



TERMS OF REFERENCE

Consultancy for Production of a Documentary on Decent Work Activities

Documenting Employer Practices, Graduate Experiences and Evidence Of Safe, Fair and Dignified Workplaces

1. Background

The Federation of Uganda Employers (FUE) works with employers to promote productive, competitive and responsible workplaces. As part of its decent work interventions, FUE supports participating companies and organizations including employers with Memorandums of Understanding for the placement of fresh graduates to strengthen workplace practices that protect workers, support learning and performance, and provide a safe and dignified transition into employment.

The support goes beyond graduate placement. It includes employer sensitization on labour-law compliance and fair employment practices; occupational safety and health (OSH) guidance; practical use and availability of workplace safety equipment; workplace policy review and development; supervision and mentorship; and follow-up on the experience of placed graduates. These interventions are intended to help employers translate decent work principles into visible workplace practice.

FUE therefore intends to commission a professional documentary that moves beyond event coverage to show credible evidence of change: what workplace conditions or practices existed, what support FUE provided, what employers adopted or strengthened, how graduates experienced the workplace, and what lessons can inform future employer engagement. The documentary should combine human stories, employer perspectives, workplace observation and verifiable examples of improved practice.

2. Purpose of the Assignment

The purpose of the consultancy is to conceptualize, film, edit and deliver a compelling, credible and ethically produced audiovisual record of FUE's decent work activities and their practical contribution to safer, fairer, more inclusive and legally compliant workplaces for fresh graduates.

3. Specific Objectives

- To document how FUE supports employers to understand and apply decent work principles in day-to-day workplace practice.
- To show the experience of fresh graduates from placement and induction through supervision, workplace learning and transition into employment.
- To capture concrete examples of labour-law compliance, OSH, workplace policies, fair treatment, inclusion, mentorship and employee welfare.
- To document employer perspectives on the usefulness, practicality and business value of FUE's decent work support.
- To capture credible human-interest stories that demonstrate dignity, learning, opportunity, confidence and improved workplace experience.
- To identify good practices, implementation lessons, remaining gaps and practical recommendations that can strengthen future decent work interventions.
- To produce communication assets suitable for FUE reporting, stakeholder engagement, learning events, digital platforms and resource mobilization.

4. Intended Audiences and Key Message

- The primary audiences include participating and prospective employers, development partners, government and labour-market institutions, employer networks, graduates and the wider public.

- The documentary should communicate a simple evidence-led message: decent work is not only a policy concept; it is reflected in how people are recruited, supervised, protected, treated, developed and given a fair opportunity to contribute at work.

5. Documentary Storytelling and Evidence Framework

The documentary should be structured around a clear change pathway rather than a sequence of testimonials. As far as the available evidence permits, each featured workplace or graduate story should establish:

- **Before/ Context:** The initial workplace situation, graduate expectations or specific decent-work gap/opportunity before FUE support.
- **Intervention:** The support provided by FUE—such as sensitisation, training, policy review, OSH guidance, equipment-use demonstrations, mentoring or follow-up.
- **Practice Change:** What the employer introduced, strengthened or applied after the intervention.
- **Graduate Experience:** How the workplace practice affected safety, dignity, learning, supervision, inclusion, confidence and work readiness.
- **Evidence:** Visible workplace practice, policies, registers, safety arrangements, tools/equipment, training records, supervisor/graduate corroboration or other appropriate evidence.
- **Contribution:** A careful explanation of FUE's contribution without overstating causality.
- **What Remains:** Any outstanding gaps, support needs or next steps for the employer or graduates.

6. Priority Themes to Capture

- i. Labour-law awareness and practical compliance in employment relationships.
- ii. Occupational safety and health, including risk awareness, emergency preparedness, first aid, fire safety and appropriate PPE/safety gear.
- iii. Availability, correct use and maintenance of relevant workplace safety equipment.
- iv. Workplace policies and procedures that support fair, consistent and lawful people management.
- v. Quality of graduate induction, supervision, mentoring, feedback and workplace learning.
- vi. Respect, dignity, non-discrimination, inclusion and appropriate channels for raising workplace concerns.
- vii. Working conditions, welfare and practical measures that enable graduates to perform safely and productively.
- viii. Employer ownership and sustainability of improved practices beyond the immediate FUE intervention.
- ix. Transition outcomes for graduates, including completion, retention or other employment/work-readiness benefits where evidence is available.
- x. Lessons, remaining gaps and examples that other employers can realistically replicate.

7. Scope of Work and Key Activities

7.1 Inception and Pre-production

- Hold an inception meeting with FUE to confirm the documentary objective, intended audiences, key messages, featured employers, graduate stories, field locations, production schedule and approval process.
- Review relevant programme documents, monitoring findings, employer/graduate information, training materials and available evidence supplied by FUE.
- Develop a concise creative treatment, story architecture, script/storyboard outline, interview guides, shot list and detailed filming schedule for approval before filming.
- Work with FUE to identify and verify strong employer and graduate stories, including backup subjects where appropriate.
- Prepare a simple story/evidence verification checklist and identify any permissions, language, interpretation, access or safeguarding requirements before deployment.

7.2 Field Production and Filming

- Capture professional high-definition/4K video and clean audio at selected workplaces and FUE activities.
- Film employer sensitisation/training on labour laws, OSH and other relevant decent-work topics where scheduled and appropriate.
- Capture practical demonstrations and workplace application of safety equipment, first aid, fire safety, PPE and related OSH measures, where relevant.
- Document workplace policy review/development and examples of policies translated into practice, without exposing confidential employee information.
- Conduct interviews with selected graduates, supervisors/managers, FUE technical staff and other relevant stakeholders.
- Capture strong observational/B-roll footage showing graduates performing real tasks, interacting with supervisors/teams and working in their normal environment.
- Visually document good practices and, where appropriate, remaining workplace challenges without staging or exaggerating conditions.
- Capture high-resolution still photographs for reporting and communications use, subject to consent.

7.3 Post-Production

- Develop a coherent narrative edit linking the human story, employer story, FUE intervention, evidence of practice and lessons learned.
- Undertake professional editing, colour correction/grading, audio cleaning and mixing, motion graphics, lower-thirds, location identifiers and approved branding.
- Provide accurate English subtitles/captions for accessibility and translate non-English interviews where applicable.
- Use only properly licensed or royalty-cleared music, fonts, graphics and other third-party assets.
- Submit a rough cut for consolidated FUE review, incorporate agreed comments and deliver approved masters and derivative products.

8. Key Deliverables

Deliverable	Minimum Requirement	Indicative Timing	Approval Point
1. Inception package	Creative treatment, work plan, filming schedule, proposed stories/ interviewees, interview guide, shot list, evidence/ consent plan and storyboard/script outline.	Within 3 working days of contract signing	FUE approval before filming
2. Field production package	Completed filming at approved sites; consent records; story/evidence notes; organised footage; selected still photographs.	As per approved schedule	FUE confirmation of coverage
3. Rough cut	First consolidated documentary cut of approximately 5–7 minutes, with indicative titles, subtitles and story flow.	After field production	FUE review
4. Final master documentary	Approved 5–7-minute documentary in 4K where captured/available and 1080p delivery format; clean audio, captions/ subtitles, graphics and branding.	By end of assignment	Final approval
5. Social-media teaser	One 60-second cut optimised for LinkedIn, X, WhatsApp and other digital channels; vertical version where required.	With final master	Final approval

6. Photo library	At least 25 professionally edited high-resolution photographs covering employers, graduates, activities and workplace practice, with captions/identifiers.	Final handover	FUE acceptance
7. Production archive	Organised raw footage, clean interview audio, project files, final script, subtitle/caption files, consent records and asset log.	Final handover	FUE acceptance

9. Quality Standards

- The documentary must be factually accurate, visually strong, concise and suitable for professional public use.
- Audio must be clear and intelligible; footage should be stable, properly exposed and appropriately lit.
- The story should avoid disconnected talking heads by combining interviews with strong workplace observation and evidence.
- Claims about employment, retention, workplace change or impact should be verified where reasonably possible and clearly attributed where based on interviewee reporting.
- The consultant shall not stage, fabricate or exaggerate outcomes. Any illustrative re-enactment must be agreed with FUE and clearly treated as such.
- All public-facing content is subject to FUE approval before release.

10. Ethics, Safeguarding, Consent and Data Protection

- Informed consent is mandatory before filming, photographing or publishing identifiable participants. Participation must be voluntary and refusal must not affect any programme benefit or workplace relationship.
- The consultant shall apply a do-no-harm approach and conduct interviews in a manner that protects dignity, privacy, safety and professional relationships.
- No employee should be pressured to give a positive account in the presence of a supervisor. Where appropriate, graduate interviews should be conducted privately.
- Sensitive employment, medical, disciplinary, identification, payroll or other personal information must not be exposed in footage or production records unless specifically necessary, consented to and approved.
- No child shall be featured as a principal subject without prior written authorisation from FUE and appropriate safeguarding and parent/guardian consent procedures.
- The consultant shall securely store footage, personal data and consent records, restrict access to the production team and hand over or dispose of data as directed by FUE at assignment close.
- Interviewees must be represented with dignity and agency; imagery or narration that sensationalizes vulnerability, unemployment or poor working conditions should be avoided.

11. Roles and Responsibilities

11.1 Federation of Uganda Employers (FUE)

- Provide relevant background documents, available monitoring information and approved lists of potential employers/interviewees.
- Coordinate introductions and facilitate access to participating employers and relevant activities, subject to employer approval.
- Lead final selection/verification of featured stories and provide approved branding/visibility guidance.
- Provide consolidated technical and communications feedback within agreed review timelines.
- Designate a focal person to coordinate the assignment and approve deliverables.

11.2 Consultant/ Production Team

- Provide all professional personnel, production equipment, software, storage and backup required for high-quality filming and post-production.
- Plan and cost all production logistics clearly in the financial proposal, including transport, accommodation, interpretation/translation and post-production where applicable.
- Secure consent, maintain production records and comply with all ethical, confidentiality and workplace-access requirements.

- Maintain at least two secure backups of captured material during production.
- Obtain FUE clearance before independently contacting or filming employers or graduates introduced through the assignment.
- Meet agreed deadlines and incorporate consolidated comments within the agreed review rounds.

12. Indicative Duration and Work Schedule

The consultancy is expected to commence on or around 10 October 2026 and be completed within one month from contract signing. The consultant should propose a realistic detailed schedule. An indicative sequence is:

- Days 1-3: inception meeting, desk review, story verification and production planning.
- Days 4-14: field filming at approved employer/workplace locations and fue activities.
- Days 15-21: footage logging, transcription/translation where required and first edit.
- Days 22-25: rough-cut submission and consolidated review.
- Days 26-30: revisions, finalisation and handover of all approved outputs.

13. Required Qualifications and Experience

- At least five years of demonstrated professional experience in documentary filmmaking, videography, journalism, photography or multimedia production.
- A strong portfolio of human-interest, labour, employment, skills, private-sector, development or social-impact productions.
- Demonstrated ability to turn interviews and field evidence into concise, engaging and factually responsible stories.
- Professional capacity in camera operation, sound, lighting, editing, colour grading, subtitling/captioning and motion graphics.
- Experience filming in active workplaces and ability to work safely without unnecessarily disrupting operations.
- Demonstrated understanding of informed consent, confidentiality, safeguarding and ethical storytelling.
- Ability to work independently, coordinate with multiple stakeholders and deliver within tight timelines.

14. Proposal Submission Requirements

- A brief understanding of the assignment and proposed creative/storytelling approach.
- A methodology covering pre-production, evidence/story verification, ethical interviewing, filming, post-production and quality assurance.
- A detailed work plan and proposed production schedule.
- Team structure and CVs of key personnel, with clearly assigned roles.
- Links to at least three comparable documentary or human-interest productions.
- A detailed financial proposal covering professional fees, production, travel/field logistics, post-production, taxes and all other applicable costs.
- A list/confirmation of key production equipment and data-backup arrangements.
- At least two references from recent clients for comparable assignments.

15. Evaluation Criteria

Criterion	Weight
Understanding of the assignment and proposed methodology/story approach	25%
Relevant documentary and human-interest storytelling experience/portfolio	30%
Experience in labour/employment, private-sector, development or ethical social-impact storytelling	15%
Quality and suitability of proposed team, equipment and work plan	10%
Financial proposal and value for money	20%

16. Ownership, Intellectual Property, Confidentiality and Use of Materials

All footage, photographs, audio, transcripts, project files, graphics, subtitle/caption files, scripts and final outputs produced under this consultancy shall be handed over to FUE and used in accordance with the consultancy contract and approved visibility requirements. The consultant shall not publish, sell, license, submit to festivals, upload, reuse or otherwise distribute identifiable programme content without prior written authorisation from FUE. All non-public programme, employer and participant information accessed during the assignment shall be treated as confidential.

17. Reporting, Supervision and Review

The consultant will work under the overall supervision of the Federation of Uganda Employers through the designated assignment focal person, with technical input from relevant FUE programme, Monitoring and Evaluation and Communications functions. The consultant will be expected to participate in scheduled review meetings and respond promptly to consolidated feedback. Unless otherwise agreed at inception, the assignment will include one consolidated rough-cut review and one final correction round.