



**GOVERNMENT OF SIERRA LEONE
MINISTRY OF FINANCE**

TREASURY BUILDING, GEORGE STREET – FREETOWN – SIERRA LEONE

**REQUEST FOR EXPRESSIONS OF INTEREST TO PREPARE AN OPERATIONAL
MANUAL FOR THE PROJECT FIDUCIARY MANAGEMENT UNIT
EXTENSION**

Background

The Government of Sierra Leone, in collaboration with its development partners particularly, the World Bank agreed to reform the management of donor funded projects in the country through the establishment of a Project Fiduciary Management Unit (PFMU) anchored within the Ministry of Finance (MoF). This is a major departure from the established practice of managing projects through stand-alone Project Implementing Units (PIUs), typically created outside the structure of beneficiary Ministries, Departments and Agencies (MDAs), performing technical and fiduciary functions, with externally recruited personnel. The explosion of PIUs in the country started immediately after the war; largely due to the expansion in government's programmes and activities and a corresponding growth in donor support. This expansion in government's programmes and activities and a corresponding growth in donor support necessitated the need for more professional and technical staff, as well as clear division in roles and responsibilities to deliver projects.

Capacity within government, however, to effectively manage and supervise projects continued to be generally weak; and PIUs have therefore remained as a preferred alternative to administrate and implement projects within government. The PIU system has to some extent enhanced technical, administrative and operational coordination, strengthened monitoring and evaluation, promoted economies of scale and provided greater opportunity for capacity building and institutional development.

Following years of project implementation in the country, numerous management and operational problems associated with the PIU approach have negatively impacted the performance of the country's portfolio. In one dimension, there has been the twin challenges of ineligible expenditures and the inability of projects to utilize approved funds in a timely manner. Many projects suffered from delays or cancellation due to poor project management and failure by some PIUs to follow donor procurement, disbursement or financial management guidelines resulting in ineligible expenditures that have to be repaid by Government.

In order to address these challenges, Government has adopted an adaptive and innovative approach of establishing the PFMU to initially consolidate all World Bank funded projects under one umbrella within the MoF. A critical progress the MoF desires in public financial management is to ensure that PIUs perform technical functions while fiduciary functions in respect of these projects be the remit of the PFMU. As an initial step towards the setting up of the PFMU, the Integrated Project Administration Unit (IPAU) and the fiduciary team of Public Financial Management Improvement and Consolidation Project (PFMICP) of the MoF have been merged to serve as the core team of the Unit. Government desires to subsequently, roll out to other development partners funded projects; including the African Development Bank (AfDB), Islamic Development Bank (IDB) following detailed discussions. The scope and responsibility of the PFMU covers Projects Financial Management, Procurement, and Internal Audit.

Objective of Assignment

To prepare an Operations Manual (OM) that will provide the main principles, procedures and guidelines for the effective and efficient implementation of projects by the PFMU. The OM will clearly outline the activities to be carried out under the PFMU. It will identify and define the roles and responsibilities of various stakeholders, detailed systems and procedures for procurement management, financial management including funds flow and disbursement, internal audit processes, monitoring and evaluation, administrative and human resource requirements that includes a functional organogram and job specifications. The OM is expected to promote transparency, accountability, functional relationships and better coordination among the various stakeholders to ensure better planning, implementation, monitoring and evaluation of the projects' overall progress and achievement of their development objectives.

The PFMU is seeking to hire the services of a consultancy firm that has the ability and also possess the aforementioned attributes.

Scope of Service

- Develop an Operations Manual to guide the operations of the PFMU within the scope of government laws, policies and regulations consistent with the requirements of International Financial Institutions (IFIs) - World Bank, African Development Bank, Islamic Development Bank, BADEA and others
- Analyse and synthesize various IFIs project documents (PADs, PIMs, FAs, guidelines on financial management and procurement) to ensure synergy and well-designed cross referencing between these documents and the OM
- Develop appropriate administrative and project management arrangements for all levels of operation across all projects
- Set up an appropriate structure/organogram with clear reporting systems, adequate staffing levels and standard remuneration structure reflective of the market.
- Prepare Terms of Reference for key levels of staff in the proposed organogram.
- Clearly define the roles and responsibilities of the PFMU and the technical implementing units particularly that of the Team Lead and the Technical Lead
- Define and recommend a financing model to fund the PFMU

- Design a credible financial management system and arrangements that will ensure funds are utilized for their intended purposes in an efficient and economical way; and facilitate the timely preparation of accurate, relevant and reliable financial information for all stakeholders
- Define accounting policies and laid down rules and procedures in the preparation of financial statements
- Design appropriate internal control systems over project resources in accordance with standard financial management procedures
- Design a system for maintaining and updating all accounting records in line with the approved accounting standards.
- Recommend an appropriate accounting software system with appropriate chart of account and coding system to capture expenditure and produce timely and accurate financial reports
- Review all available project documents to facilitate the establishment of procurement procedures for the management and implementation of all projects;
- Outline systems of procedures and controls, for procurement and contracts administration and monitoring
- Recommend a central procurement filing system (both electronically and manually), to ensure all related documents are included in the respective files, ease of retrieval of information and the ease of following the trail of procurement by independent external auditors or authorized agents;
- Design and define key performance indicators for measuring progress, determining achievements and identifying emerging challenges of the PFMU

Consultancy Deliverables

Inception report

An Inception Report shall be submitted to the MoF (the Client) – two (2) weeks after signing of the contract. It shall include the following: understanding of the Terms of Reference, the proposed methodology to accomplish the tasks, and the proposed action plan highlighting key milestones and delivery dates, evaluating options for reviewed procurement, financial management, monitoring and evaluation and internal control systems including doable approaches to improve on relations between stakeholders in the PIUs and the PFMU

Draft Report:

A Draft Report shall be submitted four (4) weeks after the signing the contract. The draft report shall present the work to be accomplished in full, and which requires comments from the client to finalize. The draft report (without annexes) should not exceed thirty (30) pages. The consultant will be expected to present the draft report at a stakeholders' workshop where comprehensive comments will be solicited from participants to guide the finalization of the report. The Client shall organize the said workshop for stakeholders to validate the report no later than seven (7) days (1 week) after the consultant submits the draft report.

Final Report: The consultant shall submit the final report not later than seven (7) days (1 week) after the day of the stakeholder workshop.

Methodology

The MoF will review the inception and draft report and furnish its comments in writing within 5 working days of receipt of the report.

The consultant firm will not be required or expected to change the findings or the Report to reflect the MOF comments. If there is a disagreement between the MoF and the consultant firm, the consultant firm should retain the findings and recommendations, but must incorporate the MoF's position, verbatim, in the report making it clear that this is the MoF's position on the issue.

If acceptable, the MoF will approve the Final Report within 5 working days; if not, the PFMU will specify reasons/issues and require the consultant to address them in the final Report before resubmission for acceptance.

Output

The Final Report should be presented in 5 originals and one electronic copy.

COMPETENCIES OF THE CONSULTANT FIRM

- **Professionalism:** Knowledge and understanding of theories, concepts and approaches relevant to operations and human resource management issues that translate to effective and efficient project implementation
- **Demonstrated professional competence and mastery of subject matter:** The Consultant firm should be familiar with preparation of operations manuals with in-depth practical experience in the operations of similar units with proven success

Method of Procurement/Selection Method

The attention of interested consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, Revised November 2017 and August 2018 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest. The Consultant will be selected in accordance with Consultant Qualification Selection (CQS) method set out in the Consultant Guidelines

AND

Laws of Sierra Leone

Expressions of interest must be delivered to the address below by **Friday 14th August, 2020** at 1400 hrs and mention the name of the activity applied for on the addressed envelope.

Project Fiduciary Management Unit
Ministry of Finance
Attn: Head of Procurement
13A Howe Street Freetown
Freetown, Sierra Leone
Tel: +23276672186
E-mail: pfmu2018@gmail.com

Electronic submission may also be submitted to the address above by the submission deadline. The format for electronic submission shall be PDF. Women are strongly encouraged to apply