

# Republic of Liberia

## **CIVIL SERVICE AGENCY (CSA)**



### **National Policy Guidelines for Recruiting Independent Consultants and Consultancy Firms in the Public Service of Liberia**

APRIL 2024



## MESSAGE FROM THE PRESIDENT



To all Ministries, Agencies, and Commissions falling under the purview of the Civil Service Agency, I am pleased to announce the launch and implementation of the revised National Consultancy Guidelines, representing a significant stride in our ongoing efforts to enhance the efficient utilization of consultancy services across government agencies.

The policy guidelines has been meticulously developed to grant the Civil Service Agency (CSA) the autonomy necessary to oversee the procurement of independent consultants and consultancy firms. Through the centralization of this process, our objective is to streamline operations and ensure that consultancy resources are deployed effectively to address pressing government needs.

The guidelines introduce a competitive framework that ensures equitable opportunities for entities seeking consultancy services. It establishes standardized procedures and benchmarks for consultancy implementation across the Central Government, with a primary focus on efficient management to maximize value for money. Adherence to key performance indicators, as outlined by contracting entities and the Civil Service Agency, remains paramount.

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It is imperative that all Ministries, Agencies, and Commissions under the umbrella of the Civil Service Agency adhere to these guidelines. I urge you to disseminate these guidelines expeditiously to your respective human resource departments and project teams to facilitate swift and comprehensive implementation.

Let us collectively endeavor to optimize the impact of consultancy resources, bridging knowledge gaps, and advancing our national priorities with utmost effectiveness. Your cooperation and dedication to excellence in governance are greatly appreciated. The Civil Service Agency recognizes its responsibility and accountability for these policy guidelines and is committed to its success.

Joseph Nyuma Boakai, Sr.  
**President**

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## FORWARD



In October 2020, the Government of Liberia centralized the management and coordination of consultancy services across government Ministries, Agencies, and Commissions under the Civil Service Agency (CSA). The aim was to ensure that funds allocated for consultancy services address critical government needs in areas where existing staffing and capacities of spending entities are insufficient. This shift aims to ensure that consultancy resources are utilized effectively, yielding value for money and supporting the Government. Previously, these resources were often used to extend employment without adding significant value to spending entities.

The policy guidelines establish a competitive procedure to:

- Provide equal opportunities for spending entities seeking consultancy services to address knowledge gaps.
  - Set standards and procedures for consultancy implementation across the Central Government.
  - Manage consultancies to ensure value for money and that consultants meet key performance indicators set by contracting entities and the CSA.
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However, some government agencies continue to hire consultants disproportionately, neglecting performance and results, with no clear guidelines or procedures for accountability. This leads to a misapplication of the hiring process and wastage of consultancy resources.

To address these challenges and improve capacity within the government, the CSA has developed these guidelines for managing consultancies across the Central Government. These guidelines aim to ensure value for money and performance accountability for consultants hired, preventing a few spending entities from benefiting at the expense of others. It underscores the importance of financial resources in achieving our national development objectives.

Josiah F. Joekai Jr.  
**Director-General**

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## GLOSSARY OF TERMS

Whenever used in these Guidelines, each of the following terms shall have the indicated meaning unless the context within which such a term appears intends another meaning.

**Advertising:** Statutory requirement to advertise a tender in newspapers, websites, international tender sites, the Government Gazette, etc.

**Tender:** An offer submitted in response to an invitation for bids or invitation to tender under a competitive bidding process. In this Handbook, the words Bid or Tender are interchangeably used.

**Tenderer:** Natural or legal person or group of such persons submitting a bid to a Procuring Entity to conclude a contract for works or services. In this Handbook, the words Bidder or Tenderer are interchangeably used.

**Bidding Documents:** Standard documents elaborated by the Procuring Entity to procure consulting services. These documents are standardized and must be utilized by Procuring entities. They are composed of, but not limited to, an Invitation to Bid, Instructions to Bidders, Bid Data Sheet, General Conditions of Contract, Specific Conditions of Contract, Technical Specifications, Schedule of Requirements, etc. (also called Tender Documents)

**Bid Evaluation:** Analysis of bids/offers received by the Procuring Entity to appraise and assess the most



advantageous and competitive offer. In this Handbook, the words Bid or Tender Evaluation are interchangeably used.

**Conflict of Interest:** Situation where personal or business interests of a party could affect the outcome of a transaction through the non-declaration of that interest.

**Consultant:** Natural or legal person who is an expert in a specialized field and using their professional skills to study, design and/or organize specific projects, advice, conduct training and transfer of knowledge.

**Consulting Services:** Intellectual or advisory services provided by a Consultant under a service contract.

**Contract/Government Contract:** Written or oral agreement for the procurement of services, setting out conditions, specifications or description of services.

**Expression of Interest:** Statement received from a bidder/tenderer, usually in response to a public advertisement, invitation to tender or prequalification, for the supply of services, confirming the interest of the tenderer in making an offer to services.

**Open Tendering Procedure:** Procurement or disposal method, open to competition and participation by all providers, through advertisement.

**Contracting Authorities:** Contracting public authorities including central and local authorities, at District and



Town/City level, and bodies governed by public law and authorized to make use of public funds.

**Services:** General consulting (intellectual or advisory) activities carried out by a consultant to achieve contractually fixed results.

**Sub-Contractor:** Person or firm who enters into an agreement with a prime (main) contractor and undertakes to perform a part of the prime contractor's obligations concerning the main contract.

**Supplier:** Tenderer/bidder whose bid/offer has been selected for a service contract.

**Technical Specifications:** Technical requirements defining the characteristics of works, material, product, supply or service, and enabling a piece of work, a material, a product, a supply or a service to be objectively described.

**Terms of Reference:** Standardized scope of work issued by the Procuring Entity for a Service contract, equivalent to the specification of in a contract for the purchase of, and defining requirements and/or objectives of the consulting services, including, where applicable, the methods and means to be used and/or results to be achieved.

**Threshold:** Represents the highest nominal amount for applying a procurement method, irrespective of any other considerations.



**Value for Money:** Whatever does not get measured, does not get done. Consultancy must have value to be able to measure and realized if it is achieved or not. The value of consultancy should be in the eye of the beholder.

**Whole life costing:** Whole life costing takes account of the cost of an entire consultancy or service over its life, from determining the need for it through to its eventual clearance and replacement.

**Business Case:** A business case justifies undertaking a consultancy project, or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution.

**RFT:** A request for tender (RFT) is a formal and structured invitation to suppliers to submit competitive bids to supply raw materials, products, or services.



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## **1.0 EXECUTIVE SUMMARY**

The effective management of consultancy services within the Government of Liberia (GoL) is essential for ensuring flexibility, cost-effectiveness, and tangible outcomes in various Ministries, Agencies, and Commissions (MACs). While consultants and temporary staff provide specialized skills for short-term projects, challenges in managing these services have led to high costs and limited achievements.

Despite previous efforts by the Civil Service Agency (CSA) and the Ministry of Finance & Development Planning (MFDP) to introduce spending control policies, concerns persist among stakeholders regarding the management of consultancies. To address these concerns, these guidelines emphasizes the identification and utilization of necessary skill sets to enhance the government workforce and promote growth.

Moreover, the GoL is undergoing critical pay reforms that will impact the nature and process of consultancy, as well as the corresponding wage bill. These reforms necessitate a comprehensive approach to managing consultancy activities, ensuring alignment with national and international procurement standards. Additionally, the guidelines facilitate MACs in engaging donors and partners for financial and technical support through a competitive process. By prioritizing the concept of value for money, the GoL aims to monitor and coordinate consultancy activities across MACs efficiently.



This approach focuses on achieving efficiency and effectiveness in resource allocation, thereby maximizing the impact of consultancy services in government operations and development goals.

Through effective implementation of these guidelines, the GoL seeks to enhance transparency and accountability in the management of consultancy services. By promoting a culture of strategic planning, performance monitoring, and evaluation, the government aims to optimize the use of consultancy resources while minimizing unnecessary expenditures.

Moreover, fostering collaboration between MACs, donors, and partners will facilitate knowledge sharing and capacity building, ultimately contributing to sustainable development outcomes. As the GoL continues to navigate challenges in managing consultancy services, these guidelines serve as a blueprint for improving the efficiency and effectiveness of government operations while promoting growth and development across Liberia.



## 2.0 Background

Government Spending Entities (SEs) in Liberia grapple with complex challenges in effectively managing consultancy services, leading to systemic lapses in hiring procedures and a pervasive oversight of consultants' performance and deliverables. This breakdown in governance adherence and performance assessment constitutes a violation of established policy guidelines.

Over time, there has been a notable surge in the engagement of consultants by government institutions, primarily fuelled by irregularities in the recruitment process. Despite the implementation of the Civil Service Reform Strategy in 2008, which aimed to streamline government operations for enhanced service delivery under the mantra of "Smaller Government, Better Service," SEs retained discretionary powers to enlist consultants and contractors. Unfortunately, this latitude often led to recruitment practices lacking the rigor of professionalism and merit-based selection criteria, exacerbating the prevalence of consultancy engagements.

Consequently, the unchecked influx of consultants resulted in administrative bottlenecks, delays, and excessive financial outlays for consultancy services within SEs. This overcrowding on SE payrolls not only strained financial resources but also compromised the efficiency and effectiveness of consultancy engagements. Recognizing the urgent need to rectify these systemic deficiencies, the



Government of Liberia (GoL) is spearheading critical pay reforms aimed at transforming the nature and process of consultancy within the public sector, alongside addressing the associated wage bill. These reforms mark a pivotal shift towards fostering greater accountability, transparency, and value for money in the utilization of consultancy resources across government entities.

To operationalize these reforms and ensure their effective implementation, the GoL has entrusted the Civil Service Agency (CSA) with the responsibility of developing and implementing comprehensive policy guidelines. These guidelines delineate the CSA's pivotal roles and responsibilities in overseeing the recruitment, management, and control of consultants and consultancy firms across all government Spending Entities. Through this framework, the GoL aims to instil robust governance mechanisms, promote adherence to professional standards, and optimize the utilization of consultancy services to advance the nation's development agenda.

### **3.0 Purpose of the Guidelines**

The purpose of the Policy Guidelines, implemented by the Government of Liberia, is to centralize the management and coordination of consultancy services under the Civil Service Agency (CSA). This centralization aims to ensure that funds allocated for consultancy services are directed towards addressing critical government needs in areas where existing staffing and capacities of spending entities are insufficient. The focus is on ensuring that consultancy resources deliver value for money by addressing priority



needs that support the government's objectives, rather than merely extending employment without adding significant value to spending entities.

The policy guidelines establish a competitive procedure to facilitate the effective utilization of consultancy services across the Central Government. Firstly, it provides equal opportunity for Spending Entities (SE) to access consultants who can bridge identified knowledge gaps within each SE. Secondly, it sets up standards and procedures to govern the implementation of consultancy services throughout the Central Government. Lastly, it aims to manage consultancy services in a manner that ensures value for money and holds consultants accountable for delivering key performance indicators, overseen jointly by the contracting Entity and the CSA.

Within these guidelines, the concept of Value for Money (VfM) encompasses three fundamental elements: economy, efficiency, and effectiveness. Organizations, including Ministries, Agencies, and Commissions (MACs), achieve VfM when they utilize resources, including external resources like consultants, economically and efficiently to achieve operational effectiveness in line with policy objectives.

MACs are expected to carefully evaluate the overall benefits and costs of each consultant or temporary staff, ensuring that expenditures remain within budgetary allocations. These guidelines are designed to assist MACs in fulfilling their VfM objectives when hiring external consultants or temporary staff, with a focus on achieving stated policy goals. While primarily targeting the core civil service, these



guidelines can also be applied effectively within the broader public service. Additionally, MACs are required to comply with relevant circulars and adhere to guidelines issued by the CSA and MFDP.

#### **4.0 Goals of the Guideline**

At its core, the Consultancy Guidelines endeavor to instill sustainability and efficacy in the utilization of consultancy services throughout the government apparatus. By establishing a structured framework, it seeks to streamline the process through which Spending Entities within the government access consultancy assistance. This entails a meticulous assessment of genuine needs and eligibility criteria, ensuring that resources are allocated judiciously to areas where they can yield the most significant impact.

Through this strategic approach, the primary aim is to optimize the allocation of funds specifically earmarked for consultancy services, directing them towards addressing critical needs that span various government entities. By doing so, the Guidelines aim to enhance the efficiency and effectiveness of governmental operations, ultimately contributing to the realization of overarching governmental objectives and priorities.

Furthermore, the Guidelines serve as a mechanism to foster accountability and transparency in the management of consultancy resources. By delineating clear criteria for accessing consultancy services and prescribing stringent evaluation measures, it aims to mitigate the risk of



misallocation or misuse of funds. Emphasizing the importance of directing resources towards initiatives that offer tangible benefits to governmental functions, the Guidelines endeavor to maximize the value derived from consultancy engagements. Through rigorous oversight and adherence to established protocols, it aspires to cultivate a culture of responsible stewardship, ensuring that consultancy resources are leveraged optimally to support governmental endeavors and drive sustainable growth and development across diverse sectors and entities within the government.

## **5.0 The Civil Service Agency Act:**

The Civil Service Agency (CSA) of Liberia was established through an Act of National Legislature on July 19, 1973 to serve as the Human Resource Arm of the Government of Liberia.

The purpose of the Civil Service Agency of Liberia is to increase the efficiency of the public service and to secure for deserving employees a responsible tenure of office and an opportunity for advancement according to merit and seniority and to place the personnel employed by government on a competitive merit system.

## **6.0 The CSA Standing Orders on the Hiring of Retirees as Consultant:**



According to Section 3.6.1 (c) of the Civil Service Standing Orders, a Retiree who is retired due to either age or tenure can obtain employment as a consultant in Government base on special skills needed by the government. However, that employment is considered as part time employment and the retiree can still continue to receive his/her pension in addition to his/her consultant's fees.

Section 3.6.1 (d) of the Standing Orders also provides that the employment contract must include specific tasks to be performed within a specific timeframe of not more than 6 months and may be renewed for additional 6 months. After two 6 months period of the employment, the contract must be terminated and the retiree may not obtain another consultant contract with any institution of the Government for at least a full year.

## **7.0 Objectives of the Guidelines:**

The overarching objective of these guidelines is to provide a framework for the recruitment of consultants and consultancy firms in the public service, emphasizing principles of transparency, fairness, accountability, and value for money. The guidelines also seek to achieve the following specific objectives:

- To hire consultants or consultancy firms that will serve as a knowledge transfer strategy or training for selected civil servants or SE in areas of specific knowledge gaps;
- Support SEs in meeting their strategic priorities and programs and

- 
- Support SEs in streamlining, processing, and procedures to become more productive.

## **8.0 Principles:**

**Transparency:** All recruitment processes shall be transparent, ensuring open competition and equal opportunity for qualified consultants and consultancy firms.

**Fairness:** Recruitment processes shall be fair and impartial, based on merit, competence, and relevant experience.

**Accountability:** Accountability shall be maintained throughout the recruitment process, with clear documentation of decisions and adherence to established procedures.

**Value for Money:** The selection of consultants and consultancy firms shall prioritize value for money, considering both cost-effectiveness and quality of services rendered.

## **9.0 Scope:**

These guidelines apply to all government Spending Entities that shall be involved in the recruitment of consultants and consultancy firms for projects, programs, or specific assignments within the public service of Liberia.

## **10.0 Roles and Responsibilities of the CSA**

Centralizing consultancy services within the public service under the oversight of the Civil Service Agency (CSA) entails a structured process aimed at optimizing the utilization of consultancy resources while ensuring quality and efficiency. Spending Entities (SEs) seeking consultancy support are required to initiate the process by submitting Terms of Reference (TOR) and a Requisition to Hire form to the CSA for thorough review.

Upon receiving the request, the CSA undertakes a meticulous assessment to determine the availability of qualified talents or consultants within its pool. If suitable candidates are identified, their qualifications are carefully evaluated and matched against the specified criteria. Subsequently, the CSA collaborates with the concerned SE to deploy the consultant, facilitating a seamless and expedited process.

In instances where qualified consultants are not available within the CSA's pool, both the CSA and the SE work collaboratively to advertise the consultancy opportunity. By leveraging targeted outreach and recruitment efforts, qualified candidates are attracted to apply, ensuring a robust and competitive selection process.

This systematic and efficient approach to sourcing consultants for the public service not only streamlines administrative procedures but also enhances the quality and suitability of consultancy services rendered. By centralizing oversight and coordination under the CSA's



purview, the public service can leverage its resources more effectively, ultimately driving greater value and impact across governmental initiatives.

## **11.0 Roles and Responsibilities of Approving Authority**

### **11.1 Spending Entity:**

The relevant authority within each Spending Entity shall approve the recruitment of consultants and consultancy firms, ensuring alignment with SE objectives and budget.

### **12.0 Procurement Unit:**

The procurement unit or designated department shall initiate the recruitment process, ensuring compliance with procurement regulations and guidelines.

### **12.1 Evaluation Committee:**

An evaluation committee shall be constituted to assess proposals and select consultants or consultancy firms based on predetermined criteria.

#### **12.1.1 Needs Assessment:**

A comprehensive needs assessment shall be conducted to identify the specific requirements and objectives of the project or program.

#### **12.1.2 Request for Proposals (RFP):**

An RFP shall be prepared, detailing the scope of work, deliverables, evaluation criteria, and terms of reference.



### **12.1.3 Advertisement:**

The RFP shall be advertised through appropriate channels, including public notices, government websites, and procurement portals, to reach potential consultants and consultancy firms.

### **12.1.4 Proposal Submission:**

Interested consultants and consultancy firms shall submit their proposals within the specified deadline, addressing the requirements outlined in the RFP.

### **12.1.5 Evaluation:**

The evaluation committee shall objectively assess proposals based on predetermined criteria, such as technical expertise, relevant experience, proposed methodology, and cost.

### **12.1.6 Selection:**

Consultants or consultancy firms shall be selected based on the evaluation results, with emphasis on the best value for money and alignment with project needs. e.g. Contract Negotiation: CSA in collaboration with SE shall negotiate contracts with selected consultants or consultancy firms, outlining terms and conditions, deliverables, timelines, and remuneration.

### **12.1.7 Documentation and Reporting:**

All stages of the recruitment process shall be thoroughly documented, including needs assessment reports, RFPs, proposal evaluations, and contract agreements.



### **2.1.8 Final Report:**

A final report summarizing the recruitment process, evaluation outcomes, and contract details shall be prepared and archived for transparency and accountability purposes.

### **12.1.9 Review and Monitoring:**

Regular review and monitoring of the recruitment process shall be conducted to identify areas for improvement and ensure compliance with these guidelines and relevant procurement regulations.

### **12.1.10 Capacity Building:**

Training and capacity-building initiatives shall be provided to relevant staff involved in the recruitment process to enhance their understanding of procurement procedures, evaluation criteria, and best practices in engaging consultants and consultancy firms.

### **12.1.11 Compliance and Enforcement:**

Non-compliance with these guidelines shall result in disciplinary actions, to include contract termination, in accordance with established disciplinary procedures and legal frameworks.

### **12.1.12 Effective Date:**

These policy guidelines shall come into effect immediately upon approval by the Director General of the CSA and shall be applicable to all future recruitment processes involving consultants and consultancy firms in the public service of Liberia.



## **13.0 The Criteria for selecting individual consultants or Consultancy firm**

When hiring a consultant for the public service, several criteria and qualifications must be carefully considered to ensure the individual or firm selected possesses the necessary skills and expertise to effectively address the project's objectives. The following outline highlights key factors to consider:

### **13.1 Relevant Experience:**

Prior experience in providing consultancy services to public sector organizations or similar entities. Demonstrated success in delivering projects or initiatives of comparable scope and complexity.

#### **13.1.1 Subject Matter Expertise:**

In-depth knowledge and expertise in the specific field or subject matter relevant to the consultancy assignment. Specialized skills and competencies related to the project's focus area, such as policy analysis, program evaluation, or strategic planning.

#### **13.1.2 Qualifications and Credentials:**

Academic qualifications and professional certifications relevant to the consultancy assignment, such as advanced degrees, professional accreditations, or industry certifications. Membership in relevant professional associations or bodies demonstrating adherence to ethical standards and best practices.



### **13.1.3 Track Record of Success:**

Proven track record of achieving measurable results and delivering high-quality outputs in previous consultancy engagements. Positive references and testimonials from past clients or employers attesting to the consultant's reliability, professionalism, and effectiveness.

### **13.1.4 Analytical and Problem-Solving Skills:**

Strong analytical capabilities and problem-solving skills to identify issues, analyze data, and develop actionable recommendations. Ability to think critically, creatively, and strategically to address complex challenges and opportunities.

### **13.1.5 Communication and Interpersonal Skills:**

Excellent communication skills, both written and verbal, to effectively convey ideas, facilitate discussions, and present findings to diverse stakeholders. Strong interpersonal skills to collaborate with team members, engage stakeholders, and build consensus around project objectives and recommendations.

### **13.1.6 Cultural Sensitivity and Adaptability:**

Awareness of cultural nuances and sensitivities, particularly in multicultural or international contexts. Ability to adapt to different organizational cultures, working environments, and stakeholder dynamics to foster productive working relationships.



### **13.1.7 Commitment to Ethical Standards:**

Consultants should demonstrate commitment to upholding ethical standards, integrity, and transparency in all aspects of consultancy work and adherence to relevant legal and regulatory requirements governing consultancy services in the public sector.

### **13.1.8 Project Management Skills:**

Consultants should demonstrate strong project management skills, including the ability to plan, execute, and monitor projects effectively. They should be proficient in managing resources, timelines, and stakeholders to ensure successful project delivery.

### **13.1.9 Flexibility and Adaptability:**

Given the dynamic nature of projects within the context of Liberianization policy, consultants must be adaptable and flexible in their approach. They should be able to navigate changing circumstances, adjust strategies as needed, and remain responsive to evolving stakeholder needs.

### **13.1.10 Cost-Effectiveness:**

Consultants should prioritize cost-effectiveness in their approach to project implementation. They should demonstrate the ability to optimize resources, minimize expenses, and deliver value for money while achieving project objectives within budget constraints.

### **13.1.11 Diversity and Inclusion Commitment:**

Consultants should exhibit a strong commitment to diversity and inclusion in their work. They should promote equal



opportunities for all stakeholders, respect cultural differences, and foster an inclusive environment that values diverse perspectives and contributions.

### **13.1.12 Legal and Regulatory Compliance:**

Consultants must adhere to relevant legal and regulatory requirements governing their consultancy activities within the context of Liberianization policy. They should ensure compliance with local laws, regulations, and policies to mitigate risks and uphold ethical standards throughout the project lifecycle.

## **14.0 The "Liberianization" Policy**

The "Liberianization" policy refers to a set of initiatives and regulations implemented by the Liberian government aimed at promoting the participation of Liberians in the country's economy, particularly in sectors historically dominated by foreign nationals or non-Liberians. The policy is rooted in efforts to empower Liberians economically, reduce dependence on foreign expertise, and foster national development and self-sufficiency.

### **Key components of the Liberianization policy may include:**

#### **Ownership and Investment:**

Encouraging and prioritizing Liberian ownership and investment in businesses, industries, and enterprises across various sectors of the economy.



Establishing quotas or regulations that mandate a minimum percentage of ownership by Liberian citizens in certain industries or enterprises.

**Employment and Workforce Development:**

Promoting the employment of Liberian citizens in both public and private sector organizations, including through preferential hiring practices or incentives for businesses that prioritize local employment.

Investing in workforce development initiatives, such as vocational training, education, and skills development programs, to enhance the employability of Liberian citizens and equip them for opportunities in diverse sectors.

**Procurement and Contracting:**

Implementing policies and regulations that prioritize the awarding of government contracts, tenders, and procurement opportunities to Liberian-owned businesses or enterprises.

Establishing criteria and preferences for local content in procurement processes to support the growth and development of Liberian businesses and industries.

**Capacity Building and Entrepreneurship:**

Supporting the development of Liberian-owned businesses through capacity building initiatives, access to finance, technical assistance, and mentorship programs.

Promoting entrepreneurship and innovation among Liberian citizens through targeted support for startups, small and



medium-sized enterprises (SMEs), and aspiring entrepreneurs.

**Compliance and Enforcement:**

Enforcing regulations and monitoring compliance with Liberianization policies to ensure adherence to established quotas, ownership requirements, and employment practices.

Implementing mechanisms for oversight, reporting, and accountability to address any violations or challenges encountered in the implementation of Liberianization initiatives.

Overall, the Liberianization policy represents a strategic approach to economic empowerment and national development, with the goal of harnessing the potential of Liberian citizens to contribute to the country's growth and prosperity. While promoting local participation and ownership, the policy also aims to create a more inclusive and equitable economic landscape that benefits all segments of Liberia.

**NOTE:** By carefully evaluating candidates based on these criteria and qualifications, public service organizations can select consultants who are best suited to contribute effectively to the achievement of project goals and objectives. This rigorous selection process helps ensure the successful execution of consultancy assignments and the delivery of value-added solutions to address pressing challenges and priorities within the public sector.



## **15.0 Recruitment and Selection of Consultancy Firm**

The recruitment and selection of a consultancy firm to support projects within the context of Liberianization policy require a systematic and thorough approach to ensure alignment with project objectives and adherence to relevant regulations.

### **The following steps outline the process:**

#### **15.1 Needs Assessment:**

Conduct a needs assessment to identify the specific requirements and objectives of the consultancy project. Determine the scope of work, desired outcomes, and key deliverables.

##### **15.1.1 Define Selection Criteria:**

Define selection criteria based on project requirements, such as the firm's expertise, experience, capacity, and track record in relevant sectors or areas of specialization.

##### **15.1.2 Market Research:**

Conduct market research to identify potential consultancy firms with the requisite qualifications and expertise. Explore industry databases, professional networks, and past performance records to compile a list of suitable candidates.

##### **15.1.3 Request for Proposals (RFP):**

Develop a Request for Proposals (RFP) outlining the project scope, objectives, deliverables, selection criteria, and



evaluation process. Distribute the RFP to shortlisted consultancy firms and invite them to submit proposals.

#### **15.1.4 Proposal Evaluation:**

Evaluate proposals received from consultancy firms based on predefined selection criteria. Review each proposal for clarity, relevance, innovation, and alignment with project objectives.

#### **15.1.5 Shortlisting:**

Shortlist consultancy firms that demonstrate the strongest potential to meet project requirements and deliver value-added solutions. Consider factors such as technical expertise, past performance, and cost-effectiveness in the shortlisting process.

#### **15.1.6 Due Diligence:**

Conduct due diligence on shortlisted consultancy firms to verify credentials, assess financial stability (audited financial statement) tax clearance, business registration, and evaluate reputational risks. Review references, past project experiences, and client testimonials to validate the firm's capabilities.

#### **15.1.7 Selection Committee Review:**

Establish a selection committee comprising relevant stakeholders and subject matter experts to review shortlisted proposals and make final recommendations for firm selection.



### **15.1.8 Negotiation and Contracting:**

Initiate negotiations with the selected consultancy firm to finalize contract terms, including scope of work, deliverables, timelines, budget, and payment terms. Ensure clear understanding and agreement on all aspects of the contract before finalizing.

### **15.1.9 Contract Award:**

Award the consultancy contract to the selected firm upon successful completion of negotiations and agreement on contract terms. Issue a formal notification of contract award and proceed with project implementation according to the agreed-upon timeline.

## **16.0 Steps in Hiring Consultant**

This process involves the Spending Entities hiring consultants with the help of CSA. Here's a breakdown of the steps you've mentioned:

### **16.1 Consultancy Request by SE:**

SE identifies the need for consultancy services in their respective SE.

#### **16.1.1 Outline of Consultancy Specifics:**

SE prepares a document outlining the specifics of the consultancy. This document may include the scope of work, required qualifications, and any other relevant details.



### **16.1.2 Terms of Reference (TOR) and Requisition Form:**

SE submits the Terms of Reference (TOR) and a Requisition to Hire form to the CSA. The TOR provides a detailed description of the consultancy job.

### **16.1.3 CSA Review:**

The CSA reviews the TOR and Requisition to ensure they meet the necessary standards and guidelines.

### **16.1.4 CSA Consultant Pool Review:**

CSA checks its pool or advertise for qualified individual consultant or consultancy firm to identify potential candidates for the consultancy job.

### **16.1.5 Consultant Qualification Review:**

If qualified consultants are available in the CSA pool, their qualifications are reviewed against the criteria outlined in the TOR. If not, the CSA in collaboration with the SE will advertise the consultancy vacancy.

### **16.1.6 Consultant Deployment:**

Qualified consultants from the CSA pool are deployed to the SE for the specified consultancy job.

### **16.1.7 No Qualified Consultants in CSA Pool:**

If there are no qualified consultants in the CSA pool, the CSA and SE collaborate to proceed with advertising to source external qualified consultants.



### **16.1.8 Advertisement for Consultants:**

CSA and SE will create and release advertisements to attract qualified consultants from external sources.

### **16.1.9 Consultant Selection: (interview process)**

Applications from external consultants are reviewed, and the selection process is carried out jointly by the CSA and SE.

### **16.1.10 Consultant Deployment (if external):**

The selected external consultant is deployed to the SE for the consultancy job.

This process ensures a systematic and centralized approach to sourcing and deploying independent consultants in the public service, with an emphasis on utilizing the CSA's pool of qualified talents and resorting to external sources only when necessary. It also establishes clear documentation and communication channels between SE and CSA throughout the consultancy sourcing and deployment process.

### **17.0 Tenure/Duration of Consultancy:**

The tenure or duration of all consultancies will be based absolutely on the task(s) to be performed. The tenure of the consultancy will be determined based on how long the requested service(s) would be done. The tasks to be delivered will determine the timeframe of the consultancy with specific deliverables to be achieved highlighted. Unequivocally, no consultant services will extend beyond a fiscal period of the government irrespective of the task and responsibilities.



However, if there is a need for said consultancy to be extended in the next fiscal period, it should be based on performance, and availability of resources in close consultation with the CSA Inception, Mid-term, and Final Reports.

The consultant will be required to submit these reports as per the assignment outlining the task performed. Said reports will be submitted to the beneficiary agency in soft and hard copies with same to the CSA for evaluation purposes. These reports will form part of the performance evaluation for the consultant determining whether the consultancy service will continue.

### **17.1 Inception, Mid-term, and Final Reports:**

The consultancy engagement with the Civil Service Agency (CSA) of Liberia will include the submission of Inception, Mid-term, and Final Reports by the consultant(s) as part of the project deliverables. These reports serve as critical milestones in monitoring the progress of the consultancy and evaluating the outcomes achieved. Here's an overview of each report:

#### **Inception Report:**

The Inception Report marks the beginning of the consultancy and provides a roadmap for the project implementation. It outlines the consultant's understanding of the project objectives, scope of work, methodology, and proposed timeline for activities.



Key components of the Inception Report may include a literature review, stakeholder analysis, work plan, proposed methodologies for data collection and analysis, and any initial findings or observations.

The Inception Report serves as a foundation for collaboration between the consultant and the CSA, ensuring alignment of expectations and strategies for achieving project goals.

**Mid-term Report:**

The Mid-term Report is submitted midway through the consultancy period and provides an interim assessment of progress made towards achieving project objectives. It allows for course correction if necessary and ensures that the project remains on track.

The Mid-term Report typically includes updates on activities completed, challenges encountered, milestones achieved, and any adjustments made to the original work plan. Additionally, the Mid-term Report may present preliminary findings or emerging trends based on data collected and analysed up to that point, providing valuable insights for decision-making.

**Final Report:**

The Final Report is the culmination of the consultancy and provides a comprehensive overview of project activities, outcomes, and recommendations. It highlights the achievements, challenges, lessons learned, and implications for future action.



Key components of the Final Report include a summary of the project objectives and methodology, a detailed analysis of findings, conclusions drawn from the data, and actionable recommendations for the CSA.

The Final Report should also reflect on the impact of the consultancy on the CSA's operations, capacity building efforts, and overall effectiveness in achieving its goals. Overall, the Inception, Mid-term, and Final Reports are essential documentation that enables the CSA to track progress, assess the quality of work, and derive meaningful insights to inform decision-making and future planning initiatives. These reports also serve as valuable accountability tools, ensuring transparency and accountability throughout the consultancy process.

## **18.0 Monitoring and Evaluation**

The Monitoring and Evaluation (M&E) Unit of the Civil Service Agency (CSA) will undertake a minimum impact evaluation to assess the effectiveness of the knowledge transfer process and identify the beneficiaries of the transferred knowledge. This evaluation is crucial for measuring the impact of the consultant's efforts in delivering the training curriculum and determining the value added to CSA employees' skills and competencies.

The impact evaluation will involve various methods, including surveys, interviews, and performance assessments, to gather data on the extent to which knowledge has been transferred and the tangible benefits realized by employees. Surveys will be distributed to



training participants to gauge their perceptions of the training content, its relevance to their roles, and the application of new skills in their work. Additionally, interviews may be conducted with a sample of employees to delve deeper into their experiences with the training and explore any challenges or successes encountered in implementing the acquired knowledge.

Furthermore, the M&E Unit will analyze performance indicators and metrics to assess changes in employee behavior, productivity, and job performance following the training intervention. By comparing pre- and post-training data, the unit can ascertain the level of knowledge retention and the overall impact of the training on organizational outcomes.

A formal report will be prepared based on the findings of the impact evaluation, documenting the knowledge transferred, its beneficiaries, and the observed outcomes. This report will serve as a critical component in evaluating the consultant's performance and determining whether the contract should be extended or terminated. The insights gleaned from the evaluation will inform decision-making regarding future training initiatives and contribute to continuous improvement efforts within the CSA.

## **19.0 Classification of Consultants**

### **19.1 Consultants in Tiers**

Consultants will be recruited in four categories of tiers. This will assist the requesting Entity and the CSA to fairly



determine who gets recruited and for what kind of service delivery to the government. The consultants to be hired will be placed in one of the three tiers -Tier One, Tier Two & Tier Three based on the task to be performed, qualifications and experiences.

### **19.1.1 Tier One (1)**

Consultant to be hired in this category are define as senior level professionals with 10-15 years or more practical working experience in the area of assignment for which he/she is seeking consultancy. The minimum qualification is master's degree or Ph.D. with significant post graduate working experience. Consultant in this tier is for highly critical areas of service delivery that are not easily assessable with in the government arena. Remuneration for individuals in this category should be set at the maximum given the task and responsibilities.

### **19.1.2 Tier Two (2)**

Consultants are mid-level professionals with 7-10 years plus more practical experience in the area of assignment with a minimum educational qualification of bachelor but master's as an added advantage for the consultancy he/she is seeking. Like in tier one, consultant in this area of assignment should be one who will offer transfer skills and talents that are not found with the requesting agency or the Civil Service. Remuneration for consultants in this category should be set at the maximum given the task and responsibilities.



### **19.1.3 Tier Three (3)**

Consultants in this category are emerging professionals with 3-6 years of practical experience in the area of consultancy with a minimum qualification of bachelor degree, with masters an added advantage. Individual consultants in this category should be more of a technical skill that cannot be found in the requesting agency or if found in the government, he/she is not available for possible transfer. He/she must have the ability to transfer knowledge in the agency in which they are hired. Remuneration should also be based on the task and responsibilities.

### **19.1.4 Tier Four (4)**

Consultants in this category are highly technical and professionals with practical background and hands on experience in their area of specialty. Individual consultant in this category may have a technical certificate or diploma with at least five progressive years of work experience or both. Advance certificate or bachelor degree is an added advantage. He/she must have the ability to transfer knowledge in the agency in which they are hired.

## **20.0 Remuneration Schedule**

The remuneration schedule for consultants working with the Civil Service Agency (CSA) of Liberia will be structured based on various factors, including the consultant's qualifications, expertise, experience, and the scope of work



outlined in their contract. The following is a general framework for the remuneration schedule:

### **20.1 Consultancy Fee:**

Consultants will receive a fixed consultancy fee for their services, which will be negotiated and agreed upon prior to the commencement of work. This fee will be determined based on the complexity of the project, the time commitment required, and the consultant's level of expertise.

#### **20.1.1 Daily or Hourly Rate:**

Alternatively, consultants may be compensated based on a daily or hourly rate for their time spent on project-related activities. This rate will be established in the consultant's contract and will vary depending on factors such as the consultant's specialization and market rates.

#### **20.1.2 Reimbursement of Expenses:**

Consultants may be eligible for reimbursement of reasonable and pre-approved expenses incurred during their consultancy, such as travel expenses, accommodation, meals, and materials required for the project. These expenses will be reimbursed based on receipts and in accordance with CSA policies and guidelines.

#### **20.1.3 Performance-Based Incentives:**

In some cases, consultants may be eligible for performance-based incentives tied to the successful completion of project milestones or the achievement of specified outcomes. These incentives may be included as



part of the overall remuneration package to incentivize high performance and quality deliverables.

#### **20.1.4 Terms of Payment:**

The terms of payment for consultants will be outlined in their contract and may include milestone-based payments, periodic payments, or a lump sum payment upon completion of the consultancy. Payment terms will be negotiated and agreed upon between the consultant and the CSA, taking into account the consultant's preferences and the agency's financial regulations.

Overall, the remuneration schedule for consultants working with the CSA will be designed to ensure fair compensation for their expertise and contributions while aligning with budgetary constraints and organizational priorities. The specific details of the remuneration package will be outlined in each consultant's contract, which will be tailored to meet the unique requirements of the consultancy arrangement.

#### **Note:**

***If the requesting Spending Entity presents a weak justification/case for the consultancy service, it could be a ground for denial. In the background for requesting consultancy services, spending entities are encouraged to build a convincing case justifying why they need a consultant. Consultancy service is not an avenue to accommodate friends who could not otherwise be incorporated into the civil service.***



## **22.0 Amendments:**

To ensure that procurement and consultancy recruitment guidelines remain current and effective, public service organizations must adopt a systematic approach. This involves regular review and monitoring of guidelines to identify areas needing updates, coupled with stakeholder engagement through consultations and workshops to gather input and perspectives. Seeking expert advice and conducting impact assessments are vital steps to ensure compliance with legal requirements and assess potential effects on project outcomes and stakeholders.

Documentation and transparency play a crucial role in publishing updated guidelines for widespread dissemination, while training and capacity-building programs ensure stakeholders understand and implement revised guidelines effectively. Continuous improvement mechanisms, such as feedback solicitation and evaluation, enable organizations to adapt guidelines to changing circumstances and emerging trends, ultimately supporting the achievement of project objectives and national development goals.



## APPENDIX

### APPROVAL FORM FOR CONSULTANCY WITHIN CENTRAL GOVERNMENT, LIBERIA.

Any Government Spending Entity/MAC that plans to do consultancy work should abide by the Policies and guidelines approved by the CSA listed in the GUIDELINES. They should as well complete the requisition to hire consultancy services.

<b>Consultancy Type (National)</b>	
Requesting MAC:	Cost Centre:/budget code:
Number of Consultancy required:	
Business Case for procuring Consultancy services (must be attached)	
New Openings: Yes/No:	
Name of Ministry, Agency and Commission:	
Consultant Start date:	Expected End Date:
Consultant Title: Direct/Indirect/ Donor project	Labor:
Rate of Pay Per Month	
Currency: USD/LRD	
Summary of TOR: (Must be attached)	

Education level	
Experience required:	
Skills required	
The Consultant will be reporting to or managed by: TBA	
Minister/Director/ Approval:	Approver/s:
Requesting Ministry, Agency or Commission	Requesting MAG Signature:
	CSA
Name:	Name:
Signature:	Signature:
Date:	Date:



## **TYPES OF CONSULTANCY SERVICES**

Below are some different types of consultancies, along with example roles in each category where applicable:

- Strategy consulting
- Operations consulting
- Financial consulting
- Human Resource Management Consulting
- Technology / IT consulting/HRIS
- Legal consulting
- Social media consultant
- Career coaching consultancy
- PR consultancy
- Economic Development
- Global Health/Health system strengthening
- Good Governance
- Public sector Reform Consulting
- Organization Development Consulting
- Agriculture Development and Food Security
- Security Consulting
- Research and Planning Consulting
- Training and Development Consulting
- Pension and welfare Consulting
- Public Administration Consultant



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