



**REPUBLIC OF LIBERIA**  
**ENVIRONMENTAL PROTECTION AGENCY**

4<sup>th</sup> Street Sinkor, Tubman Boulevard  
1000 Monrovia, 10 Liberia  
P.O. Box 4024

---

**CALL FOR EXPRESSION OF INTEREST**  
**TO PROVIDE CONSULTANCY SERVICE**

**REFERENCE NO: EOI/E&E/EPA-2023-002**

**CONSULTANCY SERVICE TO PROVIDE CAPACITY BUILDING SUPPORT  
TO THE EPA IN IMPLEMENTING THE HARMONIZED APPROACH TO  
CASH TRANSFERS (HACT) AUDIT RECOMMENDATIONS AND CONDUCT  
CAPACITY BUILDING FOR NDA & FOCAL POINT STAFFS, EPA AUDITORS,  
HR, M&E, PLANNING AND PROCUREMENT WITH EMPHASIS ON  
(PROGRAM DELIVERY FRAMEWORK, MONITORING & EVALUATION  
POLICY, PERSONAL APPRAISAL SYSTEM, AND INSTITUTIONAL  
TRAINING POLICY)**

**TERMS OF REFERENCE FOR NATIONAL CONSULTANT/FIRM**

<b>Job Title</b>	National Consultant/Firm
<b>Division/Department</b>	Energy & Environment Unit and Planning & Policy Unit, Environmental Protection Agency/EPA
<b>Activity Result</b>	EPA Staff knowledge enhanced in implementing the HACT Audit Recommendations and Capacity Building training conducted for NDA & Focal Point Staffs, EPA Auditors, HR, M&E, Planning And Procurement in four instruments (Program Delivery Framework, Monitoring & Evaluation Policy, Personal Appraisal System and Institutional Training Policy)
<b>Assignment</b>	To Provide Capacity Building Support to the EPA in implementing the Harmonized Approach to Cash Transfers (HACT) Audit Recommendations and Conduct Capacity Building for NDA & Focal Point Staffs, EPA Auditors, HR, M&E, Planning and Procurement with emphasis on (Program Delivery Framework, Monitoring & Evaluation Policy, Personal Appraisal System and Institutional Training Policy)

<b>Location</b>		Monrovia, Liberia	
<b>Reports to</b>	<b>Manager for Planning and Policy &amp; the E&amp;E Coordinator/EPA</b>	<b>Consultancy Duration:</b>	2 months (May 1-July 3, 2023)

## BACKGROUND

The Environmental Protection Agency of Liberia is the statutory authority in Liberia to handle all environmental matters. In doing so, the EPA works with other key environmental institutions to carry out its mandates as well as working with the general population of Liberia for the protection, management and conservation of the natural environment of the country for the generation today as well as the generation tomorrow.

To strengthen its regulatory roles, and to enhance its institutional capacity, the EPA hire a national consultant to develop four instruments for its administration. Those instruments include: (1) Program Delivery Frameworks, (2) Monitoring and Evaluation Policy, (3) Personnel Appraisal System and (4) Institutional Training Policy.

As indicated above, these tasks were intended to address the Harmonized Approach to Cash Transfers (HACT) Audit Recommendations. The HACT framework represents a common operational framework for transferring cash to government and non-governmental Implementing Partners (IPs). It was first adopted in 2005 and updated in 2014. HACT is applicable in all situations and circumstances, as long as there is cash transfer from UN agencies to Implementing Partners (IPs). It represents a shift from a system of rigid controls to a risk management approach. The framework is currently applied by the United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), and United Nations Development Programme (UNDP). Each agency is responsible for mainstreaming HACT principles and processes in their guidelines.

HACT is designed to support a closer alignment of development aid with national priorities and to strengthen national capacities for management and accountability. The ultimate objective is to gradually shift to national systems. HACT activities include: (1) Macro Assessment Overview of the public financial management system and capacity of Supreme Audit Institutions, (2) Spot checks Assessment of the accuracy of financial records, (3) Capacity Development Trainings to improve Implementing Partners (IPs)' financial management and internal controls capacity, (4) Micro Assessment Overview of an IP's financial management capacity, and (5) Audits Review of financial records and internal controls and, where necessary, material irregularities. These activities primary objective is to ensure "Improved accountability". (© 2019 Deloitte Southeast Asia Ltd)

Pursuant to this, the EPA with support from the United National Development Program (UNDP) intends to hire the services of a National Consultant/Firm to provide Capacity Building Support to the EPA in implementing the Harmonized Approach to Cash Transfers (HACT) Audit Recommendations and Conduct Capacity Building for NDA & Focal Point Staffs, EPA Auditors, HR, M&E, Planning and Procurement with

emphasis on (Program Delivery Framework, Monitoring & Evaluation Policy, Personal Appraisal System and Institutional Training Policy). The National Consultant/Firm will work in collaboration with the EPA in achieving this objective.

Through its Energy and Environment (E&E) Programme, UNDP supports the government through its relevant Ministries, Agencies and Commissions (MACs) to address environmental issues and mitigate their impacts to support the collective growth and development of the country.

## **CONTRACT AND REPORTING REQUIREMENTS**

The National Consultant/Firm will be hired against a performance-based contract for two (2) Months. He/She will report to the E&E Coordinator of the EPA. The National Consultant/Firm shall submit the reports summarized below, for the respective period(s). All documents/reports should be issued in English, submitted in both hard and electronic copies.

The National Consultant/Firm shall be paid the consultancy fee upon completion of the following milestones:

- 40% after completion, submission and acceptance of the Inception Report containing training material package/contents.
- 60% after completion of training, validation of HACT report and submission and acceptance of final consultancy report. The National Consultant/Firm shall submit a final report detailing all the activities undertaken. The report should outline achievements and issues and lessons learnt.

## **SCOPE OF WORK AND TASKS**

### **a. Objective**

The objective of this consultancy is to conduct training on the HACT Audit Recommendations and on these four (4) Administrative Instruments, developed by a national consultant: (1) Program Delivery Framework, (2) M & E Policy, (3) Personnel Appraisal System and (4) Institutional Training.

### **b. Description of the whole process**

- Desk study
- Departmental Consultation
- Personal Communications/interviews
- Review of HACT Audit recommendations
- Conduct Capacity Building training for the EPA in implementing the Harmonized Approach to Cash Transfers (HACT) Audit Recommendations and Conduct Capacity Building for NDA & Focal Point Staffs, EPA Auditors, HR, M&E, Planning and Procurement with emphasis on (Program Delivery Framework, Monitoring & Evaluation Policy, Personal Appraisal System and Institutional Training Policy)

### **c. Scope of Work**

Under the direct supervision of the E&E Coordinator, the national consultant/firm shall perform the following tasks:

Conduct training on these key considerations for capacity assessment:

- Technical capacity- ability to monitor the technical aspects of project;
- Managerial capacity– ability to plan, monitor and coordinate activities;
- Administrative capacity– ability to:
  - Procure goods, services and works on a transparent and competitive basis
  - Recruit and manage the best qualified personnel on a transparent and competitive basis
  - Prepare and sign contracts
  - Manage and maintain equipment; and
- Financial capacity– ability to:
  - Produce project budgets
  - Ensure physical security of advances, cash and records,
  - Disburse funds in a timely, proper and effective manner
  - Ensure financial recording and reporting
  - Prepare, authorize and adjust commitments and expenses

### **A. (TASK -1) Program Delivery Framework**

- Program delivery framework that provides for reusable tools and templates, repeatable processes and implementing a consistent management approach for all projects delivery.
- Improvement plan for oversight and visibility of projects by ensuring information is presented consistently, enhancing decision-making, reducing risks and increasing confidence in project delivery at the EPA.
- Key stakeholders' roles and responsibilities in relation to the projects and programs management including when and how they can be engaged.
- Components of the framework to include program and activities, stage gates, templates, project governance and monitoring process against risks.

### **B. (TASK-2) Monitoring and Evaluation Policy**

- Environmentally friendly monitoring and evaluation framework.
- Simple and user category wise monitoring format and its guidelines to be used in monitoring process.
- Framework for implementing the M&E, guidelines and other tools.

- Process, output, outcome and impact level indicators for environmental reporting progress and impacts monitoring.
- Preparing annual monitoring and evaluation plan consistent with developed M&E Framework.
- Recording and Reporting Forms and Formats to develop/modify recording and reporting templates and formats that meet reporting requirement.
- Testing, modifying and finalizing the recoding and reporting forms and formats for the M &E
- Planning and Policy monitoring and evaluating projects and mainstream activities
- Preparing Monthly, Quarterly and Annual Reports of M & E, AWP, etc.

### **C. (TASK-3) Personnel Appraisal System**

- Objectives of the Appraisal Mechanism
- Participatory Process in support of Preparation and Implementation of the Appraisal Mechanism

### **D. (TASK-4) Institutional Training Policy for staffs**

- HR Handbook
- Financial and Audit Regulations procedures
- Procurement procedures and polies
- M&E policy guide
- Planning and Policy handbook

### **JOB RESPONSIBILITIES:**

To Provide Capacity Building Support to the EPA in implementing the Harmonized Approach to Cash Transfers (HACT) Audit Recommendations and Conduct Capacity Building for NDA & Focal Point Staffs, EPA Auditors, HR, M&E, Planning and Procurement with emphasis on (Program Delivery Framework, Monitoring & Evaluation Policy, Personal Appraisal System and Institutional Training Policy)

### **FUNCTIONAL COMPETENCIES:**

- a. Master's degree in Financial Management, Banking, Accounting, Public Sector Management, Planning & Policy, Planning, Business Administration, or other relevant discipline.
- b. More than 5 years of progressive works in the sector.
- c. Experience managing complex and challenging projects; leading project teams and/or sub teams related to the delivery of large project solutions.

- d. Managing resources to meet the needs of the business, understanding business strategy, and creating plans for implementing that strategy; and change management.
- e. Experience with financial management and budgeting.
- f. Demonstrated exposure to business theory, business process development, governance processes, management, strategic planning, budgeting, and administrative operations.
- g. Demonstrated experience as a Lead on a similar initiative/project.
- h. Proven experience in risk management and how to assess, identify, and manage risks, including the development of contingencies and mitigation plans.
- i. Sound understanding and knowledge of standard project management tools and techniques to schedule, plan and correct project performance.
- j. Appreciation for and application of change management techniques.
- k. Excellent verbal and written communication skills.
- l. Experience engaging senior stakeholders and other executives with diverse and often competing perspectives and expectations.
- m. Strong analytical, problem solving and decision-making skills.
- n. Strong client-facing and teamwork skills
- o. Must be of high credibility and confidential.

## **KEY EXPECTED RESULTS**

EPA Staff knowledge enhanced in implementing the HACT Audit Recommendations and Capacity Building training conducted for NDA & Focal Point Staffs, EPA Auditors, HR, M&E, Planning and Procurement in four instruments (Program Delivery Framework, Monitoring & Evaluation Policy, Personal Appraisal System and Institutional Training Policy)

## **QUALIFICATION**

The individual or firm undertaking this task shall have the requisite skills and capability to perform this task. There should be a record of performing said task locally. In case of a firm, the Lead must possess requisite academic degree in the subject matter and shall have a cumulative experience of 7 years of progressive work in the sector.

## **OTHER SKILLS**

- Excellent team player with good interpersonal skills
- Ability to manage workload with minimum supervision
- Ability to work under pressure and tight deadlines
- Ability to accommodate additional demands at short notice
- Ability to work in a multi-cultural environment
- Oral communication/presentation skills
- Proactive mindset
- Experience in working with the EPA and or UNDP funded projects.

## **EVALUATION CRITERIA**

The national consultant/firm will be evaluated against a combination of technical and financial criteria (combined scoring method). Maximum score is 100% out of which technical criteria equals 70% and financial criteria equals 30%. The technical evaluation will include the following:

- Educational Background as requested, 15%.
- Extensive expertise, knowledge, and experience in the field of institutional review, capacity development initiatives, notably at the systemic and institutional levels, 15%.
- Extensive conceptual and practical knowledge on delivering similar tasks, 15%.
- Demonstrated experience and practical knowledge in working and collaborating with stakeholders in Liberia, 10%.
- Overall Methodology, 40%.
- Fluency in English and a working knowledge of English, 5%.

EPA is committed to achieving workforce diversity in terms of gender, and culture.

The EPA shall recruit the National Consultant/Firm through an open, transparent and competitive process and shall be guided by inter alia the Procurement and Public Concessions Act of Liberia. All contractors shall conform to the Government of Liberia's laws on anti-bribery and anti-corruption. Notice is hereby issued to all interested candidates that failure to adhere to conflict-of-interest restrictions and anti-fraud and corruption rules constitutes grounds for potential debarment from future participation in procurement of goods, services or works that may result from the Program.

### **ATTENTION:**

Mr. Pescee T. Doe  
**Assistant Manager/Procurement**  
Environment Protection Agency (EPA)  
4<sup>th</sup> Street, Sinkor  
1000 Monrovia, 10 Liberia

P.O. Box 4024

or through email ([ptdoe@epa.gov.lr](mailto:ptdoe@epa.gov.lr)), indicating in subject area **“Consultancy Service to provide Capacity Building Support to the EPA in implementing the (HACT) Audit Recommendations and Conduct Capacity Building for NDA & Focal Point Staffs, EPA Auditors, HR, M&E, Planning and Procurement with emphasis on (Program Delivery Framework, Monitoring & Evaluation Policy, Personal Appraisal System and Institutional Training Policy”**. Closing date for submission of EOIs is 4PM, April 21, 2023. Any submission coming/received after this deadline will not be given consideration. Only submissions that meet the requirement/criteria as contained in the Request for Expression of Interest will be considered for evaluation. The application package must include CV of key staff, Technical and Financial Proposals.

**NOTE:** This information is also posted on these websites: [www.emansion.gov.lr](http://www.emansion.gov.lr), [www.ekmsliberia.info](http://www.ekmsliberia.info)., [www.epa.gov.lr](http://www.epa.gov.lr), [www.unpd.org](http://www.unpd.org) and local dailies.