

TERMS OF REFERENCE

HUMAN CAPITAL DEVELOPMENT (HCD) CONSULTANT BORNO

Lafiya Programme

Activity code:	
Date of Draft: 1 st July 2020	Consultant(s) Reporting to <i>[person within programme to coordinate the task]:</i> Dr Susan Gana Okonkwo, State Team Lead
Decision Date: 1 st July 2020	Responsible for Sign-off of SoW/ToRs <i>[person within programme to sign-off ToRs]:</i> Dr Gwarzo (Interim National Team Lead)
SOW Status: For Approval	Person responsible for Quality Assurance (QA) and technical sign-off <i>[on completion of task by consultant(s)]:</i> Regina Afiemo (Lafiya Programme Outcome-1 Lead)

1. Background and Purpose of Assignment

Support for Health in Nigeria - Lafiya programme. Lafiya will be delivered at federal level, as well as with a focus on targeted states (Borno, Jigawa, Kaduna, Kano and Yobe) with activities tailored for each specific state instead of a “one size fits all” approach.

The objective of Lafiya is to improve health outcomes for the poorest and most vulnerable in Nigeria through the following interlinked outcomes (1) increased resources invested in health, and prioritisation of health by the Government of Nigeria (through civil society advocacy on human capital, community accountability for health; and use of data to inform government prioritisation of health); (2) improving effectiveness and efficiency of public and private basic health services (through health system strengthening, and working with the private sector to improve delivery of affordable health services for the poorest populations); and (3) increasing the modern contraceptive prevalence rate (through addressing social norms, demographic impact analysis, and support to family planning demand creation and delivery of services).

These outcomes will be achieved through a “joined-up, One-Team” delivery of the following outputs:

- i. **Output 1** “Advocacy & Accountability”: Increased demand for affordable basic health services through community accountability, and increased prioritisation of human capital (health, education, nutrition, WASH) through civil society advocacy
- ii. **Output 2** “Data for delivery / health prioritisation”: Improved awareness and prioritisation by senior leadership in Government of Nigeria, using data in line with a “delivery-type” approach
- iii. **Output 3** “Technical Assistance to maximise Government of Nigeria resources and efficiency”: Improved efficiency of existing resources for delivery of health services
- iv. **Output 4** “Private sector”: Improved effectiveness of private sector in delivering affordable basic health services
- v. **Output 5** “Demographics and Family Planning”: Supporting family planning services through demand creation and addressing social norms/behaviour change including analysis and communication of the wider impact of demographics.

2. Options Consultancy Services Limited

As a member of the Lafiya consortium, Options Consultancy Services (Options) will provide support to advocacy and accountability approaches which aim to raise the human capital profile at federal and state levels and contribute to improved human capital outcomes (health, nutrition, WASH and education) at federal level and in targeted states. Lafiya aims specifically to prioritise and increase domestic funding to health, but will collaborate with other DFID programmes and implementing partners on other sectors including WASH, nutrition and education.

Options Consultancy Services Limited was established in 1992 and is a wholly owned subsidiary of Marie Stopes International. We are a consultancy organisation providing technical and management expertise in the health and social sectors to governments and international development partners to transform the health of women and children. We provide information, expertise and influence to governments, health workers, NGOs and businesses to catalyse change so that health services can be accessed by the people who need them most.

3. Background

The World Bank announced the Human Capital Project in 2017 and defines human capital as “the knowledge, skills, and health that people accumulate throughout their lives, enabling them to realize their potential as productive members of society. The World Bank believes that to end extreme poverty and create more inclusive societies, countries need to invest in people through nutrition, health care, quality education, jobs and skills.”

In the Human Capital Index compiled in 2018, Nigeria ranked 152 out of 157 countries with poor performance on the key components of child survival, expected years of schooling and quality of learning, adult survival rate and nutrition. The World Bank, DFID and other development partners are working with the Nigerian Government to address these issues, acknowledging that the low levels of human capital in Nigeria will have dangerous consequences both within and beyond Nigeria’s borders, increasing vulnerability to pandemics, forced migration and further conflict.

The UK Lafiya programme aims to increase the political profile of human capital (with a particular focus on health, while also considering nutrition, WASH and education), and the Government of Nigeria’s investments in human capital at the national and state levels. This will include clear communication of data for political advocacy. Targeted advocacy will be based on political economy analysis. This advocacy is beyond the health sector, and therefore will need to be done in close collaboration with the implementing partners delivering the DFID funded education (PLANE), nutrition/WASH programmes and other DFID human development programmes. The UK support through Lafiya should be in line with the Government of Nigeria’s Human Capital Development vision and may include piloting of the Human Capital Development vision at the state level.

4. Purpose and Objectives of the assignment

The purpose of this assignment is to support the development of Lafiya’s plan to support the implementation of Nigeria’s HCD vision in Borno with a particular focus on health but working closely with other actors involved

in addressing the other components of HCD in Borno e.g. the World Bank and DFID education, WASH and nutrition programmes (this will include PERL, WISH, PLANE, SHAWN2 and LINKS). The findings of this consultancy will provide the Lafiya implementation team with an in-depth understanding and analysis of how we can support the piloting and implementation of the Human Capital Vision in Borno.

We see the assignment as having three main components:

- 1) Providing an in-depth analysis and understanding of the Nigerian Human Capital Development Vision in Borno, including institutional arrangements for implementing it and progress or challenges to date. This will include in-person meetings and introductions with key government ministries, departments and agencies and other institutions including Borno Governor, Commissioners of human capital sectors and partners.
- 2) Collecting recent, reliable data across the six HCD outcomes, working closely with Output 2 and Output 3, to establish a state baseline.
- 3) Identifying key actors, including civil society organizations, who can be engaged in human capital platforms and work with the Output 1 team to assess what form these platforms should take, how they should operate and strengths and weaknesses that would need to be targeted with capacity strengthening activities.
- 4) Informing Lafiya programme strategies on how to support the pilot and roll-out of the HCD Vision in Borno.
- 5) Feeding into discussions on the development of indicators to measure human capital development under the Lafiya logframe, including advising on available data sources, means of measurement and limitations.

We envisage that the assignment will use political economy analysis approaches, including literature reviews and contextual analysis, key informant interviews, stakeholder mapping, influence and interest matrices and examinations of how power operates including values, motivations and allegiances. The consultant will be expected to liaise with the Lafiya team, Options' colleagues and the Lead HCD consultant working at federal level on the precise methodology and tools that will be employed.

The output of the assignment will be an HCD support strategy to guide how the programme can best support the HCD Vision in Borno. This will be developed in consultation with the Lafiya team. The HCD support strategy will detail the definition and exploration of what the HCD Vision is in Borno, what it means in our context, and how we can accelerate government investment in human capital (with particular focus on health sector investment). The Strategy will also include:

- Identification and justification of the HCD platforms through which CSOs will be convened.
- Identification of change agents who have the potential to be HCD Champions.
- Recommendations and guidance on available data sources, means of measurement and limitations that can be used to compile a human capital profile score.
- Support the development of a plan and roadmap for the state-led pilot of the HCD Vision in Borno.

5. Deliverables

- An HCD PEA report detailing: HCD context and institutional arrangements, stakeholders mapping, platforms and champions in Borno.
- A roadmap for how Lafiya can support a pilot and implementation of Nigeria's HCD Vision in Borno.
- Baseline assessment for key HCD indicators.
- HCD support strategy for Lafiya to guide how the programme can best support the implementation of Nigeria's HCD vision in Borno including identification of HCD platforms, change agents etc.

6. Lines of Reporting

The Consultant will report to Lafiya Programme Outcome 1 Lead, Regina Afiemo, for all technical matters and deliverables and maintain close liaison with the Lead federal HCD consultant. All documentation produced as part of the assignment will be reviewed by Options' Technical Team and final approval given by Lafiya Programme Outcome 1 Lead and the Lafiya National Team Lead. The consultant shall participate in regular

video-conferencing calls as per the Lafiya Programme Outcome 1 Lead request. For all contractual matters, the consultant will communicate with Options Programme Manager.

7. Security

Any travel within Nigeria will need to be discussed and approved with International SOS.

8. Timeframe

The assignment will begin on 17th August 2020 and end on 5th September. The consultancy will be for a maximum of 13 days, but these days will not all be used consecutively. Satisfactory completion of tasks will be determined by Lafiya Programme Outcome 1 Lead, Regina Afiamo and the National Team Lead. Payments approved by Options Programme Manager. Payments will be made upon successful delivery of milestones.

9. Outputs and Payment schedule

Deliverables detailed below, will be paid upon approval of Milestones as detailed below. The Consultant may invoice Options after the completion and approval of each Milestone independently. All values will be in Great British Pounds.

Deliverable	Description	LOE	Due Date	% Payment
Contract signed & briefing	Agreed contract, briefing with Outcome 1 Lead and technical team on objectives, methodology and tools to be used.	1	August	20%
Desk Review & Tool Finalization	Review existing materials and information available on HCD in Borno, adapt PEA tools to suit the context.	1	August	20%
Implement PEA	Fieldwork, including meetings, interviews and further desk-research	7	August	20%
PEA Report and Strategic Recommendations	<p>PEA report summarizes all desk-research, interviews and stakeholder mapping and meetings, interest and influences matrices conducted at state level as part of the PEA.</p> <p>The report should provide recommendations for Lafiya support strategy development and key considerations for discussion with the wider team. This will include:</p> <ul style="list-style-type: none"> • Baseline HCD indicators, including HCD outcomes and any other necessary indicator collection • Identification of HCD platforms, justification and membership • Identification of change agents 	3	August	30%

	<ul style="list-style-type: none"> • Guide on how to support implementation. 			
Briefings with senior Lafiya team	To provide updates and insights to the senior Lafiya team, attendance at meetings and involvement in consultations as required	1	September	10%
Total Days		13		

1. Consultant's Requirement:

Options is seeking a Consultant with the following qualifications:

- Postgraduate medical qualification, or a PhD in the Social Sciences/Health Policy with at least 3years post qualification experience, or a Master's degree with 7years post qualification experience.
- Research skills – Epidemiology, Statistics and Qualitative study with a focus on key areas of Human Capital Development with a minimum of 7years post qualification experience.

Verifiable experience in the following areas:

- Human Capital Development and discussion around HCD reporting frameworks and tracking mechanisms
- Stakeholders mapping and strategic engagement
- Conducting multi-sectoral PEA
- Government of Nigeria (GoN) policies and strategy on HCD, policy reviews and analysis
- Civil Society advocacy and accountability mechanisms
- Strategy development
- Innovative and Sustainable Financing
- Multi-sector Project Management in health, education, sustainable livelihood

Annex 1: Due Diligence Checklist for TOR

The following checklist needs to be completed by the person responsible for drafting the Terms of Reference.

Programme	Lafiya						
Title of Assignment	Political Economy Analysis for HCD - Borno						
Name of person responsible for drafting the TOR	Patricia Doherty						
Final sign-off (Team Leader or STS)	Sarah Fox						
Potential area of risk	Checklist questions	Yes (✓)	No (✓)	If yes, please give details	If the answer is yes to a question, the following checks are needed		
					Reference check (HR)	Social media check (HR)	Dow Jones check (L&C)
Safeguarding	1. Will this role include regulated activity ¹ relating to children or vulnerable adults or both?		✓		X	X	
Fraud, bribery, corruption	2. Will this role involve the handling of money (such as an advance for activities)?		✓		X	X	X
Political activity	3. Will this role include formal interaction or exposure to high-profile stakeholders (such as political appointees)?		✓		X	X	X

¹ 'Regulated activity' means roles/tasks carried out by applicants in relation to children and vulnerable adults

Association with terrorist organisations/financing terrorism	4. Is the location where the services are going to be delivered known to be a location ² where terrorists are active?	✓		The consultancy will be based in Borno State	X	X	X
Reputation of Options and Lafiya	5. Will this role provide a platform for considerable public exposure through high-level events (eg with senior government officials), social media or mass media?		✓		X	X	
	6. Does this role involve publicly handling ³ subject matters that are culturally sensitive and that need to be carefully managed within the local context?		✓		X	X	

² This should be based on the [FCO website](#) and include States that the FCO advises against all travel to.

³ Publicly handling means speaking in public, being publicly associated with or expressing a view about the subject matter in public