



TERMS OF REFERENCE

Production of INCREASE Journey Mini Documentary

December 2025 – August 2026

Location: Kisumu, Kericho, Taita-Taveta, Kilifi, Turkana, Transzoia, Nairobi, Meru, Mombasa, Murang'a

1. Introduction

VVOB – *education for development* is an international non-profit organisation with over 40 years' experience in strengthening the quality of education systems in Africa, Asia and South America in close partnership with ministries of education and their institutions. Research shows that, of all school-based factors, the quality of teaching and school leadership has the biggest impact on learning outcomes of learners. As such, the professional development of teachers and school leaders is VVOB's primary focus in ensuring quality education for all. By working closely with governments, research institutions, committed donors and national, regional and international networks and expertise partners, VVOB strives to maximise the sustainability and potential for upscaling of its initiatives.

In Kenya, VVOB collaborates with the Kenya Education Management Institute (KEMI), a public institution under the Ministry of Education mandated to build the management capacity of all education personnel. Together, they aim to strengthen school leadership as a foundation for inclusive, accessible and quality education for every learner.

Since 2023, KEMI and VVOB have been co-implementing the Implementing National Curriculum Reforms through App-based Learning for School Leaders in Secondary Education (INCREASE) programme. The programme focuses on building the instructional and distributed leadership capacity of junior school leaders, enabling them to create school environments where teacher professional development thrives and the Competency-Based Education (CBE) can be effectively implemented.

A key component of this programme is the development and rollout of a blended short course: Effective School Leadership for Junior Schools (ESL4JS). This course was piloted between April 2023 and August 2025 in three cohorts across 21 counties. The programme has reached 1000+ school leaders, each with a unique story of transformation and growth.

As the pilot phase of INCREASE approaches its close, it is essential to document and share the programme's journey as a reflection of the progress made and a resource that can inform the scale-up and inspire future action. Capturing these experiences through a professionally produced mini

documentary accompanied by feature stories will capture the lived experiences of VVOB, KEMI, school leaders, trainers, teachers, county education stakeholders and all those who have made INCREASE possible, giving voice to those at the heart of CBE implementation.

The featured counties have been selected from locations where the strongest and most significant change (MSC) stories have emerged from participants of Cohorts one and two. Cohort Three counties were identified through MEAL data and quality e-portfolios, reflecting strong engagement and impact. By spotlighting counties with clear evidence of growth and learning, the documentary will authentically showcase the programme's innovations, milestones and challenges.

Covering all three pilot cohorts, the mini documentary and feature stories will highlight the need for INCREASE and how it started, key achievements, innovative practices and the tangible changes taking place at the school level. In doing so, they will raise the visibility and accessibility of the programme, while reinforcing VVOB and KEMI's shared commitment to evidence-based education leadership development in Kenya.

1. Objective

The main objective of the assignment is to develop a mini documentary and feature stories to visually capture and communicate the journey, impact and learnings from the implementation of the INCREASE programme, with a focus on the (ESL4JS) course across all three pilot cohorts.

The documentary and feature stories aim to:

- Capture the full lifecycle of the INCREASE programme.
- Share data-informed testimonials and real-life examples from school leaders who participated on how strengthened leadership is improving teacher professional development and learner outcomes.
- Highlight multi-stakeholder collaboration between VVOB, KEMI and other education stakeholders in delivering the programme and supporting school leadership at scale.
- Serve as a knowledge product that strengthens the case for continued investment in school leadership development through digital and blended learning approaches.
- To increase the project's visibility in support of scaling and showcase VVOB in Kenya as an expert in the education sector.

3. Key Activities and Scope of Work

a) Pre-production

With support from the programmes team, the service provider will:

- Develop a creative concept and storyline that aligns with the objectives of the documentary and feature stories.

- Review existing programme documentation (photos, videos, reports, briefs) to inform script development and identify complementary footage for use in the documentary.
- Develop detailed scripts and interview schedules for filming, including guiding questions and thematic focus areas to support the collection of case studies and testimonials.
- Conduct a content planning session to align on message framing, tone and visual treatment.
- Provide a comprehensive pre-production workplan and filming schedule for approval.

b) Production

Led by: Service provider with support from the Communication Advisor

- Film/record high-quality interviews and scenes featuring school leaders, teachers, VVOB and KEMI leadership, KEMI trainers and ICT, county officials and project implementers in selected counties.
- Capture general and supporting footage (b-roll) showcasing school environments, community interactions and leadership in action; and incorporate existing footage from training sessions filmed in both indoor and outdoor settings,
- Provide all required production equipment, including high-resolution cameras, microphones, lighting and data storage tools.
- Ensure professional standards of visual composition, lighting, framing and sound quality during all filming sessions.
- Secure necessary permissions and releases from all participants and locations featured in the documentary.

c) Post-production

Led by: Service provider (with support from Communication Advisor)

- Editing all captured footage and provided material from previous work done into a series of seven clips, each 3 – 5 minutes in length, based on pre-agreed storylines and thematic focus areas.
- Incorporate narrative voiceovers, titles, subtitles (British English), lower thirds, branding elements, graphics and background music aligned with VVOB's visual identity, brand guidelines and tone.
- Ensuring each video is accessible and adaptable for various platforms (screening, social media, website, reports).
- Include relevant captions, quotes, transitions, effects and infographics as needed to enhance storytelling and accessibility.
- Provide rough cuts for review and incorporate feedback from VVOB before delivering the final version.
- Provide accurate transcripts and captions for all interview video clips, ensuring clarity and accessibility. Transcripts should be well-formatted and captions should be properly timed for use in digital and broadcast formats. These should be strictly in British English.
- Provide final product(s) incorporating all feedback received from VVOB.

d) General Responsibilities

- Develop a clear workplan for the duration of the assignment and a detailed concept of the task in line with the scope of the assignment.
- Participate in periodic progress meetings with the VVOB Communication team to review work, provide updates and discuss revisions as needed.
- Ensure strict adherence to VVOB's brand guidelines, tone and ethical storytelling principles in all visual and editorial decisions.
- Meet all deadlines and ensure timely delivery of high-quality work within the agreed timeline.

4. Deliverables

The selected service provider will be expected to produce and submit the following deliverables:

1. Thematic Videos

A series of seven documentary-style videos, exploring key pre-identified themes from the INCREASE programme as follows:

a. Video 1: Introduction to INCREASE

Setting the foundation for the entire series by exploring the why behind INCREASE, the critical role of school leaders in transforming education, what effective professional development for a school leader looks like and how VVOB has supported this journey through its partnership with KEMI and other stakeholders.

b. Videos 2-6: Thematic Focus Areas

Each video will focus on five thematic areas (School Leadership and Teacher Support, Strengthened Teacher Professional Development (CPD), ICT Integration, Teacher and Student Welfare, Learner-Centred Approaches and Inclusivity, Improved Resource and School Management) emerging from the programme, featuring stories and reflections from school leaders, teachers, county officials and partners.

c. Video 7: The Future of INCREASE and VVOB in Kenya's other Programmes

A forward-looking video combining a voice-over narrative with excerpts from the Country Programme Manager. Using visuals, photos and existing footage, it will tell the story of what lies ahead for the INCREASE programme—its continued impact on strengthening school leadership in Kenya. The video will also spotlight VVOB in Kenya's other programmes, including RTIA, Teach to Empower and the CEMASTEIA CPD course, showing how each contributes uniquely to VVOB's broader mission.

- These clips should be suitable for digital platforms and social media and must include appropriate graphics, branding, subtitles and lower thirds.

- Interviews featuring a diverse mix of stakeholders addressing pre-identified themes. These interviews will be incorporated into the thematic videos and will serve as narrative drivers.
- Each interview will follow pre-approved interview schedules, including guiding questions and thematic focus to ensure consistency across the documentary.
- Deliverables:
 - Broadcast-quality and web-optimised formats of the final product.
 - Raw footage for VVOB's archive.

2. Full Compilation Video

- A three-part mini-documentary series comprising 10-minute videos each: one providing an overview of the INCREASE programme, another weaving together the key themes and stories and a final one highlighting VVOB's broader work in Kenya across its programmes.
- This compilation should serve as an overarching knowledge and advocacy product, integrating select case studies, key stakeholder reflections and programme milestones.
- The compilation must maintain a logical flow, narrative consistency and visual coherence.
- Deliverables must include broadcast-quality, web-optimised and raw format versions of the final product.

3. Video transcripts and captions

- Full transcripts and captions of all interviews conducted and footage taken during fieldwork in the selected counties, in editable text format (e.g., Word or PDF). These should be strictly in British English.
- Files must be clearly labelled with the name and role of each interviewee and be well-organised for easy reference and use in future communication products.

5. Timeline

The production of the INCREASE Journey mini-documentary and feature stories is planned for implementation in a single comprehensive phase between December 2025 and August 2026. This approach ensures representation of all three cohorts within one coordinated production cycle, capturing the full scope of the programme's implementation, outcomes and impact.

Activity	Proposed Timeline
Inception meeting with VVOB Communication Advisor	December 2025
Review of stories and footage from previous cohorts	December 2025

Script development, planning and scheduling	December 2025
On-site filming of Interviews	January - March 2026
On-site filming in selected counties and schools	February - Early April 2026
Post-production (rough cuts and edits)	April - June 2026
Incorporation of feedback	June 2026
Submission of final deliverables	August 2026

6. Qualifications and Experience of the Service Provider

To ensure the production of a high-quality mini documentary and feature stories, the selected service provider (individual or firm) must meet the following minimum qualifications and experience:

Requirements

- Minimum of 5 years' experience in professional video production, editing and documentary filmmaking, with a strong portfolio demonstrating work in development, education or social impact sectors.
- Strong scriptwriting and storyboarding skills, with the ability to translate complex educational programmes into compelling, human-centred narratives.
- Proven ability to capture testimonials, case studies or change stories from diverse stakeholders.
- Demonstrated familiarity with ethical storytelling practices, including obtaining informed consent, ensuring respectful representation and upholding the dignity of all featured participants.
- Technical capacity to carry out location-based filming, including access to professional-grade cameras, audio, lighting and editing software/hardware.
- Experience producing accessible video content suitable for multi-platform use (e.g. screenings, web, social media), including subtitling (British English), lower thirds, infographics and branded graphic elements.
- Service providers will be required to submit samples of previous, relevant work as part of the selection process.

Additional Competencies

- Ability to work collaboratively with multi-stakeholder teams and incorporate feedback at various stages of production.
- Strong project and time management skills, with a demonstrated ability to meet deadlines under minimal supervision.

- Fluency in English is required; understanding of Kiswahili is an asset.
- Understanding of ethical practices, including informed consent and responsible image use.

7. Roles and Responsibilities

- a. Communication Advisor
 - Serve as the focal point for the assignment.
 - Oversee the overall communication strategy, messaging and alignment with VVOB branding.
 - Support the service provider during planning, scripting and development of interview guides, review of materials and approvals.
 - Coordinate internal review processes and ensure deliverables meet quality standards and deadlines.
- b. VVOB Research/ MEAL Advisor(s)
 - Share relevant research and learning insights, including data from Cohorts one - three and implementation research.
 - Support the Communication Advisor and service provider in review of interview guides.
 - Provide input on outcome documentation and help guide the integration of impact narratives into the documentary.
 - Assist in identifying high-impact stories and evidence for visual storytelling.
- c. Service Provider
 - Lead on all technical aspects of pre-production, production, including filming, editing and post-production.
 - Manage filming logistics, including travel, equipment, storage and crew coordination.
 - Ensure ethical storytelling, consent processes and high production quality are upheld.
- d. VVOB Programme staff
 - Provide thematic input and technical guidance on education content, especially around school leadership and the competency-based education.
 - Help identify key messages, themes and storylines for inclusion in the documentary.
 - Support the identification and pre-selection of counties, schools and stakeholders to be featured.
- e. VVOB Operations
 - Provide logistical support related to travel, accommodation and planning for field activities.
 - Coordinate procurement documentation, bookings and related administrative support to ensure smooth implementation of the assignment.

8. Logistics

The service provider will be expected to travel to the selected counties across Kenya for field filming. VVOB will facilitate introductions and coordination with relevant stakeholders. While VVOB will provide general guidance and support for field access, the service provider will be responsible for budgeting and arranging their own transport, accommodation and meals during field assignments. Filming schedules will be jointly agreed upon to align with school calendars and stakeholder availability.

To optimise travel and reduce cost, counties should be mapped and grouped based on proximity e.g., Mombasa, Taita-Taveta and Kilifi could be visited in a single trip.

The filming locations are as follows:

Cohort one and two

- St. Anne's Ahero Comprehensive - Ahero Town, Nyando Sub-County, Kisumu County as a case study for School Leadership & Teacher Support.
- Tagabi Junior School - Kabanaga, Belgut Sub-County, Kericho County as a case study for ICT integration.
- Brighter Days Junior School - Taveta, Voi Sub-County, Taita-Taveta County as a case study for Strengthened Teacher Professional Development (CPD).
- Mwareni Junior School - Mariakani, Kaloleni Sub-County, Kilifi County as a case study for Teacher and Student Welfare, Learner-Centred Approaches and Inclusivity.
- Kapese Comprehensive School - Lokichar, Turkana South Sub-County, Turkana County as a case study for Improved Resource & School Management.

Cohort 3

The Cohort 3 counties were selected based on data from the MEAL assessments and the quality of participants' e-portfolios. This ensures that the schools featured represent strong examples of effective implementation and tangible outcomes from the ESL4JS course. These selections complement the Cohort 1 and 2 schools, offering a comprehensive view of the INCREASE programme's impact across different contexts and phases.

- St Columbas school for deaf – Saboti Sub-County, Transzoia County
- Kahuho Road Junior School – Dagoretti Sub-County, Nairobi County
- Mwithumwiru Primary School - Imenti East Sub-County, Meru County
- St Mary's Bangladesh - Jomvu, Sub-County, Mombasa County
- Koimbi Primary School - Kahuro Sub-County, Muranga County

9. How to Apply

A single PDF document not more than 12 pages. Any additional information to be annexed. To be sent to procurement.ke@vvo.org

- Reference Number: KE 25 144/VVOB/2025
- Submission Deadline: COB 17 November 2025