



**TERMS OF REFERENCE (ToR)**  
**FOR AN INDIVIDUAL CONSULTANT TO CONDUCT AN INSTITUTIONAL**  
**CAPACITY GAP ASSESSMENT AND DEVELOP A FIVE-YEAR ORGANIZATIONAL**  
**STRATEGIC PLAN**

## **1. Background of LiSA**

The Liberia Standards Authority (LiSA), established by an Act of the Legislature in 2022, emerged from the former National Standards Laboratory (established in 2011). LiSA is mandated to serve as the custodian of weights and measures, develop and promote national standards, and ensure the quality and safety of goods and services within Liberia.

Its role is essential to protecting consumer interests, promoting fair trade practices, and enhancing the global competitiveness of Liberian industries. LiSA contributes to building a robust national quality infrastructure that supports sustainable economic growth.

In alignment with the Government of Liberia's Performance Management Compliance System (2025 cycle), specifically, **Target Area 1: Strategic Plan Development**, LiSA is required to develop, launch, and implement a five-year strategic plan that aligns with the **ARREST Agenda for Inclusive Development (AAID)**. This strategic plan is a key deliverable for Quarter Three of 2025, with the following milestones:

- Development of a strategy plan aligned with the national development agenda – *by August 30, 2025*
- Launch of the strategy plan – *by August 31, 2025*
- Commencement of implementation – *by September 25, 2025*
- Development of an implementation roadmap with clear milestones
- Creation of a monitoring framework for strategic objectives

## **2. Objectives**

To engage an individual consultant to conduct an institutional capacity gap assessment and develop a comprehensive five-year strategic plan for LiSA.

## **3. Scope of Work**

The consultant will:

- Work collaboratively with LiSA to define its vision, mission, and strategic goals.
- Develop a comprehensive roadmap for achieving these goals, including strategic priorities, action plans, and a system for monitoring and evaluation.
- Facilitate stakeholder consultations to ensure alignment with institutional and national priorities.
- Review existing institutional documents, conduct relevant research, and organize participatory workshops and meetings.
- Draft and present the strategic plan to stakeholders.
- Support initial implementation of the strategy.

#### **4. Policy Review**

- Conduct a comprehensive review of existing institutional policy documents and align them with the AAID pillars.
- Assess the relevance, clarity, and completeness of each policy in line with LiSA's strategic direction.
- Identify gaps, redundancies, and areas requiring updates or enhancements.

##### **4.1. Stakeholder Consultation**

- Engage with key stakeholders (senior management, HR, legal, and department heads) to gather insights on existing policies and identify institutional gaps.
- Conduct interviews or focus groups to understand the practical application of current policies and related challenges.
- Integrate stakeholder input into the strategic plan development process.

##### **4.2. Implementation Strategy**

- Develop an implementation plan for rolling out the strategic plan, including communication strategies and timelines.
- Recommend training or awareness programs to ensure institutional understanding and compliance.
- Suggest mechanisms for monitoring and enforcing implementation.

##### **4.3. Documentation and Reporting**

- Produce a detailed report summarizing the capacity gap assessment findings and recommendations.
- Submit final versions of the strategic plan and gap assessment for review and approval by the Senior Management Team.

#### **5. Deliverables**

The consultant is expected to deliver:

- 5.1. Capacity Gap Assessment Report – A detailed analysis of institutional gaps and improvement recommendations.
- 5.2. Stakeholder Validation Report – Including all revisions and inputs from consultations.
- 5.3. Draft Five-Year Strategic Plan – Structured in line with national and institutional priorities.
- 5.4. Implementation Plan – With communication, training, and rollout strategies.
- 5.5. Final Presentation – A comprehensive summary presented to senior management, outlining findings, recommendations, and next steps.

## **6. Duration and Timeline**

The consultancy will commence on **August 8, 2025**, and conclude on **August 31, 2025**

## **7. Key Milestones**

Inception meeting and initial document review

- Stakeholder consultations
- Submission of draft reports and strategic plan
- Finalization and submission of reports and plan
- Presentation to senior management

## **8. Consultant Qualifications**

The consultant must possess:

- Proven experience in policy review, capacity gap assessments, and strategic plan development.
- Deep understanding of legal, regulatory, and institutional frameworks.
- Strong analytical, facilitation, and communication skills.
- Demonstrated experience working with diverse institutions and stakeholders.
- A PhD or MPhil in Development Studies (or related field), with a minimum of 10 years' senior-level experience in the public sector.
- Relevant experience in trade facilitation, quality infrastructure, and familiarity with WTO trade processes is a strong advantage.

## **9. Confidentiality and Conflict of Interest**

The consultant shall maintain strict confidentiality of all institutional information and avoid conflicts of interest during and after the engagement.

## **10. Submission of Proposal**

Proposals must be submitted in English and include the following documents:

### **10.1. Cover Letter:**

An introductory letter outlining your interest, understanding of the assignment, and suitability.

**10.2. Technical Proposal:**

- Individual Profile – Including qualifications, experience, and key competencies.
- Executive Summary – Highlighting the value and approach.
- Scope of Work – Description of activities including assessment, consultation, and strategy development.
- Objectives – Clear targets and anticipated outcomes.
- Methodology – Explanation of approach, tools, and work plan.
- Timeline – Proposed schedule with key milestones.
- Deliverables – Specific outputs expected upon completion.

**10.3. Financial Proposal:**

- Fee Structure – Breakdown of estimated total cost.
- Payment Terms – Proposed schedule and conditions.

**11. Deadline for Submission**

All proposals must be submitted **by 4:00 p.m. on Friday, August 1, 2025**, either:

- **Physically** to:  
*Liberia Standards Authority (LiSA),  
Ministry of Public Works Compound,  
Lynch & Center Streets,  
1000 Monrovia, 10 Liberia*
- **Electronically** to: [info@lisa.gov.lr](mailto:info@lisa.gov.lr)

The email or envelope must be marked:

**“PROPOSAL FOR PROVISION OF CONSULTANCY TO CONDUCT ORGANIZATIONAL CAPACITY ASSESSMENT AND DEVELOP A FIVE-YEAR STRATEGIC PLAN.”**

**Note:** Late submissions will not be accepted. Only shortlisted candidates will be contacted.