearly double that, at more than 33 percent.

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According to the 2017 Labor Force Survey by the National Bureau of Statistics, Nigeria has 85.09 million labor force nationwide and the highest unemployment rate is in the Niger Delta region. Available evidence reveals that unemployment, particularly youth employment, is a critical issue related to both economic development and de-escalation of conflict in the Niger Delta. Studies suggest that traditional modes of youth workforce development have not been successful. As such, innovative methodologies that engage youth outside of traditional training models might be more successful.

PIND's experience has shown that connecting jobseekers and market actors with the requisite market information about the demand side of the labor market and facilitating more productive interactions between youth and private sector looking for workers. PIND has experienced this across its portfolio agriculture value chains projects, specifically: Aquaculture, Palm Oil and Cassava Value chain, where a crowding in of new entrants into value chains and stepping up of market actors into more value-added roles within the value chains, yields significant gains in productivity and further dynamism.

In 2018, PIND and Ford Foundation invested in a two-year Niger Delta Youth Employment Pathways (NDYEP) project to address youth job readiness, workforce development, and job creation in three priority states of Abia, Akwa Ibom, and Rivers. It planned to do this by developing models that offer youth in the Niger Delta the opportunity to secure sustainable jobs through quality training that equips them with market-relevant skills.

The NDYEP model has the following features:

1. Evidence-led and demand driven (with supportive monitoring as part of systems strengthening)
2. Competency focused
3. Modelling multiple pathways to employment
4. Strengthening the ecosystem of actors (employers, jobseekers, policy makers and trainers)
5. Entrepreneurship plus support system

Some trends already appear to be working in order to bring innovative and fresh approach to youth employment programs, such as:

- Training youths in ICT, aquaculture, building construction and finished leather products.
- Facilitating linkages and market-based approaches are more successful than supply-side training approaches.
- Using tech and ICT to connect with youth and gain their interest in a particular program or sector (e.g., "making agriculture cool").
- Competitions to incentivize market actors and connect workers with potential employers.

Whilst informed by evidence, the approach adopted by the project is innovative and largely untested in the region. The NDYEP project is therefore understood as a pilot to be used to develop the evidence base around approaches to tackling youth unemployment situation in the Niger Delta. As the project comes to an end, understanding, documenting and communicating what works is therefore an important dimension of the project. The project will be evaluated independently and rooted firmly in the vision of the project, which is to develop models of youth job readiness and workforce development that offer youth in the Niger Delta the opportunity to secure sustainable jobs through quality training that equips them with market-relevant skills.

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## 2 PURPOSE AND USE OF THE VIDEO CASE STUDIES

These video case studies – which will highlight practice-based lessons from the NDYEP project that would be useful to other practitioners - will serve the primary purpose of learning in the NDYEP’s ICT, aquaculture, building construction and finished leather products sectors: what can **be identified as the main enabling factors and barriers** of success or shortfalls. They will inform skills development for youth employment implementation strategies in the targeted sectors by a wide range of stakeholders in the years to come, and also shed some light on some potential corrective actions that may need to be explored further in the future. More specifically, the case studies are expected to highlight recommendations that will help PIND and its partners to inform future decision-making regarding youth employment.

While demonstrating the learnings, the video case studies will be premised on the solid evidence of the NDYEP project results (Impact, Outcomes and Outputs) and the strategic contribution of this project in advancing the agenda of working with others to spur systemic change so youth have the opportunity to find work that is dignified and fulfilling by answering the questions: what worked and how? What didn’t and why? And lastly, provide insights as to the project adaptations to COVID—19 and what difference the mitigation interventions deployed made and why.

Table below summarizes the main users and the purpose of utilization of the NDYEP Video case studies:

Table 1: Video Case Study Users and Uses

Video Case Study Users	Video Case Study Uses
State Governments	<ul style="list-style-type: none"> <li>— Evidence-based public advocacy to leverage large scale public-private partnerships and adequate investment to youth employment;</li> <li>— To scale up innovative strategies and approaches revealed by the assessment and accelerate changes in policies, practices and larger investments that open-up for expanded impact, at scale, on youth employment;</li> <li>— To introduce more innovative interventions as part of acceleration strategy including in response to the post COVID—19 era.</li> </ul>
PIND Foundation, Ford Foundation, and Development Partners	<ul style="list-style-type: none"> <li>— To inform future programming and investments to improve the quality of capacity building and vocational training, prepare youth for the workforce, expand access to financial services for entrepreneurs and small businesses, and connect job seekers to dignified and fulfilling work;</li> <li>— Ensure better realignment of program support and accountability at all levels.</li> </ul>
Private Sectors	<ul style="list-style-type: none"> <li>— To inform shared value approach strategies that stimulate demand– and supply–side connections in 3favour of youth employment.</li> </ul>

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Stakeholders	— Social Equity strengthened – investments in youth employment have highest impact when directed to the less privileged groups, those at risk of missing out on youth employment due to lack of opportunities.
Youth	— Youth resilience encouraged – by showcasing the youth employment investment opportunities directed to the less privileged groups and the results on those at risk of missing out on youth employment due to lack of opportunities.

### Video Case Study Objectives:

The overall purpose of the Video case studies is to document the key learnings from the NDYEP project implementation processes evidenced by the outcome and impact from the pilot.

The specific objectives of the video case studies are to:

1. Document lessons learnt and good practices for organizational learning, policy directions on youth employment, replication as well as provide strategic recommendations for future investment and programming to advance youth employment in the Niger Delta in the four sectors of: ICT, aquaculture, building construction and finished leather products sectors
2. Showcase the project’s contribution towards connecting job seekers to dignified and fulfilling work;
3. Highlight the NDYEP preparedness and response to external shocks such as COVID–19 pandemic

### Production Scope:

#### Sectoral scope

A 5 – 7 minutes video case study will be produced for each of the following sectors:

- ICT
- Aquaculture
- Building construction
- Finished leather products

Each sector video case will include:

#### Overview of approach

- Highlighting innovative aspects of how NDYEP has worked in this area / sector

#### Key programmatic lessons

Description which summarize the key lessons or key principles in a practical ‘do’ and ‘do not’ way, drawing out lessons from the NDYEP experience that is ‘of relevance and value for practical settings and practitioners’<sup>i</sup>, such as:

- What has changed, looking at the situation before and after NDYEP was involved (results and impact).

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- What caused the change? What actions have taken place? How the changes have been achieved/happened? What other factors apart from NDYEP interventions led to the changes?
- How the different actors have experienced the change, with a particular focus on hearing from those who have been reported by PIND and partners to have changed and those in their sphere of influence who are experiencing the change.
- What seems not to work, and why?
- What seems not to work and why?

### Recommendations for action (Call to Action)

- Highlighting specific actions that can be taken by different stakeholders groups or at different program levels, and encouragement to adopt these approaches.

Additionally, a 2 minutes individual specific life-changing stories (testimonials) of select NDYEP youth participants (3 stories per sector) will be produced as an addendum to the Video case studies for the sole purpose of ongoing social media consumption. It is important to note that as part of a mid-term evaluation of the project undertaken in 2019, three written Practice Papers documenting learning on the ICT (<https://pindfoundation.org/positioning-young-people-work-enterprise-across-emerging-value-chain-ict-abia/>), Aquaculture (<https://pindfoundation.org/positioning-young-people-for-work-and-enterprise-across-an-emerging-value-chain-aquaculture-in-akwa-ibom/>) and building construction (<https://pindfoundation.org/quality-training-school-leavers-key-skills-supporting-construction-sector-rivers-state/>) sectors were produced. These video case studies will use these practices papers as a resource/guide documents while taking cognizant of new lessons emerging post the papers.

### Geographic scope

The Video case studies of NDYEP (and video testimonials) will focus on the three states of the project: Abia, Akwa Ibom and Rivers, giving recognizant of late entrants to the project like the finished leather products added in Abia state in the last year of implementation. An overview of Niger Delta impact indicators will be also presented to give a big picture of regional progress towards youth employment.

## 3 METHODOLOGY OF THE PRODUCTION

The video case studies are part of a comprehensive independent evaluation of the NDYEP project to assess the project's achievements at impact and outcome level and document the key learnings from the project implementation processes. Broadly the evaluation will measure the extent to which the NDYEP project has effectively achieved its stated goals and objectives. As such, the contracted Producer(s) will work with the evaluation consultants as part of an integrated team, coordinating efforts, tools and plans to ensure the overall and specific objectives of the evaluation and learning are met in a harmonized manner.

Working closely with the evaluation consultants, the contracted Producer(s) will produce video case studies which capture significant changes amongst NDYEP's target groups and partner organizations and

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provide evidence of the causes of these changes and the contribution played by PIND in bringing these changes about. It is expected that the Producer(s) will employ the Outcome Harvesting<sup>2</sup> Approach to visually document the project's achievements thus far as well as bring out critical lessons learnt to ensure that the case studies are rooted firmly in the vision of the project of inspiring adoption of the NDYEP models.

In drawing the lessons learned from the pilot NDYEP project and distilling actionable recommendations for its sustenance, adoption and replication, the video case studies will X-ray each project sector through the lens of the six global standards of OECD/DAC Evaluation Criteria adopted in December 2019 in consensus by all Development Partners, Academia and Evaluation Practitioners for generating adequate judgement of the Aid's effectiveness. Those six criteria are: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability. In addition to the six criteria, stakeholders of NDYEP and PIND have decided to add two additional criteria related to Equity, Gender Equality and Resilience owing to the programming context and PIND's commitment to advance the agenda of equal chance to secure sustainable jobs through quality training that equips youth with market-relevant skills.

The Video case studies will mime its content and insights through answers to some relevant OECD/DAC Evaluation questions listed in the table below within the framework of NDYEP.

Evaluation Criteria	Evaluation Questions
Relevance	1. To what extent has the NDYEP project expected results (Impact, Outcomes and Outputs) and design responded to beneficiaries and partner/institution needs, policies, and priorities considering the evolving circumstances (is NDYEP doing the right things?)
Coherence	2. To what extent other interventions (particularly government policies and programs) support or undermine the NDYEP intervention including internal and external coherence (How well does the NDYEP project fit)?
Effectiveness	3. To what extent the NDYEP project achieved its expected results (Outcomes and Outputs) agreed with the Business Plan including differential results across states in the five main feature of the NDYEP model (which would include influencing the state governments to adopt the NDYEP model)? 4. What are the factors (internal and external to PIND) that contributed the most to the attainment of the NDYEP project and results? 5. What are the factors (internal and external to PIND) that hindered the most to the attainment of the NDYEP project and results?
Efficiency	6. To what extent has the NDYEP delivered results in an economic and timely way (How well have resources been used)?
Impact	7. To what extent the NDYEP has achieved expected results related to results defined in the Business Plan and if NDYEP has generated significant positive or negative, intended or unintended, higher-level effects at community/sector and state level? 8. What long term transformative change or difference did the project make on communities/sectors, institutions (employers, government/policy makers and TVET/trainers) and youth?

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Sustainability	9. To what extent are the net benefits of interventions likely to continue after PIND/Ford Foundation has stopped? How likely are the benefits (including resilience to risk) to last and under which conditions?
Equity and Gender Equality	10. To what extent the NDYEP project addressed inequalities in youth employment, incorporated gender equality and social inclusion and the empowerment of women and persons with disabilities into the design, implementation and results achieved?
Resilience	11. To what extent was the project resilient to internal and external shocks (economic, conflicts, pandemic, etc.)? 12. To what extent has the NDYEP project responded effectively to risks and threats?

There will be one video case studies for each sector: aquaculture, construction, finished leather and ICT. It is expected that the design for the video case studies will be synchronized with the independent evaluation of the project, and opportunities will be explored for co-implementation where possible. The referenced evaluation will be carried out through a wide participation of all relevant stakeholders including the PIND Foundation, Ford Foundation, the State government agencies (including state chambers of commerce), local implementing agencies and TVET institutions, and young people benefitting from the NDYEP project.

A detailed creative concept for the video case studies and video testimonials that is inclusive of a production plan/schedule and script outline will be developed and submitted by the contracted Producer(s) for review, discussions and building consensus on scope and methods and timeframe and approval by PIND and the evaluation consultant. Innovative approaches of collecting field footages for the videos is expected to be proposed by the Producer(s) in adapting to the new challenging context of COVID-19 and civil unrest, with risks minimized to the barest. Field visits to selected project sites; and briefing and debriefing sessions with PIND are envisaged.

The Producer(s) will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR, the availability of resources and the priorities of stakeholders. In all cases, the Producer(s) is expected to use interviews as a means to collect relevant footages for the production. Prior to developing a creative concept and production plan, the Producer(s) will also analyze all relevant information sources, such as project documents and reports and any other documents that may provide evidence on which to form opinions. Existing data and documents will be made available to the Producer(s) by PIND immediately after contracting.

The production will obtain video footages from an extremely small but highly targeted group of NDYEP beneficiaries and key stakeholders (showing diversity in terms of sex, age, location and sector) to avoid unnecessary waste of time and resources in gathering excess footages for a 5-7 mins video output. The interview participants will be pooled from the following mandatory stakeholders:

- PIND staff in Abuja and Port Harcourt offices
- Ford Foundation focal point for NDYEP
- NDYEP project advisory committee
- Staff of relevant Government agencies and the project implementing partners

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#### 4 SCOPE OF WORK

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The scope of work for these video case studies is outlined below:

1. **Scripting:** Develop a creative script outline for video productions from content provided and a further script for the video products after filming.
2. **Video recording and transcribing:** Film interviews and supporting B-roll footage using high-quality DSLR cameras at international standards (25 fps, 22450 kbps minimum bitrates, 16:9 aspect ratio at a resolution of 1920x1080) with clear sound captured using the appropriate sound recording equipment. Provide verbatim transcripts of interviews conducted with the beneficiaries. In a format showing file name, time code and transcribed texts. For choreographed interviews, film footage with a DSLR camera such as a Canon 5D rigged on a steady cam vest at international standards (25 fps, 22450 kbps minimum bitrates, 16:9 aspect ratio at a resolution of 1920x1080).
3. **Video editing:** Edit videos with creative graphic content using either Adobe Premiere Pro CS 6 and above or Final Cut Pro X video editing software, Adobe After Effects and other creative editing and graphics design applications.
4. **Sound engineering and recording:** These comprises of the spectrum of sound engineering and recording such as music scores and final video sound-mix edits in postproduction using adobe audition, pro tools or other professional audio editing applications.
5. **Voice Over Recording:** This involves the use of a voice over artist to professionally and articulately narrate parts of the story along the video sequence. This should be recorded in a sound proof audio recording studio.
6. **Video transcription and subtitling:** Transcribe the entire videos from audio to text and generate subtitles to increase the likelihood of views staying engaged with the videos
7. **Photography:** Capture, edit, catalogue and caption creative field images of project participants using professional, high-quality DSLR cameras such as the Canon 7D, 5D Mark II or III, Nikon D810, etc.

In summary, the contracted Producer(s) will provide a 'script to screen' support in the production of the video case studies and testimonials, in addition to high quality, high resolution action pictures of the project participants.

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## 5 ACTIVITIES AND TIMELINE

The Producer(s) will be supported by NDYEP Project Coordinators and Media for Development Coordinator throughout the field filming period. The scope of work above is broken down to key activities.

<b>Video Case Studies &amp; Testimonials Production</b>			
<b>S/N</b>	<b>Description of activities</b>	<b>No of days</b>	<b>Associated Deliverables (Codes)</b>
T1	Preliminary meetings with relevant PIND Foundation officers in charge of NDYEP evaluation, the evaluation consultants and desk review of related documentation and materials	5	D1
	Develop creative concept for the video cases studies and video testimonials that is inclusive of a production plan/schedule, interview tool and video script outline		
<b>Filming</b>			
T2	Gather interview and B-roll footage of selected targeted stakeholders for each sector assigned State and share link to footages	7	D2
<b>Photography</b>			
T3.	Take 10 creative action pictures of project participants/stakeholders per sector and 3 photos of testimonial subjects in their "natural habitat": photos conveying the essence of the project	5	D4
	Edit, caption and deliver pictures taken		
<b>Interviews Transcription</b>			
T4.	Transcribe all interviews conducted verbatim and submit transcripts	5	D4
<b>Scripting</b>			

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T5.	Develop and share draft script for each sectoral video case study (4 scripts for a 5 – 7 mins videos each) and individual video testimonials (12 scripts for 2 minutes video each) using approved story concept	10	D5
	Finalize and share approved video scripts for post-production		
<b>Editing, Sound mix, Video Transcription &amp; Subtitling</b>			
T6	Compose original music score and sound mix for the video productions (no plagiarism of music score)	20	D6
	Assemble footages to produce draft video case study per sector and individual video testimonials in line with approved scripts using motion graphics, animated text, infographics, pictures, B-roll footage and musical scores and present to PIND for review and feedback		
	Transcribe all approved video outputs from audio to text and add subtitles		
	Finalize transcribed and subtitled video products using feedback from PIND: 4 video cases of 5 – 7 mins each and 12 video testimonials of 2 minutes each		

## 6 DELIVERABLES

Deliverables stated in the table below are directly linked to specific tasks in previous section. Due dates are tentative and dependent upon contract execution date.

Item		Due date
D1.	Creative concept for the video case studies and individual specific life-changing stories (testimonials)	20 November 2020
D2.	B-roll and interview footages of selected targeted stakeholders for each sector gathered and shared to be archived by PIND	30 November, 2020
D3.	52 treated, edited and captioned creative action pictures of project participants/stakeholders per sector in their “natural habitat” – 10 photos per sector and 3 photos per testimonial story)	

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D4.	Transcripts of all interviews conducted for the Video case studies and testimonials in the approved template provided by PIND	5 December, 2020
D5.	Approved script for each sectoral video case studies (1 script per sector, 4 scripts in total) and individual testimonials (3 scripts per sector, 12 scripts in total): aquaculture, building construction, finished leather, and information + communication technology	15 December, 2020
D6.	Text transcribed and subtitled approved video products: (1 video case per sector, 4 video case studies of 5 – 7 mins each in total) and individual success story (3 testimonial videos of 2 minutes each per sector, 12 testimonial videos in total): aquaculture, building construction, finished leather, and information + communication technology	25 January, 2021

## 7 DURATION

The Producer(s) in discussion with PIND Foundation and the evaluation consultant will agree to a suitable timeline and schedule for the production. The assignment is expected to be done from November 2020 to January 2021.

## 8 COSTS

The interested production firms should submit a proposal of not MORE THAN 5 pages showing their suitability for the assignment, tactics for delivering the range of products within the apportioned timeline and innovative ideas for the products (preferably with link to samples included). In addition, candidates should also include a detailed cost proposal for the assignment broken down into three parts:

- Professional fees per product: This means presenting the fee for the production of:
  - One video practice paper (unit cost) AND the sum total of fees for all video case studies (4 of 5 -7 mins each)
  - One video testimonial (unit cost) AND the sum total of fees for all video testimonials (12 of 45 -60 seconds each)

Note: Fees MUST be product-based and NOT daily rate based.

- Third-Party Costs for items or materials that would be required for the production and delivery of the videos. These would be receipted.
- Anticipated travel logistics costs for field filming in the focal States based on production tactics envisaged by firms and the extent of on the ground capacity.

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*Note: The cost for the video case studies should be separated from the cost for the video testimonials. However, firms can indicate a sample joint costing of the two products where they foresee overall comparative budget advantages for the Foundation. This should not replace the separate costs. Firms can chose to bid for one or both of the product types*

## 9 QUALIFICATIONS / SELECTION CRITERIA

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Given the objectives, scope of work and expected outputs of this engagement, the bidding firms are expected to possess relevant qualifications and extensive work experience in video production and photography for the development sector.

Preference will be given to firms with evidence of undertaking similar productions and who have access to a network of professional production experts in the Niger Delta. The consultant(s) should have the following qualifications and experiences;

- A proven professional record of producing videos with quality, style, fast-paced, good budget and in good time, evidenced by the inclusion of links to show-reels of previous productions: This is MANDATORY
- Excellent attention to technical details and ability to see the big-picture.
- Master telling inspiring stories and good creative eye
- Ability to deliver quality within fast deadlines
- Excellent communications – written and oral- and ability to relate to people of different cultures, demonstrating ability to see issues from others’ perspectives.
- Access to a vast network of professional production support personnel across the Niger Delta.
- Ability to coordinate activities and productions in a professional manner exhibiting good work ethics.
- Must be able to work with little or no supervision while maintaining the highest level of creativity.

### 1. Notes on house style

- Spell out acronyms on first use
- Use American English (rather than British) and ‘z’ endings (rather than’s’), e.g. organization. The exception is when keeping an organization’s name in the original spelling
- Use ‘single quote marks’ as standard, but “double” for quotes

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**10 HOW TO APPLY**

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Application containing a technical and cost proposal should be emailed to [procurement@pindfoundation.org](mailto:procurement@pindfoundation.org) with the subject “**NDYEP Video case studies and Testimonials**”. Application should be received not later than 11<sup>th</sup> November, 2020 along with the following mandatory item/supporting documents.

Proposals will also be evaluated based on the Qualifications and selection criteria as mentioned above.

**Mandatory Required items from vendors/consultants who intends to bid any work or service in PIND**

1. Certificate of Business Registration/Mean of Personal Identification
2. Profile of organization or Resume in case of a consultant
3. Completed PIND bio data form in case of consultants
4. Most Recent Tax Clearance Certificate
5. Tax Identification Number
6. Full physical contact address
7. Bank Reference Letter
8. Bank details as follows:
  - I. Name of Account
  - II. Account Number
  - III. Name of Bank
  - IV. Address of Bank

**Non-Discriminatory Clause:**

PIND Foundation provides equal opportunity in employment and engagement for all persons, vendors, and contractors, and prohibits unlawful discrimination and harassment in all aspects of a contractual engagement or employment because of age, sex, gender, marital status, disability, nationality, race, religion or any fact.

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