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Project Fiduciary Management Unit
Ministry of Finance
13 Howe Street
Freetown
Sierra Leone



Government of Sierra Leone

REQUEST FOR EXPRESSIONS OF INTEREST
(Consulting Services – Individual Selection)

Date of Issue: 10th February, 2022

Country: Republic of Sierra Leone

Name of Project: Sierra Leone Land Administration Project under the Ministry of Lands, Housing, and Country Planning.

Consulting Services: Recruitment of an Individual Consultant for Business process re-engineering and preparation of Terms of Reference for the development of a Land Information Systems.

Reference No: SL-MOFED--CS-INDV

A. Background

The Government of Sierra Leone (GoSL) faces numerous other obstacles in achieving progress towards poverty reduction and shared prosperity. Sierra Leone compares relatively poorly on governance measures of government effectiveness, regulatory quality, corruption and the rule of law. The weak governance continues to act as a drag on economic growth and poverty reduction. The country's legal and regulatory frameworks remain outdated, contradictory and highly fragmented, particularly in relation to land administration.

The Land Governance Assessment Framework (LGAF), which was completed by the World Bank in September, 2015, identified among other issues, tenure of land insecurity under both customary and freehold tenure systems as a serious challenge to effective land management and administration in Sierra Leone. In the Western Area, land tenure is administered under General Law (freehold system) and is plagued by inadequate land survey data, which results in the cadastre being outdated and inaccurate. This current cadastre and registry have contributed to an environment where land conflicts are common, collection of taxes remains difficult, land markets distorted, and the associated disaster risk management is undermined.

The Government of Sierra Leone with support from the World Bank is preparing the Sierra Leone Land Administration Project (SLLAP) to be financed through a US\$40 million grant. The proposed Project Development Objective (PDO) is to establish a transparent and efficient land administration system.

The SLLAP would support real estate land property markets for the both the private and public sectors – potentially all immovable land and property owners in the country. It would assist the work of real estate agents, notaries, licensed surveyors and lawyers and help build the private sector in these disciplines. It would improve the transparency and security of property rights, which would help address the use of real estate in Sierra Leone and its use for collateral and

mortgage purpose. It would speed-up the real estate transaction processes and aim to reduce transaction costs. Another focus is to improve the efficiency of state property management and would continue supporting the various real estate privatization programs in the country. Many of these goals would be supported by making real estate market information accessible through information technology and linkage with e-Government initiatives.

Component 2 of the SLLAP will partly support the overall development of a digital land information management system (LIMS) in Sierra Leone. The project will finance the required ICT equipment (servers, computers, internet, etc.), design and development of a LIMS with automated land administration processes (which need to be reviewed and simplified); and the digitization of land records and cadastral maps and base mapping.

B. Objectives

The objective of this consultancy would be to conduct a comprehensive assessment of the institutional framework and core business processes in land administration sector of Sierra Leone, carried out primarily by the Office of the Administration and Registrar General (OARG) and the Ministry of Lands, Housing and Country Planning (MLHCP), propose business processes transformation model, draft technical requirements a Terms of Reference (TOR) for the development of a Land Information Management System (LIMS).

A. SCOPE OF WORK

In undertaking the assignment, the Consultant shall work in close collaboration with the MLHCP and the OARG. The specific tasks to be performed are as follows:

- Review relevant documents, including legal acts, reports from previous consultancies, operational manuals, application forms, statistics, etc.;
- Draft an inception report to define the timeline, approach, processes and activities to perform business analysis;
- Conduct a comprehensive business analysis of existing business processes in the MLHCP and OARG, relevant to land registration and land cadastre transactions. Identify gaps, bottlenecks, inconsistencies, duplications and other existing issues;
- Assess human capacity of the MLHCP and OARG, involved in providing land registration and cadastre services;
- Assess generated income from providing land registration and cadastre services and the potential for increasing that income;
- Identify and conduct interviews with potential external users of LIMS (Notaries, Real Estate Agents, Tax Authority, City Councils, Banks, etc.) to (a) identify their demand and needs in receiving electronic land information services and (b) review the cost and time involved of the services they provide and how these might be made more user friendly;
- Develop a report on needs assessment and business process review, taking into account the likelihood and time frames for changing to a system of registration of title under new law being considered;
- Develop a final report on business processes re-engineering of land administration services, provided by the MLHCP and OARG, based on the assumption of using a unified LMIS. The report should contain, but not limited to conducted analysis, mapped processes (old and new), transformation strategy, recommendations on required human capacity and amendments to operational manuals or legislation;

- Develop technical requirements and specifications for LIMS;
- Develop ToR for the development of LIMS;
- Coordinate with the Consultant on the Digital Land Records and Archive Management Strategy.
- Conduct two one-day workshops for presenting and validating initial findings and final report.

B. DELIVERABLES

- Inception report;
- Needs assessment and business process review;
- Comparative analysis (gap analysis) report;
- Business processes re-engineering report;
- Technical requirements and specifications for LIMS;
- Terms of Reference for the development of a Land Information Management System;

C. LINE MANAGEMENT

The Consultant shall report directly to the Project Coordinator/PCU and work with other partners under the Project.

D. QUALIFICATION AND SKILLS

- Masters or similar degree in land administration or a related field (e.g. Geographic Information Engineering, Economics, Public Policy, Law, etc.);
- Excellent analytical ability in dealing with land administration system, cadastral information services, legal issues of cadastre and property management;
- Solid demonstrated experience with business process re-engineering, including tools and methodologies;
- International experience of similar assignments in 3 different countries. African countries experience is an advantage;
- Experience in preparation of technical requirements and TORs for development of Information Systems;
- Proficient English and excellent technical writing skills. Ability to write clear, correct, and technical English.

E. DURATION OF THE ASSIGNMENT

The assignment will be fully implemented in three (3) months, starting from the contract signing date; and will be primarily conducted in Freetown, Sierra Leone.

F. INPUTS BY THE CLIENT

The MLHCP and OARG will provide the Consultant with all required documentation, available in the Ministry and agencies relevant to land registration and cadastre procedures. Additionally, all reports, legal acts and assessments, available from previous consultancies will be provided as well. The Client will assist in arranging required meetings and delegate a focal person to work with the Consultant. If required, the Client will provide an adequate office space, located in one of the agencies.

G. REPORTING REQUIREMENTS

All reports will be shared with the MLHCP, OARG and project coordinating unit (PCU). Reports shall be delivered in electronic form and hard copies for the final versions. Comments, provided from the Client side will be discussed at virtual and physical meetings. Required report amendments will be incorporated not later than 2 weeks after receiving these comments.

H. Mode of Application

All applications in writing should be accompanied by up-to-date Curriculum Vitae with Covering Letter and supporting documents (Note: do not send originals) with the names and addresses of three referees, one of which should be the last or current employer and addressed to:

**The Project Coordinator, Sierra Leone Land Administration Project
Project Fiduciary Management Unit (PFMU)
Ministry of Finance
Howe Street
Freetown, Sierra Leone**

Or

By E-mail application as attachment (including all supporting documents) to: texcoco80@hotmail.com , alphajohcham@yahoo.com , kawenikargbo7@gmail.com .

Please indicate clearly on the envelope (in the case of hard copy application) or in the email subject heading and attachment (in the case of electronic applications) the post for which application is made.

Closing Date

The Closing Date and time for receipt of applications is 24th February, 2022 **at 5pm.**

Only short-listed candidates will be contacted.