



REPUBLIC OF LIBERIA
ENVIRONMENT PROTECTION AGENCY

P.O. Box 4024
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 1000 Monrovia, 10 Liberia



**CROSS-CUTTING CAPACITY DEVELOPMENT (CCCD)
 PROJECT**

Terms of Reference

Project Title: Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities

Job Title		SWOT & GAP ANALYSIS CONSULTANT	
Division/Department		Environmental Protection Agency/EPA	
Programme/Project Number		GEF ID number: 9390 (Cross-Cutting Capacity Development Project/CCCD)	
Activity Result		Institutional mapping and analysis of an optimal knowledge management system institutionalized	
Assignment		Undertake a SWOT and gap analysis of the institutional requirements to use best available and innovation data, information and knowledge and review sector policies to ascertain the extent to which they support or work against meeting and sustaining Rio Convention obligations with special attention given to women participation	
Location		Monrovia, Liberia	
Reports to	National Project Director Executive Director, EPA	Consultancy Duration:	Ten weeks (2 months & half)

BACKGROUND

Brief project description: This project is in line with the GEF-6 CCCD Strategy objective 1, 3, and 5 which call for countries to: a) integrate global environmental needs into management information systems and monitoring, b) integrate MEA provisions into national policy, legislative, and regulatory frameworks, and c) update NCSAs, respectively. The goal of this project is for Liberia to make better decisions to meet and sustain global environmental obligations. This requires the country to have the capacity to coordinate efforts, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, the objective of this project is to strengthen a targeted set of national capacities to deliver and sustain

global environmental outcomes within the framework of sustainable development priorities. The project will be carried out via four linked components. Component 1 calls for the establishment of an integrated environmental knowledge management system to meet global environment and sustainable development priorities. Component 2 focuses on enhanced institutional and technical capacities to mainstream, develop, and utilize policies for implementation of the three Rio Conventions. Component 3 works to improved environmental attitudes and values for the global environment. Component 4 is the updating of the National Capacity Self-Assessment. The project will take an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

1. **Aim of the assignment is to map the key government institutions; government** ministries that are responsible for key sectoral policies and legislation. The private sector is a particular important stakeholder to environmental issues. Other key stakeholders are those from the rural areas in that they have a major stake in the sustainable management of natural resources. The Consultant's SWOT and Gap analysis should involve the comparison of Liberia's actual performance with potential or desired performance in the institutional requirements to use best available and innovation data, information and knowledge of the Rio Conventions.

2. Objective of the Assignment

- i. To undertake a SWOT and Gap Analysis of the institutional requirements to use best available and innovation data, information and knowledge
- ii. Review sector policies to ascertain the extent to which they support or work against meeting and sustaining Rio Convention obligations with special attention given to women participation.
- iii. Evaluate the capacities of sector institutions ability to identify, assimilate, transform, and use internal and external knowledge, research and practice (In other words, their absorptive capacity)
- iv. Evaluate the capacities of government bodies operating at both the national and local levels that are responsible for natural resource and environmental management, working with local community organizations and in some cases partnering with NGOs to undertake particular activities.
- v. Evaluate the capacities of other stakeholders including the private sector and academic institutions that are important to ensuring the long-term sustainability of the project.
- vi. Institutional mapping and analysis of optimal knowledge management system
- vii. Residents of rural areas as they have a major stake in the sustainable management of natural resources.

3. Specific Activities of the assignment

- i. Undertaking of a SWOT and gap analysis of the institutional requirements to use best available and innovation data, information and knowledge of the Rio Conventions and other MEAs.
- ii. Assessment of stakeholders' awareness and absorptive capacities available on the use of innovation data, information and knowledge to manage and monitor environmental information relevant to the Rio Conventions; If Liberia does not make the best use of current resources, or forgoes investment in capital or technology, it may produce or perform below the country's idealized potential
- iii. Explore new solutions to build absorptive capacities for use of available on the use of innovation data, information and knowledge
- iv. Identify barriers that will limit the above goals/objectives
- v. Decide on direction that will be most effective to develop absorptive capacities in the use of available innovation data, information and knowledge
- vi. Reveal possibilities and limitations for change
- vii. To revise plans to best navigate systems, communities, and organizations
- viii. Use brainstorming and recording device as a means of communication
- ix. To enhance "credibility of interpretation" to be used in presentation to the EPA/UNDP or key supporters.
- x. Prepare concept note no later than one week after the contractual agreement. The Concept Note must be cleared by the CCCD Project Team, and be approved by the Project Steering Committee
- xi. conduct research, surveys and interviews to gain understanding of the stakeholder institutions of the environmental information knowledge management system and sharing mechanism;
- xii. Develop RIO Convention awareness and training module;
- xiii. assessing the pros and cons of possible strategies;
- xiv. Compiling and presenting information orally, visually and in writing;
- xv. making recommendations for improvement, using computer models to test them and presenting findings to client;
- xvi. Implementing agreed solutions;
- xvii. Developing and implementing new procedures or training.

4. Scope of the Assignment

- i. Undertake comprehensive identification of Rio Convention Stakeholders (highest level to the lowest level)
- ii. Engage the identified stakeholders in the research for SWOT and Gap process
- iii. The analysis focuses on the four elements included in the acronym, allowing the CCCD Project to identify the forces influencing Rio Convention strategy, actions, and initiatives in Liberia. Knowing these positive and negative elements can help Government institutions, relevant public bodies and their NGO partners dealing with Rio Conventions or their protocols, including the private sector and the rural communities, to more effectively

identify strengths and improvement needs, and assess their environment.

- iv. The first two letters in the acronym, S (strengths) and W (weaknesses), refer to internal factors. These are elements under the control of the Government institutions, including MEA Focal Points', implementing entities, qualifications and experience, current trainees, and the resources available for the execution of the activities of the Rio Conventions. Examples of areas typically considered include:
 - a. Financial resources (bilateral support, multilateral agencies support, government support, institutional support, added resources from grants, other sources).
 - b. Physical resources (location, facilities, equipment, technology)
 - c. Human resources
- v. External forces influence and affect every Party to the Conventions and individuals that operationalize them. Whether these factors are connected directly or indirectly to an opportunity or threat, the consultant is to take note of and document each one. External factors typically reference things the project does not fully control, such as:
 - Specialty selection and workforce trends (desirability of the specialty, shifts in beneficiaries needs, resident/fellow interest and demand, career opportunities in the specialty (conventions))
 - Economic trends (local, regional, and national financial trends)
 - Funding (institutional support, state, and other possible sources)
 - Local and regional competition
 - Political, economic, and social environment

5. Outputs

- (1) Undertake SWOT and Gap Analysis
- (2) Undertake stakeholder analysis
- (3) Review sector policies, their strengths and gaps
- (4) Produce inception, draft and final report and
- (5) carry out presentations

6. Methodology

6.1 SWOT analysis

Is a strategic planning technique the CCCD Project is asking the SWOT/gap Consultant to help Liberia identify strengths, weaknesses, opportunities, and threats related to absorptive capacity available on the use of innovation data, information and knowledge of the Rio Conventions. It is intended to achieve the

CCCD activity 'Institutional mapping and analysis of an optimal knowledge management system institutionalized or project and identify the internal and external factors that are favorable and unfavorable to achieving those objectives.

The consultant will undertake a SWOT and gap analysis of the institutional requirements to use best available and innovation data, information and knowledge and review sector policies to ascertain the extent to which they support or work against meeting and sustaining Rio Convention obligations with special attention given to women participation. As strengths and weakness are frequently internally-related, while opportunities and threats commonly focus on the external environment the consultant will explore both environments. The name is an acronym for the four parameters the technique examines. In this assignment the consultant shall undertake the following:

Strengths: characteristics of the knowledge management system of the Rio Conventions that give them an advantage over others.

Weaknesses: characteristics of the knowledge management system of the Rio Conventions at a disadvantage relative to others.

Opportunities: elements in the environment that the Rio Conventions could exploit to its advantage to build absorptive capacity in the area of Environmental Knowledge Management System (EKMS) for the Rio Conventions.

Threats: elements in the environment that could cause trouble for the current EKMS

5.2 Gap Analysis

1. Stake holder engagement as in (5i)
2. Identify the existing process: of utilization of innovation data, information and knowledge of the Rio Conventions
3. Identify the existing outcome: do people (sector staff, the relevant public organizations, private sector operators, and others outlined in the stakeholder analysis have global the absorptive capacity utilization of innovation data, information and knowledge of the Rio Conventions;
4. Identify the desired outcome: to optimize the absorptive capacity of the people of Liberia to utilize of innovation data, information and knowledge of the Rio Conventions
5. Identify and document the gap: the consultant should capture the difference in percentage if feasible
6. Identify the process to achieve the desired outcome: what alternate methods can the government use to reduce the difference in the gap?
7. The consultant is to develop the means to fill the gap: acquire and use a appropriate methods and technologies
8. Develop and prioritize Requirements to bridge the gap

7. Timeframe and deliverables

Deadline	Activity	Deliverable
7 th February 2019	Start of consultancy – Step 1 Inception meeting with EPA and UNDP Representative Project team and Consultant to SWOT/GAP process – contextual analysis	Minutes of the meeting – agreement on way forward
21 st February, 2019	End of Step 1 including agreed methodology and steps for the SWOT/GAP planning process Start of Step 2: SWOT/GAP Analysis consultations	Inception report outlining key steps and proposed methodology Recommendations from the implementing and the executing agencies
14 th March, 2019	Step 2 - Consult with members, donors and partners. SWOT/GAP meeting at the EPA to feedback into progress Present and discuss preliminary findings with technical staff of the EPA, UNDP and MEA Focal Points members at their meeting – focus on the Rio Conventions, absorptive capacity, utilization of innovation data, information and knowledge of the Rio Conventions; and review sector policies to ascertain the extent to which they support or work against meeting and sustaining Rio Convention obligations with special attention given to women participation	Assessment report outlining critical issues and gaps to be addressed
28 th March, 2019	Start of Step 3 Draft stakeholder engagement; Lessons learnt; Strengths, Weaknesses, Opportunities and Treats and gap analysis of the institutional requirements to use best available and innovation data, information and knowledge	New (or not) proposed SWOT/GAP analysis
9 th April, 2019	Meeting with Project team, ED, UNDP Start of Step 4	Draft SWOT/GAPS; Sectoral Policies and linkages; circulate draft document for input by technical staff, EPA/UNDP Concurrence
29 th April, 2019	End of Step 4 Presentation and endorsement of new Document at EPA	SWOT/GAP; gaps in policies and legal frameworks adopted and guiding the work of the project team
Consultant reports to the Executive Director of the EPA		

8. Payment of Fees

Payment of fees will be based on receipt of clearly defined deliverables by specific timelines.

- 20 % on submission and clearance of the inception report
- 40 % on submission and clearance of the draft final outline and action plan
- 40% on delivery of SWOT and GAP analysis and submission and clearance of the final and report

9. Travel arrangement

The consultant will be responsible for travel within and outside Monrovia as well as other tax related obligations.

10. Functional Competencies:

- i. Good knowledge of the RIO Conventions, including the political environment and legal statutes as they pertain to environment and development Ability to work and act under pressure
- ii. Sound decision making, impartiality, diplomacy and discretion
- iii. Proven ability to establish priorities and to plan, organize, coordinate and monitor own work plan and provide advice and guidance to others; in-depth understanding of the RIO Convention; resourcefulness, sound judgment and decision-making skills
- iv. Demonstrated sound judgment in resolving issues/problems; ability to proactively seek and recommend sound technical initiatives
- v. Ability to actively seek to improve programmes/services, offer new and different options to solve problems/meet deadlines
- vi. 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 senior officials
- vii. Excellent interpersonal skills; ability to establish and maintain effective working relations with people in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity
- viii. Effective negotiating skills and ability to work with others to reach mutually benefiting and lasting understandings

11. Evaluation Criteria

	Weight	Max
Technical	100%	100
Academic qualifications, experience and relevance	15%	15
At least 10 years of overall professional experience in capacity assessment in projects on Rio Convention mainstreaming	20%	20
Experience in the Global Environment Facility, its working arrangement and Liberia's status	15%	15
Knowledge and experience of the key strategic policy processes (Vision 2030)	15%	15
Demonstrated track record in developing and facilitating training workshops on multidisciplinary and multicultural teams	20%	20
Excellent mastery of written English and computer literacy	15%	15

9. Expected Outputs

- SWOT and Gap analysis report
- RIO Conventions awareness and training module developed
- Developed Environmental Knowledge Management System sharing mechanism
- Developed tools for information sharing and training on the three RIO Conventions

10. Education

Candidate should hold Master Degree in Social Sciences, Project Management, Environmental Studies, Economics, Development Planning or related fields. Female is an added advantage.

11. Consultant Skills and Qualifications

Business and Industry Knowledge, Verbal Communication, Presentation Skills, Public Speaking, Written Communication, Oral Communication, Analytical Knowledge, Quantitative Skills, Problem Solving, Conflict Resolution, Research Skills, Interviewing Skills, Team Management, Interpersonal Skills, Report Writing, Financial Analysis, Certified Consultant Training, Basic Computer Literacy

12. Experience

- A minimum of 7-10 years of progressive and relevant experience in the field of Research, project implementation, demonstrated experience and knowledge in writing policies and analysis
- Demonstrated knowledge of the RIO Conventions
- Knowledgeable about the enabling activities under the RIO Conventions
- Demonstrated Knowledge of developing a strategic environmental framework
- Very good experience with project development, implementation or management
- Experience in policy development process associated with adaption and mitigation issues in relation with environment, climate change, sustainable development and the RIO Convention
- Experience in working and collaborating with government institutions, UNDP and private sector
- Extensive working experience in Liberia
- Excellent knowledge of English including writing and communication skills
- Possess excellent technical skills in socio-economic and project performance assessment
- Ability to write clearly and concisely, and have sound quantitative skills (managing, analyzing and interpreting data)
- Experience on planning, monitoring and evaluation and having good computer knowledge on database software like MS, power point & Excel
- Detailed knowledge familiarity in the five major areas of stakeholder engagement, information and knowledge, policy and legislation development, management and implementation, and monitoring and evaluation
- Experience working with best practices for integrating global environmental priorities into planning, decision-making, and reporting processes
- Strong analytical skills
- Excellent research skills
- Ability to lead large teams and inspire other staff members to think creatively

1. Implementation arrangements

Under the supervision of Executive Director of the EPA, the CCCD Project Local Consultant will be responsible to undertake SWOT and gap analysis of the institutional requirements to use best available and innovation data, information and knowledge to implement the RIO Conventions and other relevant multilateral environmental agreements. This will be undertaken through mainstreamed sectoral development plans that are more resilient and reflective of global environmental obligations. This analysis will include recommendations to inform the strengthening of an integrated environmental knowledge management system including liaison with partners, backstopping and providing relevant documentation and feedback.

1. Remuneration

The successful consultant will be paid on UNDP terms and condition for the relevant contract modality. Payment will be done against a disbursement schedule as outlined under schedule of payments above.

2. Application process

Interested and qualified candidates should submit their applications which should include the following:

1. Detailed Curriculum Vitae; 2. Technical proposal for implementing the assignment; 3. Financial proposal for implementing the assignment;

1. Submission of applications

Interested candidates should send a one-page cover letter-expression of interest (EOI), indicating suitability for the post, as well as a CV to the Environmental Protection Agency. All interested candidates are to address their letter of applications and curriculum vitae to the below address on or before 5:00pm, 4 February 2019

ATTENTION:

Human Resource Department
Environment Protection Agency (EPA)
4th Street, Sinkor
1000 Monrovia, 10 Liberia
P.O. Box 4024

or through email (eduncan@epa.gov.lr), indicating in subject area "**Application for CCCD SWOT & GAP ANALYSIS CONSULTANCY**". Closing date for applications is 5PM 4 February 2019. Any application coming/received after this deadline will not be given consideration. The position is re-advertised and all those who applied earlier can resubmit their application. Only short-listed candidates whose applications correspond to the above criteria will be contacted for an interview.

NOTE: This information is also posted on the below websites: www.emansion.gov.lr,
www.epa.gov.lr