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## GOVERNMENT OF SIERRA LEONE

### REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES)

**Country:** Sierra Leone

**Name of Project:** Accountable Governance for Basic Service Delivery Project

**Grant No.:** D8380-SL

**Project ID:** P172492

**Issue date:** 2<sup>nd</sup> March 2026

**Assignment Title:** Hiring an individual consultant to support the preparation of a Local Developments Grants sub-projects' Operation and Maintenance (O&M) Manual

**Reference No:** SL-MOF-534182-CS-INDV

#### 1. Background

##### 1.1 About the AGBSD Project

The Government of Sierra Leone through the Ministry of Finance received grant financing from the International Development Association (IDA) of the World Bank for the implementation of an AGBSDP (P172492). The estimated cost of the project is US\$40.0 Million and will be implemented within six (6) year's period. Its Development Objective (PDO) is: "to improve resource management, transparency and accountability of government systems for enabling the delivery of local development projects and basic services". The Project has three broader components, most of which have other sub-components.

Component 1: Systems and skills for local services delivery (central and local levels) and Social Accountability.

Component 2: Local Development Financing; and

Component 3: Project Management and Implementation Support.

##### 1.2 About the Local Development Grant

A key sub-component of the AGBSDP is component 2.1, the Local Development Grant which is managed by a dedicated Grant Management Team under the leadership of the Fiscal Decentralization Division in the Ministry of Finance. Through a four LDG round framework, funds are directly made available to District Councils as development grants to help them successfully undertake small-scale capital investment projects and poverty reduction, particularly related to infrastructure improvements in accordance with their development plans. Through the LDG, 29 subprojects (mainly schools, health and public service facilities) were implemented in Round one, while implementation of 33 similar subprojects in Round 2 near completion.

##### 1.3 About the Assignment

At the completion of the LDG round one implementation, a joint field support mission comprising GMT/PMU/FDD & World Bank was conducted in January/February 2024 where implementation status of R1 LDG subprojects were discussed including planning for

subsequent LDG rounds. While there was remarkable progress in the implementation of subprojects, a foreseeable risk noted by the team anchors on the useful lives of the LDG subprojects owing to fears that they may be stunted by inadequate or lack of Operations and Maintenance (O&M). Standardized O&M plans are yet to be in place and knowledge based on the principles and practice of O&M remains low among LC staff. Consequently, the need to practicalize the concept and uphold the practice of O&M into the LDG framework consistent with the GIM was reiterated and later reflected in the June 3-14<sup>th</sup> 2024 Aide Memoir Agreed Actions.

In a bid to ameliorate the envisaged risk factor on the sustainability of LDG subprojects, the need to underscore the development of a user-friendly operation and maintenance manual including its roll out was articulated by the GMT in its approved AWP 2025 activities.

Based on this foundation, the Grants Management Team-AGBSP is submitting these Terms of Reference for the recruitment of an individual consultant (National) to prepare a comprehensive Local Development Grants subprojects' Operations and Maintenance (O&M) Manual that will serve as a useful tool in fostering effective management and upkeep of LDG facilities. The activity will also require printing and rolling-out of the O&M Manual to 15 District Councils across Sierra Leone. The O&M Manual is expected to serve as a guiding document for local councils, facility managers, and community representatives to ensure that the LDG supported facilities remain functional, well-maintained, and beneficial to the communities over time.

## 2. Expected task and Objective

The overarching objective of this activity is to recruit a consultant that will develop a comprehensive Operation and Maintenance (O&M) Manual satisfactory to the Association and FDD/GMT that will guide stakeholders in the effective management and up keeping of LDG completed subprojects- comprising schools, health and other public service facilities, water, sanitation, and hygiene (WASH) facilities, furniture and solar energy systems for lighting and water pumping. The O&M manual should align with relevant national policies on public assets, as well as the recently established guidelines for local council operations supported by JICA. Specifically, the consultant is required to perform the following tasks:

### 1. Inception and Scoping

- a. Review the **national policy and institutional framework** for decentralization, local governance, and public asset management (e.g., Local Government Act, Education Act, Health Service Delivery Guidelines, Market Management By-laws, Energy Sector O&M standards).
- b. Map **roles and responsibilities** of key actors (Local Councils, sector MDAs, SMCs, HMCs, Facility Managers, community groups, etc.).
- c. Conduct an inception meeting with the Ministry of Local Government and Rural Development (MLGRD), Ministry of Finance (MoF), Ministry of Basic and Senior Secondary Education (MBSSE), Ministry of Health (MoH), and other stakeholders to validate scope and expectations.
- d. Prepare an **Inception Report** detailing the methodology, work plan, and outline of the guidelines.

## 2. Situational Assessment

- a. Conduct **desk review**, if there are any, of existing policies or guidelines concerning the maintenance of public facilities at the local level in the relevant sectors
- b. Conduct a **field assessment** across selected districts and local councils to understand:
  - o Current O&M practices for schools, health centers, markets, and energy stations.
  - o Existing funding mechanisms (local council budgets, user fees, community contributions).
  - o Maintenance scheduling and responsiveness.
  - o Gaps in accountability, technical capacity, and coordination.
- c. Review **past or ongoing projects** (e.g., education infrastructure, Basic Service Delivery Project, local council grants, or donor-funded programs with O&M components).
- d. Identify challenges (e.g., unclear ownership, insufficient budget lines, weak enforcement, lack of preventive maintenance planning).

## 1. Stakeholder Consultations

- a. Facilitate targeted **consultations and focus groups** with:
  - o At least 8 District Local Councils and their Works/Engineering and Finance Departments.
  - o At least 30% of Round 1 and 30% of Round 2 School Management Committees (SMCs), At least 30% of Round 1 and 30% of Round 2 Health Facility Management Committees (HFMCs).
  - o LDG round 1 and 2 Market managers,
  - o LDG Subprojects solar energy station operators
  - o Community users of the selected facilities.
  - o Work with stakeholders like MoPED to ensure that climate related considerations form part of the O&M Manual and that the recommendation and guideline is aligned on relevant issues.
- b. Hold **validation workshops** at district and regional levels to gather practical inputs and lessons from the field.

## 2. Policy and Institutional Framework Design

- a. Define clear **roles, responsibilities, and coordination mechanisms** between:
    - o Local Councils, sector MDAs, and community management structures.
  - b. Propose an **institutional structure** for O&M planning, budgeting, execution, and monitoring at the local level.
  - c. Integrate O&M into the **Local Council Development and Service Delivery Planning Framework**.
- e. Development of the O&M Guidelines**
- a. Draft **comprehensive guidelines** are structured around:
    - o Asset registration and inventory management

- o Preventive and corrective maintenance schedules
  - o Budgeting and financing arrangements (e.g., earmarked O&M funds, user fees, grants)
  - o Procurement and contracting of maintenance services
  - o Roles and accountability of SMCs, HFMCs, and market/energy facility managers
  - o Reporting, monitoring, and performance indicators
  - o Gender, inclusion, and community engagement aspects
- b. Include **templates** for maintenance checklists, reporting formats, and inspection logs.

**f. Financial and Sustainability Framework**

- a. Develop **costing and financing models** for routine and **periodic** maintenance.
- b. Identify potential **funding sources** (local grants, central transfers, user fees, PPP arrangements).
- c. Propose a **financial management and transparency mechanism** for O&M funds

**g. Capacity Building and Implementation Planning**

- a. Design a **training and capacity development plan** for:
  - o Local council engineers, finance officers, and facility managers.
  - o School and health facility committees.
- b. Develop **training materials and manuals** tailored to each type of facility.
- c. Outline an **implementation road map** and a monitoring & evaluation framework.

**h. Validation and Finalization**

- o Present the draft guidelines at two regional-level **validation workshops** for feedback to stakeholders and end users of the Manual
- o Revise and finalize the policy/guidelines incorporating stakeholder input.
- o Prepare a **rollout and dissemination plan** (including simplified versions for local councils and communities).

**3. Required Qualification and Professional Experience**

The Individual consultant must be a Sierra Leonean National with the following academic and related professional experience requirements specific to the assignment:

**3.1. Academic Qualification**

The consultant Must have a Minimum Postgraduate degree in the Social Sciences or Development related field from a recognized university. A postgraduate degree in Facility Management will be an added advantage

**3.2 Professional Experience**

- ❖ Minimum 10 – 15 years of professional experience in local governance, public sector reform, or community-based service delivery.
- ❖ Deep knowledge of Sierra Leone’s decentralization framework, local government systems, and intergovernmental fiscal transfers.
- ❖ Experience designing or implementing local service delivery systems (education, health, markets, infrastructure).

- ❖ Strong experience in organizational development, local governance training, or participatory institutional strengthening.
- ❖ Proven experience leading multidisciplinary assignments and coordinating with government and donor agencies.
- ❖ Proven experience in carrying out capacity assessment in public sector administration and developing technical manuals/plans relating to institutional strengthening and development like O&M.
- ❖ Experience working with Local Councils and development partners like World Bank, EU, etc.
- ❖ Skilled in designing institutional capacity assessment tools and developing training plans.
- ❖ Ability to design indicators and performance monitoring tools to track O&M performance.
- ❖ Must have excellent writing skills and fluency in English-both written and verbal  
Must have excellent facilitation and reporting skills.

#### **4. Reporting/Deliverable**

##### **4.1 Reporting**

The Consultant will be hired by the PMU/AGBSDP, Ministry of Finance, functionally reporting to the Director, FDD, MoF and technically to the Grants Manager AGBSDP for inputs and outputs related to the assignment. S/he will work in close collaboration with the Grants Management Team of the AGBSDP.

##### **4.2 Deliverables**

**The Consultant is expected to produce the following deliverables:**

- a. **Inception Report:** Detailing understanding of the assignment, methodology, and work plan.
- b. **Situational Assessment Report:** Findings from fieldwork, institutional mapping, and capacity gap analysis.
- c. **Stakeholder Consultation Summary:** Synthesis of key issues, feedback, and best practices from local councils and committees.
- d. **Draft Operations and Maintenance Guidelines:** Covering schools, health centres, markets, and energy stations; and includes templates, checklists, and standard operating procedures.
- e. **Financial and Sustainability Framework:** Budgeting tools, costing norms, and funding mechanisms for O&M.
- f. **Capacity Building Plan and Training Materials:** Modules and manuals for local council engineers and facility managers.
- g. **Implementation and Rollout Plan:** With timeline, institutional roles, and performance monitoring indicators.
- h. **Validation Workshop:** Conduct two regional-level validation workshops to solicit feedback from stakeholders
- i. **Final O&M Policy/Guidelines Document** (electronic and hard copies-coloured): Incorporating validation feedback and formatted for official adoption by MLGRD and sector ministries.

- j. **Presentation Decks and Policy Briefs:** For dissemination to senior government and donor partners.

#### **5. Duration of the Assignment**

The consultancy is scheduled for a period of **60 working days** from the time of signing the contract. The period includes consultations with LDG stakeholders, desk review, field visits to a sample of round one LDG facilities, preparation of manual & validation, materials and facilitation including reporting. The consultant is expected to provide detailed schedule and narrative of how he/she will deliver the assignment and meet the deadline.

*This REoI will lead to the preparation of short list of firms*

The attention of interested individuals is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" First published - July 2016 Second Edition - November 2017 Third Edition - July 2018, Fourth Edition - November 2020, Fifth Edition – September 2023 and Sixth Edition-February 2025 setting forth the World Bank's policy on conflict of interest. The firm will be selected in accordance with Consultant Qualification Selection (CQS) method set out in the Consultant Guidelines.

Further information can be obtained at the address below or via email request to [agbsdproject2022@gmail.com](mailto:agbsdproject2022@gmail.com) during office hours 0900 to 1700 hours

**Expressions of interest can be delivered to the address below**  
**Project Fiduciary Management Unit (PFMU)**  
**13A Howe Street**  
**Attn: Head of Procurement**

**OR**

**Electronically by e-mail to: [agbsdproject2022@gmail.com](mailto:agbsdproject2022@gmail.com)**

When submitting, please indicate *clearly in the sealed envelope* or *email subject* heading '**EOI LDG O and M Manual**'.

**SUBMISSION DEADLINE is 18<sup>th</sup> March 2026**