

Society for the Conservation of Nature of Liberia (SCNL)

Henry's Compound, Opp. German Embassy, Tubman Boulevard, Congo Town,

P. O. Box 2628 Monrovia, Liberia, West Africa

☎: (+231) 886-573-612/0555831170/0777822456

E-mail: info@scnlliberia.org

Website: www.scnlliberia.org



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Terms of Reference (TOR)

National Consultancy to Develop a Project Operations Manual (POM)

Position and Assignments:

Project Title:	Strengthening Conservation and Effective Governance of Liberia's Critical Forests in the Northwest Liberia Landscape
Executing Agencies:	Environmental Protection Agency of Liberia Society for the Conservation of Nature of Liberia
GEF ID:	11144
Location:	Monrovia, Liberia (with potential travel to the Northwest Landscape)
Duration:	45 days after awarding contract
Date:	June 1, 2026

Project Background

The Government of Liberia, through the Environmental Protection Agency of Liberia, in collaboration with the Society for the Conservation of Nature of Liberia, received funding from the Global Environment Facility (GEF) through Conservation International GEF Agency (CI-GEF) to implement a five-year project titled *“Strengthening Conservation and Effective Governance of Liberia’s Critical Forests in the Northwest Liberia Landscape”*. The project’s objective is to enhance ecosystem services and improve socioeconomic conditions in Northwest Liberia by promoting integrated and inclusive management of intact forest landscapes, including protected areas, and supporting collaborative transboundary watershed management through five components: 1: Establishment of proposed protected areas and promote the effective management of existing protected areas; 2: Promotion of innovative climate-resilient and conservation-friendly livelihoods and enterprises; 3: Strengthening transboundary watershed and forest landscape management; 4: Capacity building and strengthened collaboration, learning, and knowledge sharing; 5: Monitoring and Evaluation (M&E) Framework. For more information about the project, please refer to this link [HERE](#).

The results of this project will contribute to the success of the [Guinean Forests Integrated Program](#) (GFIP), aligning with the program's objectives to promote sustainable forest management and environmental resilience across the region. Conservation International, as the Implementing Agency, will perform technical and financial project oversight and supervision, assuring compliance of the project with GEF policies and procedures as well as monitoring and evaluation of the project activities. The Environmental Protection Agency of Liberia, the Executing Agency, will take the lead role in monitoring the Project to ensure oversight and maintain strategic focus.

SCNL, as the executing agency support partner, is the direct grantee and will co-execute the project and lead the field execution of project activities. SCNL will also support the reporting and monitoring

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of project activities and host the Project Management Unit (PMU). SCNL will implement components 1, 4 and 5 in collaboration with the EPA and FDA. Partners in Development (PADEV) and The Nature Compact (TNC) are the two implementing partners or sub-grantees on the project for components 2 and 3 respectively.

To ensure consistent and transparent implementation, SCNL requires a Project Operations Manual (POM) that will serve as the guiding framework for project execution, financial accountability, procurement, monitoring and safeguards.

Objective of the Assignment

The primary objective is to hire a qualified National Consultant to develop a standardized Project Operations Manual (POM). This manual will serve as the definitive guide for the Project Management Unit (PMU), executing partners, and stakeholders to ensure efficiency, transparency, and compliance with GEF/CI-GEF guidelines, aligning with GOL guidelines, where applicable, as follows:

- Provides clear operational procedures for project implementation.
- Ensures compliance with GEF/CI-GEF requirements.
- Serves as a practical tool for the Project Management Unit (PMU), executing partners, and stakeholders.

Scope of Work

The Consultant will be responsible for designing and delivering a Project Operations Manual (POM) that is comprehensive, practical, and aligned with the project document, GEF/CI-GEF requirement, and GOL requirements, where applicable. The scope of work includes, but is not limited to, the following components:

1. Governance & Institutional Arrangements

The Consultant will outline the organizational structure of the project, clearly defining the roles and responsibilities of SCNL, the Project Management Unit (PMU), the Environmental Protection Agency (EPA), and the Project Steering Committee (PSC) as per the project document.

- **Tasks:**

- a) Develop a governance framework diagram that ensures accountability and transparency as well as reporting lines.
- b) Define decision-making processes and escalation pathways.

2. Financial Management

The Consultant will review financial procedures and develop project operational checklists that ensure compliance with GEF/CI-GEF standards and Liberia's financial regulations.

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- **Tasks:**

- a) Review existing guidelines for budgeting, fund disbursement, and financial reporting and develop a GEF/CI-GEF aligned checklist for the project ensuring auditing protocols and internal control mechanisms.

3. Procurement Procedures

The Consultant will design GEF/CI-GEF aligned procurement standard operating procedures that guarantee competitive bidding, transparency, and value for money.

- **Tasks:**

- a) Review and develop/align procurement planning tools and approval workflows.
- b) Review and advise on standardized forms for requests, bid evaluations, and contract management.
- c) Ensure alignment with CI-GEF procurement policies and Liberian procurement laws.

4. Monitoring & Evaluation (M&E)

The Consultant will design a GEF/CI-GEF aligned M&E framework to track project performance against GEF Core Indicators and national priorities.

- **Tasks:**

- a) Develop reporting templates.
- b) Provide guidance on data collection, verification, and analysis.
- c) Establish feedback loops for adaptive management.

5. Safeguards & Gender

The Consultant will integrate safeguards and gender considerations into project operations to ensure inclusivity and sustainability.

- **Tasks:**

- a) Operationalize the Gender Action Plan.
- b) Develop procedures/checklist for grievance redress and accountability.
- c) Provide protocols for environmental and social safeguards.
- d) Ensure compliance with CI-GEF safeguard policies.

6. Compliance with GEF/CI-GEF Policies

The Consultant will ensure that all operational modalities are consistent with GEF-8 focal areas and CI-GEF Project Agency requirements.

- **Tasks:**

- a) Review relevant GEF and CI-GEF guidelines.
- b) Integrate compliance checklists into the POM.

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- c) Provide mechanisms for periodic compliance reviews.

7. Stakeholder Engagement & Capacity Building

The Consultant will ensure that the POM is user-friendly and accessible to diverse stakeholders, including government agencies, local communities, and civil society organizations.

- **Tasks:**

- a) Conduct consultations with key stakeholders during drafting.
- b) Facilitate a validation workshop to present and refine the manual.
- c) Provide training materials and orientation sessions for PMU staff and partners.

Key Expected Deliverables & Payment Schedule

The Consultant is expected to produce the following deliverables, each of which will be reviewed and validated by EPA/SCNL/CI-GEF and relevant stakeholders before final acceptance. The purpose is to ensure alignment between SCNL, stakeholders, and the Consultant before drafting begins.

Milestone/Deliverable	Narrative Summary	Timeline (Days)	Payment (% of Contract Value)
Inception Report	Detailed methodology for developing the POM, including desk reviews, stakeholder consultations, and validation processes; annotated table of contents for the POM; timeline of activities and milestones; identification of risks and mitigation strategies.	Day 5	20%
Draft POM	First full draft of the Manual, including governance and institutional arrangements, organograms and reporting lines; financial management checklist and SOPs for budgeting, reporting, and auditing; procurement SOPs, including forms and workflows; monitoring & evaluation framework SOPs with reporting templates, and timelines; safeguards and gender integration, including grievance redress mechanisms; compliance	Day 25	40%

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	checklists aligned with GEF/CI-GEF policies.		
Validation Workshop	Presentation of the draft manual, highlighting key sections; structured feedback sessions with stakeholders (EPA, FDA, PSC, PMU); documentation of comments, recommendations, and agreed revisions; stakeholder review and feedback	Day 35	20%
Final POM	Submission of Finalized Manual integrating stakeholder inputs; with Annexes; clear instructions for use by PMU staff, partners, and stakeholders; and electronic and hard-copy versions delivered to SCNL.	Day 45	20%

Payment Modalities and Specifications:

20% upon satisfactory submission and approval of the Inception Report

40% upon satisfactory submission of first draft Manual along with annexes

20% upon satisfactory completion of the stakeholder validation workshop

20% upon satisfactory submission of the final Manual and acceptance with flexibility of responding to comments during review by the donor

Technical Evaluation Criteria & Scoring Matrix

Criteria	Weight (%)	Scoring Guide
Relevant Academic Qualifications	15%	Master's or higher in Project Management, Environmental Science, Natural Resource Management, or a related field
Experience with GEF/Multilateral Projects	25%	≥7 years with proven track record (experience developing operational manuals, including for GEF or other international agencies)
Knowledge of Liberia's Environmental/Forestry Sector	20%	Demonstrated understanding of Liberia's environmental sector, laws, policies, and institutions through previous work experience in Liberia, submitted application, and interview performance.

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Methodology & Work Plan	25%	Clear, practical approach and work plan that are well-aligned with the TOR requirements.
Strong written, analytical and communication skills	15%	Demonstrated strong written, analytical and communication skills based on the quality of the submitted application, samples of previous work, and interview performance.
Total	100%	

Management and Coordination

Effective management and coordination are critical to the success of this consultancy. The Consultant will operate under the overall leadership of the Project's Technical Lead (SCNL), who will serve as the primary point of contact and ensure that the consultancy is aligned with project objectives, timelines, and donor requirements.

a. Oversight and Leadership

- Technical Lead (SCNL) will provide strategic oversight and day-to-day guidance to the Consultant.
- The Technical Lead will ensure that the consultancy outputs are consistent with the broader project framework and meet GEF/CI-GEF compliance standards.
- The Consultant will be expected to maintain open communication with the Technical Lead, submitting periodic updates and draft outputs for review.

b. Coordination with Key Institutions

- The Consultant will work closely with the Project Management Unit (PMU), which is responsible for operational implementation of project activities.
- Coordination with the Environmental Protection Agency (EPA) and the Project Steering Committee (PSC), both of which play critical roles in policy guidance, oversight, and stakeholder engagement will be managed through the Technical Lead.
- The Consultant will ensure that the POM reflects the mandates and responsibilities of these institutions, and that their inputs are incorporated during drafting and validation.

c. Stakeholder Engagement

- The Consultant will engage with a wide range of stakeholders, including government agencies, civil society organizations, and community representatives.

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- Engagement will be structured through consultations, interviews, and the validation workshop, ensuring that the POM is practical, inclusive, and responsive to stakeholder needs.
- The Consultant will document all stakeholder inputs and demonstrate how they are integrated into the final manual.

d. Reporting and Communication

- The Consultant will provide regular progress updates to the Technical Lead, including short written briefs and draft sections of the manual.
- Formal reporting will be structured around the agreed deliverables (Inception Report, Draft POM, Validation Workshop, Final POM).
- Communication will be maintained through email, scheduled meetings, and, where necessary, field visits to the Northwest Landscape.

e. Validation and Quality Assurance

- Draft output will be reviewed internally by SCNL and externally by stakeholders during the validation workshop.
- The Consultant will be responsible for incorporating all feedback into the final POM.
- The Technical Lead will certify that deliverables meet the required quality standards before payments are released.

f. Administrative Support

- SCNL will provide logistical and administrative support to the Consultant, including access to project documents, facilitation of stakeholder meetings, and coordination of the validation workshop.
- Travel to the Northwest Landscape, if required, will be arranged in collaboration with SCNL and reimbursed according to project guidelines.

7. Qualifications and Experience

Education: Advanced degree (master's degree or higher) in Project Management, Environmental Sciences, or a related field.

Experience

- Minimum of 7 years of experience in developing operational manuals or project management frameworks.

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- Proven track record with **GEF-funded projects** or similar multilateral environmental agreements (World Bank, UNDP, etc.).
- Strong understanding of the Liberian environmental/forestry sector and the legal frameworks (e.g., Community Rights Act, Land Rights Act, etc.).

Competencies and Skills

- Demonstrates integrity by modeling SCNL's values and ethical standards.
- Flexibility and ability to operate in different cultural settings and with a variety of stakeholders.
- High-level planning, organizational, and time management skills, including flexibility, attention to detail, and the ability to work under pressure to meet challenging deadlines.
- Ability to quickly adapt to change, and to remain calm under pressure; and
- Exceptional technical writing skills in English and the ability to simplify complex operational modalities for diverse stakeholders.

Timeline

This consultancy is expected to be completed within 30 working days from the date of contract signature. The indicative schedule of deliverables is outlined above (Deliverables & Payment Schedule). The timeline may be slightly adjusted based on the actual start date, but the total duration should not exceed two calendar months. The Consultant must be available to start immediately upon contract signing and commit to the work plan deadlines for each deliverable.

Application Requirements

Interested individual consultants should submit the following:

- Letter of Interest
- Technical Proposal: Brief description of the proposed methodology and work plan for carrying out the assignment
- Curriculum Vitae highlighting relevant qualifications and experience.
- Financial Proposal: Total lump-sum contract amount in USD, inclusive of professional fees and any incidentals (travel and accommodation costs for any required field visits will be covered separately as per SCNL rules).
- At least 2 samples of similar previous work, and or a summary table of relevant assignments (and references if possible)

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Submission of Applications:

Please submit the required documents mentioned above to:

The Finance & Administrative Manager
Society for the Conservation of Nature of Liberia (SCNL)
Henry's Compound, Opposite the German Embassy
Congo Town, Tubman Boulevard

or email: vacancy@scnlliberia.org

Deadline for Applications: **June 22, 2026.**

Late submissions will not be accepted. Only shortlisted candidates will be contacted for an interview or further discussion.

At any time before the deadline for submission of proposals, SCNL may, for any reason, modify the RFP documents by amendment, which will be posted to the SCNL website and/or communicated via email.

Qualified females and persons with disability are encouraged to apply.