Terms of Reference for the Engagement of Organizational Development Consultant for the Organizational Effectiveness and Building KDBS for Sustainability in Data Management, Strategic Leadership and Behavioural Management

Background

The demand for data for decisions in Kaduna State is high because of the government's broad reform agenda that drives the Kaduna State Development Plan. Over the past 5 years, the Bill and Melinda Gates Foundation (BMGF, hereafter referred to as the foundation) data strengthening investments in collaboration with the Kaduna State Government (KDSG), using the Kaduna Bureau of Statistics (KDBS, hereafter referred to as the Bureau) as a gateway for strengthening survey and routine data at the state level, have been able to solve for specific technical inadequacies of the Bureau in the survey value chain.

Furthermore, the foundation has been building KDBS's capacity for data service, e.g., building the Kaduna State Government (KDSG) data lab, data management value chain, ensuring technologically driven data collection systems, and providing data support to ministries, departments, and agencies (MDAs). The KDSG data lab investment exemplifies the use of technology and analytics to provide evidence-based insights on sector-specific continuums on achieving the SDGs.

Implementing the KDBS investment has contributed to the bureau's technical transition to a data service provider and official source of government statistics in Kaduna State based on the KDSG Data Revolution Plan. However, more effort is needed in building the institution's technical capacity. The organization's effectiveness in delivering on its goals (both productivity and in-service quality) needs to be in place, operationalized, and institutionalized.

The success of the investment with the KDSG and KDBS, in particular, has been achieved around the technical implementation of the surveys, namely the health facility census and general household survey, and data analytics via the data lab investment with significant traction on the provision of data for decision-making, the organizational strengthening component of the Bureau remains a critical driver and a key risk factor in ensuring sustainability and institutionalization of the successes achieved to-date, including scaling successes from the health sector to other sectors measured using KDBS platform as the current grant cycle reaches its final investment year. Furthermore, we hypothesize that organizational effectiveness will

ensure the maintenance of the core mandate of the Bureau as a data service provider.

Given the aforementioned, NFTI is seeking an organization development consulting firm to support the implementation of an effective organizational strategy to enhance the bureau's organizational structure, identify skills gaps, and develop implementation approaches to achieve transformational reforms that can help the bureau maintain its data management capabilities and drive sustainability in its activities.

Location

The scope of work for the implementation of this SOW will take place in the Kaduna Bureau of Statistics, Kaduna State.

Scope of Work

The scope of work for the assignment provides the institutional arrangement for the achievements of the deliverables under the terms of reference. The primary aim of this contract is to provide organizational effectiveness support that will build capacity and capabilities for institutionalization and sustainability as follows:

1) **Setting the baseline for organizational effectiveness**

   - Develop and administer competency assessment to understand skill gap areas within the various departments and units of the Bureau and generate a work plan to address the skills gap through focused learning.

   - Planning an organizational diagnostics to understand how to optimize better integration between senior-level management and mid to lower-level management

   - Upgrade and build lesson plans and a strategic capacity development curriculum on leadership and organizational development for all staff levels. This curriculum provides blended learning based on OD specialists' competency and skill gap assessments.

2) **Behavioral and Change Management**
   - Determine human resourcing requirements, how best to ensure fit for purpose in terms of the quantity and quality of talents required at the Bureau, and how best to support change management of the Bureau in achieving those requirements.

3) **Strengthening documentation and knowledge management**
   - Support NFTI to document key processes and procedures relating to the technical component of the data management, pipelining, and analytics processes, which include documentation on existing legacy systems like Health Facility Analytics, Integrated Supportive Supervision, and General Household platforms

4) **Strengthening resource mobilization**
   - Plan OD capability on developing and operationalizing a resource mobilization plan for revenue mobilization and develop a "go-to guide" for undertaking survey and data analytics exercises for external partners to attract funding from PPP and development partners.
   - Build capacity for preparing operational and capital budgets to support the bureau's optimal operation, including updating and maintaining technology infrastructure and other assets.
   - Develop accountability reporting and governance framework for transparently reporting on expenditure line items relating to external revenue sources.

Timeline for Implementation

The implementation timeline is two (2) years, with applicable milestones and deliverables to be achieved during the bureau's rollout of the OD programs.

Qualifications of the OD Consultant

The consulting firm should have the following qualifications.

- Senior Level Managers with a minimum Degree in Management Studies, Organizational Development, or any related field.

- At least 5 years of demonstrated knowledge and experience in supporting similar typed government organizations, conducting and facilitating organizational development, including feasibility studies and sustainability modeling.

- Ability to conduct strategy reviews, assessment, governance, Project Management, HR, and MEAL

- Knowledge and experience in using participatory approaches and innovative techniques with organizational leadership.

- Knowledge of successful fundraising

- Excellent analytical and report-writing skills

- Ability to communicate complex strategy into simple, actionable activities for implementation.

How to Apply

Interested firms are encouraged to submit a response to the terms of reference articulating the following:

- Proposed understanding, methodology, capacity statement, timelines, and CVs of the proposed experts

- Track record of previous work and three references NFTI can contact.

- Budget on the cost implications for the proposed scope of work based on the ToR.

All responses should be e-mailed to **contracts@natviewfoundation.org** with a clear subject heading **Organisational Development - Response to NFTI/KDBS OD ToR on or before 8th April 2024**