



REPUBLIC OF LIBERIA
ENVIRONMENTAL PROTECTION AGENCY

4th Street Sinkor, Tubman Boulevard
1000 Monrovia, 10 Liberia
P.O. Box 4024

**CALL FOR EXPRESSION OF INTEREST
TO PROVIDE CONSULTANCY SERVICE**

Consultancy service to lead the development of EPA Strategic Plan

EOI NO. EPA/E&E/CON/ICS/003/2021

TERMS OF REFERENCE FOR NATIONAL CONSULTANT

Job Title		National Consultant	
Division/Department		Environmental Protection Agency/EPA	
Programme/Project Number		UNDP Energy & Environment Program/Country Program Support	
Activity Result		EPA Strategic Plan is developed and validated	
Assignment		To lead the development of EPA Strategic Plan	
Location		Monrovia, Liberia	
Reports to	Energy & Environment Coordinator/EPA-UNDP	Consultancy Duration:	2 Months (April 15-June 15, 2021)

BACKGROUND

The Environmental Protection Agency (EPA) through the United Nations Development Program (UNDP) Energy & Environment Program/Country Program Support intends to support the Government of Liberia through the Environmental Protection Agency to develop EPA Strategic Plan.

Strategic planning is one of the most challenging – and exciting – exercises an organization can undertake. Strategic planning allows an organization to make fundamental decisions or choices by taking a long-range view of what it hopes to accomplish and how it will do so. A strategic plan is built on a thorough analysis of the organization's existing structure, governance, staff, program or service mix, collaborations, and resources (financial, human, technical, and material). This analysis is vital because it allows an organization to perceive which of its above aspects it must change in order to achieve its goals. A well-developed strategic plan serves as a blueprint for making these changes because it describes the following:

☐ A vision for the future ☐ Strengths and weaknesses of the organization ☐ The nature of the changes contemplated for future sustainable growth and development ☐ The sequence of these changes ☐ Those who are

responsible for guiding change ☐ The resources required, whether they currently exist within the organization or must be generated from external sources.

A strategic plan represents an organization-wide consensus among staff, directors, and other stakeholders concerning what represents success and how it is to be achieved. It therefore allows a manager to approach the strategic plan's activities with confidence. Strategic plans must be institutionalized so that they serve as the basis for performance standards, decision-making, planning, and resource mobilization and allocation. Strategic plans must also be systematically reviewed and revised so they remain topical, relevant, and "cutting edge." The whole organization must embrace the plan so that the "daily decisions are then made on the basis of this plan, which must be both practical – based upon your organization's mission – and flexible, to allow for rapid change. (Verardo, Denzil. "Managing the Strategic Planning Process." ASTD Info Line, Alexandria, VA, USA)

The Environmental Protection Agency (EPA) is the principal authority in Liberia responsible for the management of the environment; coordinate, monitor, supervise and consult with relevant stakeholders on all activities in the protection of the environment and sustainable use of natural resources.

Pursuant to this, the EPA with support from the United National Development Program (UNDP) intends to hire a National Consultant to lead the development of EPA Strategic Plan. Considering the above, the UNDP through the Energy & Environment Unit of the EPA requests the services of a National Consultant to work in collaboration with the EPA in achieving this objective.

With the plethora of challenges, the Energy and Environment (E&E) programme of the UNDP seeks to support the Government's efforts in achieving diversified and inclusive economic growth through investments in sustainable and environmentally friendly agriculture, food security, job creation and improved resilience to climate change and natural disasters. UNDP works to empower the population and build a resilient nation. It supports the government to develop and implement interventions aimed at improving the lives of the people, including women, youths and PWDs.

Through its Energy and Environment (E&E) Programme, UNDP supports the government through its relevant Ministries, Agencies and Commissions (MACs) to address environmental issues and mitigate their impacts to support the collective growth and development of the country.

Contract and Reporting Requirements

The Consultant will be hired against a performance-based contract for Two (2) Months. He/she will report to Coordinator of the EPA-UNDP Energy & Environment Unit. The Consultant shall submit the reports summarized below, for the respective period(s). All documents/reports should be issued in English, submitted in both hard and electronic copies.

- Monthly Progress Reports: The Consultant shall prepare weekly concise reports with the relevant information on progress, highlighting achievements, emerging issues that need to be clarified with the client and recommendations.
- Final Report: Before the end of the assignment: The Consultant shall submit a final report detailing all the activities undertaken. The report should outline achievements and issues and lessons learnt.

Scope of Work and Tasks

The Consultant will have the following responsibilities:

- Develop or review the EPA's mandates, organizational structure, values, mission, and vision of success

(strategic vision)

- Analyze the EPA working environment, and determine the strengths and weaknesses of the organization and the opportunities and threats in its external environment
- Identify strategic issues and fundamental choices facing the organization
- Develop goals, tactics, strategic objectives, and major activities to carry the institution forward in the direction desired
- Determine what financial, human, technical, community, and other resources are needed to achieve the strategic plan, and outline the means by which these resources will be mobilized
- Establish procedures for using, reviewing, revising, and evaluating the strategic plan
- Gather data about the institution, including its performance and views of staff or key stakeholders (using, for example, self-assessment formats)

Job Responsibilities:

- Analyze the shared values and experiences of staff and executives.
- Plan a meeting or workshop to facilitate strategic planning
- Review and update or prepare a Mission Statement for the organization
- Analyze the organization's external environment ("PEST" – Political, Economic, Social, and Technological factors) and internal environment (resources or inputs, processes, and performance or outputs)
- Conduct a SWOT analysis (assessing the organization's internal strengths and weaknesses, and its external opportunities and threats)
- Review the institution's existing strategic plan (if there is one) to identify aspects of the plan that are still strategic, those that are no longer strategic due to changing environments/times, and gaps or new issues that should be addressed in a revised plan
- Outline a vision of where the organization should be three to five years after the Strategic Plan is developed (the "vision of success")
- Identify the strategic issues facing the institution
- Formulate goals and strategic objectives to address major issues facing the organization and ensure its longer term growth and sustainability
- Develop work plans showing specific activities, persons responsible, resources needed, and indicators by which performance will be measured
- Identify next steps for resource mobilization and create a sustainability and financial plan that costs activities and outlines approaches for generating sufficient revenue or funding
- Prepare written detailed five-year Strategic Plan (Mission Statement, Environmental or Situational Analyses, Strategic Issues, Goals and Strategic Objectives, Activities Plans, Sustainability and Financial Plans, Monitoring and Evaluation Procedures or Cycles)
- Ensure the Strategic Plan is validated

Functional Competencies:

- Excellent and effective communication (verbal and written) skills, including ability to prepare reports and conduct presentations by clearly formulating positions on issues, articulating options concisely conveying maximum necessary information, making and defending recommendations; ability to convey difficult issues and positions to the public.
- Have a considerable knowledge of proposal development
- At least five (5) years' experience in strategic planning and management development

Key Expected Results

- Detailed five-year Strategic Plan (Mission Statement, Environmental or Situational Analyses, Strategic

Issues, Goals and Strategic Objectives, Activities Plans, Sustainability and Financial Plans, Monitoring and Evaluation Procedures or Cycles) is developed and validated

Output

The Consultancy will achieve the following deliverables:

- 1) Developed EPA Five (5) years Strategic Plan

QUALIFICATION

Education:

- PhD or its equivalent in Development studies, Master's Degree in Environmental Management, Urban Planning, Regional Development, Public Policy, Political Science, Economics, Business Administration, related Social Science disciplines or Law.

Experience

- More than seven (7) years of documented experience of working in related field of study in regions across the world;
- Knowledge and experience in various jurisdiction of Policy especially in Environmental Management, Regional Planning and Public Policy;
- Experience performing similar services requested;
- Knowledge of capacity development, and Policy Analysis
- Documented social skills and networking capabilities is an advantage;
- Experience in management and organizational development;

OTHER SKILLS

- Excellent team player with good interpersonal skills
- Ability to manage workload with minimum supervision
- Ability to work under pressure and tight deadlines
- Ability to accommodate additional demands at short notice
- Ability to work in a multi-cultural environment
- Oral communication/presentation skills
- Proactive mindset
- Experience in working with the EPA or UNDP/UD funded activities/projects

ATTENTION:
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or through email (rdoo@epa.gov.lr), indicating in subject area **“Lead the development of EPA Five (5) years Strategic Plan”** Closing date for submission of TORs is 4PM, April 8, 2021. Any submission coming/received after this deadline will not be given consideration. Only submissions that meet the requirement/criteria as contained in the Request for Expression of Interest will be considered for evaluation. The application package must include CV, credentials and Technical and Financial Proposal.

NOTE: This information is also posted on these websites: www.emansion.gov.lr, www.ekmsliberia.info., www.epa.gov.lr, www.unpd.org and local dailies.