

Office of Special Assistant to the Executive Governor of Benue State on International Cooperation with support from the United Nations Development Programme-Nigeria

Terms of Reference

**SLOT 1
Institutional Assessment and Review of the Benue State MSMEs
September, 2009**

Introduction:

Organised private sector in Benue State is dominated by Micro and Small Enterprises (MSEs), who engages a critical mass of its population. The medium scale industries engage only a small percentage of the work force in the organised private sector of the state. These operate mainly in agriculture, food processing, metals and woods, constructions, wholesale/retail, hotels and local restaurants/bars and transport subsectors. Robust economic growth cannot be achieved without access to factors of production such as business skills, capital and related services such as electricity, communications and transportation, which remains a challenge to most MSEs in Benue State. Hence, the limited supply of these factors have increased the operational costs of doing business in the State. However, their capacity utilisation is also not fully documented. ..

Key Business Development Organisations, including the Benue Chamber of Commerce, Industry, Mines and Agriculture (BECCIMA), the Nigerian Association of Small Scale Industries (NASSI), All Farmers Association (AFAN) e.t.c. have been established to support and promote private sector operations in the State. How well these organisations and others offering such services are doing is however not clearly known. These assessment will provide a baseline mapping of businesses and associations to guide activities and provide information on the. The surveys will, to the extent possible, draw on work done in prior surveys in the area.

The aim of this consultancy is therefore:

- To collect accurate data about the private sector of Benue State
- To carry out institutional assessment and review the State MSMEs access to credit, farm inputs, extension services and agro machineries.
- Estimate demand and supply of services, capital and facilities – to include business development and microfinance services in Benue State with opportunities for building state inclusive business and possible challenges in achieving this
- To serve as information source for research into the private sector of Benue State by international/national agencies that may want to intervene in the private sector in Benue State.
- To serve as a point of reference for compiling future developments in the private sector of Benue State.

Tasks

The following tasks are anticipated:

- Meet with representatives of BMOs to gather high level information on their members
- Describe the present-day private sector in the State – organisations (eg - NASSI, Chamber of Commerce, etc) relationships, resources, activities, history.
- Conduct brief face-to-face interviews and focused group discussions with MSME members of the BMOs in the state to develop a basic profile of MSMEs activities. Basic data to be gathered includes, but not limited to name, contact information, number of employees, sector of work, ethnicity, gender, participation in associations, etc. Additional key questions pertaining to access to production factors (finance, business development services e.g. extension services and management training, farm input

- e.t.c) and business challenges, asset base, etc. must be asked. *The Benue State Government and UNDP representative must clear the format and content for the questionnaire.*
- Input data gathered through the quantitative data collection exercise into an excel database. *The Benue State Government and UNDP representative must clear the format for the database*
 - Undertake basic data analysis to identify major trends from data and information gathered
 - Assess the capacity and capability of the private sector at present, especially in terms of human and financial resources.
 - Access the demand for business development services, capital and facilities based on data gathered.
 - Describe the governmental-private sector relationships – how they operate together, areas of overlap and complementarities and financial relationships. Also analyse areas where the private sector and other civil society organisations (eg – NGOs) cooperate (or conflict).
 - Identify those areas where the private sector may have considerable impact on governmental operations, in particular in terms of service delivery and maintenance of infrastructure
 - Describe present privatisation initiatives and plans in the State (for both federal and state agencies); describe the policy environment; outline potential blockages and hurdles as well as opportunities
 - Outline some ideas and/or options for involving the private sector in reform activities

Terms and Conditions

The consultancy will be for a period 30 days.

Information Gathering

The Consultant will make use primarily of information that is available in present institutional offices (e.g. - NASSI, Chamber of Commerce, the Ministry of Commerce and Industries, AFAN etc and other offices and institutions that may have relevant information). Justifiable secondary data could also be explored if necessary. The consultant is expected to conduct face-to-face interview and focused group discussion with members of the BMO targeted.

Consultant Qualifications

The consultant/firm of consultants must demonstrate full competence in implementing the scope of work with strong expertise and relevant industry background required for this project from a technical, educational and experience perspective in private sector research and MSME assessment. Specifically, the consultant(s) must:

- Posses an advanced university degree in social science or related subjects
- Have at least 7years of direct research practical experience related to private sector development projects, institutional/MSME assessment particularly in Benue State or its environs.
- Proven experience in carrying out agricultural and high quality private sector/government intervention analyses.
- Consultant(s) must demonstrate good familiarity with information sources, key persons to consult and the operations of government in Benue State.
- Excellent writing and reporting skills.

Output

The consultant is required to submit the following reports:

- **Inception Report** submitted not later than 1 (one) week after the start of the assignment. The report will outline understanding of the Terms of Reference, overview of methodology, visits, data collection and analysis that are planned, as well as work plan, describing how work will be scheduled and providing milestones for completion of key activities.
- **Draft Final Report** submitted not later than 1 (one) week after the implementation of assignment. The report will describe work carried out and results obtained. The consultant will present findings at a

stakeholders meeting. Based on feedback from the meeting and from UNDP, the Consultant will provide a final report.

- **Final Report** within 1(one) weeks after receiving comments on the draft final report. The final report will describe the overall work carried out and results answering to the objectives stated above. The report will be in MS Word and excel formats summarising the information gathered as outlined above. All documents consulted should be referenced in an annex and all persons met should be identified in an annex of the main report. Five (5) copies each of Report to be submitted to the Ministries of Agriculture and that of Commerce and Industries, and also to the UNDP

Timing and Support

The study work should commence on 12th October, 2009 and will be completed by 16th November, 2009. The Consultant will be based in Makurdi, the State Capital with possible travels to select LGAs.

Strategic guidance for the task would be provided by the state Ministry of Commerce and Industries, with support from BECCIMA and NASSI and technical direction from the UNDP.

Submission of Proposal

Interested Consultants to send Expression of Interest (EOI) in 5 copies on or before Thursday 9th October, 2009 by 4PM. All EOIs must be sealed and marked "NOT TO BE OPENED" AND ADDRESSED TO:

**SSA to the Governor on Special Projects & Due Process,
Governor's Office
Government House
Makurdi**

Office of Special Assistant to the Executive Governor of Benue State on International Cooperation with support from the United Nations Development Programme-Nigeria

**Terms of Reference
SLOT 2**

**Baseline Information on Potential Value Chain Need on Mango Crop in Benue State
September, 2009**

Introduction

Agriculture is undoubtedly the most important sector for a broad-based economic growth and development. It is the largest sector of the economy and the largest employer of the workforce in Benue State involving about 90% of the rural population. Benue State has a strong agricultural potential with large tracts of cultivable land, less than half of which is actively utilized. Growth in the sector has been due mainly to extension of the crop area rather than gains in productivity as farmers in the State rely on traditional practices of cultivation, processing and storage and there is low level of mechanization, poor land management and high cost of agricultural inputs. These and other factors have combined to make agriculture unattractive, with resultant fall in crop yields and corresponding income earnings.

The rural farmers also face problems of low returns to agricultural processing and micro-rural enterprises due to non-availability of financial and technological support, hence the relative lack of value-addition and low product quality. There are also challenges of access to markets, information and market failure in the storage and marketing of key agricultural commodities.

One key area of interest is the development of the Tree Crop Sub sector particularly Mango Crop Production and Processing. With support from UNDP, the Benue State Government Seek to hire a consultant/firm of consultants to collect a series of baseline information and data about the mango value chain in Benue State, and to use this information to undertake basic value chain analysis of the mango value chain.

The baseline study will include among others include gathering basic background and data concerning the mango value chain, a basic mapping of the value chain, an analysis of the governance structure of the value chain and avenues for upgrading the chain. The study will also note some constraints and opportunities that are present in the value chain, and indicates possible actions the government might take in support of the chain.

Objectives

- Conduct a review of the mango value chain operations in Benue State and provide baseline information against which progress towards future programme objectives and targets identified in supported project can be measured
- To determine the major constraint to efficient market operations in mango value chain in Benue State and also propose strategies to alleviate or at least mitigate these constraints
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- To determine opportunities that exist in the growth and expansion of the mango value chain

- To assess and gauge current public and private sector investments in mango value chain in Benue State
- To quantify based on varieties mango tree hectareage and actual fruit tonnage in the State based on scientific statistical deductions.
- Gauge the level of employment and access to factors of production by operators along the value chain

Scope of Work

This assessment will be conducted through implementation of different data collection activities on different categories of mango value chain actors (Farmers, traders, processors e.t.c.). Such activities include Focus Group Discussions (FGDs) based on flexible and open ended checklists, enumerator conducted survey which uses well structured questionnaires to obtained various responses from the market chain actors on issues that are important to the functioning of the mango value chain in Benue State and its market catchments areas. Key informant interviews involving various stakeholders (both public and private) and case studies to determine financial performance of the various productions and processing enterprises will also be conducted. Specifics will include, but not limited to:

- Develop Questionnaire
- Conduct interviews with relevant value chain operators along the chain. Basic data to be gathered includes, but not limited to name, contact information, number of employees, production capacity, sector of work, gender, participation in associations, etc. Additional key questions pertaining to access to production factors (finance, business development services e.g. extension services and management training, farm input e.t.c) and business challenges, asset base, etc. must be asked. The Benue State Government and UNDP representative must clear the format and content for the questionnaire.
- Input data gathered through the quantitative data collection exercise into a database. The Benue State Government and UNDP representative must clear the format for the database
- Conduct interviews and data gathering Compile data of production, trade/exports to other markets and destination/market segments
- Establish socio-economic weight (employment, household food security,gender impacts) and the poverty relevance (based on available data, and on expert judgment)
- An analysis of the situation with respect to access to and use of markets, production factors and services by operators along the chain
- Outline the relative importance of the main products
- Examine the situation with respect to participatory commodity strategies (which States have already developed such strategies or not)
- Present a comprehensive picture of ongoing or planned value chain activities and the mango sub-sector
- Develop a comprehensive inventory of the main actors in the mango value chain operations and mango production sub-sector and develop locational details supported with sketch maps of operators and clusters of service providers along the chain
- Gauge awareness of, access to and use of market-based commodity risk management instruments among the value chain operators

Qualification

The consultant/firm of consultants must demonstrate full competence in implementing the scope of work with strong expertise and relevant industry background required for this project from a technical, educational and experience perspective in value chain analysis with good knowledge of the agricultural sectors of Benue State (the government current agric programmes) and of the main commodity sectors in Nigeria. Specifically, the consultant(s) must:

- Posses an advanced university degree in Agriculture, Agricultural Economics or related subjects
- **Have at least 5 -10 years of direct practical experience related to agric enterprise development projects and value chains analysis** particularly in Benue State or its environs.
- Proven experience in carrying out agricultural and high quality private sector/government intervention analyses.
- Consultant(s) must demonstrate good familiarity with information sources, key persons to consult and the operations of government in Benue State.
- Excellent writing and reporting skills.

Output

The consultant is required to submit the following reports:

- **Inception Report** submitted not later than 1 (one) week after the start of the assignment. The report will outline understanding of the Terms of Reference, overview of methodology, visits, data collection and analysis that are planned, as well as work plan, describing how work will be scheduled and providing milestones for completion of key activities.
- **Draft Final Report** submitted not later than 1 (one) week after the implementation of assignment. The report will describe work carried out and results obtained. The consultant will present findings at a stakeholders meeting. Based on feedback from the meeting and from UNDP, the Consultant will provide a final report.
- **Final Report** within 1(one) weeks after receiving comments on the draft final report. The final report will describe the overall work carried out and results answering to the objectives stated above. The report will be in MS Word and excel formats summarising the information gathered as outlined above. All documents consulted should be referenced in an annex and all persons met should be identified in an annex of the main report. Five (5) copies each of Report to be submitted to the Ministries of Agriculture, BNARDA and also to the UNDP

Duration

The consultancy will be for a period 40 days.

Timing and Support

The study work should commence on 12th October, 2009 and will be completed by 14th November 2009. The Consultant will be based in Makurdi, the State Capital with possible travels to select LGAs.

Strategic guidance for the task would be provided by the Ministry of Agriculture , BNARDA and AFAN with support from UNDP Benue Focal Point.

Submission of Proposal

Interested Consultants to send Expression of Interest (EOI) in 5 copies on or before 28th September 2009 by 4PM. All EOIs must be sealed and marked “NOT TO BE OPENED” AND ADDRESSED TO:

**SSA to the Governor on Special Projects & Due Process,
Governor’s Office
Government House
Makurdi**

Office of Special Assistant to the Executive Governor of Benue State on International Cooperation with support from the United Nations Development Programme-Nigeria

SLOT 3

TERMS OF REFERENCE

TITLE OF ACTIVITY:

Review of Existing Environmental Legislations/Policies in Benue State

BACKGROUND:

Arising from the challenges and threats to our environment, from global warming to land degradation to climate change to waste management, etc, there have been global concerns and discussions on requisite legal and operational strategies to address threats to the environment. International efforts have variously and concertedly sought to respond to environmental sustainability, from various International Protocols/Conventions to the clarion expression in the MDGs.

At the national level the 7-Point Agenda and NEEDs have all recognized the imperative to work towards safeguarding environmental resources and also managing them towards sustainability. Quite a number of legislations have been enacted and others at various stages of discussions at the national assembly

Benue State since 1976 has come up with various policies towards responding to the challenges of effective management of environmental resources. In 1999 the Ministry of Water Resources and Environment was created, with at least 5 Parastatals and Agencies charged with various aspects of the environment under the Ministry's coordinating ambit.

International development partners like the DFID have also supported environmental policy directions, especially in the areas of solid waste management and sanitation.

In 2007, the **Our Benue Our Future** (OBOF) developmental blue print was introduced, which significantly places outstanding recognition on environmental policy and legislation. OBOF notes the obsolescence and inappropriateness of policies and legislations and other working instruments in the Ministry and its parastatals, e.g. unclear environmental policy for the State, the Urban Development Board edict of 1986 being obsolete and the states sanitation law 2005 containing some ambiguous provisions, amongst other environmental challenges.

OBJECTIVES:

- Examination of all policy guides/directions on environment existing in the State towards highlighting the strengths and or weaknesses inherent therein.
- Identification possible gaps or shortfalls in the policies/laws premising extensively on both national and international reform directions in environmental policy and regulation

SCOPE OF WORK:

The consultants scope of work shall include but not limited to the following activities:

- Review existing and planned environmental initiatives and note possible areas of improvement;
- Organise a stakeholder consultation
- Conduct a stakeholder validation
- Submit report to the Ministry of Justice and that of Environment for possible ratification towards according same necessary legislative affirmation.

EXPECTED OUTPUT:

- (1) Report of a stakeholder consultation
- (2) Report of a stakeholder validation
- (3) 2 copies of Final report submitted to the Ministry of Justice, Ministry of Environment and the UNDP respectively.

SUPERVISION AND REPORTING ARRANGEMENTS:

The consultant shall report and be supervised by the UNDP with support from the Ministries of Environment and that of Justice

The Consultant will also be required to submit:

- (a) Draft report within 7 days of commencement to the Honourable Commissioners, Ministry of Environment and that of Justice for comments and inputs.
- (b) Final report within 30 days. The contents of the final report will be discussed and agreed with relevant officials and MDAs.

- (c) Submit Five Copies of final report to the UNDP together with a electronic copy

DURATION OF THE CONSULTANCY:

The consultancy is for 30 days.

Timing and Support

The study work should commence on 14th October, 2009 and will be completed by 18th November, 2009. The Consultant will be based in Makurdi, the State Capital with possible travels to select LGAs.

Strategic guidance for the task would be provided by the Ministry of Agriculture , BNARDA and AFAN with support from UNDP.

CONSULTANTS QUALIFICATION AND EXPERIENCE

The consultant shall have the following qualifications:

- At least a master's Degree in any environmental discipline.
- Should be a member of a recognized environmental profession.
- Should have adequate experience in assessing the needs of similar organizations and should be familiar with environmental policy issues.
- Should have at least 10 years cognate experience as a consulting, teaching or practicing developmental environmentalist.

Submission of Proposal

Interested Consultants to send Expression of Interest (EOI) in 5 copies on or before 9th October, 2009 by 4PM. All EOIs must be sealed and marked "NOT TO BE OPENED" AND ADDRESSED TO:

SSA to the Governor on Special Projects & Due Process,

Governor's office

Government House

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SLOT 4

TERMS OF REFERENCE

TITLE OF ACTIVITY:

Review of Institutional Legislations setting up relevant Environmental Agencies in Benue State

BACKGROUND:

There have been recent calls and directions towards streamlining operations of government towards cost effectiveness and meaningful service delivery. There have been a couple of institutional mergers and splits at both national and state level to ensure that institutional responsibilities are not unusually duplicated or multiplied

International development partners like the DFID have reasonably supported the State in institutional reforms/restructuring and quite a lot of reports/submissions have been made.

OBJECTIVES:

- Examine laws establishing environmental MDAs towards noting possible grey areas that require fine-tuning
- Conduct a review of existing staffing structure and competencies and relate same to possible institutional overhauling if necessary
- Compare operational/institutional relatedness of existing environmental MDAs and advice on better ways of harmonizing similar operational exigencies for same for greater efficiency

SCOPE OF WORK:

The consultant's scope of work shall include but not limited to the following activities:

- Examination of existing laws establishing environment related MDAs and to note areas of duplicity and multiplicity of roles
- Review existing staffing structure and competencies and relate same to possible institutional overhauling
- Recommendation of appropriate strategies towards efficient and effectiveness in operations of environment related MDAs
- Recommendation/ justification of possible harmonization of agency functions if any
- Any other recommendation consultant deem compelling
- Organization of a stakeholder consultation
- Conduct a stakeholder validation of stakeholder consultation

EXPECTED OUTPUT:

- (1) Report of a stakeholder consultation
- (2) Report of a stakeholder validation
- (3) A Final report submitted to the Ministry of Justice and Ministry of Environment and the UNDP

SUPERVISION AND REPORTING ARRANGEMENTS:

The consultant shall report and be supervised by the UNDP with support from the Ministry of Environment and that of Justice

The Consultant will also be required to submit:

- Draft report within 7 days of commencement to the Honourable Commissioners, Ministry of Environment and that of Justice for comments and inputs.
- Final report within 30 days. The contents of the final report will be discussed and agreed with relevant officials and MDAs.
- Submit Two Copies of final report to the Ministries of Environment and Justice as well as to the UNDP respectively

DURATION OF THE CONSULTANCY:

The consultancy is for 30 days.

CONSULTANTS QUALIFICATION AND EXPERIENCE

The consultant shall have the following qualifications and attributes:

- At least a master's Degree in any environmental discipline.
- Should be a member of a recognized environmental profession.
- Should have adequate experience in assessing the needs of similar organizations and should be familiar with environmental policy issues.
- Should have at least 10 years cognate experience as a consulting, teaching or practicing developmental environmentalist.

Submission of Proposal

Interested Consultants to send Expression of Interest (EOI) in 5 copies on or before 9th October, 2009 by 4PM. All EOIs must be sealed and marked "NOT TO BE OPENED" AND ADDRESSED TO:

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**Terms of Reference/Scope of Work
SLOT 5**

**SENSITIZATION AND CAPACITY BUILDING WORKSHOP ON FISCAL RESPONSIBILITY LEGISLATION FOR
STATE LEGISLATORS, STAFF OF RELEVANT MDAs AND CIVIL SOCIETY.**

Background:

The 2007 "fiscal Responsibility law" of the Federal Government of Nigeria is structured in line with the current international trend of converting policy-based fiscal responsibility system into a rule-based regime has generated so much attention and interest from a wide section of Nigerians. Cross-country experiences seem to suggest that rule based fiscal regimes are robust for sound fiscal performance.

Significantly, the passage of the law at the federal level has helped to improve efficiency in fiscal management especially in areas of allocation and management of public expenditure, revenue collection, debt control, savings and transparency in fiscal matters. The Fiscal Responsibilities as enshrined in the law include the obligation of government to design credible and functional policies relating to management of government revenues including borrowing and expenditures. For most countries, the government parastatals saddled with these responsibilities is the Ministry of Finance, sometimes working in conjunction with the Debt Management Office (in countries where it exists separately).

In the light of the recent successes at the federal level with the establishment of the Fiscal Responsibility Law, there have been wide suggestions that State Governments will benefit immensely if they have Fiscal Responsibility Law in place.

Generally, it is expected that at the State levels. The Law will:

- Ensure transparency of policy intentions and the fiscal effects of public policy;
- Ensure sound fiscal management at both the state and local government levels;
- Standardize the planning and control of public expenditure;
- Facilitate parliamentary and public scrutiny of economic and fiscal information and plans;
- Bring a long term as well as annual focus to budgeting;
- Minimize risk and fluctuations in government fiscal operations;
- Help make States debt sustainable

In view of the above, a sensitization/advocacy workshop is proposed at the State level which will help to seek a buy-in of key state actors into the proposed fiscal responsibility legislation and also to design a way forward to ensure a timely realization of the process.

OBJECTIVES OF THE WORKSHOP:

1. To enlighten key state actors (legislator, executive and civil society organizations on the key features of the fiscal responsibility legislation (including the Medium Term Expenditure Framework (MTEF), Budgetary Planning of MDAs Agencies, Public Revenue, Saving and Asset Management, Public Expenditures, Debt and Indebtedness, Borrowing, Transparency and Accountability);
2. To obtain the input of State actors on the additional features that will be included in the draft bill which shall reflect the current fiscal peculiarities of the State;
3. To enable State actors jointly design modalities for facilitating the preparation, legislative passage and signing of the bill into law including the scope of citizen input required in the processes.

QUALIFYING CRITERIA FOR CONSULTANTS

The State government shall engage a Firm, Organisation, or Consultant with requisite experience in training and consultancy in public expenditure management especially the design of public expenditure reforms at the federal and state government levels, to carry out the advocacy and sensitization workshop.

The selected Consultant or Company would work closely with the Ministry of Finance, Budget Office, Due Process Office, House of Assembly Committees on Finance and Appropriations, and UNDP to ensure that the exercise is carried out successfully.

EXPECTED DELIVERABLES

- A Robust Report would be produced by the Consultant containing broad findings and recommendations on each of the three key objectives of the workshop as stated above.
- The Report (especially the way forward) shall be presented to key functionaries of the State government in a 20-30 minutes seminar by the Consultant at the state.

REQUIREMENT

- Interested Consultant should submit a detailed proposal (technical and financial) for the advocacy/sensitization workshop on or before 14th October, 2009. This proposal shall describe in detail the proposed method for carrying out the advocacy reflecting the objectives of the workshop as well as time lines for the assignment. Consultant to note that this assignment is expected to commence 19th October, 2009 and be completed 20th November, 2009.
- The proposal shall be accompanied by a detailed resume of each team member.

Submission of Proposal

Interested Consultants to send Expression of Interest (EOI) in 5 copies on or before 9th October, 2009 by 4PM. All EOIs must be sealed and marked "NOT TO BE OPENED" AND ADDRESSED TO:

**SSA to the Governor on Special Projects & Due Process,
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Makurdi**

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**Terms of Reference: Consultancy to Conduct Mapping and Capacity Assessment of Community Based Organizations and Selected Service Providers
SLOT 6**

Background: Nigeria, Africa's most populous with a population of 140 million has a median HIV prevalence of 4.6%. Although the prevalence is comparatively low, because of the sheer size and population, Nigeria has the second largest HIV and AIDS epidemic in the world and the largest in the West Africa region with higher prevalence among women and girls. In spite of the concerted efforts in halting and reversing the spread of the HIV and AIDS epidemic in Nigeria, major challenges still exist in technical, socioeconomic, and cultural areas.

Within the context of the technical and institutional constraints, there are existing capacity gaps for effective planning, budgeting, coordination and delivery of HIV and AIDS related services, as well as monitoring and evaluation of

responses. The pervasive weakness at the LGA and their inadequate capacity is recognized as a major impediment to social and economic development in Nigeria

Another major capacity constraint at the Local Government structure level is caused by inadequacy of strategic information that will permit effective utilization of data- as such, the NNRIMS need to be strengthened at the National and State level and simplified at the LGA level for effective service delivery. There are also capacity constraints of Community Based organizations and Civil Society to effectively plan, implement, monitor and evaluate programme.

The capacity strengthening for strategic planning and implementation of the HIV and AIDS response project is jointly supported by the Korean government and UNDP to address the identified capacity gaps. In line UNDP comparative advantage and ongoing UNDP activities, the project strategy is to strengthen institutional and technical capacities to coordinate and implement HIV and AIDS services at State and LGA level.

Within this context, a capacity assessment and a mapping of the service providers will be carried out towards identifying capacity gaps in access to services at the State and LGA level

Location: Identified 4 Local Government Areas in Benue State

Specific Tasks

The consultant will work for a period of 40 working days and will carry out the following tasks

Step 1: Mobilize and Design Phase: Engage Stakeholders on Capacity Development;

Objectives:

The objective is to identify and evaluate the major functions or processes with aim of defining the problem areas, which will then be further addressed in subsequent steps

The Approach: The consultants will undergo an orientation and planning session which include orientation and training on the UNDP capacity assessment methodology, work plans for the for the scoping mission , the processes, timelines will be defined and the tools will be adapted towards State and LGA contexts. Details of the orientation and scoping mission will be defined by UNDP.

Expected Outputs:

- Orientation, and discussions on the UNDP capacity assessment methodology and adaptation of the framework, processes and tools (assessment worksheets, interview guides, supporting documents to be used and reporting guidelines) to suit State and LGA context.
- Consensus on modalities and processes for the capacity assessment with the state and LGA counterparts, including the Community Based Organizations and other service providers.
- Capacity Assessment Work plan developed with definitive milestones for implementation.
- Orientation workshops at the state and at the LGA to kick start the process facilitated.
- Stakeholders engaged for the capacity assessment at the State and LGA level with the formation of the State and LGA Capacity Assessment team.

Step 2: Conduct Capacity Assessment

Objectives:

The capacity assessment will evaluate capacity assets and needs in the key functional capacities areas identified in Step 1. The results of this process will in turn result in the formulation of a capacity development plan, including immediate and longer-term initiatives, and to serve as a baseline against which to measure the success of strategic interventions.

Specific objectives of the exercise would be to:

- Mapping of the existing service providers within the context of prevention, treatment, care and support and cross cutting interventions at the facility and CBO level.
- Assess existing capacities of the Community Based Organizations and service providers as well as ongoing capacity development initiatives;
- Come up with specific technical capacity needs in the form of comprehensive strategy;
- The proposed actions should have a short term and a long term focus that looks at the sustainability requirement and links with current financing mechanisms;
- Facilitate a workshop for the LGA and State Level Stakeholders to validate findings of the Capacity Assessment and to prioritize capacity needs and assesses.
- Prepare indicative costing for the implementation of the Capacity Development Strategy

Approach:

- The focus of the assessment will be confirmed during Step 1 and is expected to focus on institutional, functional and technical capacity within the context of service delivery for prevention, treatment, care and support and other related services, and identification of the gaps in uptake of services already in place at the LGA and community level. Facilitated by the National and state consultants, UNDP team and other UN agencies, the SACA, LACA and representative from the Civil Society, the capacity assessment team will identify appropriate stakeholders to involved in the assessment process; and administer the tools. The capacity needs identified at this stage will be used for formulation of the long-, medium- and short-term Capacity development strategies.

Expected Outputs:

The output of the capacity assessment will be an analysis of existing functional capacity assets against future capacity needs, and identification of the gaps in uptake of services already in place at the LGA and community level as well as the formulation of a capacity development plan, with prioritized capacity development initiatives and investment level required.

For Civil society and service providers, a mapping and profile of the existing CBO and service providers at the identified LGA within the CBO profile template.

Facilitation of stakeholder meetings at each LGA and at the State to validate findings and to determine capacity development priorities.

Step 3: Develop a Costed Capacity development Plan

Objectives: The objective is to develop and cost a capacity development plan based on the priorities identified from the needs assessment

Approach:

Based on the results of the capacity assessment, technical assistance will be provided to develop a capacity development plan. This will be done in a participatory manner, using the UNDP capacity development guidelines. Capacity development will include short, medium and long term initiatives towards LGA capacity development

Expected Outputs:

A costed capacity development plan

Stakeholder workshops

4. Any other task as specified by the UNDP

Entry Points: The entry points are defined as the SACA, the LACA, and Federal Ministry of Health/Primary Health Care Development Unit of the Ministry of Local government Affairs, and Civil Society Networks who will identify and verify the CBOs at the community level

Summary of Expected Outputs:

Deliverable	Timeline	Period of Activity
Orientation of the consultants with the Capacity assessment Methodology; tools design, etc.	16 October 2009	To be worked and agreed to by SACA/UNDP/Consultant
Conduct a scoping mission and orientation of State and LGA stakeholders on the capacity assessment and development process; Set up LGA Capacity Assessment team	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Conduct desk reviews of relevant documents	To be worked and agreed to by SACA/UNDP/Consultant Continuous throughout assignment	To be worked and agreed to by SACA/UNDP/Consultant
Conduct the capacity assessment based on the UNDP capacity assessment methodology and tools in each of the LGAs	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Within the context of the assessment, Map key service delivery providers at the facility and non facility level in	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant

each LGA and create a service provider profile for each LGA		
Within the context of the capacity assessment, identify the type and nature of the services provided and linkages between facility and community based services, and the referral systems that exist between them	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Within the context of the assessment, Identify the gaps in uptake of services already in place at the LGA and community level	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Develop a profile of the main CBO and facility based service delivery providers, organized into thematic area of service delivery in the LGAs in Benue State.	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Facilitate validation meetings at the LGA level.	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Facilitate validation meetings at the State level	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Develop and cost a capacity development plan	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Facilitate validation meetings at the State level	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Report Writing to produce two reports: 1. Capacity assessment report of the identified CBOs and service providers based on the UNDP capacity assessment guidelines as adapted by the State 2. a profile of the main	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant

CBO and facility based service delivery providers, organized into thematic area of service delivery in the LGAs in Benue State		
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Duration: Not more than 40 days. Due to budget constraints, the consultant to be engaged is to be resident at the State. Interstate DSA and travel will not be supported as additional fees.

Consultant's Profile:

Education:

- Post Graduate degree in Health, Social Sciences or related field

Experience and skills

- 5 years of relevant experience in HIV/AIDS programming
- Experience in providing institutional support at state and LGA levels
- At least 3 years demonstrated experience in supporting capacity development Good writing and reporting skills
- Competence, good knowledge and cognitive experience on HIV/AIDS situation and response in Nigeria

Competencies:

- Recognizes & responds appropriately to the ideas, interests, & concerns of others; gives credit to the contributions of others
- Ability to think strategically and solve problems;
- Excellent information technology skills, including word-processing, database applications, presentation software and Internet;
- Excellent communication and relationship skills including ability to work as a team
- Excellent written and oral communication skills
- Excellent interpersonal skills and the ability to work in multicultural settings and with inter disciplinary teams
- Documentation skills
- Demonstrates substantive and technical knowledge to meet responsibilities and consultancy requirements with excellence and minimum supervision

Language Requirements:

Fluency (both in Written and Spoken English).

Remuneration: NOB – 12500-20000/day, based on UNDP Rules and Regulations

Submission of Proposal

Interested Consultants to send Expression of Interest (EOI) in 5 copies **within one Week of the Advert**. All EOIs must be sealed and marked "NOT TO BE OPENED" AND ADDRESSED TO:

**SSA to the Governor on Special Projects & Due Process,
Governor's office
Government House
Makurdi**

**Office of Special Assistant to the Executive Governor of Benue State on International Cooperation with
support from the
United Nations Development Programme-Nigeria**

Terms of Reference: Consultancy to Conduct Mapping and Capacity Assessment of SACA, and Civil Society Coordination Entities at the State Level and Identified LACA in Benue State

SLOT 7

Background: Nigeria, Africa's most populous with a population of 140 million has a median HIV prevalence of 4.6%. Although the prevalence is comparatively low, because of the sheer size and population, Nigeria has the second largest HIV and AIDS epidemic in the world and the largest in the West Africa region with higher prevalence among women and girls.

In spite of the concerted efforts in halting and reversing the spread of the HIV and AIDS epidemic in Nigeria, major challenges still exist in technical, socioeconomic, and cultural areas.

Within the context of the technical and institutional constraints, there are existing capacity gaps for effective planning, budgeting, coordination and delivery of HIV and AIDS related services, as well as monitoring and evaluation of responses. The pervasive weakness at the LGA and their inadequate capacity is recognized as a major impediment to social and economic development in Nigeria

Another major capacity constraint at the Local Government structure level is caused by inadequacy of strategic information that will permit effective utilization of data- as such, the NNRIMS need to be strengthened at the National and State level and simplified at the LGA level for effective service delivery. There are also capacity constraints at the level of Civil Society Organizations to effectively plan, implement, monitor and evaluate programmes.

The capacity strengthening for strategic planning and implementation of the HIV and AIDS response project is jointly supported by the Korean government and UNDP to address the identified capacity gaps. In line UNDP comparative advantage and ongoing UNDP activities, the project strategy is to strengthen institutional and technical capacities to coordinate and implement HIV and AIDS services at State and LGA level.

Within this context, a mapping and capacity assessment of the SACA and LACA and Civil Society Constituent Coordinating Entities will be carried out at the State and LGA level.

Location: SACA and LACA of 4 LGAs in Benue State, and Constituent Coordinating Entities at the State level.

Scope of Work: The scope of work will be within the following steps:

Step 1: Mobilize and Design Phase: Engage Stakeholders on Capacity Development;

Objectives:

The objective is to identify and evaluate the major functions or processes with aim of defining the problem areas, which will then be further addressed in subsequent steps

The Approach: The consultants will undergo an orientation and planning session which include orientation and training on the UNDP capacity assessment methodology, work plans for the for the scoping mission , the processes, timelines will be defined and the tools will be adapted towards State and LGA contexts. Details of the orientation and scoping mission will be defined by UNDP.

Expected Outputs:

- Orientation, and discussions on the UNDP capacity assessment methodology and adaptation of the framework, processes and tools (assessment worksheets, interview guides, supporting documents to be used and reporting guidelines) to suit State and LGA context.

- Consensus on modalities and processes for the mapping and capacity assessment with the state and LGA counterparts, including the CSO Constituency entry points.
- Mapping and Capacity Assessment Work plan developed with definitive milestones for implementation.
- Orientation workshops at the state and at the LGA to kick start the process facilitated.
- Stakeholders engaged for the capacity assessment at the State and LGA level with the formation of the State and LGA Capacity Assessment team.

Step 2: Conduct Capacity Assessment

Objectives:

The mapping and capacity assessment will evaluate capacity assets and needs in the key functional capacities areas identified in Step 1. The results of this process will in turn result in the formulation of a capacity development plan, including immediate and longer-term initiatives, and to serve as a baseline against which to measure the success of strategic interventions.

Specific objectives of the exercise would be to:

- Map and Create a profile of Constituent Coordinating Entities at the State level Using a template
- Assess existing capacities of the SACA and LACA as well as ongoing capacity development initiatives;
- Come up with specific technical capacity needs in the form of comprehensive strategy;
- The proposed actions should have a short term and a long term focus that looks at the sustainability requirement and links with current financing mechanisms;
- Prepare indicative costing for the implementation of the Capacity Development Strategy

Approach:

- The focus of the assessment will be confirmed during Step 1 and is expected to focus on functional institutional and technical capacity within the context of an enabling environment and organizational and technical capacity for the SACA and LACA to function and to carry out its mandate. Facilitated by the National and state consultants, UNDP team and other UN agencies, the SACA, LACA and representative from the Civil Society, the capacity assessment team will identify appropriate stakeholders to involved in the assessment process; and administer the tools. The capacity needs identified at this stage will be used for formulation of the long-, medium- and short-term capacity development strategies.

Expected Outputs:

1. A CSO Profile of the Existing Constituencies in the State and An analysis of existing functional capacity assets against future capacity needs, and identification of the gaps in uptake of services already in place at the State level .
2. An analysis of existing functional capacity assets against future capacity needs, and identification of the gaps in uptake of services already in place at the LACA .
3. An analysis of existing functional capacity assets against future capacity needs, and identification of the gaps in uptake of services already in place at the SACA .

Step 3: Develop a Costed Capacity development Plan

Objectives: The objective is to develop and cost a capacity development plan based on the priorities identified from the needs assessment

Approach:

Based on the results of the capacity assessment, technical assistance will be provided to develop a capacity development plan. This will be done in a participatory manner, using the UNDP capacity development guidelines. Capacity development will include short, medium and long term initiatives towards LGA capacity development

Expected Outputs:

A costed capacity development plan for the Constituencies, the SACA and the LACA based on the findings

4. Any Other Task as specified by the UNDP

Entry Points: The entry points are defined as the SACA, the LACA, and , the Ministry of Local government Affairs, and Civil Society Networks at the State level

Summary of Expected Outputs:

Deliverable	Timeline	Period of Activity
Orientation of the consultants with the Capacity assessment Methodology; tools design, etc.	16 October 2009	To be worked and agreed to by SACA/UNDP/Consultant
Conduct a scoping mission and orientation of State and LGA stakeholders on the capacity assessment and development process; Set up LGA Capacity Assessment team	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Conduct desk reviews of relevant documents	To be worked and agreed to by SACA/UNDP/Consultant Continuous throughout assignment	To be worked and agreed to by SACA/UNDP/Consultant
Conduct the mapping and capacity assessment of the CCEs, SACA and LACA based on the UNDP capacity assessment methodology and tools.	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant

Within the context of the capacity assessment, identify the intra and interconstituency linkages, and linkages with SACA and LACA.	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Within the context of the assessment, Identify the gaps in uptake of services already in place at the State and LGA level	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Develop a profile of the main CCEs and Major CSO Network, at the State level based on UNDP template	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Facilitate validation meetings at the LGA level.	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Facilitate validation meetings at the State level	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Develop and cost a capacity development plan	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Facilitate validation meetings at the State level	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant
Report Writing to produce: 1. Mapping and profile of the CCEs and Major NGOs at the State level 2. Capacity assessment report of: 1) the identified SACA, 2) LACA and 3) CCEs and Major NGOs based on capacity assessment guidelines as adapted by the State	To be worked and agreed to by SACA/UNDP/Consultant	To be worked and agreed to by SACA/UNDP/Consultant

Duration: Not more than 40 days. Due to budget constraints, the consultant to be engaged is to be resident at the State. Interstate DSA and travel will not be supported as additional fees.

Consultant's Profile:**Education:**

- Post Graduate degree in Health, Social Sciences or related field

Experience and skills

- 5 years of relevant experience in HIV/AIDS programming
- Experience in providing institutional support at state and LGA levels
- At least 3 years demonstrated experience in supporting capacity development
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Competencies:

- Recognizes & responds appropriately to the ideas, interests, & concerns of others; gives credit to the contributions of others
- Ability to think strategically and solve problems;
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- Excellent written and oral communication skills
- Excellent interpersonal skills and the ability to work in multicultural settings and with inter disciplinary teams
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**SSA to the Governor on Special Projects & Due Process,
Governor's office
Government House
Makurdi**

Office of Senior Special Assistant to the Executive Governor of Benue State on Special Projects and Due Process with support from the United Nations Development Programme-Nigeria

**TERMS OF REFERENCE
SLOT 8**

PROGRAMME: Capacity for Governance Programme

ACTIVITY: Strengthen People's Voice for Accountability

Background Information:

It is widely held that about 50% of projects in Nigeria are dead even before they commence. 25% of projects actually get "completed" and commissioned with huge fanfare. Unfortunately, most of these projects do not work beyond the day of commissioning due to lack of monitoring and continued accountability. Instead of adding value, they become economic drain pipes. These projects have structures complete with boards of directors, management teams, budgetary allocations and capital votes year after.

A growing volume of empirical analysis demonstrates that corruption hinders growth (economic, social, and physical) and investment, reduces the resources available for infrastructure, public services and poverty reduction programmes, aggravates poverty and inequality, and thus hurts the overall wellbeing of the people. Enforcing procurement guidelines is, therefore, critical in the success of most governance initiatives.

Benue State Government recognises the role of CSOs in supporting public accountability and consequently acknowledges same in the Our Benue Our Future development blueprint "**to awaken the consciousness of organs of civil society as stakeholders in the conduct of governance**".

Role and Justification of CSOs in strengthening Accountability

The Civil Society Organisation (CSOs) has over the years assumed an important role that could no longer be ignored in governance. The CSOs alongside the media are now regarded as the watchdogs of the government, a role that has been played with significant success over the years. Thus, the necessity of bringing in the CSOs and strengthening their capacity in monitoring development projects is not only laudable, but very important and in fact germane to effective and efficient management of public funds and eventually efficient service delivery and good governance.

Furthermore, the existence of efficient CSOs at National, State and Local Government levels suggests their suitability to monitor the implementation of budget and development projects generally, thus leading to the improvement of public service delivery whose outcomes will include increased efficient and more transparent budget management in Nigeria. Developing and strengthening the capacity of CSOs will definitely increase their awareness about process and procurement procedures. It will also enhanced their knowledge of corruption and empower them to expose and denounce corrupt behaviour.

Considering the impact of corruption and increased awareness on the need to enhance good governance and transparency in the execution of development project, UNDP has decided to support this capacity building project for CSOs in Benue State.

Purpose

The main purpose of this intervention is to provide a credible platform for strengthening people's voice for accountability in Benue state. The platform will engage government in budget formulation, tracking and reporting as well as monitoring performance of development projects thus complementing the oversight functions of the legislature. The platform will also facilitate enactment of Public Procurement Law

The main objectives of the project include:

- To build capacity of CSOs towards playing their role for an accountable public service
- To enhance transparency, accountability and efficiency in the award and implementation of development projects at State and LGAs through the use of a multi-sectoral approach.
- To strengthen public support for anti-corruption programmes and enhance public transparency and accountability in administrative, financial and business, including governmental transactions.
- To encourage all parties engaged in corporate and government business to operate at the highest level of integrity.
- To ensure effective take off the proposed Public Procurement Act and other laws and policies on anti-corruption programmes.
- To enhance partnership between CSOs and the public sector agencies – EFCC, ICPC and the Bureau of Public Procurement in checking wastages in procurement process and improving contract performance level.
- To enhance CSOs participation in the budgetary/procurement process at national, state and LGA levels.

Specific Tasks

- Identification/mapping of CSOs with specialization in budget tracking and monitoring; and development project monitoring and evaluation.
- Identify and select credible CSOs to join Development Watch Network.
- Organize capacity building training for the selected training utilizing existing training manual. Selected consultant(s) can update and/or adapt the existing manual as may be required.

The Project deliverables:

- Database of credible CSOs in the respective state
- Trained CSOs on budget tracking and development project monitoring and evaluation
- Strengthening of membership of Development Watch Network

Qualification for Enrolment/participation by CSOs

Interested CSOs should their profile, noting particularly but not limited to their:

- (i) Demonstrable training ability
- (ii) Proven strong networking ability
- (iii) Good understanding and clear knowledge of the contents of the Procurement Act 2008 as amended.

Evaluation Criteria

- Years of experience
- Registration with Corporate Affairs Commission and/or other relevant government agencies.
- 2 year audited reports
- Technical competence and ability to train
- Partnership and networking with other CSOs
- Detailed proposal and workplan
- Organization and staff profile.

Project Duration: 1 month

Information provided by interested CSOs wishing to be part of the DWN shall be verified before commencement of the Capacity building programme. Interested CSOs to send Expression of Interest in 5 copies on or before Friday 9th October 2009 by 4PM to:

Development Watch Network (DWN)- Benue State

ASHBY House

7 New Bridge Road

PO Box 1819

Makurdi

08036423558, 07039032102, 08063895571

email dev-netbenue@yahoo.com