
A Request for Application for the Evaluation of the Niger Delta Development Forum

1 BACKGROUND

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 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.

In 2012, PIND established the Niger Delta Development Forum (NDDF) as an annual forum for multi-stakeholder conversations on economic development and for meaningful development discourse in the Niger Delta. The forums are catalytic information sharing and collaboration opportunities for government, the private sector, and civil society organizations pursuing approaches for equitable and inclusive economic growth in the Niger Delta. NDDF also provides a platform to connect with other partners to collectively pursue improved development policies and practices in the Niger Delta. The Forum is rotated among the Niger Delta states, and have taken place in the United Kingdom and United States of America.

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As the flagship advocacy event of PIND Foundation, the Forum is raising the visibility of the Foundation as the go-to development agency in the region. Since its establishment, the Forum has been able to shape policies through its annual development forums and other high-level policy engagements. In recent times, conscious efforts have been made to place more emphasis on strategic interventions without de-emphasizing the other functions of the Forum. In a bid to further influence public policy in the Niger Delta region, the Forum plans to conduct an evaluation and learning review to enhance the likely utilization of both the findings and the process itself to inform decisions and improve performance.

The evaluation will be rooted firmly in the vision of the Forum, which is to foster an environment of forthright dialogue and inquiry, collective action, networking and greater accountability among all parties.

2 PURPOSE OF THE ASSIGNMENT

The overall purpose of the evaluation is to assess the Forum's achievements and document the key learnings along the following themes:

- The size of the Forum: *Is the Forum too big? What is the optimum size?*
- The value of the Forum: *How does the Forum make a difference? What will constitute a successful Forum? How can success be gauged?*
- The methodology of the Forum: *Is the Forum sessions structured in the right way? Are the right themes covered?*
- NDDF partnerships: *Are the right partners being appropriately targeted with the right value proposition? Is the value proposition to the partners a 'one size fit all' offer? What do these partners expect, and can their expectations be met?*
- Participants' expectations of the Forum: *Are the right beneficiaries being targeted appropriately? Is the value proposition of NDDF of importance to them? Are the assumptions about their needs and interests correct? What do these people expect? Can their expectations be met? Is the Forum trying to be all things to all people?*

Broadly, the evaluation will measure the extent to which the Forum has effectively achieved its stated goals and objectives.

3 SPECIFIC OBJECTIVES

The specific objectives of the evaluation are:

1. To assess the immediate and longer term impact of the Forum against its set objectives;
2. To document the Forum's contribution towards inclusive economic growth in the Niger Delta;
3. To assess the extent to which the Forum has stimulated increased partnership that *cooperatively* pursue improved development policies and practices in the Niger Delta;
4. To assess the relevance, effectiveness, efficiency (cost effectiveness-efficient use of resources in relation to planned actions) and sustainability of the Forum planning processes and implementation approaches;
5. To assess the enabling factors and/or barriers to achieving the Forum's desired goals in the different operating contexts, and to document the unintended outcomes or impacts (both positive and negative) of the Forum on the delegates; and
6. To document lessons learnt and good practices for organizational learning, replication as well as inform future programming on creating a market niche for NDDF's brand positioning and promotions.

4 SCOPE OF WORK

PIND Foundation sees the management model as a critical condition of success for the assignment. It is expected that the management model will be a simple one: that employs a 2-person team of Consultants. The composition and division of responsibilities is based on a clear recognition of the comparative advantages each team member will bring to deliver the assignment. The team will be made up of an evaluator and a brand expert. The evaluator will have the overall leadership of the assignment and lead in the design of the evaluation methodology, implementation, analyzing and writing the evaluation report. The brand expert will support the evaluator throughout the process – but mainly focused on the sixth objective of the evaluation.

It is expected that a range of methods will be used to collect qualitative and quantitative data to address the evaluation objectives. These will be further developed by the Consultant(s), but some initial ideas are:

- Review of Forum documentation, the NDDF website and previous Forum evaluation reports;
- Consultation with selected past and present staff at PIND Foundation, NDPI Foundation, forum Co-organizers and the Forum Organizing Committee;

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- Structured and informal observation of 2018 NDDF sessions, activities and processes; and
- Interviews with and surveys of key informants before, during and after the 2018 Forum.

It is expected that the Consultant(s) will employ the “Utilization Focused Evaluation” approach ¹ to systematically document the Forum’s achievements as well as bring out critical lessons learnt to ensure that the evaluation findings are used for learning and inform the design of future NDDFs. The Consultant(s) will also be expected to incorporate some simplified elements of ‘product and brand’ market research approaches into the process in order to respond to objective six of the assignment. PIND Foundation will welcome Consultant(s) to propose methodologies and approaches they feel will help clearly bring about the objectives of the evaluation as well as respond to the key evaluation questions set out below.

However, it is also expected that Consultant(s) will submit detailed methodology including data collection tools, work plan, details of sampling strategy and size, and analytical framework for the evaluation. PIND Foundation will agree and finalize the management and coordination arrangements for the evaluation after Consultant(s) have been selected.

Key Evaluation Domains and Questions

In line with the objectives of the evaluation, the evaluation will be expected to answer the following questions across each of the proposed domains:

Effectiveness

1. Is there evidence to show that the Forum directly or indirectly led to desired achievement(s) in any of the Niger Delta States and/or in the region?
2. What evidence is there to demonstrate the Forum helped connect national and state governments, civil society, the development community, and private sector? Are their priorities, experiences, and issues informing policies and practices in the region?

[1] Developed by Micheal Quinn Patton, is an approach based on the principle that an evaluation should be judged on its usefulness to its intended users.

3. How has the Forum supported and facilitated governments and government services providers, civil society, the development community, and private sector to hold each other to account and fulfil the commitments they pledged to in preceding Forums towards inclusive economic growth and development?

Relevance

1. To what extent has the Forum met the delegates’ aspirations, expectations and specific needs?
2. Are the NDDF topics and approaches relevant to the different contexts and operating environments and to what extent?



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3. How is NDDF unique within the context of the region and Nigeria? Are there potential opportunities for learning or collaboration because other similar situated events occur within the region or elsewhere in Nigeria?

Impact

1. What are the BIG wins and proud moments for the Forum at regional, national and global levels?
2. What have been the major unintended positive benefits of the Forum? What have been the major unintended negative effects of the Forum?

Efficiency

1. Were each NDDF cost-efficient, e.g., how economically have resources/inputs (funds, expertise, time, etc.) been converted to results?
2. Are there products or materials produced by the Forum that guided policy level engagement? If yes, how? Disaggregate results for each State, and emphasize any that were effective at multiple levels – regional, national, global.
3. How has the Forum influenced the coordination of Non-State Actors across the region?

Sustainability and Learning

1. What have been the major challenges PIND Foundation has faced in delivering the NDDF vision?
2. What are the key lessons learnt? How can these be used for organizational learning and the design of future NDDF? What are recommendations for improving on NDDF objectives?
3. What has been the funding model for the Forum and how effective has this been? What are recommendations for improving its funding for sustainability by becoming self-financing?
4. If NDDF has to be modified, what should the Forum do the same or differently? Which components can be scaled up or dropped?
5. To what extent is the Forum's assumptions still relevant to the Forum's contexts and what are the emerging uses for the operating environment?

Future Marketing and Branding

1. **The NDDF 'Product':** Who should be the NDDF's 'customers' and what are the real preferences, wants and needs? What should NDDF be to meet these wants and needs? What is the *single* most important benefit NDDF ought (or should be seen) to be offering? What should be NDDF's value proposition, and what should be its key features in changing context?

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2. **The NDDF ‘Price’:** What should be the *ideal cost* to produce the NDDF product? What should be *appropriate* models of generating funding for NDDF outside of PIND Foundation bearing the cost of producing the NDDF? How should NDDF be priced (for partnerships, sponsorships, or pay to attend)?
3. **The NDDF ‘Placement’ or ‘Distribution’:** How should the **location** for NDDF be determined based on understanding of its ‘customers’? How else can the NDDF product be distributed beyond the event location?
4. **The NDDF ‘Brand’:** What should be NDDF’s *ideal image* and personality for the Forum ought to have? What should be the vision for the NDDF brand? And what should be the best roadmap to achieving this *new* brand essence? How can the desired NDDF brand be positioned to compete in an *already saturated* market?
5. **The NDDF ‘Promotion’:** How can the NDDF brand positioning be communicated in a compelling way? How can the benefit/value of NDDF be communicated to the people it is interested in attracting? What should be the best channels and formats through which the target audience be reached with NDDF messages? What should the key messages about NDDF be?

The evaluation will also focus on these sub-areas:

<p>Forum attendance, potential reach and delegate participation</p>	<ul style="list-style-type: none"> ○ Forum attendance ○ Forum reach – media coverage, print media coverage ○ Online coverage ○ Initial source of information about NDDF ○ Reasons for attending NDDF ○ Main sources of funding to attend NDDF ○ Potential barrier to participate ○ Are there other forums, besides NDDF, that delegates consider more useful in the region?
<p>Forum impact</p>	<ul style="list-style-type: none"> ○ Success in achieving Forum goals, <i>including (i) whether the Forum has built credibility as a convening structure in the region; (ii) presenting strong evidence-based research; (iii) providing opportunities to share best practices; (iv) influencing key policy makers to increase commitment and action.</i> ○ Impact on delegates: professional benefits from attending NDDF ○ Anticipated use of benefits gained from attended NDDF ○ Actual use of benefits gained ○ Challenges faced in NDDF driven advocacy around topical issues ○ Extent to which NDDF met delegates’ expectations ○ Perceived value of NDDF
<p>Elements of the Forum</p>	<ul style="list-style-type: none"> ○ Changes to NDDF overtime ○ Quality of NDDF programs: (i) how has the evolution of topics year by year affected the overall goals of the NDDF? (ii) overall quality of

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	<p>sessions; (iii) overall quality of speakers/presenters; (iv) overall usefulness of information presented</p> <ul style="list-style-type: none"> ○ Methods used – e.g. panel discussion, participant-led presentations, interactive work in small groups, workshops/master class etc. ○ Coverage of main topics/issue of interest ○ Outcome of networking among delegates ○ Has there being any traction gained by NDDF driven advocacy around topical issues post-NDDF?
<p>Forum planning and organization</p>	<ul style="list-style-type: none"> ○ Onsite registration ○ Poster exhibition and display ○ Location of Forum ○ Forum organizing and the Committees: selection and representation, operations, building the Forum program (identifying the Forum theme, setting Forum objectives, identifying key challenges, selecting plenary topics and speakers, etc.) – <i>to understand this from a PIND perspective (internal) and from a partner perspective (MADE, FOSTER, SACE etc.) to inform recommendations on criteria for determining or selecting yearly topics for discussion</i>
<p>Forum market niche</p>	<ul style="list-style-type: none"> ○ The NDDF product ○ The NDDF pricing ○ The NDDF place and distribution ○ The NDDF brand image and personality ○ The NDDF promotion



5 ACTIVITIES AND TIMELINES

Time inputs for each consultant are in the table below. The scope of work above is broken down to key activities, with the total number of days required to deliver each:

Description of activities		Evaluator's Day input	Brand Expert's Day input	Associated Deliverables
Inception Phase				
T1.	Preliminary meetings with <i>relevant</i> PIND Foundation officers in charge of NDDF evaluation. (First, a briefing meeting to clarify objectives and scope of work. Second, a presentation of evaluation methodology/protocol to PIND.	1	1	Not applicable
	The second meeting will come at least 3 days after the Consultant(s) have developed evaluation protocol and submitted inception report. <i>Each meeting will not be more than 0.5 day per Consultant</i>)			
T2.	Draft inception report, including evaluation methodology and tools	2	1	Draft and final inception report
Implementation Phase				
T3.	Desk review of related documentation and materials ²	3	1	Same as T4 and T6
T4.	Main stakeholders' consultations at national and sub-national levels (including field missions during the 2018 NDDF sessions)	5	3	Not applicable
Analysis and Reporting Phase				
T5.	Review and synthesis of data to identify key themes and patterns	2	1	Not applicable
T6.	Make presentation of evaluation findings to PIND Foundation	0.5	0.5	PowerPoint decks of headline results, including the methodology, limitations and program implications.

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T7.	Draft and finalize evaluation report	3.5	1.5	<p>A well-written <u>first draft evaluation report</u>. Written in English for a non-academic audience.</p> <p><u>Final evaluation report</u>, inclusive of summaries and conclusions which can be considered as publishable and are intended for a non-academic audience.</p>
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[2] T2 and T3 will take place concurrently. However, T3 will likely continue during implementation of the evaluation.

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 by end of September 2018.

Item		Due date
D1.	Inception report <i>Relates to T1 – T2</i>	12 October 2018
D2.	PowerPoint decks of key findings <i>Relates to T3 – T6</i>	TBD (to be provided as part of proposal from interested Evaluators)
D3.	Evaluation report, inclusive of summaries and conclusions and annexes <i>Relates to T3 – T7</i>	

7 DURATION

The Consultant(s) in discussion with PIND Foundation will agree to a suitable timeline and schedule taking into consideration the dates for the 2018 NDDF sessions. The consultancy is expected to last for a period of approximately 26 days.

8 COSTS

The interested individual(s) or firms will propose daily fees that are based on prevailing market rates.

PIND Foundation will make arrangement for in country accommodation and transportation during the field missions. Where the Consultant(s) are not Nigerian-based, insurance, visa arrangements, and tax will be covered by Consultant(s). PIND Policy on travels, accommodation and daily per diem shall be applied to successful applicant

9 QUALIFICATIONS / SELECTION CRITERIA

Given the objectives, scope of work and expected outputs of this engagement, the Consultant(s) are expected to possess relevant qualifications and extensive work experience in measuring social impact and evaluations, market research approaches, brand positioning, social accountability and a good understanding of policy advocacy.

Preference will be given to individuals or firms with evidence of undertaking similar task. The consultant(s) should have the following qualifications and experiences;

- A proven academic and professional record, with extensive knowledge and experience in the fields of development studies, management, economics, social sciences, or development communications.
- At least eight years of experience in evaluation of development programs and a bias towards evaluating development forums and consultations, development research and project implementation/management preferably in an economic growth context.
- Have a good grasp/understanding of brand positioning and promotion and must be able to demonstrate significant experience in brand and market research.
- Strong critical analysis and demonstrated excellence in preparing reports in a clear and concise manner.
- Ability to communicate effectively with and relate to people of different cultures, demonstrating ability to see issues from others perspectives.
- Availability to complete the work before **30 November 2018**.

10 HOW TO APPLY

Interested persons or firms should submit the following application documents:

- A. Expression of interest (maximum 4 pages sides of A4) a) detailing how the Consultant(s) meets the selection criteria and b) their understanding of the TOR and methodology.
- B. Copy of CV of the consultant(s) who will undertake the evaluation (maximum 6 sides of A4 each);
- C. Financial proposal detailing consultant(s) itemized fees;
- D. One recent example of similar report written by the applicant (if joint authored to include a description of the role of the named consultant(s) in the report);
- E. Contact details of two independent referees

In addition, these mandatory items **MUST** be submitted along application documents:

1. Certificate of business registration (for firms) / Means of personal identification (for individuals)
2. Profile of organization or CV of the individual consultant(s) as in B aforementioned
3. Most recent Tax clearance certificate
4. Tax identification number
5. Full physical contact address
6. Bank reference letter
7. Bank details as follows:
 - i. Name of Account
 - ii. Account Number
 - iii. Name of Bank
 - iv. Address of Bank

The application documents should be sent no later than Friday 28th September 2018 to procurement@pindfoundation.org

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 contractual engagement or employment because of age, sex, gender, marital status, disability, nationality, race, religion or any fact.

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