



# Republic of Liberia

## Public Procurement & Concessions Commission



### GOVERNANCE REFORM AND ACCOUNTABILITY TRANSFORMATION (GREAT) PROJECT

#### REQUEST FOR EXPRESSION OF INTREST (REOI) (Individual Consultant )

Name Of Project	Governance Reform and Accountability Transformation (GREAT) Project
Project ID	P177478
Assignment Title	E-GP Change Management
Reference No.	LR-PPCC-501610-CS-INDV

**Assignment: “Engagement of a Consultant for the development of a Change Management Strategy for the Liberia e-GP System Implementation”**

#### 1. Background

The Government of Liberia (GoL) has received financing facility from the International Development Association (IDA) toward the cost of the Governance Reform and Accountability Transformation (GREAT) Project and intends to apply part of the proceeds to eligible payments under the contract for which this Terms of Reference (ToR) is issued. This procurement process will be conducted in accordance with the World Bank’s Procurement Regulations for IPF Borrowers (July 2016, revised September 2023) and is open to all eligible consultants as defined in the Procurement Regulations and the procedures outlined herein.

As part of the GREAT Project, the Public Procurement and Concessions Commission (PPCC) is implementing an Electronic Government Procurement (e-GP) system designed to transform public procurement processes from manual to digital. This strategic digital transformation aims to enhance transparency, accountability, efficiency, and cost-effectiveness in public procurement across all Ministries, Agencies, and Commissions (MACs) in Liberia.

The Liberia e-GP project is being implemented in phases. **Phase I** focused on the customization and deployment of the core modules of the e-GP system, including e-registration, e-Procurement Planning,

e-Tendering, e-Evaluation, e-Award, and e-Contract Management. The phase involved six (6) Pilot entities with 125 system users, 145 processes initiated in the system, and over 300 vendors currently registered.

**Phase 2**, which is currently ongoing, involves the rollout of the system to an additional 50 MACs, integration with the Integrated Financial Management Information System (IFMIS), Payment gateway, and Liberia Business Registry. Phase 2 is expected to go live by the beginning of the 3<sup>rd</sup> quarter of 2025. Upon full rollout, the system is expected to have over 400 system users from the 50 MACs and 1500 Vendors.

Given the scale and impact of the reform, the transition to e-GP represents a significant institutional and behavioral shift, requiring not only technical deployment but also a strong focus on organizational change management. With the limited digital literacy among users, varying levels of readiness across institutions, connectivity issues in rural areas, and the need for consistent stakeholder engagement to manage expectations and drive system adoption, change management is therefore critical to facilitate stakeholder engagement, build institutional ownership, manage resistance, and ensure the long-term sustainability of the reform.

An effective change management strategy is essential to address the human side of change and will contribute to:

- Reducing resistance and fostering stakeholder buy-in
- Enhancing the capacity of individuals and organizations to adapt to new digital tools and workflows
- Ensuring sustained use of the e-GP system.
- Aligning people, processes, and technology for improved procurement outcomes.

The change management strategy will include: stakeholder engagement plan, Communication plan, training and capacity building plan, and the establishment of support systems to embed the e-GP system into daily institutional practice. The consultant will play a pivotal role in this transformation, supporting leadership and ensuring continuous and meaningful communication with all stakeholders. Build the capacity of PPCC's staff to be able to implement the strategy using internal staff and consolidate on the support provided during the contract period.

## **2. Objectives of the Assignment**

The primary objective of the assignment is to facilitate the smooth adoption and institutionalization of the e-Procurement system at the PPCC and across the various Ministries, Agencies, and Commissions (MACs) through a comprehensive change management framework. This ToR is issued for the

engagement of an individual consultant for the development of a Change Management Strategy for the Liberia e-GP System. The consultant will not be responsible for direct implementation of change interventions across MACs; this role will be undertaken by trained PPCC staff. The consultant will provide tools, mentorship, and advisory support to enable this institutional-led rollout

### 3. Scope of Work

The scope of the assignment includes, but is not limited to:

- a. Assess stakeholder readiness and organizational capacity for the e-Procurement system.
- b. Support the establishment of an internal change management team to sustain change efforts.
- c. Develop a robust change management strategy and action plan.
- d. Enhance stakeholder awareness, buy-in, and engagement throughout the transition.
- e. Equip the team in managing resistance and promoting user acceptance through targeted interventions.
- f. Provide advisory services to support the team in building institutional change management competency for long-term sustainability.
- g. Design an overarching organizational change strategy that aligns with PPCC's mandate.
- h. Develop policies and frameworks that institutionalize e-procurement practices.
- i. Develop a communication strategy to align stakeholders with the transformation objectives.
- j. Develop a training/ capacity building plan that aligns with the transformation objectives.
- k. Create a framework for continuous learning and knowledge sharing.
- l. Develop key performance indicators (KPIs) to measure adoption and effectiveness.
- m. Develop reinforcement strategies, including leadership support and recognition mechanisms.
- n. Conduct training and capacity building programs for PPCC's Staff on Change Management implementation.

### 4. Deliverables and Reports

The Consultant shall prepare the following deliverables:

No	Deliverable	Deadline*	Payment
1	<b>Inception Report:</b> presenting the consultant's understanding of the assignment, detailed methodology, work plan, and stakeholder engagement plan. It should include a stakeholder mapping, communication and risk mitigation plan, and KPIs for monitoring change readiness and adoption.	Week 1	10%
2	<b>Interim Report #1</b> (Deliverables 1, 2, 3) covering: <ul style="list-style-type: none"> <li>• Readiness and capacity assessment of PPCC and 50–56 MACs</li> <li>• Draft Change management strategy and action plan, including a stakeholder engagement framework, Communication plan, capacity building plan and resistance mitigation plan;</li> <li>• Design of the change leadership training program, establishment of internal change teams, and competency development plan.</li> </ul>	Week 4	30%

3	<b>Interim Report #2</b> (Deliverables 4, 5, 6) covering: <ul style="list-style-type: none"> <li>Detailed communication strategy with tailored messaging per stakeholder category;</li> <li>Training curriculum, materials, and delivery plan for all user groups;</li> <li>Implementation of reinforcement mechanisms, mentoring strategy, and internal knowledge transfer protocols;</li> <li>Monitoring and evaluation framework, including tools for tracking adoption and change</li> </ul>	Week 8	20%
4	<b>Final Report</b> consolidating and refining all deliverables, incorporating feedback from stakeholders, the World Bank and the PPCC/Project Implementation Team. It must include final versions of all strategies, tools, templates, training reports, and a sustainability roadmap for institutionalizing change management within PPCC and MACs.	Week 12	40%

## 5. Duration and Timeline

The consultancy is expected to commence and conclude within a period of three (3) months. The Consultant will provide a detailed work plan and timeline as part of the inception report, outlining key milestones and deliverable due dates within two (2) weeks of signing the agreement/contract.

## 6. Qualifications and Expertise

The Consultant must possess, at the minimum, the following qualifications:

### i. Qualification Requirement

At least a Master's degree in Organizational Development, Public Administration, Business Administration, or an equivalent combination of academic qualifications and work experience.

### ii. General Experience

- International expert with at least twelve (12) years of professional experience in organizational change, digital transformation, or public sector institutional reform.

### iii. Specific Experience

- At least three (3) relevant change management assignments completed over the past eight (8) years, including at least one related to e-Government or e-Procurement reform.
- Strong experience applying structured change management methodologies (e.g., ADKAR, Kotter etc.) and leading multi-stakeholder engagement strategies.
- At least five (5) years of project management experience involving public sector clients.
- Excellent leadership, coordination, facilitation, and report-writing skills.
- Solid understanding of digital adoption dynamics, public service reform, and institutional resistance in developing countries.
- Experience leading similar change management activities in the Sub-Sahara region.
- Ability to operate effectively in multi-disciplinary teams and communicate with senior government stakeholders. Must be fluent in English.

## 7. Institutional Arrangement

The consultant(s) will report to and be supervised by **the Executive Director of PPCC** and work closely with the **e-Procurement Project Implementation Team** in collaboration with the **Project Implementation Team Lead** at the MFDP who will arrange consultation. In addition, the **GREAT PIT Lead** will be responsible for the management of the contract and accordingly the consultant will communicate to the PIT on all contract management issues.

In addition to the standard conflict-of-interest restrictions specified in the consultancy contract, any tangible or intellectual output created under this contract will remain the sole property of the Government of Liberia (GoL), who will make them available to the concerned development partner including the World Bank for comments. The terms of reference and the correlated products are to be handled confidentially. Re-use of the materials will require the formal, written approval of the GoL.

The Consultant shall have no material interest in any of the outputs of this assignment and technologies or related ICT services/solutions and will not be eligible to participate in future contracts for the implementation of the proposed solutions.

On the commencement of the assignment, the Consultant will jointly prepare with the GoL a statement of confidentiality that will bind the Consultant to nondisclosure of any sensitive information that the Consultant may become knowledgeable of during the course of the assignment. The terms of this agreement shall be made consistent with the relevant privacy laws of Liberia.

## 8. Resources Provided

The GoL shall be responsible for all basic logistics including staff office accommodation, and internal administration, required to perform the assignment.

The GoL will also provide administrative and communications assistance (except cellular), meeting/conference logistics and space, and other such resources, required to perform the assignment. International calls will be paid by the Consultant.

## 9. Selection Method

An Individual Consultant will be selected in accordance with the Individual Consultant selection (IC) method set out in the World Bank Procurement Regulations for IPF Borrowers (July 2016, revised November 2017, September 2023, February 2025).

## 10. Shortlisting Criteria

Interested candidates will be assessed as follows:

No.	Assessment Criteria	Allotted Points
1	Qualification	20
2	General Experience	20

3	Specific Experience	60
Total		100

Expression of interest which must bear the title, “**Change Management** (e-procurement consulting )” 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 August 29, 2025**. **The submission of expression of interest must include a cover letter, updated CV and credentials.**

Further information can be obtained at the address below during office hours from **9:00am to 4:30pm**, local time in Liberia or through [procurement@ppcc.gov.lr](mailto:procurement@ppcc.gov.lr) with [ktroh@ppcc.gov.lr](mailto:ktroh@ppcc.gov.lr) in copy.

Address for submission of expressions of interest:

**Attention:**

**Procurement Division**

Public Procurement & Concessions Commission

Executive Mansion Grounds, Capitol Hill,

Monrovia, Liberia

Change Management (e-procurement consulting) Governance Reform and Accountability Transformation (GREAT) Project.

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