



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

REPUBLIC OF LIBERIA

Liberia Women Empowerment Project (LWEP)

Loan No./Credit No./ Grant No.: P173677

Assignment Title: Capacity Needs Assessment

Reference No: LR-MOGCSP-427227-CS-CQS

1. The Government of Liberia through the Ministry of Gender, Children and Social Protection (MGCSP) has received a grant of 44.6 million dollars from the International Development Association (IDA) of the World Bank to implement the Liberia Women Empowerment Project (LWEP) and intends to apply part of the proceeds for consulting services.
2. The consulting services Capacity Needs Assessment includes support to LWEP's Component 4: *Strengthening Public Institutions to advance gender equality*. The Component's focus is on "institutional capacity building for the gender machinery in Liberia, providing support to MGCSP and MoA to enable them to generate sex-disaggregated data better and deliver gender-focused programs in line with GoL policies."
3. LWEP/MGCSP is seeking a Consultancy Firm to carry out a Capacity Needs Assessment (CNA) and develop a three-year Strategic Plan and Capacity Building Plan (CBP) to help enhance the Ministry's capacity to fulfill its mandate, deliver services, and produce sustainable results.
4. The CNA will analyze the MGCSP's strengths, gaps, and constraints at the national and county levels. Specifically, the CNA will cover the following areas:
 - *Institutional arrangements* – The firm will assess the clarity, efficiency, and efficacy of institutional arrangements within the MGCSP including the division of responsibilities, collaboration, and functional flows (knowledge and data) among staff within the same unit and between units. What are the various reporting responsibilities and the different lines of reporting? The Firm will also assess the MGCSP's coordination with ministries, agencies, and donors.
 - *Staff capacity* – The firm will analyze staff by gender, academic degree, technical specialty, experience, pay, motivation, type of appointment (civil service vs. consultant), and grade. The firm will conduct a knowledge analysis of staff's understanding of their roles and

- responsibilities against the prescribed roles and responsibilities. The Firm will assess the strengths and gaps in staff's skills strengths and gaps and identify the training needs of various departments. Using data on staff numbers and skills mix, the Firm will identify whether the relevant units within the MGCSP can fulfill their mandates.
- *Human resource management* - The Firm will assess the human resource systems to hold staff accountable for their performance and staff's perceptions of the performance management system.
 - *Monitoring and Evaluation (MEAL System)*. The firm will assess the technical capacities of staff in the Monitoring and Evaluation (M&E) Division, the MGCSP's M&E system, and M&E and data collection processes used in counties.
 - *Financial Management Capacity and Resource Mobilization*. The Firm will assess the adequacy of funding, sources, financial management (planning, forecasting, bookkeeping, and auditing), and level of capacity to manage partner and government funding and implement donor-funded projects and activities. The Firm will assess the Program, Partnerships, and Resource Mobilization Unit to determine the capacity of the Ministry to mobilize additional resources from both the Government and Partners for sustainability and national ownership of programs and projects.
 - *Procurement and Logistics Capacity*. The Firm will conduct a comprehensive assessment of MGCSP's procurement and logistics capacity and identify the gaps and resource and staffing needs.
5. *The CNA is expected to be implemented in Nineteen (19) weeks, the assignment is expected to start on August 28, 2024, ensuring full consistency with the TOR.*
 6. The Ministry of Gender, Children, and Social Protection now invites eligible consulting firms to indicate their interest in providing the Services. Interested firms should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.
 7. The shortlisting criteria are:
 - a) A minimum of ten (10) years of experience in conducting organizational capacity needs assessments; Proven experience in supporting public organizations with gender mainstreaming and gender equality and applying these concretely to specific program sectors, plans, policies, and processes.
 - b) Demonstrated work experience on gender issues including gender-responsive policies, and public administration.
 - c) At least 10 years of experience working in organizational development, and capacity building in the specified area;
 8. *The Qualifications and Experience of Key Experts shall not be included in the shortlisting criteria.* Key Experts will not be evaluated at the shortlisting stage.
 9. The attention of interested Consultants is drawn to paragraphs 3.14 to 3.17 of the World Bank's *Procurement Regulations for Investment Project Financing, for Procurement of Goods, Works, Non-Consulting and Consulting Services*, July 1, 2016, November 2020, revised in September 2023 setting forth the World Bank's policy on conflict of interest.



10. Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
11. A Consultant will be selected by the Consultants Qualification Selection (CQS) method set out in the Procurement Regulations.
12. Further information can be obtained at the address below during office hours *from 0900 to 1700 hours*.
13. 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 **17:00 GMT** on or before July 10, 2024. **Envelopes or subject of emails must be marked “Ref: EXPRESSION OF INTEREST FOR CONSULTANCY SERVICES FOR THE PROVISION OF CAPACITY NEEDS ASSESSMENT UNDER THE LIBERIA WOMEN EMPOWERMENT PROJECT”.**

Ministry of Gender Children and Social Protection
EJS Ministerial Complex
Congo Town, Montserrado County
Monrovia, Liberia
Attention: Human Resources Department
Tel: +231(0)770-115-545
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**Terms of Reference to Conduct
Capacity Needs Assessment of the MGCSP**

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BACKGROUND

Large numbers of women have been excluded from the country's growth by persistently high gender inequalities and gender-based violence (GBV), both of which are aggravating factors for fragility and conflict. Ranked 156th out of 162 countries on the 2019 Gender Inequality Index, Liberian women and girls are disadvantaged in all spheres of society, and inequality is a barrier to advancement from an early age.

The Government of Liberia (GoL) has shown its commitment to reducing gender inequality and GBV. The GoL has set as one of its core aspirations “a society of gender equity, empowerment and opportunities for all” in its Vision 2030.

The GoL, through the Ministry of Gender, Children and Social Protection (MGCSP), has received support from the World Bank, for the implementation of the Liberia Women Empowerment Project (LWEP) in support of the Government of Liberia's national development agenda Coded ARREST: The Project Development Objective (PDO) is to reduce harmful social norms and improve livelihood opportunities for women in targeted areas/communities while strengthening the institutional capacity of the Government of Liberia to advance gender equality.

The LWEP comprises five components, namely: i) Addressing Social Norms and Mobilizing communities; ii) Enhancing basic Gender-Based Violence (GBV) and Adolescent Sexual Reproductive Health (ASRH) services in Health and Education; iii) Promoting Resilience Livelihoods through community-led approaches; iv) Strengthening Public Institutions to advance gender equality; and v) Project Management, Monitoring and Evaluation, and Policy Dialogue. The project will also complement ongoing World Bank projects in Liberia that are building human capital and developing economic opportunities for women and girls while filling key gaps. The project will be implemented in 6 counties over five years. To achieve the objectives of the LWEP, MGCSP has set up a Project Management Unit (PMU).

The LWEP, with support from the World Bank Group (IBRD/IDA), aims to enhance women's empowerment by addressing social norms (with a focus on GBV prevention) and improving access to livelihoods while building the capacity of key national institutions (MGCSP and Ministry of Agriculture (MoA)). It will lay the groundwork for future work on women and girls' empowerment in Liberia.

This assignment will support LWEP's Component 4: ***Strengthening Public Institutions to advance gender equality***. The Component's focus is on “institutional capacity building for the gender machinery in Liberia, providing support to MGCSP and MoA to enable them to generate sex-disaggregated data better and deliver gender-focused programs in line with GoL policies.”

OBJECTIVE AND SCOPE

LWEP/MGCSP is seeking a Consultancy Firm to carry out a Capacity Needs Assessment (CNA) and develop a three-year Strategic Plan and Capacity Building Plan (CBP) to help enhance the Ministry's capacity to fulfill its mandate, deliver services, and produce sustainable results.

The CNA will analyze the MGCSP's strengths, gaps, and constraints at the national and county levels. Specifically, the CNA will cover the following areas:

- *Institutional arrangements* – The firm will assess the clarity, efficiency, and efficacy of institutional arrangements within the MGCSP including the division of responsibilities, collaboration, and functional flows (knowledge and data) among staff within the same unit and between units. What are the various reporting responsibilities and the different lines of

reporting? The Firm will also assess the MGCSP's coordination with ministries, agencies, and donors.

- *Staff capacity* – The firm will analyze staff by gender, academic degree, technical specialty, experience, pay, motivation, type of appointment (civil service vs. consultant), and grade. The firm will conduct a knowledge analysis of staff's understanding of their roles and responsibilities against the prescribed roles and responsibilities. The Firm will assess the strengths and gaps in staff's skills strengths and gaps and identify the training needs of various departments. Using data on staff numbers and skills mix, the Firm will identify whether the relevant units within the MGCSP can fulfill their mandates.
- *Human resource management* - The Firm will assess the human resource systems to hold staff accountable for their performance and staff's perceptions of the performance management system.
- *Monitoring and Evaluation (MEAL System)*. The consultant will assess the technical capacities of staff in the Monitoring and Evaluation (M&E) Division, the MGCSP's M&E system, and M&E and data collection processes used in counties.
- *Financial Management Capacity and Resource Mobilization*. The Firm will assess the adequacy of funding, sources, financial management (planning, forecasting, bookkeeping, and auditing), and level of capacity to manage partner and government funding and implement donor-funded projects and activities. The Firm will assess the Program, Partnerships, and Resource Mobilization Unit to determine the capacity of the Ministry to mobilize additional resources from both the Government and Partners for sustainability and national ownership of programs and projects.
- *Procurement and Logistics Capacity*. The Firm will conduct a comprehensive assessment of MGCSO's procurement and logistics capacity and identify the gaps and resource and staffing needs.
- *Policy*. The Firm will assess the MGCSP's capacity for policy research, dialogue, and development; strategy development; and evidence-based decision-making. The Firm will also assess MGCSP's capacity to communicate its policy research outside the Ministry.

For each of these areas, the CNA should provide clear recommendations, an action plan with a timeline, and the human and financial resources required for each action.

The Firm will work with the MGCSP to develop a three-year strategic plan for implementing the recommendations and fulfilling the Ministry's vision, goals, and key activities. The strategy should have key performance indicators that can be used to monitor progress towards implementing the strategy. For each action in the strategic plan, there should be a prioritization (low, medium, and high), a timeline, a responsible unit, and an indicator to measure the progress of the action. In developing the plan, the Firm should highlight strengths, weaknesses, opportunities, and threats. The Strategic Plan should include a resource mobilization strategy for the MGCSP to successfully execute the plan and CBP.

The CNA will provide the basis for defining a capacity-building plan (CBP) to achieve the expected results. The CBP will address all areas of the CNA and clearly define the change process that will lead to improvement in capacity to achieve results. The CBP should include activities to be undertaken (including training), a budget, and indicators to measure progress toward results. The CBP should also be realistically formulated to cover three years and tailored to available funding sources.



Together, the strategy and CBP should provide the MGCSP with a clear roadmap for strengthening its capacity in the identified areas to optimize resources, staffing, and results. An important principle of MGCSP in conducting the CNA is that the assessment, Strategy, and CBP should be ‘owned’ and driven by the Ministry to sustain results.

The MGCSP through the Project Management Unit (PMU) is seeking the services of a highly experienced and competent consultancy firm to undertake this assignment at the national- and county levels.

METHODOLOGY OF THE CAPACITY NEEDS ASSESSMENT

The CNA should be participatory and consultative. The Firm will develop a methodology for the CNA and further develop it in partnership with the MGCSP. It is expected that the assessment will be built around broad consultation to help validate, expand, and improve the range of information collected.

The capacity assessment framework should recognize the multiple dimensions of capacity and expected results. This approach ensures that capacity building goes beyond individual capacity (relevant skills and abilities) to include organizational capacity (governance, structures, processes, etc.) as well as the broader context and environment within which the organization functions.

The methodology will include the following steps:

- Conduct a desk review and analysis of existing data and documents compiled with the support of MGCSP.
- Develop and administer an anonymous survey among MGCSP staff to identify good practices and areas that need improvement.
- Develop interview and focus group discussion guides and administer them to key informants identified by the MGCSP.
- Carry out a field visit to 3-4 a small number of counties to conduct interviews and/or focus group discussions with county staff. Develop and administer a survey questionnaire to collect info on capacity needs assessment from the Ministry staff in the remaining counties.
- Cross-check data, analysis, and information collated with the MGCSP and other relevant stakeholders.

KEY DELIVERABLES

#	Deliverables	Timeline
1	Inception Brief that summarizes the report plan and schedule, list of documentation to be reviewed, draft schedule of outputs, and interview, FGD, and survey instruments; methodology, and field visit protocols	3 weeks after the contract signing,
2	The first draft of the CNA and presentation of the draft	11 weeks after the contract is signed,
3	CNA which incorporates feedback and includes findings and recommendations	12 weeks after the contract is signed

4	Draft of the CBP and Strategic Plan detailing specific objectives, activities, timelines, and responsible parties for the next three years, and Presentation of the CBP and Plan	14 weeks after contract signing
5	Final draft of the CBP and Strategic Plan that incorporates feedback and recommendations and a validation workshop	16 weeks after contract signing
6	Submission of the final consolidated package (CNA, CBP, and Strategic Plan) and presentation that incorporates all feedback	19 weeks after contract signing

DURATION AND TIMEFRAME

#	Key Tasks	# weeks	Location
1.	Desk review	Week 1	Remotely
2.	Presentation of the inception report	Week 2 - 3	Place of Assignment
3.	Data collection and analysis	4 -10	Place of Assignment
4.	Preparation of draft CNA and PowerPoint presentation	11 - 12	Remotely
5.	Collate information on the Strategic Plan and CBP	Week 12	Place of Assignment
6.	Development of the CBP and Strategic Plan	13 - 15	Place of Assignment
6.	Preparation/Facilitation of validation workshop.	16	Place of Assignment
8.	Preparation of final consolidated report and PowerPoint presentation	16 - 19	Remotely
		19	

REQUIRED QUALIFICATIONS AND EXPERIENCE

The consultant team is expected to have the following qualifications and experience:

- Proven Record of conducting similar assessments and key staff with advanced degrees in economics, development studies, social sciences, gender studies, or related disciplines and relevant certifications;
- A minimum of ten (10) years experience in conducting organizational capacity needs assessments;



- Proven experience in supporting public organizations with gender mainstreaming and gender equality and applying these concretely to specific program sectors, plans, policies, and processes.
- Demonstrated work experience on gender issues including gender-responsive policies, and public administration.
- At least 10 years of experience working in organizational development, and capacity building in the specified area;
- Excellent writing and communication skills in English;
- Strong interpersonal skills and the ability to communicate and work well with diverse people.

Qualifications and Experience of Key Staff

- Team Lead
- Public Sector Specialist
- Monitoring and Evaluation Specialist
- Organizational Development/Change Management Specialist
- Financial Management/Audit Specialist
- Gender Specialist
- One staff member among key staff who understands the local context.

Key expert	Required qualifications and experience
Team lead	<ul style="list-style-type: none"> • At least a master’s degree in public administration, organizational development, or a related field • At least 10 years of experience in leading complex consultancy projects, preferably within the public sector • Extensive experience in managing multi-disciplinary teams and managing delivery of complex assignments. • Familiarity with the local context and understanding of government structures and processes
Lead Public Sector Specialist	<ul style="list-style-type: none"> • At least a master’s degree in public administration, economics, or a related field • At least 15 years of experience in public sector management, policy analysis, or institutional reform • Experience in conducting capacity assessments and developing strategic plans for government entities. • In-depth knowledge of institutional arrangements, governance frameworks, and public sector reforms
Monitoring and Evaluation Specialist	<ul style="list-style-type: none"> • A master’s degree in statistics, economics, development studies, or a related field

	<ul style="list-style-type: none"> • At least 8 years of experience in designing and implementing monitoring and evaluation systems, preferably within government or development organizations. • Experience with monitoring and evaluation methodologies and tools • Experience in quantitative and qualitative data analysis techniques
Organizational Development/Change Management Specialist	<ul style="list-style-type: none"> • A master's degree in organizational development, change management, or a related field. • At least 8 years of experience in organizational development, including program reviews and audits. • Expertise in assessing organizational structures, processes, and capacities
Financial Management/Audit Specialist	<ul style="list-style-type: none"> • Professional qualification in accounting, finance, or auditing (e.g., CPA, ACCA, CA-England, and Wales). • At least 8 years of extensive experience in financial management, auditing, or financial analysis, preferably in the public sector • Expert understanding of financial planning, budgeting, and accounting principles • Extensive experience in conducting financial assessments and identifying financial management gaps
Gender Specialist	<ul style="list-style-type: none"> • A master's degree in gender studies, social sciences, or a related field • At least 8 years of extensive experience in gender and women's empowerment, preferably in development projects financed/implemented by international development partners, and/or government programs. • Experience in conducting gender assessments and developing gender strategies. • In-depth knowledge of local gender and women's empowerment-related issues and context

Evaluation Criteria

1. General qualifications, 20%
2. Completion of 5 similar assignments over the last five years for the World Bank, African Development Bank, and/or other international organizations, 30%
3. International experience of the firm in conducting organizational, operational, and performance assessment/audits in at least 3 countries including Liberia, 20%. Extensive expertise, knowledge, and experience of the staff in the field of institutional and performance reviews and assessments, 30%



ROLES, RESPONSIBILITIES, AND REPORTING REQUIREMENTS

The PMU of the LWEP will contract the Consultant. The Firm will report to the MGCSP through the PMU. The National Project Coordinator will review and submit to the MGCSP.

The Firm will be responsible for designing the methodology, CNA, report, CBP, and strategic plan, including a resource mobilization strategy.

MGCSP through LWEP PMU will have responsibility for the overall management of the Consultant and this will include reviewing and finalizing the methodology, monitoring the delivery of milestones, and providing feedback on the work, drafts, and final products. The MGCSP/LWEP PMU will provide the Consultant with all necessary documents and information on the various structures in the counties to initiate the work and will facilitate interviews, focus group discussions, and surveys to support the assignment.

TENTATIVE PAYMENT SCHEDULE

No	Activity	Payment
1	Inception Report	15%
2	Draft CNA and presentation	15%
3	Draft Strategic Plan, CBP, and presentation	20%
4	Combined CNA, CBP, and Strategic Plan that incorporates all feedback	20%
5	Final Consolidated Report	30%
Total		100%