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Project Fiduciary Management Unit  
Ministry of Finance  
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**Government of Sierra Leone**

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

**Date of Issue:** 9<sup>th</sup> 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 (International Training Consultant) for the Development of Training Needs Assessment and Training Plan.

**Reference No:** SL-MOFED-276397-CS-INDV

**A. Background**

The Government of Sierra Leone with support from the International Development Association (IDA) of 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 will be implementing those parts of the National Land Policy 2015 (NLP) that relate to Land Administration. Currently land in the Provinces are administered through various customary tenure arrangements and land in the Western Area has a system that includes freehold tenure arrangements as seen in most formal systems around the world. In the Western Area, the existing systems rely on a system of registration of instruments (or deeds) at the Office of the Administration and Registrar General (OARG) overseen by the Attorney General under the Ministry of Justice, with boundaries documented through a Cadastral Survey methodology described in the Land Survey Act and administered by the Director of Surveys Department within the Ministry of Lands, Housing and Country Planning (MLHCP). New legislation is under consideration that will create a National Land Commission that will be responsible for land administration and additional new legislation is under consideration that will create the procedures and rules for supporting and registering customary land rights. The development of a new law that will introduce a system for Registration of Title is included within the NLP, but this has not yet been drafted.

SLLAP would support real estate land property markets for the both the private and public sectors. 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 as well as protecting property rights of vulnerable

groups, women, and customary communities. 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. Details of the SLLAP can be found in Annex 1.

Following years of civil turmoil between 1991 and 2002, much of the capacity to manage the land administration system was significantly reduced, which now requiring significant capacity is building efforts.

## **B. Objectives**

A consultant is required to prepare a training plan primarily to ensure that those involved with project activities are provided with the skills required to implement the project and to maintain systems put in place once the project is completed. The consultant is also required to develop an internship program to be integrated into the project to support real-time on-the-job training for young graduates.

Essential background reading for this assignment (prior to arriving in country) includes:

- The National Land Policy 2015;
- The National Land Policy Implementation Plan;
- The proposed Project Concept Note;
- The Aides Memoire, with Annexes, following the WB missions made in June 2021 and October 2021;
- The Customary Land Rights Bill and National Land Commission Bill currently in Parliament for enactment;
- All relevant laws and regulations on registration of documents and survey (recognizing that these are outdated and likely to change).

## **C. Scope of Work**

An international training expert is required to prepare the training plan and internship program for the project. The expert will report to the Project Coordinator at the PCU.

A university level lecturer or professor or professional trainer with suitable experience is required to perform the following responsibilities and activities:

- Estimate the human resources and skills required for the land recording system at the central and decentralized level (district, chiefdom, village), and for the implementation of the proposed project;
- Assess the existing staffing levels, age levels and rate of attrition for staff at the OARG, MLHCP and Private Sector involved in land administration in order to evaluate the scope and level of training required under the project;
- Assess the existing training capacities in Sierra Leone that will be able to offer the training required, focusing on the disciplines of geodesy/ cadastral survey and legal registration of rights, and make any recommendations with regard to strengthening the capacity;
- Assess the needs for training under the project, including technical (surveying, registration, land dispute management, land information systems, women's land rights, etc.) and administrative trainings (procurement, financial management,

M&E, general management, etc.), and recommend any part time or full-time training that might be required. If overseas training or ‘training of trainers’ programs are needed this should be identified and potential institutions be assessed;

- Develop a training plan in modular form that will meet the needs of the project;
- Develop an internship program in a modular form to provide training opportunities for graduates during the implementation of the project;
- Advise on the human resources needed to implement the training and the numbers of people that would require training for each training module;
- Assess the technical equipment, training equipment and other resources needed to implement the training and internship program.
- Develop a time-based training plan that includes a full schedule of training to be undertaken in the project period;
- Develop full cost estimates for the training program, taking into account the project budget and possibilities for funding (if any) that might be provided by other financing partners;
- Develop a monitoring and evaluation scheme for assessing the success of the courses provided.

#### **D. REPORTING**

The expert shall work in close collaboration with the Project Coordination Unit within Ministry of Lands, Housing and Country Planning (MLHCP) and under the overall supervision of the Project Coordinator to whom he/she will directly report, seek approval and obtain the acceptance of outputs.

#### **E. Duration**

The assignment will be for a total input of 9 weeks, as outlined below. Extensions may be given for additional support if required.

<b>No.</b>	<b>Description</b>	<b>Duration</b>
1	Development of a work plan	1 Week
2	Background reading/desk review and Preparation of Inception Report	1 Week
3	Stakeholders Consultations and Preparation of Reports	2 Weeks
4	Preparation of Draft Training Program and Internship Program	4 Weeks
5	Review, Revision and Validation of Final Training and Internship Programs	1 Week

It is expected that the consultant will undertake preliminary reading for two days prior to arrival in Sierra Leone and to develop a work plan that will be discussed and agreed with the Project Coordinator on the first day of work in Sierra Leone. The Consultant will spend *at least* four (4) weeks in Sierra Leone and finalize reports as needed.

#### **F. Outputs**

- An agreed work plan delivered and agreed on the first morning of the first day of work in Sierra Leone;
- A short inception report following the first week in Sierra Leone, to be delivered in PowerPoint form to a working meeting arranged by the Project Coordinator;

- The first drafts of the detailed training and internship programs (Note: Additional drafts may be delivered and discussed prior to delivery of the final draft.);
- The final drafts of the detailed training program, taking into account comments received from the Project Coordinator.

The detailed training program will include an executive summary of 3-5 pages suitable for senior management at the MLHCP and the Attorney General to understand the proposed training and internship programs. The full detailed program, including annexes and tables, should not exceed 40 pages.

## **G. Qualifications**

The training specialist will be a university lecturer or professor or a non-university professional trainer with expertise in the field of land administration and management. A full understanding of land surveying and registration of property rights is required to ensure that technical specialties are catered for. The training specialist must understand sufficient GIS and IT systems to be able to design the courses needed also for these disciplines. Experience in course development is essential. The individual must have at least ten years post-graduate experience and have experience working in at least three countries other than his/her own country, including at least one within the Commonwealth because of the similar legal history.

Specifically, the consultant is expected to have the following expertise:

- A Master's degree or above in a relevant discipline (Land Administration, Public Administration, Human Resources or related social science or business degree with specialization in the development of training plan for land related sector) is mandatory;
- A minimum of 10 years of professional working experience in a management consulting especially in the area of the development of training plans and related courses;
- Experience with working with land administration institutions (ministries, authorities, agencies, commissions, etc.) and good knowledge of land governance systems is mandatory. The consultant needs to demonstrate knowledge of global and regional institutions offering land related degrees, trainings, and courses.
- Demonstrated experience in working with diverse stakeholders on a range of governance, training development and/or capacity building issues;
- English fluency, both in writing and speaking;
- Excellent analytical, interpersonal, communication, and report writing skills;

## **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](mailto:texcoco80@hotmail.com) , [alphajohcham@yahoo.com](mailto:alphajohcham@yahoo.com) , [kawenikargbo7@gmail.com](mailto: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 **Wednesday, 23rd February 2022 at 5pm.**

**Only short-listed candidates will be contacted.**