



**Request for Expression of Interest  
Republic Of Liberia  
Public Procurement & Concession Commission**



**REQUEST FOR EXPRESSION OF INTREST-(REOI)  
(CONSULTANT QUALIFICATION SELECTION)**

Name Of Project	Public Financial Management Reform for Institutional Strengthening Project (PFMRISP)
Project ID	<b>P165000</b>
Grant ID	<b>IDA5060</b>
Assignment Title	Change Management (e-procurement consulting firm)
Reference No.	<b>LR-PPCC-385985-CS-CQS</b>

The Government of Liberia has received Financing from the International Development Association (IDA), toward the cost of the Integrated Public Financial Management Reform Project (PFMRISP), and it intends to apply part of the proceeds of this financing to eligible payments under the contract for which this Terms of reference is issued. This procurement process will be conducted in accordance with the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016 Revised November 2017, August 2018, November 2020 and Revised September 2023 and is open to all eligible Bidders as defined in the Procurement Regulations and the procedures described herein. Payments by the Bank will be made only at the request of the PFMRISP/ PPCC and upon approval by the Bank, and will be subject, in all respects, to the terms and conditions of the grant agreement.

To this end, the Ministry of Finance and Development Planning through the Public Procurement & Concessions Commission intends to hire an e-procurement consulting firm who would serve as Change Management firm. The firm would provide guidance on how the MACs would need to realign itself to meet the roles and responsibilities of the new e-procurement system, including providing connectivity requirements for six (6) pilot MACs (PPCC, Ministry of Finance, Education, Health, Liberia Revenue Authority and Ministry of Public Works).

Currently Liberia’s public procurement sector is in the process of transitioning from manual to electronic procurement processing. Part of such transition efforts is to embark a Change Management to ensure change efforts across the Project and in this regard work closely with the project team and beneficiaries to identify and prioritize organizational, culture change, business transformation, and staff development interventions accelerate the ownership and

adoption of consistency in approaches for change efforts to be implemented effectively and successfully.

The objectives of the e-procurement consulting firm will provide support to e-procurement implementation to Government of Liberia (GoL) for the following specific tasks under the proposed assignment:

**1. General requirements:**

- (a) The consulting firm will have local representation in Liberia during the life of the contract.
- (b) For Change Management, the firm would provide guidance on how the MACs need to realign itself to meet the roles and responsibilities of the new e-procurement system. This includes providing connectivity requirements for six (6) pilot MACs (PPCC, Ministry of Finance, Education, Health, Liberia Revenue Authority and Ministry of Public Works)
- (c) Perform any other related duties requested by PPCC.

**2. Requirements for Liberian e-GP implementation:**

- (a) Facilitate definition of project scope, goals and deliverables.
- (b) Support the GoL to create a roll-out, adoption and change management strategy.
- (c) Support the GoL to create and manage project plans, budgets, risk, and issues.
- (d) Support the GoL to manage e-GP implementation project end to end, from initiation, planning, implementation, testing, user acceptance testing (UAT), operational acceptance testing, training, and deployment and roll-out through to closure.
- (e) Support the GoL to carry out detailed System Analysis, Design and Configuration and identify a set of specification/guidelines for the development/adoption of e-GP.
- (f) Support the GoL to carry out Data Digitization and Migration for the e-GP.
- (g) Support the GoL to carry out System Integration including detailed analysis of collected requirements for system integration and identify a set of specification/guidelines for the development/adoption of e-GP.
- (h) Help the GoL to identify different barriers/blockers that could be faced during implementation of e-GP and suggest solutions to overcome the same.
- (i) Advise internal and external project communications to all levels of stakeholders both business and technical.
- (j) Support the GoL to ensure that proposed e-GP system is in line with OCDS standard and Open Data standard.

- (k) Help the GoL to work closely with selected firms for e-GP to configure and ensure the best technical and functional design and approach according to that GoL specific requirements.
- (l) Support the GoL to carry out a phased testing approach, including unit testing, integration testing, quality assurance and user acceptance testing (UAT) of the e-procurement system.
- (m) Support the GoL to build e-Procurement capacity in the six (6) piloting public procuring entities for roll out including post go live support. Ensuring to build local capacity and knowledge building within the piloting public procurement entities and the PPCC.
- (n) Provide support to build e-Procurement change agent team at PPCC.
- (o) Support the GoL to deploy the e-procurement system and piloting six (6) MACs.
- (p) Report on status of development, quality, operations and system performance to management.
- (q) Prepare project measurement reporting for management and stakeholders.
- (r) The consultant must be flexible and able to effectively manage and control changing priorities and project risks.

## Deliverables, Timeframe and Terms

### **Deliverables**

Based on the Scope of Services and Key Tasks the consultant will submit progress reports on the following items:

1. Inception Report
2. Report on System Analysis, Design and Configuration
3. Report on Data Digitization and Migration
4. Report on System Integration (to other existing systems)
5. Report on Training
6. Report on Operational Acceptance Testing
7. Report on the Roll out to 6 MACs and post Go Live support.

### **Time frame for the assignment**

This assignment is expected to be completed during **February 2024-October 2024**.

### **Terms of contract and remuneration**

The consultant will need to be always based in Monrovia during the implementation of the assignment. Payments will be made upon the consultant's submission of the specified deliverables, approximately as follows:

- 10% upon delivery of the Inception Report
- 10% upon delivery Report on System Analysis, Design and Configuration
- 10% upon delivery Report on Data Digitization and Migration
- 10% upon delivery Report on System Integration (to other existing systems)
- 20% upon delivery Report on Training
- 20% upon delivery Report on Operational Acceptance Testing
- 20% upon delivery Report on the Roll out to 6 MACs and post Go Live support.

The detailed Terms of Reference can be assessed through the link below: [www.ppcc.gov.lr](http://www.ppcc.gov.lr) and [www.emansionliberia](http://www.emansionliberia) or request a copy of the TOR from [ktroh@ppcc.gov.lr](mailto:ktroh@ppcc.gov.lr)

You may also obtain a copy of the Terms of Reference from the email address below:

The Public Procurement & Concessions Commission now invites eligible consultancy firms ("Consultants") 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 by submitting the most current company profile. The shortlisting criteria of the Firm are:

#### **Qualification of the Consulting Firm**

- I. At least seven years of digital technology project implementation general experience in the development or management of the implementation of e-procurement system.
- II. The firm must have minimum five years demonstrated specific experience of successful completion of at least two e-procurement system in the public sector in developing countries, including the implementation of e-procurement programs and management of political economy surrounding the use of digital technology in public procurement.
- III. Procurement Principles - Has in-depth knowledge of public procurement principles, regulations, systems, and approaches to international procurement with proven ability to independently provide well researched analyses of complex procurement issues and problems;
- IV. Regional Procurement Policies - Can provide high quality, pragmatic advice on the application of procurement policies and procedures as related to the implementation of local procurement initiatives;
- V. E-Procurement Transactions - Has in-depth understanding of procurement process and planning, including experience with resolving complex procurement issues, bidding documents, evaluation reports and contracts in e-procurement implementations;

- VI. Operational Project Management - Demonstrates in depth knowledge and understanding of project management tools & methodologies and processes related to project preparation & implementation, resource management, and stakeholder communications;
- VII. E-Procurement Experience - Three years' experience in e-Procurement in administrative, technical advisory or supervisory functions, especially in public sector. Experience in international e-procurement projects will be desirable.
- VIII. Client Orientation - Maintains client relationships in the face of conflicting demands or directions and provides evidence-based advice and solutions based on sound diagnosis and knowledge;
- IX. Drive for Results - Identifies the needed resources to accomplish results involving multiple stakeholders and finds solutions to obstacles affecting key deliverables;
- X. Teamwork (Collaboration) and Inclusion - Shows leadership in ensuring the team stays organized and focused, and actively seeks and considers diverse ideas and approaches;
- XI. Knowledge, Learning and Communication - Leads in the sharing of best practice, trends, knowledge and lessons learned across units and with clients and partners, articulating ideas verbally and in writing in a clear and compelling way across audiences of varied levels;
- XII. Business Judgment and Analytical Decision Making - Gathers inputs, assesses risk, considers impact and articulates benefits of decisions for internal and external stakeholders over the long term; and
- XIII. Responsive to the needs of a developing organization and possesses good IT skills.

General Qualifications and Number of Key staff (Appropriate skills and staff).  
Key staff will not be evaluated at the shortlisting stage.

**Note: Only the firm with the best qualifications and relevant experience that meets the requirements of the REoI will be invited to submit technical and financial proposals for negotiations.**

The attention of 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 2016, revised November 2017, August 2018, November 2020 and 5<sup>th</sup> Edition, September 2023, setting forth the World Bank's Policy on conflict of interest.

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 partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consulting Firm will be selected in accordance with the **Consultant Qualification Selection Method** set out in the Procurement Regulations.

Expression of interest which must bear the title, “**Change Management** (e-procurement consulting firm)” must be submitted in written form electronically to the address below (in person, or by mail or by email) by **5.00pm local time on February 20, 2024**.

Further information can be obtained at the address below during office hours from 8.30am to 4.30pm, local time or through [bodgerscott@ppcc.gov.lr](mailto:bodgerscott@ppcc.gov.lr) and copied to [ktroh@ppcc.gov.lr](mailto:ktroh@ppcc.gov.lr)

Address for submission of expressions of interest:

**Attention:**

**Procurement Unit**

Public Procurement & Concessions Commission

Executive Mansion Grounds, Capitol Hill,

Monrovia, Liberia

Change Management (e-procurement consulting firm) Public Financial Management Reform for Institutional Strengthening Project (PFMRISP).

**The address for online submission is: [procurement@ppcc.gov.lr](mailto:procurement@ppcc.gov.lr)**

