

FEDERAL REPUBLIC OF NIGERIA

MINISTRY OF MINES AND STEEL DEVELOPMENT

MINERAL SECTOR SUPPORT FOR ECONOMIC DIVERSIFICATION PROJECT

TERMS OF REFERENCE

Consultancy Services for the engagement of a Project Management Consulting Firm

1.0 INTRODUCTION

The Government of Nigeria is determined to diversify the economy to mitigate its overdependence on oil which has led the country into severe financial crises. It is in this vein that Nigeria has reached a consensus to diversify its economic base through the rapid development of its mineral opportunities. The Government has identified mining and agriculture as the strategic sectors for immediate attention.

To facilitate the development of the mining sector, Government intends to obtain a credit from the International Development Association for the implementation of the Nigeria Mineral Sector Support for Economic Diversification Project (MinDiver).

The project aims at catalyzing the process of economic diversification through the development of the mineral sector.

1.1 KEY RESULTS

Key results of this project will include:

- i. Increased availability of precompetitive geo-science data enhancing mineral transactions support and investor's effectiveness.
- ii. Institutional information systems integrated with multi-sector planning tools.
- iii. Incentives created for ASM formalization.
- iv. Improved environmental and social compliance by mining industry operators.

The proposed project is designed to deliver on the following thematic issues.

A. Removing the Barriers to Mining Sector Development that will involve:

- i. Strengthening mining governance, transparency, accountability and administration. This work stream will include:

- Updating the Policy, Legal and Regulatory Framework
 - Improve Organizational Efficiency
 - Administrative capacity Building
 - Mineral revenue management
 - Building independent oversight capacity
- ii. Strengthening Geological Knowledge and Information Infrastructure.
This work stream will include the following:
- Geo-data collection (detailed geophysics & geochemistry), interpretation / analysis and mapping
 - Prospectivity Analysis to identify potential targets and assigning exploration success probabilities based on deposit models
 - Support mineral asset transaction and valuation processes of selected mineral / mining targets and packaging for bidding rounds
- iii. Skills Building and Education Support for Mining Sector Development.
This work stream includes:
- Skills gap identification to sustain the New Mining Roadmap
 - Design of a comprehensive Education program, in collaboration with national and international institutions
- iv. Environmental and Social Performance. This work stream includes:
- An assessment of social and health related impacts and associated regulatory reforms
 - Support the selection and the establishment of an Environmental Information System (EIS) (preferred solution to be selected and sourced externally is required)
 - Support capacity building within government to access and use effectively the Environmental Information System (EIS)
 - Run a conflict assessment to identify potential risks, mitigation measures and put in place monitoring processes
 - Develop and implement gender equality programs for the mining sector.

- B. Catalyzing the Process of Economic Diversification through the Mining Sector by providing Transaction Support to both Government and private sector to move mining investment to contractual close, catalyzing the mineral sector for regional development and accelerating growth in the Artisanal and small scale mining. This will be actualized by:
- i. Developing measures for formalizing, regulating and inventorying artisanal and small-scale mining (ASM). This work stream includes:
 - Identification and definition of detailed measures, best practices, frameworks and training programs to support long term development and success for artisanal and small-scale mining
 - ii. Catalyzing the mineral sector for regional development. This work stream includes:
 - Develop specific plans for strategic resource-rich regions (Northeast, Northwest, Southwest), including also for example resource corridor analysis (DSS) or local content
 - iii. Implementing steps to enhance value-addition. This work stream includes:
 - Formulation of effective policy measures
 - Accreditation and certification of laboratories
 - Research and development (R&D) processes for new technologies, targeting background integration
 - Specialized training requirements
 - Analysis of economic drivers linking supply of industrial minerals with demand of construction materials
 - iv. Addressing access to finance and mineral sector investment climate constraints. This work stream includes:
 - Developing and implementing reforms to address access to finance and investment policy constraints, including assessment of investment entry constraints, investment entry reforms, improvement of access to domestic and regional markets, development of investment incentives

- v. Transaction Support, Identifying and Advancing ‘Proof of concept’ Investments. This work stream includes:
 - Identification of ‘proof of concept’ investments
 - Transaction support to the government, in collaboration with the organisations such as IFC, ...

The project intends to engage a Project Management Consultant (Firm) to support the implementation of the project.

2.0 OBJECTIVE

The main goal of this consultancy is to facilitate the application of Project Management techniques to the “MinDiver” project by following international standards (PMI or Prince2) to allow the consultant to apply five key process that are: Initiating, Planning, Executing, Monitoring and Controlling, and Closing.

The Project Manager Consultant will be responsible for the overall management and coordination of the implementation of the “MinDiver” Project, working in close coordination with the Project Implementation Unit (PIU) and the Project Coordinator.

The objective of the consultant to ensure the timely and efficient operations of the “MinDiver” project which will typically include, but is not limited to: a) Identifying requirements; b) Addressing the various needs, concerns, and expectations of the stakeholders in planning and executing the project; c) Setting up, maintaining, and carrying out communications among stakeholders that are active, effective, and collaborative in nature; c) Managing stakeholders towards meeting project requirements and creating project deliverables; d) Balancing the competing project constraints, which include, but are not limited to: Scope, Quality, Schedule, Budget, Resources, and Risks.

The consultant would be responsible for the quality (QA/QC) of technical, operational, organizational and administrative activities needed for efficient project implementation. The Project Management consultant will be charged to keep an strict project control as a “main Objective” so that at any given time he will ensure that his key staff are adequately trained in the running of the project

software and that the updated information is fed into the system on a daily basis (monitoring) allowing the World Bank to access through its “dashboard” or *project web-server* to the necessary information to assess project status before deviations might occurred.

The Project Manager consultant in collaboration with the Project Coordinator will oversee the “project management function” of the Project Implementation Unit (PIU) and address project deviations and any time delays are monitored/ corrected as well as contingency actions prepared to ensure the overall project runs according to the scope, quality and approved budget/ costs and follows including compliance with World Bank rules and internal operational procedures.

3.0 SCOPE OF SERVICE

The Project Management Consultant shall have the following specific tasks with the aim to assess, reduce and correct project deviations –during activity planning & task/ component’s implementation- linked to Scope, Quality, Schedule, Budget, Resources, and Risks.

❖ This PMO function will include;

- In consultation with the PIU and Ministry of Mines and Steel Development, organize annual work-plans, develop and implement a contract monitoring template/mechanism to ensure standard are followed.
- the overseeing and monitoring of the project charter through the Gantt chart and any other project management tool to ensure all specific activities are broken down into tasks & key milestones versus time, so that effective project management methods (forecast & optimization of paths) can be applied to keep a full “dashboard view” of the daily project activities. For day-to-day project monitoring and activity management the Project Manager consultant (PMC) and his team will support the role of the Project Coordinator (PC). The PM will be assisted by a professional project management team (certified PMP or Prince-2) so the coordinated work may run smoothly and timely.

- ❖ The PMC will ensure quality assurance, quality control, budget compliance and timeliness on all activities of the Project. The PMC will be responsible for ensuring that a *project server* is adequately maintained and fed with day to day project information comprising budget control and quality assurance of tasks. The PMC will also ensure that his key staff are adequately trained in the running of the project software and that the updated information is fed into the system on a daily basis. The criticality of this information will allow the World Bank to access through its “dashboard” or *project web-server* to all the necessary information to assess project status before deviations might occurred.
- ❖ PMC will be responsible in advising, assisting and acting on behalf of the PIU when so authorized, for the effective management of the Project. Therefore the PM consultants would be responsible for effecting Project completion within agreed timeline and cost frame.
- ❖ Organize project audit, organize and carry out project monitoring and evaluation (M&E) activities in a standardize format and present information using project dashboard.
- ❖ Responsible for the monitoring of performance of each project component in direct contact with the Project Coordinator as well as World Bank staff. The PM consultant will lead and coordinate field work of contractors and will supervise the work of the consultants contracted under the Project. The PM consultant will ensure that all contractors work plans (Gant Charts for their specific activities) are included into the “dashboard” or *web project server* (in the shortest time possible) so that monitoring and troubleshooting impacting the overall project time frame may be accounted for.
- ❖ Monitor project development goals against stipulated goals in project indicator framework, physical and financial progress.
- ❖ Results Delivery Support includes:
 - i. Supporting the Project Management Unit and the Ministry in managing the entire activities of the project to maximize its timeliness and success. The delivery support will include constant engagement and reporting to the leadership of the Ministry

- ii. Focus on facilitating and reducing complexity
 - iii. Push for adoption through behavior change support
 - iv. Design of key enablers and tools to help change endure
- ❖ Assist the PIU in important correspondence with the World Bank and Ministry of Mines and Steel Development.

4.0 REQUIRED QUALIFICATION AND EXPERIENCE

QUALIFICATION OF THE FIRM

The consulting firm must have demonstrable expertise and understanding of project management procedures (key PM processes), communication and interpersonal skills, organizational skills to manage multiple projects, including financial management and analysis, business planning, project evaluation, procurement, as well as institutional reforms. In addition, the consulting firm must be capable of installing a project dashboard (Project server) to ensure efficient follow up from various locations.

Experience of managing World Bank projects or similar Multilateral Institution environment such as ADB would be an advantage.

The consulting firm is expected to have two of its key staff members permanently stationed at the MinDiver Project office to work with the PIU Staff and the key team members must have carried out similar responsibilities as those listed above.

- **The lead Consultant -Team Leader cum Mining Expert (1 Nos)-** should possess a Postgraduate degree in Geology/Mining Engineering/Mineral resource management and at least 15 years of cognate experience

He/She will be duly certified internationally having possession of PMP (Project Management Professional from PMI or from Prince 2) and will be highly proficient in the use of project management software to assist in the proper management of the project and as well train other team members in Microsoft Project or other similar software package).

The lead consultant should have a proven record of managerial capability through directing/managing of major projects in the extractive industry, including projects of a similar magnitude.

He/She should have experience in Projects financed by the World Bank or similar International financial organisations/agencies.

The consultant must have experience in briefing and liaising with Government representatives as well as standard project management procedures such as (PMBok or others).

- **Key Senior Staff under the Lead consultant cum Project Management Expert (2 Nos)-** should possess a Postgraduate degree in Project Management or any related degree, with adequate knowledge of the mining sector. He/She should have knowledge and experience in financial management, procurement, project planning, implementation and monitoring. The qualified consultant should have knowledge of international organizations/agencies; previous work experience in projects financed by the World Bank or similar international financial organizations.

5.0 REMUNERATION AND PAYMENT TERMS

Remuneration of the consultant is attractive and commensurate with those offered by International bodies for similar assignments.

6.0 DURATION OF THE ASSIGNMENT

The duration of the assignment is one year and could be extended thereafter based on satisfactory performance. The successful consultant would be paid a lump sum amount, on monthly basis on the agreed rate of professional fee and reimbursable.

7.0 OUTPUT

The Consultant will produce the following reports

i. An Inception report

The inception report is to outline the work plan of the consultant, define its tasks and the planned implementation periods and schedules, identify target submission dates of reports, on each task. Particular attention will be given towards the planned coordination within other teams and preparation of a detailed schedule of tasks in chart form. This project chart will need to be prepared in a suitable format

so that it can be incorporated into the required project “dashboard” or *project server* at a later time. The inception report once approved and issued in its final form, will serve as the consultancy’s baseline for the management and monitoring of the tasks.

ii. A monthly progress report of the activities carried out within the month

The Consultant shall prepare both monthly project-server derived reports on the status and planned activities in a consolidated way. Thus, the consultant will generate consolidated Monthly Progress Reports covering progress towards achieving the objectives in this ToR as well as identified areas of weaknesses and strategies for improvement of project management activities. The reports shall provide a brief but comprehensive end-of-month progress assessment. These reports shall be submitted within the first week of the succeeding month. The report will be assessed and appraised by the Project Coordinator. It is important to note that the Project Coordinator will have –at all times- a *view of the project status* on a daily basis and such view will be shared through the web-server project application with the World Bank TTL’s team to ensure timely actions.

iii. Quarterly Progress Reports

These reports shall make use of the information previously reported monthly, but suitably modified to include, summarize, and draw conclusions on all pertinent issues concerning the assignment. In addition, the Quarterly Progress Reports shall summarize the Consultant’s activities, with solutions adopted, and any other relevant information considered necessary in respect of the services delivery. Each of these reports shall be submitted not later than the 7th day of the first month of the following quarter.

iv. A draft final report within the first week of the last month of the assignment including the updated project charter using standard project management practices and software tools compatible with a project server.

- v. A final report within the last week of the assignment. The Report will include an updated version of all the project datasets incorporated into the system or “dashboard” project server so that this information may be ready for further use or auditing (project management auditing)

All Reports Shall Be in English and Presented in Hard and Soft Copies

7.0 SELECTION METHOD

The consultant will be selected through QCBS method.