

**ANNEX 3**  
**Term of references for the provision of Consulting Services**

**Review of Financial Management Capacity, Setting up of Accounting System and Training of Staff**

<b>Contract type</b>		Contract for professional services (Consulting Firm)	
<b>Division/Department</b>		Environmental Protection Agency/National Climate Change Secretariat	
<b>Programme/Project Number</b>		National Adaptation Plans (NAPs) Project, UNDP	
<b>Location</b>		Monrovia, Liberia	
<b>Expected Start Date of Assignment</b>	November 4, 2019	<b>Duration:</b>	6 Months
<b>Reports to</b>	NAP Project Coordinator/ NCCS National Coordinator		

**INTRODUCTION**

The National Adaptation Plans (NAP) is a Green Climate Fund (GCF) funded project "To advance the National Adaptation Plans (NAP) process for medium-term investment planning in climate-sensitive sectors (i.e. agriculture, energy, waste management, forestry and health) and coastal areas in Liberia". The project has duration of two years. The activities in this project focus on four components:

1. Strengthening institutional frameworks and coordination for implementation of the NAPs process
2. Expansion of the knowledge base for scaling up adaptation
3. Building capacity for mainstreaming climate change adaptation into planning, and budgeting processes and systems
4. Formulation of financing mechanisms for scaling up adaptation

The direct beneficiaries of the project is the Environment Protection Agency. Key government partners are Ministry of Finance and Development Planning, Ministry of Agriculture, National Disaster Management Agency, National Port Authority of Liberia, Liberia Maritime Authority, Liberia National Fisheries & Aquaculture Authority, Liberia National Department of Meteorology, Liberia Institute of Statistics and Geo-Information Services and University of Liberia.

Overall, the project will contribute Fund level impact towards output A.5 --“Strengthened institutional and regulatory systems for climate responsive planning and development

The expected outputs are derived from the government of Liberia’s NAP formulation and implementation note issued in 2016, following national stakeholder consultations held during the launch of the NAP process in April 2015. A stock-taking exercise was prepared by UNDP in 2015 upon request of the government. The stock-taking exercise identified six climate sensitive sectors for Liberia’s NAP intervention-agriculture, forestry, energy, waste management, fisheries and transportation.

It is recognized that financial project/Programme management capacity is a critical requirement for organization such as the EPA, which seeks to assess Green Climate Fund and other financial instruments Readiness and Preparatory support. Based on the above, UNDP Liberia is seeking for a competent organization/firm to conduct review of EPA Financial Management and ability to manage large funds under the NAP process, identify gaps and recommend remedial measures. Conduct capacity building support for national GCF readiness in areas of financial management, project management and procurement, IT, HR, software and accounting packages, provide ongoing mentoring and coaching over a period of 6 months.

## **BACKGROUND**

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. To enhance EPA efforts in achieving her core mandates, she is currently the link between the Government of Liberia and global environmental funding institutions; serving as National Designated Authority (NDA), of the Green Climate Fund (GCF), and Focal Point for the Global Environment Facility (GEF).

The EPA with support and collaborations from the United Nations Development Program (UNDP) have leveraged and accessed global environmental funding to address climate degradation issues in Liberia. Evidence of these are the Coastal Defense intervention that rescued Atlantic Street in Buchanan City, Grand Bassa County and the on-going Coastal Defense erection in New Kru Town, Montserrado County. Other projects been financed and implemented by global environmental funding are the National Adaptation Plans (NAPs) and the Cross-Cutting Capacity Development (CCCCD).

For EPA to continuously leverage and access these international climate funds it has to be compliance with their requirements. These include, to develop best practice systems, indicators, documentation and policies; comply with international voluntary standards and frameworks; environmental and social due diligence; monitor and evaluate projects and programs; discern appropriate levels of transparency and disclosure; and regular sustainable reports with transparent accounting for financial as well as environmental, social and governance performance. Further, the EPA needs to put in place and continually improve systems for managing the impacts associated with environmental and social contexts, by setting objectives and seeking continuous improvements through monitoring performance and reviewing progress and regularly audited by third party financial institutions.

The EPA is desirous of establishing an efficient Project Management Unit (PMU) that can plan and execute programs and projects with tangible results, ensuring timely deliveries and reports that will meet credibility and quality assurance of best practices. The PMU of the EPA will also be positioned to identify and navigate the risks and opportunities that project management faces and adopt cost-effective approaches. We also want to ensure that the PMU can monitor and evaluate projects/programs, perform baseline analyses to understand which impacts are direct result of the projects/programs.

Considering the above mentioned and to enable the Environmental Protection Agency adequately access and implement multilateral climate financed projects, there is a need to enhance the capacity of certain department staffs. These departments are key to managing and reporting especially on donor funded projects. Because of this capacity gap, the EPA has not been able to fully manage any climate financed project in Liberia. This gap, the EPA working along with the UNDP decides to address. This gap when address will enhance EPA in the execution of her national mandates and accessing of international climate funding to mitigate Liberia's environmental degradation impacts.

The EPA in collaboration with the United Nations Development Programs (UNDP) and the National Adaptation Plans (NAPs) Project team is therefore seeking to contract a consulting firm that will set up an accounting system and conduct hands-on training of selected staff of the EPA.

### **OBJECTIVE**

The objective of this assignment is to ensure that the EPA meets internationally approved financial standards and prepare EPA toward qualifying as a delivery partner and National Implementing Entity.

The main objectives of hiring the firm for this assignment are as follows:

- Review of existing financial management capacity of EPA based on recent audits, HACT etc to determine capacity gaps and needs for management of large funds
- Development of web enabled integrated Enterprise Resource Planning (ERP) solution for supporting regular operations which include Project Management Information System (PMIS),
- Financial Management Information System (FMIS), Contract Management Information System (CMIS), Procurement Management Information System (PCMIS) and Admin and Human Resource Management Information System (HRMIS).
- Establish and maintain a robust Online, Real-time, Web Based, Database Monitoring System that allows for acquisition of real time data and statistics available for timely decision, policy making, monitoring and project implementation.
- The ERP solution should manage major business processes that include Budgeting, Donor Financing Fund Management
- The HR management system should support operation on Personnel Management (Personal Data, Leave Management, Travel Management, Salary Management, Performance Evaluation), Time Management, Personal Development (Trainings, Performance Evaluation), Document Registration,

Document Management System (Store and Search Document, access control ), Material Management (Pre Purchase, Post Purchase, Inventory), Payroll and Tax calculation.

- Strengthen the monitoring capacity of the EPA in respect to the Environmental Impact Assessment permitting process based on different projects for proper decision-making support including monitoring compliance and enforcement

### **SCOPE OF SERVICE**

The consulting firm contracted needs to conduct and carryout the following activities to achieve the objectives and produce the deliverables and outputs. In this context scope of services of this consulting service consists (but not limited to) of the following:

- Study the objectives and mandates of the EPA, its activities, Financing, Donors etc. define /determine the monitoring and progress performance activities as per the Institutional functions, Monitoring Indicators and Norms etc. The firm need to understand thoroughly the business process of EPA at operational and administrative level, Monitoring Procedures, Data collection formats/form, reporting process, Different Norms of Regulation etc. Review of EPA financial management capacity based on findings from previous audits. Based on the study, the firm needs to develop and deliver an ERP system that facilitates online processing of data of activities, finance, donors, monitoring, and periodic reports.
- Consultation with the concerned authorities of the EPA: The firm should consult with the concerned officials/ managers of EPA after signing the agreement. The firm needs to have consultative meetings with the technical team of EPA for the time schedule, planning and other implementation.
- EPA will assign a staff as project coordinator of the developing software project who will communicate with the firm for various inputs. Under the identification of the necessity of the Consulting firm, EPA can allocate a certain space and environment within its office for firm personnel to carry out developing activities if required. In development of the ERP, consulting firm will get support from the concerned EPA personnel on required input, clarity and expected result from a particular module and integration
- After determining the appropriate forms, formats and information the firm needs to design and develop the system for the required information to cater to the needs for monitoring, administration and reporting of EPA related activities. The system should be able to produce and maintain the volume, storage and speed for instant online data entry, recording, retrieving, producing and analyzing the data and its contents. However, the system should have the following features and must satisfy the system requirements. The system and its operation need to have the following features:
  1. Financial Information
  2. HR and Admin related Information
  3. ESIA process information

- **Data Entry or Uploading Functions:** The ERP should have both features of data entry online as well as uploading filled form where necessary which will be identified during the system analysis phase. It should also ensure the adequate safety/security mechanism while making entry or uploading the forms, formats or other required information. This system should also contain the sample forms or formats which can be downloaded and filled offline and uploaded to the system, populating the concern database tables.
- **Access Control:** The ERP system should have different access control features as per user levels and user privileges or user roles. This access control feature should be dynamic in nature so that rights of a particular module may be assigned to any user apart from his/her level.
- **Audit Trail System:** The ERP system should have the facility of Audit Trail. The system should be able to examine the periodic information on real time basis. It should generate the report required by the authorities to test the accuracy of the data and the system should be able to produce reliable information. The audit trail system should be inbuilt in the system.
- The system should be compatible with key features by of the Liberian government software system to facilitate the data interchange among different government agencies.
- The ERP needs to be secured through layers of security system. The software security system should enable the smooth operation of the system without hacking or other security lacking
- **Data Storage and Back-up System:** The firm should be able to identify and recommend to EPA for proper data storage mechanism to support software services efficiently.
- The database system should be able to export the data to other application program such as SPSS and STATA, Excel or other useful application programs for analysis and generation of analytical report as and when required.
- EPA currently uses few independent software systems to support operation of the organization and Financial and Accounting System for keeping track of financial related data. The firm should successfully transfer data from the old system to the newly designed system using proper migration plan. If the migration does not succeed, the firm should produce convincing evidence of data migration failure and submit a report to EPA
- The firm should analyze available network technology in EPA and suggest with appropriate action to be taken in order to run the system well in intranet, internet and WAN.
- **Support and Maintenance:** After successful implementation of ERP solution and Project Completion Report accepted by EPA, the system should be kept under warranty period for three months. On completion of warranty period, the system will stay under maintenance period for one additional year where a regular support, maintenance and regular updates should be carried out by the consulting firm. EPA will arrange for the annual maintenance of ERP. The support level depends upon the complexity of the task which should determine the service should either be remote support, on call support or stationed support.
- The firm shall prepare the technical, user and operational training module, training materials and session plans for the successful design, development and operation of the system. The trainings should be conducted for EPA staff as well as selected project staff. The training shall be organized by EPA and facilitated by the developing firm and events shall be conducted under the discussion of EPA and consulting firm.

The Consulting firm contracted will be required to carry out the EPA capacity development training in three phases:

- 1) Procurement of ERP Accounting Software, upgrade server capacity and associated ITC equipment/software**
- 2) Maintenance of ICT Server including internet/intranet services**
- 3) Provision of Hands-on training/coaching of key Finance, ICT, HR, Procurement & Project Management**

#### **KEY PERFORMANCE INDICATORS**

- Effectiveness of accounting system and server
- Effectiveness of EPA internet connectivity
- Effective and consistent support to and collaboration with EPA and Staff
- Effectiveness of training
- Timely completion of tasks

#### **EXPECTED DELIVERABLES:**

After carrying out the scope of activities, the consulting firm should handover the following output and deliverables to the EPA

- Original ERP Software Design and System /Program to run the ERP in EPA. Documents of the Software program in hard copies and that of electronic version (in Compact Disk and Pen Drive).
- Data Entry Formats, Forms and Other Required Information: The consulting firm also need to prepare and submit the manual or directives for the forms, formats for its effective handling.
- Documentation of Technical Design, Operational and Training Manuals: As mentioned in the scope of the activities the consulting firm needs to submit the Technical Design of the Software System, Operational and Training Manuals in the documented form as well as the in Soft copy of electronic version (in Compact Disk and Pen Drive).
- System Requirement Specification (SRS): A complete report of standard SRS including database architecture and ERP design.
- The Source Code and right to use by client exclusively.
- The copyright necessary to use the software and used the one developed by others, if any.
- The conduction of trainings and workshops, seminars and consultative meetings and their reports.
- The reporting requirements as mentioned in the ToR.

<b>Deliverables</b>	<b>Date</b>	<b>Scope of Price Proposal and Schedule of Payments</b>
Inception report	Not later than 1 month of agreement signing	40 % after adoption of the inception report, capacity assessment and system requirement report
Capacity assessment and System Requirement Specification (SRS) Report	Not later than 1 months of inception report submitted	
System Design Document (SDD) and Test Report and conduct training	Not later than 4 months of SRS submitted	40% upon completion of system development and and submission of test report
Other deliverables mentioned in EXPECTED DELIVERABLES	Not later than 1 months of User Acceptance	20 % Upon approval of report including training activities and all other deliverables

#### **EXPECTED OUTPUTS:**

- Finance department of EPA equipped with computer-based financial applications, website server and high-speed internet connectivity
- Selected Staff of EPA trained in Finance, ICT, HR, Procurement & Project Management
- Staff of the EPA trained in the usage and maintenance of software and servers

#### **REQUIRED COMPETENCIES**

##### **Interested Consulting Firm must meet the following:**

- 10 years of documented experience of system software design and web-based applications design, development and implementation of similar projects types for corporate business, investment companies, banks, government, NGOs, INGOs and similar others Must be registered and certified as per national and international standard;
- Must have an experience of developing web-based ERP/MIS/DSS projects development in last 10 years
- Having documented evidence of average financial turnover
- Should have technically qualified and well-experienced manpower/staff;
- Should have sufficient in house infrastructure equipment to carry out the training;
- Should have experience of conducting hands on training facility either in-house or at a third-party premises
- Other relevant documents like company registration, latest tax clearance, etc. are necessary.

## PROFESSIONAL STAFF AND KEY PERSON INVOLVEMENT

The project team should include a minimum the following key professionals: Team Leader, Finance Expert, Admin Expert, Programmer and Database Expert. The team should comply with the following main specifications. Between them, the team members should have some degree of expertise in Programme Development, Accounting, , database management, web development and training.

<b>1- Team Leader</b>	
Role	Overall project management
Qualification	At least Master's Degree in the field of Management/IT/Software/IS/Engineering or equivalent
Experience:	At least 7 years of experience in web-based ERP/MIS/DSS solution development/implementation and management. Should have specific experience as Project Manager (Team Leader) in projects related to ERP/MIS/DSS/database management, etc. within last five years. Should have the trainings and certification related to IT/Project Management. PMP/ITIL training is preferred
<b>Finance/Account/Management Expert</b>	
Role	Financial and Accounting work flow management
Qualification	At least Master's degree in Business Administration/ Finance or equivalent
Experience:	Minimum 7 years of experience in handling Finance and Account of corporate business, investment companies, banks and large-scale private companies. Should have training/certificate related to financial management and proven skill of transferring knowledge into software instructions and conducting training.
<b>Admin Expert</b>	
Role	Administrative procedures and standard workflow management
Qualification	At least Master's degree in Business Administration or equivalent
Experience:	Minimum 7 years of experience in handling administration of corporate business, investment companies, banks and large scale private companies. Should have training/certificate related to administration management and proven skill of transferring knowledge into software instructions.
<b>Programmers/Developers</b>	
Role	Programming and Coding
Qualification	At least bachelor's degree in IT/Software/IS/Engineering or equivalent



Experience:	Minimum 5 years of experience in computer programming, preferably having experience in development of data management system, MS SQL Server, CPro, JAVA, PHP, .Net. The programmers must have demonstrated experience of developing web based applications. Should have training/certificates on software development. Preference will be given to the training/certificate on web-based programming, database management and statistical tools.
<b>Database Administrator/Database design</b>	
Role	Database Design, Development and Management
Qualification	At least bachelor's degree in Computer/IT Engineering or related field
Experience:	Minimum 5 years of experience in database administration preferably having experience in MS SQL Server. The Database Administrator must have demonstrated experience of design, development, implement and maintenance of databases including data recovery, security, scalability and disaster recovery. Should have training/certification in database administration

### **IMPLEMENTATION ARRANGEMENTS**

Under the supervision of the NAP Project Coordinator UNDP and the National Coordinator of the NCCS/EPA, the Consulting firm will be responsible for organizing meetings, work sessions, evaluation and upgrades.

### **SUBMISSION OF APPLICATIONS**

Interested consulting firm must submit their information which describes their willingness and capability to perform the above service in terms of:

- i. Qualifications, experience and professional affiliation supported by copy of certificate of registration/ testimonials/ accreditation where applicable;
- ii. Availability of appropriate skills among staff, demonstrate names, professional qualifications, areas of competence and contribution of proposed key persons supported with Curriculum Vitae and Certificates, particularly in Accounting, Computer Science, ICT or Business Management
- iii. iii. Evidences of experience in knowledge of similar assignments and in similar conditions (name of assignment, name and address of client, value, period),
- iv. Implementation methodology
- v. Copy of Business Registration Certificate and Article of Incorporation;
- vi. Type and details of annual maintenance contract or service level agreement.

