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# A REQUEST FOR EXPRESSION OF INTEREST FOR A STRATEGIC REVIEW OF OSOPADEC'S OPERATIONS FOR ENHANCED INSTITUTIONAL PERFORMANCE

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## 1 BACKGROUND

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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 has four distinct but interrelated program areas. They are:

- An **economic development program** focused on generating opportunities for pro-poor market development and employment generation.
- A **capacity building program** that will build the service delivery and engagement capacity of government, civil society and communities.
- A **peace-building program** that strengthens conflict resolution mechanisms for enabling integrated peace and economic growth.
- An **analysis & advocacy program** that improves analysis and understanding of systemic constraints to growth in the Niger Delta region.

## 2 PROJECT BACKGROUND

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The Ondo State Oil Producing Areas Development Commission (OSOPADEC) was established in 1999 as an interventionist agency to help channel the State's receipts from the 13% derivation from Oil to the rapid development of the 2-oil producing LGAs of the State. The law establishing the agency stipulates that 40% of the share of the State from the 13% derivation from oil will be provided to it. The main aim of establishing the agency is to alleviate poverty in the oil rich communities of Ondo State especially in Ilaje and Ese-Odo local government councils from where oil exploration activities are carried out in the state.



## FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA

OSOPADEC has a mandate of benefiting from 40 percent of the 13 percent mineral derivation fund accruing to the state from the federation account for the development of the communities, their people and providing infrastructure and empowering the people especially the youths of the area. It is to provide basic and necessary facilities for the usage of the residents of the communities.

OSOPADEC as an agency also has the mandate of providing school buildings, health centers, construction of roads, canal dredging, and construction of jetties and award of bursaries among other things. OSOPADEC also has a development plan which is in line with the Niger Delta Regional Master Plan and the Ondo State Governors 5 Cardinal Points outlined as follows that are to be achieved with a technical support from PIND Foundation. These are:

- Infrastructural Development (Water, Roads, Health facilities)
- Tourism Development (Araromi Beach)
- Job Creation (Agriculture, Entrepreneurship and Industrialization)
- Education and Technology development
- Security – Host Community Rural Development

In a bid to fulfil the above objectives, PIND engaged a Senior Technical Adviser (STA) to work with the Executive Chairman of OSOPADEC to provide technical assistance in the following areas:

1. Carry out diagnostic study on OSOPADEC
2. Attraction of other development partners and other Niger Delta stakeholders focused on interventions in the Delta region to Ondo State
3. Preparation of an Economic Development Plan for the affected local government councils (Ilaje & Ese-Odo)
4. Implementation of other PIND initiatives in collaboration with development partners in different agricultural value chains
5. Support in the development of the Ondo State Challenge Fund

The agency has been operating since its creation and whilst it has succeeded in creating some notable infrastructure and established a few development programs, its impact is not easily evident. The government of Ondo state therefore believes that the time is ripe for conducting a strategic organisational and operational review to determine the effectiveness of the agency in achieving its mandate, identify its shortcomings and recommend areas of improvement. PIND is therefore seeking for sector experts in the following areas to work as a team to review the current situation of OSOPADEC and recommend specific and targeted interventions that would enable the desired change to take place within a short time frame.

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## FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA

The required sector experts are in the areas of:

- a) Organizational Development diagnoses and Change Management – who should have the overall leadership of the assignment and lead in the design of the review methodology, creating synergies as necessary, quality assuring the process and harmonising the final report(s) and brief
- b) Public Financial Management / Procurement
- c) Project/Programme Management

### 3 PURPOSE OF THE ASSIGNMENT

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The purpose of this assignment is to enhance the operational efficiency of OSOPADEC and position the agency for improved organisational effectiveness and delivery of democracy dividends to the mandate areas.

### 4 SPECIFIC OBJECTIVES

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- Conduct desk review of relevant documents relating to the establishment of OSOPADEC and the current structures of the organization to determine its current status, identify issues and challenges militating against its achieving its maximum capacity and responsibilities.
- Work with various stakeholders to review challenges militating against optimal organizational performance and proffer solutions to move the organization to an acceptable level of performance.
- Report on key findings and make recommendations that could lead to institutional and structural changes that would be required to move the organization to an optimally desirable level of performance.

### 5 SCOPE OF WORK ACTIVITY TIMELINES

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In order to achieve purpose and objectives, the activities outlined below will need to be carried out by the sector experts working as a team.

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S/N	Description of activities	No of days	Associated Deliverables (Codes)
T1.	<p><b>1. Organisational diagnosis and management review of OSOPADEC –</b></p> <p>Assess the relevance and appropriateness of the agency’s current organisational design &amp; structure, management system and procedures in achieving its mandate. Additionally, a review of the current staffing levels and the type as well as diversity of skills for an efficient functioning of the agency and delivery of impact would be necessary.</p>		D1
T2.	Review departmental functions and relationships as well as the job descriptions for various roles with a view to determining the optimum staffing levels and organizational capability		D1
T3.	Review the types and adequacy of work tools – computers, printers, internet access etc – and how these have acted as enablers or impediments to efficient operations		D1
T4.	<p><b>2. Project identification, selection, planning and budgeting</b></p> <ul style="list-style-type: none"> <li>Review the process of project identification, criteria applied in selecting projects for execution and determining the mix of infrastructure and economic growth projects</li> </ul>		D2
T5.	<ul style="list-style-type: none"> <li>Assess the current project portfolio and determine the status of each project</li> </ul>		D2
T6.	<b>3.</b> Budgeting and budget approval process – review the process of budgeting and budget approval against good practices in similar interventionist agencies		D3
T7.	<b>4.</b> Financial Management and reporting – review the financial management practices of the agency against the ODSG financial guidelines and regulations and the adequacy of reporting - both financial and progress reporting.		
T8.	<b>5.</b> Governance – assess the current role of the board in line with good corporate governance practices and provide a true picture of the board v management relationships.		

**6 DELIVERABLES**

Item		Due date
D1.	Draft report clearly indicating the current situation of the organization in terms of its design and structure, work tools and their adequacies, departmental functions and existing communications and strategies for interdepartmental engagement	TBD
D2.	Draft report on existing systems and structures for identifying projects, including procurement policies and systems for engaging vendors and suppliers. Report should include recommendations on what needs to be in place to improve any identified gaps.	TBD
D3.	Report on current budgeting and budget approval process against good practices in similar interventionist agencies and recommend new systems and practices to improve current practices	TBD
D4.	Report on the current financial management practices of the agency against the ODSG financial guidelines and regulations and the adequacy of reporting - both financial and progress reporting.	TBD
D5.	Report on the current Financial Management practices of the agency against the ODSG financial guidelines and regulations and the adequacy of reporting - both financial and progress reporting. Make recommendations on what needs to change or otherwise to improve the system	TBD
D6.	Report on the current Governance roles of the board in line with good corporate governance practices and provide a true picture of the board v management relationships.	TBD

**7 DURATION**

This activity is expected to be accomplished within 3 to 4 weeks from the day the contract is signed with the identified team. The subject experts' engagement number of days would vary according to their schedules as would be determined by PIND. However, the exercise will commence in the 2<sup>nd</sup> week of May, subject to agreement with and release of funds by the Ondo state government, and hope to be fully accomplished and reported by the 3<sup>rd</sup> week of June, all things being equal.

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## 8 COSTS

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Firms/consultants would be requested to provide a budget or cost for this assignment using their desired template. However, consultant(s)/firm will be engaged based on previous relevant experience and will be remunerated on a daily rate (for individual consultant(s)), or a lump sum for firms, as provided in the PIND procurement policy. PIND will provide accommodation, transportation and per diem to cover all approved travels related to this engagement in line with PINDs travel policy and guideline. Please note that PSS has the mandate to negotiate rates with consultants and vendors.

## 9 QUALIFICATIONS

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Subject experts in any of the following areas are expected to possess relevant degrees and qualifications in the subject areas and must have demonstrated high level competencies in the required thematic areas namely,

- Organizational Development diagnoses and Change Management – shall double as team lead
- Public Financial Management / Procurement, and,
- Project/Programme Management

Experts should be able to demonstrate experience in developing appropriate interventions to stimulate appropriate change and ongoing improvement for the organization to remain dynamic, relevant and fit-for-purpose. Please note that OSOPADEC is a government agency and therefore subject experts are expect to have solid understanding of the working mechanisms of government and public sector and should indicate this in their bio data or resume.

## 10 HOW TO APPLY

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Application along with a technical proposal that clearly indicates the methodologies on how to carry out the activities by each sector expert should be emailed to [procurement@pindfoundation.org](mailto:procurement@pindfoundation.org) along with the following mandatory item/supporting documents

1. Certificate of Business Registration for organizations or Means of Personal Identification for individual consultants
2. Profile of organization or Resume in case of a consultant
3. Completed PIND bio data form in case of consultants



## FOUNDATION FOR PARTNERSHIP INITIATIVES IN THE NIGER DELTA

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

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