



## REPUBLIC OF LIBERIA

### MINISTRY OF COMMERCE & INDUSTRY (MoCI)

Liberia Investment, Finance & Trade Project (LIFT-P)

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### REQUEST FOR EXPRESSION OF INTEREST (REOI) (CONSULTING SERVICES – FIRM SELECTION)

Liberia Investment, Finance and Trade Project (LIFT-P)

Project ID: P171997

Credit Number 7037-LR

Grant Number D9690-LR

**March 12, 2026**

#### **Consulting services for the Development of a 5-year Strategic Plan for the Liberia Special Economic Zones Authority (REF. No: LR-MOCI- 535949 -CS-CQS)**

The Republic of Liberia through the Ministry of Commerce & Industry has received financing from the International Development Association (IDA)/ World Bank towards the cost of implementing the Liberia Investment, Trade & Finance Project (LIFT-P).

#### **Key Objectives of the Assignment**

The overall objective of this assignment is to develop a comprehensive and actionable five-year strategic plan for the Liberia Special Economic Zone Authority, spanning the period from 2026 to 2031. This strategic plan will serve as a guiding framework to steer the Authority's activities, initiatives, and interventions towards developing, managing, and regulating SEZ activities in Liberia. It aims to align the LSEZA's priorities with national development objectives, enhance its institutional capacity, and foster sustainable economic growth and prosperity.

#### **Scope of the Assignment**

In order to develop this plan, the firm shall begin with a review of the 2017 SEZ Act and relevant regulations to identify alignment needs and potential gaps relevant to the strategic direction and include the following:

- Assess Current Landscape
- Identify Priorities and Challenges
- Develop Strategic Framework

- Communication and Outreach
- Sustainability and Resilience
- Finalization and Adoption

**The detailed Terms of Reference (TOR) for the assignment can found at the link below:**

hppt //: [www.moci.gov.lr](http://www.moci.gov.lr) / [www.emansion.gov.lr](http://www.emansion.gov.lr)

The Ministry of Commerce and Industry now invites eligible Consulting Firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are listed as per the Terms of Reference provided below.

The Consulting Firm should have minimum qualifications and experience as follows:

- **Corporate Experience:** The firm should have at least 10 years of experience in providing Strategic Planning, Policy advisory services, institutional development, with a confirmed track record in assignment of similar scope and complexity, particularly in developing economies.
- **Sectoral Expertise:** The firm should demonstrate expertise in strategic planning processes related to SEZs, including the development, implementation, and evaluation of organizations or institutions. Previous experience in leading or contributing to strategic planning initiatives is essential.
- The firm should have prior work experience in Liberia or the West Africa region. This could include government agencies, ministries, private sector entities, or international development organizations operating in similar contexts.
- A deep understanding of Liberia’s socio-economic context, development challenges, and policy landscape (including the ARREST Agenda) is critical. Experience working with Liberian government institutions is a strong advantage.
- Confirmed experience in designing and facilitating multi and diverse stakeholder consultations, workshops, validation process in complex institutional environments. Effective communication and interpersonal skills are necessary for facilitating consultations, workshops, and stakeholder meetings.

**Key Experts will not be evaluated at the shortlisting stage.**

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers dated July 2016, Revised November 2017, August 2018, November 2020, September 2023, February 2025 and September 2025 (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the

case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

The Consultant will be selected in accordance with the Consultant Qualification Selection (CQS) method set out in the Procurement Regulations for IPF Borrowers (July 2016 as Revised in November 2017, August 2018, November 2020, September 2023, February 2025 and September 2025).

Further information can be obtained at the address below during office hours, i.e., 0900 to 1600 hours GMT, Monday to Friday.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax, or by e-mail) on or before **Friday March 27, 2026**, with subject:

**“Re: Consulting Services for the Development of a 5-year Strategic Plan for the Liberia Special Economic Zones Authority (REF. No: LR-MOCI- 535949 -CS-CQS)”.**

Liberia Investment, Finance and Trade Project (LIFT-P)

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## Terms of Reference

Consulting services for the Development of a 5-year Strategic Plan for the Liberia  
Special Economic Zones Authority

<b>Post Title:</b>	Consultancy Services for Strategic Plan Development
<b>Location of Post:</b>	Headquarters of the Liberia Special Economic Zone Authority (LSEZA), Monrovia, Liberia
<b>Contract Duration:</b>	22 weeks
<b>Reporting Line:</b>	Executive Chairman of the LSEZA, through the LIFT PIU
<b>Recruitment Type:</b>	Local/International Consulting Firm
<b>Type of Contract</b>	Firm-based Consultancy

### 1. BACKGROUND

The Liberia Special Economic Zones Authority (LSEZA) was created by an act of the Legislature in 2017. The Special Economic Zone (SEZ) Act serves as the primary legislative basis for rules, regulations, and procedures relating to any activity in, or associated with, SEZs. The Act makes provision for the establishment of a regulatory body, the Liberia Special Economic Zones Authority (LSEZA), whose responsibility is to oversee the development, management, and regulation of Special Economic Zones in Liberia. The mandate of LSEZA includes planning, coordinating, and overseeing the execution of Liberia's national SEZ regime. The Authority is empowered to issue licenses and permits to SEZ developers and operators, ensure adherence to the SEZ regulations, and promote SEZs to prospective investors. Under the Act, Special Economic Zones shall be established in various parts of Liberia, subject to approval by the LSEZA. Investors who operate within SEZs are granted a range of incentives, including tax holidays, customs exemptions, and other benefits. Notwithstanding LSEZA's mandate, a plan is needed to guide the policies and programs as the entity engages investors for zones related activities.

Under the leadership of His Excellency President Joseph Nyema Boakai, Sr., and the stewardship of Hon. Prince Wreh, the Executive Chairman, the LSEZA is committed to advancing Liberia's economic agenda by developing, managing and regulating special economic zones, and enhancing industrial growth. In line with this commitment, the LSEZA seeks to develop a comprehensive five-year strategic plan to guide its activities and initiatives from 2026 to 2031.

Liberia, like many other countries, faces numerous economic challenges, such as weak investment climate and lack of improved special economic zones that attract investors. On the other hand, the country is endowed with many opportunities, including an untapped Small and Medium Enterprise Eco-system, natural resources and a youthful population that can be used in the labor market. The strategic plan will serve as a roadmap to address these challenges effectively while capitalizing on

emerging opportunities to promote sustainable development and economic prosperity. It will provide a framework for aligning the LSEZA's priorities with national development goals, leveraging resources efficiently, and fostering collaboration with key stakeholders.

Given the dynamic nature of Liberia's economic landscape, characterized by factors such as globalization, technological advancements, geopolitical events, and evolving trade dynamics, there is a pressing need for a strategic plan that is responsive, adaptable, and forward-thinking for Liberia's emerging SEZ sector. The strategic plan will lay the foundation for enhancing the authority's capacity, optimizing its operations, making it fit for purpose in the 21<sup>st</sup> century, and maximizing its impact on Liberia's economic development trajectory.

Amid these considerations, the LSEZA is seeking the expertise of a qualified consulting firm to facilitate the development of the strategic plan. The consultant will work closely with the authority and its various departments, stakeholders, and partners to ensure that the plan reflects best practice and Liberia's development priorities as they relate to zones, parks and industrial development and within the broader context of the government's ARREST Agenda, while at the same time addressing key challenges and capitalizing on emerging opportunities in the global economic landscape. Additionally, the strategic plan must align with Liberia's national environmental and social laws, and international best practices to ensure LSEZA's economic growth strategy minimizes environmental harm, promotes social equity, and complies with Liberia's commitments under many multilateral agreements such as the Paris Agreement, the Convention on Biodiversity Conservation, the UN Guiding Principles on Business and Human Rights, amongst others.

### **Objectives of the Assignment**

The overall objective of this assignment is to develop a comprehensive and actionable five-year strategic plan for the Liberia Special Economic Zone Authority, spanning the period from 2026 to 2031. This strategic plan will serve as a guiding framework to steer the Authority's activities, initiatives, and interventions towards developing, managing, and regulating SEZ activities in Liberia. It aims to align the LSEZA's priorities with national development objectives, enhance its institutional capacity, and foster sustainable economic growth and prosperity.

### **Scope of the Assignment**

In order to develop this plan, the firm shall begin with a review of the 2017 SEZ Act and relevant regulations to identify alignment needs and potential gaps relevant to the strategic direction and include the following:

- **Assess Current Landscape:** Conduct a thorough analysis of the current landscape of SEZ development in Liberia. This should take stock of the current performance of SEZs in the country and the main challenges that they are facing. The methodology should be based on discussions with stakeholders. This analysis should include:

- a. Identify the relevant stakeholders that could form part of consultations and working groups in establishing a strategy for SEZs in Liberia
  - b. Take stock of regional and global good practice in SEZ strategy development and present main elements of designing SEZ strategies to stakeholders.
  - c. Using modeling approaches, map out potential high-level demand for SEZ growth in Liberia and take stock of the potential administrative requirement of these developments. This would be critical inputs in mapping out the capacity needs of the agency in the next 5 years.
- **Identify Priorities and Challenges:** Identify key priorities, requirements, challenges, and opportunities within the LSEZA's mandate areas, such as designing and regulating special zones for economic activities, including guiding the activities of zones and industrial parks, investment facilitation, and industrialization. This would include:
    - a. Identify main challenges and limitations of the current performance of SEZs in Liberia using structured interviews with relevant private and public stakeholders.
    - b. Review current framework for implementing SEZ laws and regulations and identify administrative gaps related to the administrative responsibilities of LSEZA and other associated agencies (with special focus on the ability to manage environmental and social aspects of the SEZ development). For the different gaps identified, suggest a potential course of action that could help mitigate or improve the performance of the task.
    - c. Review current visions and strategic objectives of the agency. Review of national investment strategies. Confirm or update vision for SEZ development and lay out main strategic pillars in collaboration with stakeholders.
  - **Develop Strategic Framework:** Develop a strategic framework outlining the vision, mission, goals, objectives, and core strategies of the Authority for the next five years, ensuring alignment with national development strategies and priorities. This would include:
    - a. In collaboration with stakeholders, develop a high-level vision statement that takes into account the uniqueness of the Liberian economic context and specific to the goals and mandates of the LSEZA.
    - b. Design strategic pillars that make up the core framework for the vision of the LSEZA (eg. State-of-the-art business services; promoting investments; ensuring ESG performance; ensuring results; etc.)
    - c. Lay out priorities for these pillars for the next 5 years and define the administrative and procedural requirements that would realistically help LSEZA and relevant authorities implement the vision. Define actionable initiatives, programs, and projects to operationalize the strategic framework, including timelines, responsible parties, resource requirements, and performance indicators. Provide suggestions for specific

- MOUs and agreements between parties and potential leveraging of private sector entities to provide services. The strategy should be sensitive to phasing in the development of the actions. **It should integrate** principles of sustainability, resilience, and inclusivity into the strategic plan to ensure that interventions are environmentally sustainable, socially inclusive, gender sensitive, and resilient to external shocks and challenges.
- d. Provide an estimated budget for the implementation of the 5-year vision. **Provide information on the administrative and physical costs for the actions and identify areas to maximize the use of technologies and AI that could simplify procedures and lower costs for implementation.**
  - e. Design a robust monitoring and evaluation framework to track the implementation progress for the various pillars, measure the impact of interventions, and facilitate adaptive management and decision-making. Outline reporting requirements from SEZ developers/ operators and SEZ user-enterprises (or improve regulatory requirements around reporting). Develop a framework for annual reporting (eg. Dominican Republic CNFZE annual report) on performance.
- **Communication and Outreach:** Develop a communication strategy to ensure effective dissemination of the strategic plan, engage stakeholders, and foster public awareness, develop feedback platforms, and support for the LSEZA's initiatives and priorities. Suggest methods on how the plan could be communicated through digital platforms and provide suggestions on updating the LSEZA website to better reflect the updated strategy.
  - **Sustainability and Resilience:** Integrate principles of sustainability, resilience, and inclusivity into the strategic plan to ensure that interventions are environmentally sustainable, socially inclusive, gender sensitive, and resilient to external shocks and challenges.
  - **Finalization and Adoption:** Prepare the final draft of the strategic plan, incorporating feedback from stakeholders and ensure its endorsement and adoption by the Authority's leadership, including the Board and relevant stakeholders.

## Methodology

The methodology for developing the LSEZA's strategic plan will involve a systematic and participatory approach to ensure comprehensive analysis, stakeholder engagement, and strategic decision-making. Key components of the methodology include:

1. **Desk Review and Analysis:** The firm will conduct a thorough review and analysis of existing documents, reports, SEZ Regulation, policies, and data related to the Authority's mandate, objectives, performance, and external operating environment. This will provide a foundational understanding of the Authority's strengths, weaknesses, opportunities, and threats (SWOT analysis), as well as key trends, challenges, and opportunities in the zones/parks and industrial sectors in Liberia.

2. **Strategic Planning Workshops:** Facilitated workshops will be organized with key stakeholders to collectively define the Authority's vision, mission, values, and strategic objectives. These workshops will also involve prioritization exercises, scenario planning, and goal, mission, and vision-setting sessions to establish clear strategic directions and targets for the Authority over the next five years.
3. **Gap Analysis and Needs Assessment:** The firm will conduct a gap analysis and needs assessment to identify gaps, challenges, and opportunities within the Authority's current operations, recently validated regulation, and programs, as well as its human and institutional capacity. This analysis will help prioritize strategic interventions and resource allocation to address priority areas and leverage opportunities for improvement and innovation.
4. **SWOT Analysis:** A comprehensive SWOT analysis will be conducted to identify the Authority's internal strengths and weaknesses, as well as external opportunities and threats. This analysis will inform the development of strategies to capitalize on strengths, mitigate weaknesses, seize opportunities, and address threats in the external operating environment.
5. **Strategic Plan Development:** Based on the findings from the desk review, stakeholder consultations, and analysis, the firm will develop the strategic plan framework, including the vision, mission, goals, objectives, strategies, action plans, and performance indicators. The plan will be aligned with national development priorities, sectoral strategies, and international best practices.
6. **Validation and Finalization:** The draft strategic plan will be presented to stakeholders for validation and feedback through consultative forums, workshops, and meetings. The firm will incorporate inputs and revisions from stakeholders to finalize the strategic plan, including the monitoring and evaluation framework, implementation action plan, and communication strategy.

Overall, the methodology will be participatory, evidence-based, and results-oriented, aiming to develop a strategic plan that is responsive to the needs and aspirations of stakeholders, and that positions the Authority for effective and impactful interventions in the years ahead.

### **Duration of the assignment**

The assignment duration for this assignment is for 22 weeks, to allow for comprehensive analysis, stakeholder consultations, strategy development, drafting, review, validation, and finalization of the strategic plan. The timeline for the assignment will be structured as follows:

1. **Preparatory Phase (Weeks 1-3):** During this phase, the firm will familiarize itself with the LSEZA's mandate, objectives, and recently validated regulation and strategies. It will conduct environmental scoping and social baseline assessment, review relevant documents, reports, and data pertaining to zones/parks, and industrial development in Liberia, the sub-region, and the rest of the world.

2. **Situational and Diagnostics Analysis (Weeks 4-12):** Building on the findings from the preparatory phase and stakeholder consultations, the firm will conduct in-depth analysis to assess the current SEZ landscape (desk research, stakeholder mapping, structured interviews and consultations with public and private sector actors, an integrated legal and regulatory gap analysis, and a comprehensive SWOT analysis) in order to identify priorities, requirements, challenges, and opportunities, and develop the strategic framework for the Authority.
3. **Strategy Design and Drafting ( Weeks 13-20):** From the diagnostic findings, the firm will facilitate participatory workshops with LSEZA and key stakeholders to develop the framework (vision, mission, pillars, objectives, and key initiatives). Concurrently, the firm draft the full strategic plan document, including the implementation frameworks , E&S integration section, MEL framework, and communication plan. The draft plan will undergo thorough review and feedback from internal stakeholders within the Authority and external stakeholders, including the LIFT Project and the World Bank.
4. **Validation, Revisions, Finalization and Documentation (Weeks 21-24): One or more validation workshops will be organized and facilitated by the firm with LSEZA technical working group, management and stakeholders to review the draft plan.** Based on the feedback received, the firm will finalize the strategic plan document, ensuring coherence, clarity, and alignment with the LSEZA's objectives and national development priorities. The final strategic plan document will be accompanied by the monitoring and evaluation framework, implementation action plan, and communication strategy.
5. **Presentation, Approval and Handover (Weeks 24-end):** The firm will formally present the final strategic plan to the LSEZA's Management Team and Board and relevant stakeholders (LIFT Project and World Bank), highlighting key findings, recommendations, and implementation priorities. It will also provide guidance on the plan's implementation and monitoring processes before formally handing over all relevant documents and deliverables to the Authority.

### **Institutional Arrangements**

The institutional arrangements for this consultancy assignment involve establishing clear guidelines and protocols to ensure effective coordination, communication, and collaboration between the firm and the Liberia Special Economic Zone Authority. Key aspects of the institutional arrangements include:

1. **Project Oversight and Coordination:** The Authority, through its Executive Chair, will designate a focal person responsible for overseeing the consultancy assignment. This individual will serve as the main point of contact for the firm, providing guidance, support, and facilitating access to necessary technical assistance and information within the Authority. On the other hand, the LIFT Project, through the SME Specialist and the Project Coordinator will facilitate access to all necessary resources including firm's payments based on approved deliverables by the LSEZA.

2. **Technical Working Group:** A Technical Working Group (TWG) comprising technicians from different departments of the Authority and the LIFT Project will be established to provide strategic guidance and oversight throughout the consultancy process. The TWG will review progress, provide feedback, and make decisions on key strategic issues as they arise. They will support the firm in data collection, analysis, and validation of strategic planning assumptions and recommendations.
3. **Consultative Forums:** The firm will conduct consultative forums, workshops, and meetings with internal stakeholders, including senior management, the Board, departmental heads, and staff members, to gather inputs, validate findings, and ensure buy-in and ownership of the strategic plan.
4. **External Stakeholder Engagement:** The firm will engage with external stakeholders, including government agencies (Ministry of Commerce and Industry, the National Investment Commission, Land Authority, National Bureau of Concessions, Governance Commission, etc), private sector organizations, development partners (World Bank and the LIFT Project), civil society groups, informal sector players, SMEs, and academia, to solicit feedback, align priorities, and ensure that the strategic plan reflects the broader development agenda and national priorities.
5. **Reporting and Communication Protocols:** Clear reporting and communication protocols will be established to ensure regular updates, progress reports, and feedback mechanisms between the firm and the Authority. This will include scheduled meetings, progress reviews, and formal reporting on milestones, challenges, and recommendations.

Overall, the institutional arrangements will aim to foster a collaborative and transparent process, where all stakeholders are actively engaged and involved in shaping the strategic direction of the Authority. Effective coordination and communication will be essential to ensure the successful development and implementation of the strategic plan.

#### **Firm Qualifications and Experience**

The consulting firm taking on this assignment must demonstrate the following collective and key personnel expertise:

- **Corporate Experience:** The firm should have at least 10 years of experience in providing Strategic Planning, Policy advisory services, institutional development, with a confirmed track record in assignment of similar scope and complexity, particularly in developing economies.
- **Sectoral Expertise:** The firm should demonstrate expertise in strategic planning processes related to SEZs, including the development, implementation, and evaluation of organizations or institutions. Previous experience in leading or contributing to strategic planning initiatives is essential.

- **Team Composition:** The team should be multidisciplinary and include a minimum of the following:
  - a. A Team Leader/ Strategic Planning Expert with a relevant postgraduate degree and at least 10 years of experience in leading the development of strategic plan for public sector institutions, with explicit expertise in SEZs or industrial development.
  - b. A Senior Economist/ Policy Analyst with extensive experience in economic modeling, investment climate analysis, should be familiar with the country's development challenges, priorities, and policy frameworks, as well as its institutional landscape.
  - c. An Institutional and Governance Specialist with experience in public administration reform, regulatory frameworks, and inter-agency coordination.
  - d. A Monitoring and Evaluation (M&E) and Communication Specialist to develop the M&E framework, implementation plan, and communication strategy.
- **Knowledge of Liberia/Regional Context:** The firm should have prior work experience in Liberia or the West Africa region. This could include government agencies, ministries, private sector entities, or international development organizations operating in similar contexts. A deep understanding of Liberia's socio-economic context, development challenges, and policy landscape (including the ARREST Agenda) is critical. Experience working with Liberian government institutions is a strong advantage.
- **Stakeholder Engagement Capability:** Confirmed experience in designing and facilitating multi and diverse stakeholder consultations, workshops, validation process in complex institutional environments. Effective communication and interpersonal skills are necessary for facilitating consultations, workshops, and stakeholder meetings.
- **Project Management Skills:** The expert should possess project management skills to effectively plan, organize, and execute the strategic planning process within the designated timeframe and budget. This includes managing resources, timelines, and deliverables to ensure successful outcomes.
- **Team Collaboration:** The firm should be able to work collaboratively with the LSEZA team, providing guidance, mentorship, and capacity-building support as needed. Strong teamwork and leadership skills are essential for fostering a cohesive and productive working environment.
- **Methodological Approach:** The proposal submitted by the firm should demonstrate a robust, participatory, and evidence-based methodology for conducting the situational analysis, SWOT, gap assessment and strategy formulation as outlined in the Scope of Work.
- Demonstrated experience in identifying priorities and gaps in SEZs and developing strategic framework to address such gaps. Ability to assess current laws and regulations around SEZs in Liberia and assessing the administrative responsibilities for managing SEZs.

- Ability to using modeling approaches, map out potential high-level demand for SEZ growth in Liberia and take stock of the potential administrative requirement of these developments.

## **Deliverables**

The consulting firm will be responsible for delivering several key outputs within specified timelines. The deliverables, along with their specific timelines, are outlined below:

1. **Inception Report:** (weeks 1-3)- the firm will submit an inception report outlining the proposed methodology, work plan, timeline, and stakeholder engagement plan. The inception report will also include a review of relevant documents including the recently validated regulation of the Authority and preliminary findings from initial consultations.
2. **Diagnostics and Situational Analysis:** (weeks 4-12)- Conduct desk review, stakeholder mapping, consultations with key public/private sector actors, legal and regulatory gap analysis, comprehensive SWOT analysis, and preparation of the Diagnostic report.
3. **Strategy Design and Drafting:** (weeks 13-20)- development of the framework(vision, mission, pillars, objectives), formulation of detailed action plans, design of Monitoring & Evaluation (M&E) framework and Key Performance Indicators (KPIs), drafting of the implementation roadmap and communication strategy, culminating in the submission of the Draft Strategic Plan Package.
4. **Validation and Revision Workshop:** (weeks 21-22)- The firm will present the draft plan in one or more validation workshops with LSEZA, TWG and broad stakeholders. The firm will facilitate the workshop and incorporate any additional inputs into the final version of the plan.
5. **Submission of Final Deliverables:** (weeks 23-24)-The firm will do a formal submission the Final Strategic Plan Package for LSEZA Board Approval, final presentation to key stakeholders (including the World Bank – LIFT PIU) and handover of all final deliverables and documentation.

By adhering to these timelines and delivering high-quality outputs, the firm will ensure the successful development and implementation of the Authority's strategic plan, setting the stage for effective and impactful interventions in the years to come.

## **Remuneration**

The firm is expected to submit a comprehensive, fair and transparent financial proposal for evaluation. The amount will be measured against previous work of similar nature to determine actual price. The remuneration package will be designed to provide fair compensation to the firm while ensuring that adequate resources are available to support the successful execution of the strategic planning process for the LSEZA.

#	Deliverables	Timeline	Payment Schedule (%)
1	<b>Inception Report:</b> Approved document detailing the final work plan, methodological approach, stakeholder engagement plan, and detailed outline of the strategic plan.	Within 3 weeks of contract commencement	10%
2	<b>Submission of Diagnostic Report Package:</b> Approved comprehensive analysis including: <ul style="list-style-type: none"> <li>a. Context analysis and stakeholder mapping.</li> <li>b. Legal and regulatory gap analysis note.</li> <li>c. Summary of stakeholder consultations.</li> <li>d. <b>Validated SWOT analysis.</b></li> </ul>	Within 12 weeks of contract commencement	30%
3	<b>Draft Strategic Plan:</b> Approved full draft containing: <ul style="list-style-type: none"> <li>a. Complete Strategic Plan (vision, mission, pillars, objectives, strategies)</li> <li>b. Detailed implementation plan with resource requirements</li> <li>c. M&amp;E framework with KPIs</li> <li>d. Draft communication strategy.</li> </ul>	Within 20 weeks of contract commencement	30%
4	<b>Final Strategic Plan Package:</b> Approved final documents incorporating all feedback from validation workshop(s). Includes the final Strategic Plan, Final M&E Framework, Final Implementation Action Plan, and Final Communication Strategy.	Within 22 weeks (5 months) of contract commencement	30%