REQUEST FOR EXPRESSIONS OF INTEREST (REOI)
CONSULTING SERVICES

ASSIGNMENT TITLE

INTEGRATED SYSTEM DEVELOPMENT
(HR, FINANCIAL, PROCUREMENT & ASSET MANAGEMENT SYSTEM)

1. Introduction

The Forestry Development Authority (FDA) is the principal government institution responsible for managing, protecting, conserving, and sustainably developing Liberia's forest resources under the Act Creating the Forestry Development Authority of 1976 and the National Forestry Reform Law of 2006.

2. Background

The FDA requires an integrated, secure, and scalable management information system to strengthen human-resource administration, financial management, procurement processes, and asset control across headquarters, regional, and county operations. The solution shall replace fragmented and manual processes with controlled digital workflows, real-time information, auditability, management reporting, and reliable field-to-headquarters data exchange.

3. Purpose of the Assignment

The purpose of the assignment is to support the FDA's Administration & Finance and Operations functions, including decentralized activities, while improving accountability, institutional memory, management decision-making, and service delivery. The proposed platform shall complement—not duplicate or bypass—national systems and controls. During inception, the Consultant shall document the authoritative system of record and integration boundary for IFMIS, CSA HRMIS/biometric and civil-service payroll processes, e-GP, banking, and any forestry-sector platforms used by FDA. The procurement dossier shall state whether FDA seeks (a) a configurable commercial product, (b) a custom-developed solution, or (c) a hybrid solution, and shall identify the approved deployment model, funding source, budget ceiling, and recurring-cost affordability.

4. Scope of the Assignment

The successful consulting firm shall:

- Deliver a requirements traceability matrix linking every requirement to the proposed feature, configuration, customization, interface/intranet, test case, evidence, and acceptance status. Responses such as "available" or "compliant" without demonstration evidence shall not be sufficient.

- Include change management, records-management classification and retention schedules, privacy impact assessment, cybersecurity risk assessment, business-continuity planning, licensing/total cost of ownership (TCO) analysis, source-code or configuration handover, and measurable service-level commitments.
- Ensure that every item necessary for a complete, secure, and operational solution—including environments, databases, middleware, certificates, migration tools, reporting tools, backups, training materials, and administrator access—is included unless expressly identified and priced as an approved option.
- Undertake requirements validation, business-process mapping, solution design, configuration/custom development, data migration, testing, deployment, training, documentation, and post-implementation support.

5. Qualifications and Experience

Interested firms shall demonstrate and submit evidence of the following:

- Product owner/OEM status, where applicable.
- Implementation partner authorization, where applicable.
- Proposed subcontractors and the precise responsibilities of each party, where applicable.
- Demonstrated expertise in system development.
- Relevant professional experience of proposed staff.
- Valid Business Registration.
- Valid Tax Clearance.
- Articles of Incorporation and Power of Attorney.
- Past performance and client references for at least three (3) relevant assignments.
- Audited Financial Statements for at least two (2) years.

6. Minimum Qualifications of Key Personnel

The proposed team should include, at a minimum, the following qualified personnel:

- Project Manager – Bachelor’s degree in Information Technology or a related field, or higher, with at least five (5) years of relevant experience.
- Business/Functional Lead – Master of Business Administration (MBA) with at least five (5) years of relevant experience.
- Cybersecurity/Systems Engineer – MBA in Information Security Management and Certified Information Systems Security Professional (CISSP), with at least seven (7) years of relevant experience.

- Enterprise Architect – Bachelor of Science degree in Computer Science, with at least five (5) years of relevant experience.
- Database/Data Migration Specialist – Master's degree in Computer Science and Technology, with at least five (5) years of relevant experience.

The firm may propose additional experts considered necessary for successful implementation.

7. Further Information and Clarification

Interested consultants may obtain further information during office hours, 9:00 AM–3:00 PM Liberia Time, Mondays through Fridays (except public holidays), using the contacts below:

Primary Email	v.kpaiseh@yahoo.com
Copy / Clarification Email	wynnbryant12@gmail.com
Telephone	0776-063-643 / 0886-551-249

8. Submission of Expressions of Interest

Expressions of Interest must be delivered to the address below by **October 20, 2026,** at **1:00 PM** Liberia Time. They must clearly indicate the assignment title: "Integrated System Development (HR, Financial, Procurement & Asset Management System"

Attn: Hon. Rudolph J. Merab, Sr.
Managing Director
Forestry Development Authority
Whein Town, Bernard Farm
Montserrado County
Liberia

TERMS OF REFERENCE (TOR)

CONSULTANCY SERVICES

ASSIGNMENT TITLE
INTEGRATED SYSTEM DEVELOPMENT
(HR, FINANCIAL, PROCUREMENT & ASSET MANAGEMENT SYSTEM)

1. Background and Objective

The Forestry Development Authority (FDA) requires an integrated, secure, and scalable management information system to strengthen human-resource administration, financial management, procurement, and asset control across headquarters, regional, and county operations. The solution shall replace fragmented and manual processes with controlled digital workflows, real-time information, auditability, management reporting, and reliable field-to-headquarters data exchange.

2. Purpose of the Assignment

The system shall support FDA's Administration & Finance and Operations functions and decentralized activities, while improving accountability, institutional memory, management decision-making, and service delivery. The proposed platform shall complement—not duplicate or bypass—national systems and controls. During inception, the Consultant shall document the authoritative system of record and integration boundary for IFMIS, CSA HRMIS/biometric and civil-service payroll processes, e-GP, banking, and any forestry-sector platforms used by FDA. The procurement dossier shall state whether FDA seeks (a) a configurable commercial product, (b) a custom-developed solution, or (c) a hybrid solution, and shall identify the approved deployment model, funding source, budget ceiling, and recurring-cost affordability.

3. Scope of the Assignment

- The Consultant shall deliver a requirements traceability matrix linking every requirement to the proposed feature, configuration, customization, interface, test case, evidence, and acceptance status. Responses such as “available” or “compliant” without demonstration evidence shall not be sufficient.
- The scope shall include change management, records-management classification and retention, privacy impact assessment, cybersecurity risk assessment, business-

continuity planning, licensing/total cost of ownership (TCO) analysis, source-code or configuration handover, and measurable service-level commitments.

- Any item necessary for a complete, secure, and operational solution—including environments, databases, middleware, certificates, migration tools, reporting tools, backups, training materials, and administrator access—shall be treated as included unless expressly identified and priced as an approved option.
- The successful Consultant shall undertake requirements validation, business-process mapping, solution design, configuration/custom development, data migration, testing, deployment, training, documentation, and post-implementation support.

4. Qualifications and Experience

The Firm shall possess and provide evidence of the following:

- Product owner/OEM status, where applicable.
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- Proposed subcontractors and the precise responsibilities of each party, where applicable.
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- Relevant professional experience of proposed staff.
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- Enterprise Architect – Bachelor of Science degree in Computer Science, with at least five (5) years of relevant experience.
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The Firm may propose additional experts considered necessary for successful implementation.

6. Methodology

The practical Enterprise Resource Planning (ERP) implementation for the Forestry Development Authority (FDA) should follow a phased approach that minimizes disruption while improving financial management, procurement, human resources, assets, inventory, and forestry-related operations.

Needs Assessment & Requirements Analysis

Assess FDA's existing manual and computerized processes, identify operational challenges, and document requirements for Finance, HR, Procurement, Assets, Inventory, Payroll, and Forestry Operations.

Business Process Mapping & ERP Design

Map current ("as-is") processes and design improved ("to-be") workflows. Configure the ERP to reflect FDA's organizational structure, approval levels, county operations, budget controls, and reporting requirements.

System Configuration & Integration

Configure the selected ERP modules, including Financial Management, Procurement, Human Resources/Payroll, Asset Management, Inventory, Budget Management, and Reporting. Integrate relevant existing systems where necessary.

Data Migration & Cleansing

Review, clean, validate, and migrate existing employee, financial, supplier, asset, inventory, and other relevant records into the ERP while maintaining data integrity and appropriate access controls.

Pilot Implementation

Implement the ERP initially within selected FDA departments or locations to test workflows, identify gaps, correct configurations, and obtain user feedback before organization-wide deployment.

Training & Change Management

Train administrators, management, finance officers, procurement personnel, HR staff, field officers, and other users. Conduct change-management activities to help staff transition from manual processes to digital operations.

Testing & User Acceptance

Conduct functional, security, integration, performance, and user-acceptance testing. Verify that approvals, reports, controls, audit trails, and business processes work as required.

Go-Live & Deployment

Deploy the ERP in phases, establish user accounts and permissions, activate production operations, and provide close technical support during the initial operational period.

Monitoring, Support & Continuous Improvement

Provide post-implementation support, system monitoring, maintenance, user assistance, backups, security updates, and periodic reviews to improve the system as FDA's needs evolve for a period of one (1) year after implementation, followed by a Service Level Agreement (SLA) for continued support.

Expected Outcome

The methodology shall help FDA move from fragmented, manual processes to an integrated digital management environment, providing better financial accountability, procurement transparency, asset visibility, HR management, operational efficiency, and timely management reporting across Liberia.

7. Deliverables and Implementation

- A detailed deliverables and acceptance matrix shall specify owner, due date, review period, acceptance criteria, required evidence, defect severity, resubmission procedure, and payment milestone. Silence or system use shall not constitute acceptance.
- Testing shall include requirements-based functional testing, segregation-of-duties testing, security testing, performance/load testing, backup restoration, disaster

recovery, interface reconciliation, migration reconciliation, and user acceptance testing (UAT) using approved scripts.

- The Consultant shall provide separate development/configuration, test/UAT, and production environments with controlled promotion and rollback. Direct vendor changes in production shall require approved change records and FDA oversight.
- Training shall use a training-needs assessment and include role-based curricula, practical exercises, administrator training, train-the-trainer sessions, attendance records, competency assessment, and editable training materials.
- Go-live shall require signed readiness criteria covering data, users/roles, procedures, security, interfaces, support, backups, contingency arrangements, and executive authorization.
- Inception report, requirements validation, and current-state/process-gap assessment.
- Approved business-process maps, functional requirements, and solution architecture.
- Configured/developed system, database, workflows, dashboards, reports, and integrations.
- Data cleansing, mapping, migration, and reconciliation.
- Functional, security, performance, integration, migration, and user-acceptance testing.
- User, administrator, and technical manuals; API documentation; and data dictionary.
- Training for administrators, HR, Finance, Procurement, Asset Officers, Internal Audit, management, and county/regional users.
- Go-live support, stabilization, defect resolution, and knowledge transfer to FDA technical personnel.

8. Timeline

- The FDA Integrated System shall be developed and implemented over a three (3) to six (6) month period, beginning with requirements analysis, system design, development, configuration, data preparation, integration, testing, and user training.
- The first three months shall focus on Head Office implementation and rollout, where the core modules, workflows, reporting structures, user permissions, and integrations will be configured, tested, and validated with FDA management and staff.
- Following successful Head Office deployment and acceptance, the remaining implementation period shall progressively extend the system to FDA regional and

field offices, ensuring that each location is properly connected, users are trained, data is synchronized, and operational requirements are validated. This phased approach will reduce implementation risks, allow lessons learned from Head Office to guide regional deployment, and ensure that the final solution provides a secure, centralized, and integrated digital platform.

9. Institutional Arrangements

The Consultant shall work under the supervision of the Forestry Development Authority or its designated technical committee.

The FDA will facilitate:

- Access to available records.
- Coordination with field offices.
- Logistical coordination, where necessary.

Note: Only consultants with the required qualifications and relevant experience will be shortlisted for an interview.