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# CREATING ABIA STATE'S LONG-TERM DEVELOPMENT PLAN

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TERMS OF REFERENCE (TOR) FOR A PROJECT MANAGER



GOVERNMENT OF ABIA STATE

UMUAHIA

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## BACKGROUND

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Abia State, the project sponsor, is working in collaboration with the Foundation for Partnership Initiatives in the Niger Delta (PIND) for engagement of this Project Manager. 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 to improve the standards of living for 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.

## PROJECT BACKGROUND

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The Niger Delta Development Foundation (NDDF) is a catalytic information sharing and collaboration opportunity 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 region. The Forum is rotated among the Niger Delta states and is organized by the Foundation for Partnership Initiatives in the Niger Delta (PIND), Niger Delta Partnership Initiative (NDPI) Foundation and members of the DEMAND ALLIANCE. Similar forums have held in Washington, DC (2014, 2015) and London (2015). Over the years, NDDF has become a formidable platform for meaningful development discourse, has mobilized interest for Niger Delta development, stimulated investment in agriculture and small businesses in the region and enhanced government interest in policy changes necessary to catalyze economic growth.

The 2018 NDDF Roundtable held as two Roundtable events in both Benin, Edo (Niger Delta West) and Port Harcourt, Rivers States (Niger Delta East), where neighboring States competed among themselves for a chance to get support from NDDF partners to develop a long-term plan. 2018 NDDF helped to facilitate an understanding of local planning policies across contiguous borders, elevate shared cognizance of emerging challenges and collective intra-state opportunities, and helped document innovations and lessons learned from each State.

At the Roundtable event, Abia and Edo States were selected to receive technical support for the development of long-term strategic plans in 2019. The support will help Abia and Edo develop a long-term development strategy to enable them to leverage their areas of competitiveness in delivering inclusive governance and sustainability to their people. A process will be facilitated to develop these plans through the provision of technical, organizational, and strategic support and leadership to enable the development of inclusive and sustainable sector input and policies.

The project currently involves collaborative support from PIND, European Union Niger Delta Support Program, BudgIT, and others.

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## PURPOSE OF THE ASSIGNMENT

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The purpose of this assignment is to engage a Consultant to validate available baseline sector reports and co-develop a comprehensive long-term plan that covers policies for all priority sectors in Abia State. The Consultant will provide this technical assistance in Abia, as well as any other task as may be determined by the project steering committee in relation to development of these long-term plans. The Consultant is to function and provide technical leadership in the high level sector team comprising relevant Federal and State Ministries, Departments & Agencies (MDAs), civil society, development partners, and professional groups of the selected States.

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## OBJECTIVE

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The objectives of this assignment are:

1. Provide technical, organizational, and strategic support to enable the development of an inclusive and sustainable long-term strategic plan for Abia State in the Niger Delta within the budgeted time and cost.
2. Develop an analysis framework and draft work plan to be interrogated and adopted by the project steering committee. This will take place after an initial review of various priority sectors' high level policy documents and research of policies to determine best practices.
3. Create a clearly-articulated actionable long-term plan with clear and comprehensive inclusion of the sectors to be engaged by the State and resources needed to achieve specific results that can be monitored and evaluated.

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## METHODOLOGY

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The Consultant shall review relevant high level policy documents, in priority sectors including vision and mission statements from the State; existing strategic plans and key project documents; strategic plans of key development partners; planning documents of additional

Nigerian States and external sub-national governments that serve as good best practices; sector policy direction of previous and current administrations in the State; cross cutting fields and, related regional, national, and international reports.

The use of participatory processes is mandatory on this engagement. Critical reflection by the sector teams, civil society, youth, women, business community and other stakeholders is integral to the strategic planning initiative. As such, the Consultant will be expected to liaise with the State Technical Team in continually exploring ways and means of providing for active and meaningful engagement of stakeholders in the development of the long-term plan. Additionally, hold stakeholder meetings and co-develop questionnaires and applicable tools to capture the views of citizens on the project.

A desk review of similar strategic plans, planning processes, and programs in key State sectors will be conducted and useful in recommending solution options for existing or future State capital commitments in various sector and the planning process in general. The review of sub-nationals (local and international) in similar circumstances who were able to overcome their issues in respective sectors shall also be appropriate to assist identification and emulation of good practices.

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## SCOPE OF WORK

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*The Project Manager's role shall include but not limited to the following:*

- Assess the State's sector priorities over years utilizing a gender and environmentally responsible lens. This should involve, relative to other sub-nationals in the country, benchmarking the State to national metrics and international declarations such as the UN-SDGs, etc. and the development of State-specific sector briefs using available policy documents and/or feedback from interaction with relevant MDAs and other stakeholders;
- Develop methodologies of integration of sectoral plans, programs, and planning tools (including previous plans example SEEDS), to assist inclusive and reliable outcomes;
- Analyze and document State sector's internal & external influences and stakeholders – history, institutional capacity, cross cutting areas (gender, governance, environment, etc.), regulations, standards, partnerships, growth trajectories, and others;
- Identify and arrange individual and group meetings with relevant MDAs, work teams, and relevant institutions upon clearance by the project sponsor;
- Supervise media relations on the project and coordination with stakeholders during field consultation sessions, pre-event planning, management of public communication, timely reporting and feedback coordination;
- Manage as appropriate, subject matter experts to ensure respect for timelines and quality;

- Review national, sub-national, and institutional long-term development strategies from within the region, country, and world to harness best practices in strategic plan creation and implementation of a long-term planning agenda;
- Implement the project steering committee's approved project work plan including milestone monitoring;
- Arrange meetings with relevant stakeholders for purposes of the project;
- Conduct public engagement sessions across the States to assist sector information and citizen perspective;
- Synthesize results from various sources, interrogating adequacy of existing draft policies (where available), and conducting a gap analysis within the cross-cutting framework of the UN-SDGs including evidence-based prescriptions for gap filling given realities of the State;
- Draft sector reports on the technical, governance & resource considerations for achieving sustainable results (job creation, governance, increased state gross domestic product, infrastructure supply, hybrid financing, increased internal revenue as applicable). This will include modeling scenarios with indicative costing and resource envelopes as may be applicable to the sector;
- Facilitate project resource profiling, gap analysis, and mobilization to ensure project continuity;
- Facilitate high-level sector interactive sessions to prioritize strategic directions to be mainstreamed in the draft long-term strategy; and, by so doing, designing appropriate metrics using the theory of change model and an institutional balanced scorecard to best align with identified strategic priorities for the State;
- Update and finalize sector strategic plans with clear results monitoring frameworks plus respective policies for the short, medium, and long-term;
- Apply a quality assurance filter to appropriately refine and update the sector policies and draft long-term plan;
- Harmonize sector reports plus policies to create comprehensive long-term strategy document; ensure appropriate linkage and congruency to the respective sections of the overall plan.
- Oversee the long-term plan production and branding including ICT platform usage and change management (transition) program across all Ministries, Departments, & Agencies (MDAs) and circulation to external stakeholders.
- Provide regular progress reports as well as draft work plan, which will include a communication strategy on the most efficient data gathering technique to be adopted in the development of the thematic areas including insight on the suitable participatory methodologies to ensure that the views and opinions of stakeholders are well captured in the process of the development of the sub-sector reports and policies.

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## PROJECT SPONSOR'S INPUT

The project sponsor, Abia State Government, will provide relevant preliminary materials to the Consultant to assist familiarization with the engagement. These will include existing high level policy documents in the State (SEEDS, LEEDS, approved budget, laws, and draft policies, etc.), key projects identified, list of contacts for project steering Committee and key stakeholders, and list of MDAs in the State including baseline data on respective thematic areas.

The Consultant will also have continuous access to the work group(s) and shall present project performance reports on periodic basis or on request to the project sponsor and project steering committee.

## ACTIVITIES AND TIMELINES

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The scope of work above is broken down to key tasks below, which the Consultant will incorporate with best participatory practices and create an implementation plan to perform. This is the basis for determining the weight and cost of the assignment to PIND.

| S/N | Description of Activities  | Associated Deliverables (Codes) |
|-----|--|---------------------------------|
| T1. | <p>Preliminary Preparations:</p> <ul style="list-style-type: none"> <li>• Set up State Technical Committee</li> <li>• Submit and review work plan, which includes communication strategy, with PIND and State Technical Committee</li> <li>• Review of Budget</li> <li>• Follow-up with State Ministry of Finance or other key MDAs to get accurate fiscal projection of the entire process</li> </ul> | Inception Report                |
| T2. | <p>Review Exercises:</p> <ul style="list-style-type: none"> <li>• Preparation of literature and background review on long-term strategic planning and best practices of formulation and implementation from regional, national, and international examples</li> <li>• Coordinate engagements to inform all MDAs and other stakeholders</li> </ul>  | Literature Review Report        |

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|-----|---|---|
|     | <ul style="list-style-type: none"> <li>• Support formation of sub-committees</li> <li>• Follow-up existing sectoral plans and review past State planning document</li> <li>• Identify gaps that the current process has to address</li> <li>• Baseline data mining of key indicators using credible external sources such as the National Bureau of Statistics, Central Bank of Nigeria, Debt Management Office, BudgIT, Federal Ministry of Health, World Health Organization, etc. to compliment input from the State Bureau of Statistics</li> </ul> |   |
| T3. | <p>Consultative &amp; Visioning Process:</p> <ul style="list-style-type: none"> <li>• Coordinate local community consultations</li> <li>• Identify the project's key stakeholder influences (internal &amp; external) and co-develop the state-wide consultation plan</li> <li>• Coordinate visioning sessions to revalidate the State's comparative advantage and sector/sub-sector strategic directions with MDAs</li> <li>• Facilitate presentation of Draft Comparative Advantage Analysis and Visioning Report to stakeholders</li> </ul>          | Project Stakeholders' State-Wide Consultation Plan and Visioning Report |
| T4. | <p>Diagnostics Process:</p> <ul style="list-style-type: none"> <li>• Facilitate capacity building workshop for Technical Committee / Sector Leads</li> <li>• Supervise data collection, analysis and draft sector report writing</li> </ul>   | Diagnostic Review & Current State Assessment Report                     |

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|     | <ul style="list-style-type: none"> <li>• Extract approval of the draft Diagnostic Report at the sector level (evidenced by sign-off by heads of MDAs based on thematic clusters or fields)</li> <li>• Coordinate presentation of Diagnostic report</li> </ul>   |  |
| T5. | <p>Articulate Long-term planning strategy:</p> <ul style="list-style-type: none"> <li>• Draft sector report and policies</li> <li>• Technical Committee sessions with MDAs to articulate programming of the various sectors in the overall strategy</li> </ul>  | <ul style="list-style-type: none"> <li>• Draft Long-term plan</li> <li>• Two-page Long-term Strategy Document summary</li> </ul> |
| T6. | <p>Develop Monitoring and Evaluation Framework</p> <ul style="list-style-type: none"> <li>• M&amp;E framework based on SMART indicators and selection of key performance indicators (KPIs) to track progress in each unit</li> <li>• Schedule and timeframes for routine government review and reporting of long-term plan</li> <li>• Scorecard to evaluate long-term plan</li> </ul> | Defined implementation monitoring and evaluation framework   |
| T7. | <p>Long-term plan review process:</p> <ul style="list-style-type: none"> <li>• Draft long-term document presented at the post completion stakeholders consultative session</li> <li>• Draft long-term document updated and subjected to external peer review</li> <li>• Draft long-term document updated and subjected to financial model review</li> </ul>                           | Quality Assurance draft of report  |
| T8. | Finalized long-term plan  | Long-term plan report of a stipulated State  |



## DELIVERABLES

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Deliverables stated in the table below are directly linked to specific tasks in previous section. Due dates are to be as accurate as possible to enable appropriate activity monitoring and closeout within stipulated time. A definite date for this activity/project closeout should be part of this deliverable table:

| Item |  | Due Date           |
|------|--|--------------------|
| D1.  | Inception Report   | July 31, 2019      |
| D2.  | Literature Review Report                                   | August 14, 2019    |
| D3.  | Comparative Advantage Analysis and Visioning Report        | September 27, 2019 |
| D4.  | Diagnostic Review Report                                   | November 29, 2019  |
| D5.  | Draft Long-term plan                                       | March 20, 2019     |
| D6.  | Defined implementation monitoring and evaluation framework | March 20, 2019     |
| D7.  | Two-page Long-term Strategy Document summary               | March 20, 2019     |
| D8.  | Quality Assurance draft of report                          | May 29, 2020       |
| D9.  | Long-term plan report of a stipulated State                | June 28, 2020      |

## DURATION

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The Consultant will be expected to commence work on 15 July, 2019 and provide a total input of 100 person days over the period to 31 July, 2020 out of which some of the days will be used for essential field work and stakeholder engagements and completion of the report.

## COSTS

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Consultants are requested to indicate their daily rates for this assignment. However, the Consultant will be engaged based on previous relevant experience and will be remunerated on a daily rate as provided in the PIND procurement policy. Please note that PSS has the mandate to negotiate rates with Consultant.

Note: All monies paid by PIND to consultant for expenses shall be retired with relevant receipts at the completion of the assignment and any balance outstanding shall be refunded to PIND.

## QUALIFICATIONS

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The following qualifications and experience is required:

- At least an advanced university degree in a relevant field of planning, public policy, economics, administration and development studies; exceptions will be made in rare cases based on closely related professional experience;
- At least five (5) years professional experience in strategic planning; experience in organizational, change, and project management in the public sector is an advantage
- At least three (3) years' experience in managing complex and diverse stakeholders, partners coordination, resource mobilization and reporting;
- Demonstrated experience in working with government partners and other stakeholders in public sector development programs especially in the area of capacity development. Prior working experience on the Niger Delta and State and Federal Governments in Nigeria is a plus;
- Experience in assessing supervision and monitoring framework / systems;
- Ability to work with minimal supervision;
- High level of written and oral communications skills in English;
- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact, diplomacy and integrity;
- Excellent interpersonal and professional skills in interacting with government and development partners;
- Demonstrated experience with skills in facilitation of stakeholder engagements/workshops, including in multi-cultural settings;
- Expertise in participatory approaches in conducting assessments and facilitating strategic planning processes;
- Evidence of having undertaken similar assignments;
- Experience in research, policy development, management, policy analysis and programming-related work.

**Previous samples of strategy documents, plans, or closely related reports facilitated should be attached to aide PIND in making an informed choice.**

## CRITERIA FOR ASSESSMENT AND SELECTION OF APPLICANTS

| S/N | Scoring criteria   | Scores allowed | Scored earned | Remark |
|-----|--|----------------|---------------|--------|
| 1   | Understanding of scope of work/TOR, evidenced by completeness of the proposal in addressing every aspect of the scope of work and good interpretation of the TOR | 30             |               |        |
| 2   | Experience in delivering similar projects and sharing of those reports to verify claim   | 35             |               |        |
| 3   | Consultancy fees proposed  | 10             |               |        |
| 4   | Understanding of the government civil sectors and description of network within Abia, Edo, Niger Delta, and Nigeria  | 25             |               |        |
|     | Total score  | 100 points     |               |        |

## HOW TO APPLY

Interested persons should submit the following application documents:

- A. Expression of interest/cover letter (maximum 4 pages of A4) a) detailing how the Consultant meets the selection criteria and b) their understanding of the TOR and methodology;
- B. Copy of CV/Resume of the Consultant (maximum 6 pages of A4);
- C. Financial proposal detailing Consultant's fee per day in Naira;
- D. One recent example of similar report or strategic plan or closely related reports written by the applicant (if joint authored to include a description of the role of the named Consultant(s) in the report or plan);
- 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 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 July 10, 2019 to [procurement@pindfoundation.org](mailto:procurement@pindfoundation.org) with the subject "Abia Project Manager."

**Equal Opportunity and Non-Discrimination in Employment**

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 factor prohibited by law of Nigerian Government.