



Liberia Sustainable Management of Fisheries Project (LSMFP) National Fisheries & Aquaculture Authority

P. O. Box 10-1384
United Nations Drive, Bushrod Island
1000 MONROVIA 10, LIBERIA



REQUEST FOR EXPRESSION INTEREST

(INDIVIDUAL CONSULTANCY)

Preparation Advance No. IDA V3100

PROJECT ID: P172012

Subject: Request for Expression of Interest (REOI) for provision of Consulting Services to develop a Project Implementation Manual for LSMFP

Reference No.: LR-NAFAA-163157-CS-INDV

Assignment Title: Consulting services for development of Project Implementation Manual for Liberia Sustainable Management of Fisheries Project

The government of Liberia through the National Fisheries and Aquaculture authority (NaFAA) has received support from the World Bank Group toward the preparation and implementation of the, "Liberia Sustainable Management of Fisheries Project (LSMFP)". The project development objective (PDO) is to improve the management and utilization of selected fisheries. The objective of this terms of reference is to recruit an individual consultant who will develop a Project Implementation Manual for Liberia Sustainable Management of Fisheries Project.

The objectives of the consultancy are as follows:

- The main objective of this assignment is to support the National Fisheries and Aquaculture Authority (NaFAA) through its Project Implementation Unit (PIU) to develop a Project Implementation Manual (PIM) for the LSMFP that simplifies, formalize and standardize PIU administrative procedures, procurement of goods and services, training, and consultancies (as applicable), financial management (planning, budgeting, accounting and recording, internal controls, reporting and auditing), disbursements, monitoring and evaluation, progress reporting and relations with stakeholders (including outlining the main roles and responsibilities of the stakeholders).Framework

The short-listed candidate is expected to have the following qualifications:

Qualifications and Experience:

The Consultant is required to have the following minimum qualifications and experience:

The assignment will require a high level of technical competence on holistic Project Management, implementation and adequate demonstrable experience in designing and developing Project Implementation Manuals for the public sector projects, particularly donor funded ones. The consultant should therefore have an adequate combination of:

- University degree (Master) in economics, management, or related disciplines;
- Demonstrated cutting across experience in project design and implementation, experience in donor funded projects is required and experience in world Bank funded projects will be an added advantage;
- A Minimum of 5 years of practical experience; procurement, financial management, project monitoring and evaluation and project implementation administrative functions.
- Must be familiar with the World Bank's guidelines, policies and procedures for project and financial management;
- Demonstrable evidence of providing training on the use of similar management tool for project implementers;
- Knowledge of international practices in public investment management processes and systems;
- Extensive knowledge of public investment management processes including planning, project preparation and appraisal, project selection and budgeting, project execution as well as monitoring and evaluation;
- Must have been involved in at least two assignments on the development of public investment management operations manual, regulations, procedures, and guidelines;
- Excellent research, writing and communication skills; and with the
- Ability to meet tight deadlines and to work effectively under pressure

The detailed Terms of Reference (TOR) for the assignment can be found at the following websites:

a) www.nafaa.gov.lr

b) www.emansion.gov.lr

The attention of interested individual Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" dated July 2016, revised November 2017, and August 2018, setting forth the World Bank's policy on conflict of interest. Please refer to paragraph 3.17 of the Procurement Regulations on conflict of interest related to this assignment which is available on the Bank's website at <http://projectsbeta.worldbank.org/en/projects-operations/products-and-services/brief/procurement-newframework> .

An Individual Consultant will be selected in accordance with the **Individual Consultant Selection (ICS)** 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 **Monday April 26, 2021 @ 2:00PM GMT**

Liberia Sustainable Management of Fisheries Project (LSMFP)

Attn: The Project Coordinator

Mesurado Pier, Freeport of Monrovia

Monrovia, Liberia

Tel: +231777823890/0770532901

E-mail: ysubah@nafaa.gov.lr ,

Cc: kpelewahj100@gmail.com , maakundusiah@gmail.com

Note: Applicant MUST indicate in the email subject, the Title of the Position he/she is applying for

Terms of Reference

1.0 Introduction

1.1 Project Background

1.2. The government of Liberia with support from the World Bank through the West Africa Regional Fisheries Program (WARFP) has rebuilt the fish stocks to recovery status thus significantly increasing landings by artisan fishers. In order to further harness the benefit from the resources to increase revenues, improve income and food security, the Government of Liberia is seeking further assistance from the World Bank Group to support ‘Sustainable Management of Fisheries in Liberia’, with the objective to improve the management and utilization of selected fisheries.

1.3. The proposed project has the following key objectives: 1. Improving management of selected fisheries 2. Improving handling of fish and fish products 3. Support to Aquaculture, and 4. Project management In order to achieve sustainable management of the fisheries sector in Liberia, several objectives will be pursued, including: (i) strengthening capacity of relevant institutions in Liberia responsible for fisheries management, including improving information required for the decision making in managing fishery resources; (ii) developing facilities for handling, processing and storage and mechanisms for improving market access through certification, branding, etc.; (iii) supporting artisanal and community-led fisheries management; (iv) improving benefits to women from the management and use of fisheries resources; and (v) supporting efforts to develop aquaculture research, development and extension. Moreover, relevant aspects of coastal zone management such as wetlands/mangrove management and rehabilitation, near-shore solid waste (especially plastic) pollution management will be included.

1.4. The project implementations unit (PIU) at NaFAA is charged with all aspects of Project Management including physical implementation, financial management, procurement, disbursement, administration, monitoring and evaluation, periodic reporting. To facilitate efficient and effective project implementation, there is need for development of a comprehensive Project Implementation Manual. The manual will be developed by a consultant.

2. Objective of the Assignment

The main objective of this assignment is to support the National Fisheries and Aquaculture Authority (NaFAA) through its Project Implementation Unit (PIU) to develop a Project Implementation Manual (PIM) for the LSMFP that simplifies, formalize and standardize PIU

administrative procedures, procurement of goods and services, training, and consultancies (as applicable), financial management (planning, budgeting, accounting and recording, internal controls, reporting and auditing), disbursements, monitoring and evaluation, progress reporting and relations with stakeholders (including outlining the main roles and responsibilities of the stakeholders).

3. Scope of the Assignment:

3.1. The manual is expected to detail policies and procedures, including specific methods where applicable to be adopted on a day-to-day basis by the PIU in the course of Project Implementation with respect to the above-mentioned activities and functions (in paragraph 2. above).

3.2. Financial Management and disbursement: This includes FM procedures and responsibilities, annual work plan and budget, financial controls, disbursement arrangements, expenditure, accountability framework, governance and anti-corruption, bank reconciliations, Disbursements & Funds Flow (Advance Payment Method, Direct Payments, DA Replenishments, Special Commitments, Management of Designated Accounts, Management of Designated Accounts, Petty Cash Account, Management of Fixed Assets, Working Advances & Facilitating Field Visits, Official Travel, Per Diems, and Airfares, Sitting Allowances & Honorariums, Payroll Management (Consultants Fees),), withdrawal (conditions, period, and applications), payment (procedures, process, invoices, voucher preparation, payment time, cash payments, custody of checks,) accounting (arrangements, process, account signatories, processing financial transactions) financial reporting/guidelines/arrangements, financial statements and audit, implementation support plan, LSMFP Loan Closure Activities (PIU responsibilities, Recovery - designated accounts, final audit fee, retention money), Monitoring Actual vs Planned Implementation. With due care and regards to internal controls and procedures, World Bank rules and as well as the related financing agreements, the manual is expected to detail responsibilities, stages and lead times in the context of the foregoing institutional arrangements. The manual shall thus also help in the process of monitoring and overseeing projects implementing activities.

3.3. At the onset, the manual should outline the overall institutional aspects, with adequate reference to the project implementation and coordination arrangements and related requirements

by World Bank and Government of Liberia, with complete avoidance of any level of ambiguity. The rest of the subsequent chapters should follow a professionally acceptable chronological order, and where applicable, cross referencing to applicable World Bank rules, procedures and guidelines shall be clearly made.

3.4. Procurement and Contractual Management; including general guidelines, overview of procurement process and arrangements, procurement planning, assessment of the agencies capacity to implement procurement, , procurement methods, procurement thresholds and methods, procurement of goods, works and non-consulting services (NCB, ICB, shopping, direct contracting), Procurement of Consultancy Services (QCBS), Least Cost Selection (LCS), Consultants' Qualifications Based Selection (CQS), Single-Source Selection (SSS), Details of Procurement Process (including subsistence allowance, Selection of Individual Consultants, Contract Management (including ToR, Preparation of Cost Estimate and the Budget, Expression of Interest , Preparation of the shortlist of consultants, Procedures for Request for Request for Quotations (RFQ) / Shopping, Procedures for Request for Request for Proposals (RFPs), Procedures for Request for Bids (RFB) Receipt and Opening of Proposals, Opening and Evaluation of Proposals, Evaluation of the Technical Proposal, Evaluation of the Financial Proposal , Combined Quality and Cost Evaluation, Negotiations and Signing the Contract, Publication of Award, Debriefing) Contract administration, Contract Monitoring, Contract Performance Evaluation), Confidentiality and Ethical Conduct, Complaints Handling, World Bank Review on Procurement decisions, , frequency of procurement and details of the procurement activities. The section should outline in simple language, what procedures the PIU must follow in purchasing goods, services, and civil works (depending on the value of the items); what documents must be provided as evidence of following the defined procurement procedures; and simple reporting formats for tracking and reporting on procurement steps.

3.5. Institutional linkages should be clearly spelt out, with a clear articulation of roles and responsibility of the National Fisheries and Aquaculture Authority (NaFAA) and the PIU itself. The supporting and/or oversight roles of beneficiary institution technical specialists, technical committee/s and Project Steering Committee should be clearly stated, with sufficient detail on linkage modalities.

3.6. Where applicable, the manual should give clear guidance on the composition of ad-hoc and standing specialized and non-specialized committees which shall be relevant for project implementation (e.g. the procurement/tender committees), clearly guiding on process and considerations for appointing members of such committees.

3.7. ESF/Safeguards Requirements: this includes Project Safeguard Rating, ESF instruments, ESF operationalization (includes Guiding Principles and Key Considerations , PIU Responsibilities, Contractor's Responsibilities, NaFFA Responsibilities) Stakeholder Engagement, , Gender-Based Violence (GBV) and Violence against Women, Grievance and Redress Handling, COVID-19 Transmission Prevention Measures.

3.8. Capacity analysis and proposals for improving and consolidating capacity and skills required for Project implementation and beyond the Project for general due diligence **management.**

3.9. Monitoring, Evaluation and Reporting includes M&E Function and Responsibilities, M&E Cycle and System, Monitoring and Evaluation Mechanisms, Reporting Methodology, Results Framework, Annual Project Reporting Event,

3.10. Contingency Emergency Response Component (CERC): applications, possible implementation arrangement if trigger

4. Consultant's Key Tasks:

4.1. Working for the PIU and the NaFAA, the consultant is expected to:

4.2. Review relevant documentation including the Government of Liberia Project Financial Management Act; World Bank Procurement Guidelines; World Bank Procurement Plan Format, world Bank Interim Progress Reporting Format, world Bank Disbursement rules, World Bank Guidelines on Financial Reporting and Auditing of Projects as well as Terms of Reference for External Audits. Existing Project Appraisal documents should also be reviewed to gain a deep understanding of operations.

4.3. Meet with key stakeholders including the world Bank, to ensure all key issues have been addressed and adequately incorporated, this shall also entail a review of all documents relating to projects and their implementation from the perspective of such bilateral donors. Where material disparities exist between guidelines and practices (e.g. World Bank vs. GOL), a common approach shall be arrived at through consultation with all parties concerned and necessary approvals from the Bank.

4.4. Prepare an inception report in accordance with the terms of the consultancy agreement.

4.5. Develop a 'best practice' Project Implementation manual which covers in sufficient detail, the entire Project Cycle with specific procedure on PIU administrative procedures, procurement

of goods and services, training, consultancies and civil works (as applicable), financial management (planning, budgeting, accounting and recording, internal controls, reporting and auditing), disbursements, monitoring and evaluation, progress reporting and relations with stakeholders.

4.6. Hold discussions with stakeholders on the draft Project Implementation Manual to obtain feedback on the clarity, feasibility, and completeness of the proposed procedures.

4.7. Finalise draft Project Implementation Manual based on stakeholder consultations.

4.8. Provide training to relevant personnel about the use of the manual

5. Deliverables:

5.1. The consultant is expected to deliver the following:

5.1.1. Inception Report outlining the understanding of the assignment

5.1.2. A draft Project Implementation Manual for the PIU and Bank's comments and suggestions;

5.1.3. Presentation of the PIM to the Project Implementation Unit / NaFAA and other stakeholders, including beneficiary institutions involved in the Project implementation activities and processes;

5.1.4. A final PIM which incorporates comments from NaFAA/PIU, World Bank and stakeholders.

5.1.5. Annexed to the Project Implementation Manual should include but not be limited to the following:

- Disbursement
 - Sample letter designating authorised signatories
 - World Bank's Disbursement application form
 - World Bank's Statement of Expenditure format
 - Estimated Budgeted Activities
 - Sample Special Account Reconciliation Statement
- Procurement
 - sample bidding documents for works and goods using different procedures,
 - sample evaluation reports (works and goods) and selection of consultants,
 - Standard request for quotations,
 - Filing checklists,

- Field inspection report forms, etc.
- Accounting and Financial Reporting
 - Sample journal forms
 - Sample payment approval documents
 - Sample Bank Account Reconciliation
 - Sample monthly and quarterly management reports
 - Sample annual financial statements
 - Cash request forms
- Administrative functions
 - Transport requisition forms
 - Stock requisition forms (stationary etc)
 - Staff allowance requisition forms
 - Leave application forms
 - Etc.
- Monitoring and Evaluation
 - Sample monitoring and evaluation reports
 - Incident reporting form
 - Field Inspection forms
 - Etc.

6. Reporting and Communication:

6.1. The consultant will report to the Coordinator of the LSMFP/NaFAA, and is expected to work independently in developing the draft Project Implementation Manual. However, the consultant will be expected to work closely with the NaFAA, Bank and staff of the PIU on matters of consultation.

7. Qualifications and Experience:

7.1. The assignment will require a high level of technical competence on holistic Project Management, implementation and adequate demonstrable experience in designing and developing Project Implementation Manuals for the public sector projects, particularly donor funded ones. The consultant should therefore have an adequate combination of:

- University degree (Master) in economics, management, or related disciplines;

- Demonstrated cutting across experience in project design and implementation, experience in donor funded projects is required and experience in world Bank funded projects will be an added advantage;
- A Minimum of 5 years of practical experience; procurement, financial management, project monitoring and evaluation and project implementation administrative functions.
- Must be familiar with the World Bank’s guidelines, policies and procedures for project and financial management;
- Demonstrable evidence of providing training on the use of similar management tool for project implementers;
- Knowledge of international practices in public investment management processes and systems;
- Extensive knowledge of public investment management processes including planning, project preparation and appraisal, project selection and budgeting, project execution as well as monitoring and evaluation;
- Must have been involved in at least two assignments on the development of public investment management operations manual, regulations, procedures, and guidelines;
- Excellent research, writing and communication skills; and with the
- Ability to meet tight deadlines and to work effectively under pressure

8. Expected Duration and Payment schedule

8.1. The assignment will be undertaken in in a period of 6 weeks.

Payment schedule

Payment of the consultant’s professional fees will be made according to the stipulations below:

No.	Deliverable	Delivery date	Responsibility	Percent of payment to consultant
1	Inception Report, including workplan & methodology.	1 week after contract signing	Consultant	5%
2	First draft of PIM	3 weeks	Consultant	10%
3	Second draft of PIM	4 weeks	Consultant	20%
4	Validation w/shop and report	5 weeks	Consultant	30%
5	Final PIM	6 weeks	Consultant	25%

6	PIM training ¹ for PIU staff and report	7 weeks	Consultant	10%
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9. Selection method: selection of individual consultant (SIC)

10. Location: The consultant will be based in Monrovia and expected to coordinate with relevant stakeholders in project communities as may be required.

¹ Financed by the PIU.

Annex 1: Outline of the PIM

The Project Implementation Manual will have the following sections:

- i. PIM Schedule of Revisions
- ii. Acronyms and Definitions
- iii. List of Figures
- iv. List of Tables
- v. Preface: How to Use this PIM includes structure of the PIM, Tips on How to Use the PIM

- vi. Executive Summary;
- vii. Introduction describing the PIM scope, purpose, objectives, principles and methodology;
- viii. General project description , PDO, Result Indicators
- ix. Description in detail of project components and their sub-components
- x. Institutional Arrangements and Coordination including overall institutional framework, implementation arrangements, Steering Committee, CMAs and community Fisheries, Technical and Operations Lead, planning and implementation process, Implementation and approval responsibilities, reporting relationships and responsibilities, Meeting Protocols and Business Standards

- xi. Cost Tables
- xii. Financial management and disbursement: This includes FM procedures and responsibilities, annual work plan and budget, financial controls, disbursement arrangements, expenditure, accountability framework, governance and anti-corruption, bank reconciliations, Disbursements & Funds Flow (Advance Payment Method, Direct Payments, DA Replenishments, Special Commitments, Management of Designated Accounts, Management of Designated Accounts, Petty Cash Account, Management of Fixed Assets, Working Advances & Facilitating Field Visits, Official Travel, Per Diems, and Airfares, Sitting Allowances & Honorariums, Payroll Management (Consultants Fees),), withdrawal (conditions, period, and applications), payment (procedures, process, invoices, voucher preparation, payment time, cash payments, custody of checks,) accounting (arrangements, process, account signatories, processing financial transactions) financial reporting/guidelines/arrangements, financial statements and audit, implementation support plan, LSMFP Loan Closure Activities (PIU responsibilities, Recovery -designated accounts, final audit fee, retention money), Monitoring Actual vs Planned Implementation
- xiii. Procurement and Contractual Management; including general guidelines, overview of procurement process and arrangements, procurement planning, assessment of the agencies capacity to implement procurement, , procurement methods, procurement thresholds and methods, procurement of goods, works and non-consulting services (NCB, ICB, shopping, direct contracting), Procurement of Consultancy Services (QCBS), Least Cost Selection

- (LCS), Consultants' Qualifications Based Selection (CQS), Single-Source Selection (SSS), Details of Procurement Process (including subsistence allowance, Selection of Individual Consultants, Contract Management (including ToR, Preparation of Cost Estimate and the Budget, Expression of Interest , Preparation of the shortlist of consultants, Procedures for Request for Request for Quotations (RFQ) / Shopping, Procedures for Request for Request for Proposals (RFPs), Procedures for Request for Bids (RFB) Receipt and Opening of Proposals, Opening and Evaluation of Proposals, Evaluation of the Technical Proposal, Evaluation of the Financial Proposal , Combined Quality and Cost Evaluation, Negotiations and Signing the Contract, Publication of Award, Debriefing) Contract administration, Contract Monitoring, Contract Performance Evaluation), Confidentiality and Ethical Conduct, Complaints Handling, World Bank Review on Procurement decisions, , frequency of procurement and details of the procurement activities.
- xiv. ESF/Safeguards Requirements: this includes Project Safeguard Rating, ESF instruments, ESF operationalization (includes Guiding Principles and Key Considerations , PIU Responsibilities, Contractor's Responsibilities, NaFFA Responsibilities) Stakeholder Engagement, , Gender-Based Violence (GBV) and Violence against Women, Grievance and Redress Handling, COVID-19 Transmission Prevention Measures,
- xv. Capacity analysis and proposals for improving and consolidating capacity and skills required for Project implementation and beyond the Project for general due diligence **management.**
- xvi. Monitoring, Evaluation and Reporting includes M&E Function and Responsibilities, M&E Cycle and System, Monitoring and Evaluation Mechanisms, Reporting Methodology, Results Framework, Annual Project Reporting Event,
- xvii. Contingency Emergency Response Component (CERC): applications, possible implementation arrangement if trigger
- xviii. Communication and Disclosure Management framework to increase oversight and handling of procurement complaints and determination of safeguards.
- xix. Monitoring and evaluation. It will include the role of the PIU at the National level to monitor and evaluate the project interventions.
- xx. Clear and coherent training plan
- xxi. Annexes to complement the Project Implementation Manual are but not limited to: -
- a. Tables,
 - b. Figures
 - c. Terms of References (TORS)
 - d. List of Steering Committee Members
 - e. Template for Annual Work Plan and Budget
 - f. Template for submitting Concept Notes
 - g. Internal Audit and Procedures
 - h. Fundamental Financial Management Practices in IDA-Financed Projects
 - i. Contract Financial Monitoring Schedule (CFMS)
 - j. PIU Expense Claim
 - k. Travel Expense Claim
 - l. Fixed Asset Register (FAR) Template
 - m. Advance Request Form
 - n. Advance Acquittal Form

- o. Consultant Timesheet Template
- p. Consultant Monthly Report Template
- q. Monthly FM Report Template
- r. Annual Financial Statement
- s. Contract Award Notice Template
- t. Contracts Register Template
- u. Results Monitoring Frameworks
- v. Rationalization of Allowances Practices in IDA Financed Projects
- w. Terms of Reference for External Auditing
- x. Compensation Benefit Framework
- y. Disbursement Arrangements Statement of Confidentiality, Ethical Conduct, and Fraud and Corruption