REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – INDIVIDUAL SELECTION)

Republic of Liberia
Liberia Land Administration Project (LLAP)
Grant No.: D237-LR
Project ID No.: P162893

Assignment Title: Hiring of a National consultant for organizational development and management

Reference No.: LR-LLA-115375-CS-INDV

The Government of Liberia has received financing from the World Bank toward the cost of the Liberia Land Administration Project, and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) are to strengthen the LLA’s organizational and governance framework with a strong strategic focus, clarified roles and responsibilities, and robust internal management, reporting and communication systems that will better position the LLA to fulfill its legal mandate.

The duration of the consultancy services is 90 days, spread over a period of six (6) months.

The detailed Terms of Reference (TOR) for the assignment can be found at the following website: www.emansion.gov.lr

The Liberia Land Authority now invites eligible Individuals (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- A Master’s degree or above in a relevant discipline (Business Administration, Public Administration, or related social science or business degree with specialization in organizational development) is mandatory;
- A minimum of 5 years of professional working experience in a management consulting especially in the area of institutional development, and land administration strategies and policies in Liberia;
- Demonstrated experience in change management and in restructuring of internal processes of public agencies in Liberia;
- Demonstrated experience in working with diverse stakeholders on a range of governance, organizational development and/or management issues in Liberia;

July 2017
• Proven track record in implementing effective and transparent governance and management systems within governmental institutions in Liberia is a must;

• Experience of working with government, World Bank and international organizations in providing technical support for institutional and policy reform;

• Understanding of regulation system and political situation of land in Liberia;

• English fluency, both in writing and speaking;

• High quality analytical and document drafting skills;

• Excellent analytical, interpersonal, communication, and report writing skills;

• Computer Literacy.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” July 1, 2016, Revised November 2017 and August 2018 (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.

A Consultant will be selected in accordance with the Selection based on Consultant’s Qualification method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours, i.e. 0900 to 1600 hours GMT.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax, or by e-mail) by June 20, 2019.

Liberia Land Administration Project (LLAP)
Attn: Mrs. Daniela Gray-Johnson
Interim Project Coordinator
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Background/Context

The Liberia Land Authority (LLA) was established by an Act of the Legislature in October 2016 (the LLA Act), with the legal mandate for land governance, including land administration and land use and management. The LLA consolidates the land related functions and services undertaken by the former Land Commission (i.e. Policy and legal reform,) as well as the functions of key land administration agencies/departments, such as the Department of Lands, Surveys and Cartography (DLSC) of the former Ministry of Lands, Mines and Energy (now Ministry for Mines and Energy), the Deeds Registry of the Center for National Documents and Records Agency (CNDRA), and County Land Commissioners assigned in each of the fifteen counties under the Ministry of Internal Affairs, responsible for the allocation and management of government and public lands.

The LLA Act establishes a Board of Commission (Commission) as the governing body of the Authority. The Commission is composed of five Commissioners, including the Chairman and Vice Chairman, who are appointed by the President and confirmed by the Senate. The Commission has a broad mandate similar to the functions and powers of the Land Authority. Except for the Chairman and the Vice Chairman, the specific duties of the other Commissioners are not defined in the LLA Act.

The LLA has developed an organizational structure aligned with best practices, with a suite of administrative and management procedures and processes, including for Human Resources (HR), procurement, financial management, and asset management. As a next logical step, the Commission is in the process of concretizing management responsibilities to establish a well-functioning organizational governance and management framework with strong strategic focus, clarified roles and responsibilities, and solid internal communication and reporting systems that will enable the LLA to play its role effectively. This includes the development of an organizational structure through which it intends to carry out its broad mandate of elaborating “land policies, laws and programs through broad consultation with relevant stakeholders, and implement related programs and activities to ensure effective land governance, including land administration and management.” This also includes the development of a reporting protocol to complement the proposed organogram.

Some of the key governance and organizational management interventions required include, but are not limited to, clarity on the:

- Dual role of the commissioners, as provided in the LLA Act, with section 29.1, assigning to them oversight responsibility for one of the four mandate areas of the Authority, while section 35.1 provides that each of them shall head one of the mandate departments;
- Overlap of organizational arrangements of different departments, definition of administrative functions and reporting arrangements and reporting to plural principals, including the roles and responsibilities of key staff at senior and mid-level management;
- Processes, procedures, protocols and systems required for effective dissemination of information, and coordination among departments and divisions, including for
taking ownership of key documents such as the strategic plan and departmental work plans;

The Liberia Land Administration Project (LLAP) is supporting the Government of Liberia to strengthen the capacity of the Liberia Land Authority (LLA) and establish a land administration system. The Project is financed through a World Bank grant of US$ 7 million. The project was declared effective on March 22, 2018 and will close on October 31, 2022.

The LLAP has four components. Component 1 (Support to the Liberia Land Authority) will focus on developing land laws/regulations and administrative procedures; developing business systems, plans and processes, and an investment strategy for financial sustainability; capacity building; communication and awareness raising; and acquisition of office equipment, furniture, supplies and vehicles necessary for conducting the work of the LLA under the Project. Component 2 (Support for inventory and analysis of tribal land certificates) will support an inventory of tribal land certificates in 5 counties and the establishment of a database for further analysis. Component 3 (Development of a land administration system) will support assessments and pilots to determine best methods for collecting, recording and managing land rights information; establish a geodetic network; and support land valuation and management of government and public lands. Component 4 (Project Coordination, Monitoring and Evaluation) will support project implementation, including the establishment of a Project Implementation Unit (PIU).

The World Bank is supporting the Liberia Land Authority under component 1 of the Liberia Land Administration Project (LLAP) to develop, among others, organizational procedures and processes that will enable the management team to play its role effectively.

The Liberia Land Authority therefore invites the services of a national (Liberian) consultant with experience in organizational development and management to express interest in providing consultancy services to support and strengthen the organizational development of the LLA.

Objective of the assignment
The objective of the consultancy is to strengthen the LLA’s organizational and governance framework with a strong strategic focus, clarified roles and responsibilities, and robust internal management, reporting and communication systems that will better position the LLA to fulfill its legal mandate.

Scope of Services
The scope of services will focus on assessing the existing organizational framework, identifying gaps and bottlenecks, recommending solution-oriented structures and processes in line with related job functions, and testing them out based on the legal and institutional framework regulating the LLA, as well as current best practices. The national consultant shall be required to undertake jointly with an international consultant as counterpart the below listed tasks:

1. Conduct a desk review of the LLA’s five-year strategic plan and the LLA’s Land Rights Act Implementation strategy; of prior LLA Technical Capacity Needs Assessments reports; of the annual work plans of the LLA and its different departments; and of prior analyses and reports on the organizational needs of the LLA, as well as studies of policy, legal and institutional assessments of the outputs.
expected from the reform of the land sector of Liberia (including the outputs of the Land Rights Policy, the Liberia Land Authority Act and the Land Rights Act);

2. Conduct a baseline assessment of the current governance framework of the LLA, including: a) in-depth interviews with Board members, executive leadership, mid-level management as well as pertinent lower-level staffers; b) review of the organizational structure and related reporting and information sharing protocols; c) review of job descriptions of senior and mid-level management staff, rationale for assignment of roles and responsibilities, and internal management processes and communication practices for reporting, coordination and collaboration; and d) data and root cause analyses to identify problems, bottlenecks, as well as strategies, solutions, and best practices to render the LLA fully functional per the organization’s legal mandate;

3. Conduct a skills gap analysis of existing senior and other pertinent key staff, and identify current capacity which can be up-skilled to deliver on existing new functions, and additional skills needed to deliver on the strategy and work plans within the LLA. This exercise will include direct stakeholder engagement, analyses and learning exercises to produce and test out strategic responses to address the gaps;

4. Based on the results of the above assessments and analyses, a) identify, devise and delineate the roles, responsibilities and functions of departments, units, as well as those of senior management staff; b) develop systems, processes and protocols for establishing priorities and timelines, and for implementing LLA strategies, work plans and activities; c) develop a transition plan and budget to implement the recommendations and solutions identified, with a cost-benefits analysis for the implementation.

The national consultant will also 1) provide specific insights about key stakeholders in the land sector of Liberia; and 2) take the lead in arranging and participating in meetings related to gathering inputs prior to and during the field mission of the international consultant. Coordination and collaboration with stakeholders, and skills transfer to counterparts within the LLA, will be key requirements of this consultancy.

**Reporting Requirements**

The national consultant will work in close collaboration with the consultant with international (or regional experience), report directly to the Project Coordinator of the Liberia Land Administration Project Unit and will liaise with the Executive Director on substantive matters. The Consultant will also work closely and collaboratively with relevant senior staff, including the Board of Commissioners.

**Deliverables**

The consultant is expected to contribute dutifully to the delivery of the following outputs:

- An Inception Report inclusive of documents reviewed, Consultant’s work plan and methodology to undertake the assignment. This report should be presented within 15 days of contract signing;
• First Draft Report, to include the preliminary results of a baseline assessment of the LLA’s governance and institutional framework, and a preliminary overview and sequencing of the expected outputs. This report should be presented within 30 days after receipt of Client’s comments on the Inception Report;

• A Final Report, to include a second and final draft of the results of the assessments, the skills-gap and the cost-benefit analyses, as well as the recommendations and solutions to address the issues identified, including but not limited to: 1) the specific duties of the respective Commissioners and their departments, with proposed job-descriptions, functions and mandates that align with the LLA’s legal framework, its strategy and priorities; 2) the job descriptions, skills, qualifications, and deliverables required of other key LLA staff and consultants to address the gaps identified in the assessments; and 3) the systems, processes and protocols (with tested out flowcharts) for implementing LLA strategies, work plans and activities, and for establishing priorities and timelines. This Report should be presented within 30 days of receipt of Client’s comments on the Second Draft Report.

The consultant will also contribute to the submission of a roadmap (with a brief methodological approach) for the prioritization, sequencing, and implementation of the solutions recommended.

Duration of the Assignment is 90 days.

The duration of the consultancy services is 90 days, spread over a period of six (6) months.

Qualifications and Experience

The consultancy will be conducted by an independent consultant with the requisite skills sets to perform the services. Specifically, the consultant is expected to have the following expertise:

• A Master’s degree or above in a relevant discipline (Business Administration, Public Administration, or related social science or business degree with specialization in organizational development) is mandatory;

• A minimum of 5 years of professional working experience in a management consulting especially in the area of institutional development, and land administration strategies and policies in Liberia;

• Demonstrated experience in change management and in restructuring of internal processes of public agencies in Liberia;

• Demonstrated experience in working with diverse stakeholders on a range of governance, organizational development and/or management issues in Liberia;

• Proven track record in implementing effective and transparent governance and management systems within governmental institutions in Liberia is a must;

• Experience of working with government, World Bank and international organizations in providing technical support for institutional and policy reform;

• Understanding of regulation system and political situation of land in Liberia;
• English fluency, both in writing and speaking;
• High quality analytical and document drafting skills;
• Excellent analytical, interpersonal, communication, and report writing skills;
• Computer Literacy.

Other Skills and Competencies

• Proven ability to deliver quality work under tight deadlines, and Proven track record of on-time performance;
• Ability to interact effectively with counterparts at all levels of the LLA, as well as with donors and external stakeholders;
• Strategic thinker with excellent problem-solving, team-building, and coaching skills;
• Self-motivated with ability to work with precision;
• Excellent communication and interpersonal skills and team-oriented work style;
• Demonstrated ability to write clear, brief, analytical reports.

Facilities to be provided by the Client

The Liberia Land Authority is the implementing agency for this project. Adequate office furniture and equipment will be assigned to the Consultant at the LLA’s headquarters located in Mamba Point, Monrovia. The LLA will also make available to the consultants all documents that are relevant to the assignment or provide the required support for the Consultant to secure such documents.