REPUBLIC OF LIBERIA

LIBERIA MEDICINES & HEALTH PRODUCTS REGULATORY AUTHORITY (LMHRA)

P. O. Box 1994, 2nd &3rd floor, Clay Building

Sekou Toure Avenue, Mamba Point

Monrovia, Liberia

Terms oF Reference (ToR) for Expert Consultant to Develop the LMHRA Five-Year Strategic Plan (2025–2029).

I. **Background**

The Liberia Medicines and Health Products Regulatory Authority (LMHRA) is a statutory regulatory body established by the Act of the Legislature in 2010 with a mandate to ensure the safety, efficacy, and quality of medicines and health products circulated in Liberia. Over the years, LMHRA has made significant progress in strengthening regulatory systems, enhancing laboratory services, and aligning with international regulatory benchmarks such as the WHO Global Benchmarking Tool and the African Medicines Regulatory Harmonization (AMRH) framework.

With the expiration of its current strategic plan (2020–2025), LMHRA seeks to develop a new Five-Year Strategic Plan (2025–2029) that will guide institutional growth, improve regulatory effectiveness, and ensure public health protection over the next planning cycle.

II. **Purpose of the Assignment**

The purpose of this assignment is to engage a qualified Expert Consultant to design and develop a comprehensive, results-oriented, and participatory Five-Year Strategic Plan (2025–2029) for LMHRA. This plan will serve as the Authority's blueprint for institutional development, strategic investment, operational efficiency, and stakeholder engagement.

III. **Scope of Work / Duties and Responsibilities**

The Consultant shall:

1. Conduct a desk review of LMHRA's existing documents including the 2020–2024 Strategic Plan, legal and policy frameworks, reports, and institutional assessments.
2. Conduct stakeholder consultations, interviews, and focus group discussions with internal and external actors.
3. Facilitate situation and capacity assessments including SWOT and stakeholder analysis.
4. Identify strategic priorities in alignment with national development goals, MOH policies, regional regulatory frameworks (e.g., ECOWAS-MWA, AUDA-NEPAD), and global health standards (e.g., WHO benchmarks).
5. Draft the Strategic Plan with clearly defined vision, mission, values, strategic goals, objectives, performance indicators, implementation framework, monitoring and evaluation mechanisms, and costing.
6. Facilitate validation and finalization processes.
7. Present the final Strategic Plan to LMHRA leadership and stakeholders.

IV. **Duration of the Assignment**

The assignment will be conducted over three months, from July 28 to October 28, 2025, structured as follows:

a. Week 1–2: Inception, literature review, and work plan development
b. Week 3–6: Stakeholder consultations and situation analysis
c. Week 7–9: Strategy formulation and drafting
d. Week 10–11: Review and validation
e. Week 12: Finalization, presentation, and handover

V. **Institutional Arrangements**

Project Oversight: LMHRA Managing Director and Executive Management Team

a. Steering Committee: Comprising LMHRA Board members and senior leadership for policy guidance
b. Technical Working Group (TWG): Departmental representatives to support technical input and review
c. Consultative Forums: Organized with external stakeholders including MOH, WHO, donors, academia, and regulated entities
d. Reporting Protocols: The Consultant will submit bi-weekly progress updates to the Strategic Planning Focal Point
e. Conflict Resolution: Disputes will be managed through consultations involving LMHRA leadership and, where necessary, mediation by the Steering Committee

VI. **Qualifications and Experience**

The Consultant must possess the following:

a. Education: Advanced degree (Master's or higher) in Pharmacy, Pharmaceutical Sciences, Public Health, Health Policy, Strategic Management, or related field
b. Professional Experience:
c. At least 10 years of relevant experience in strategic planning, organizational development, or institutional reform
d. Proven track record of developing strategic plans for health regulatory agencies or health sector institutions
e. Familiarity with regional and global regulatory frameworks and benchmarks (WHO GBT, AU Model Law, ECOWAS-MWA)
f. Experience working in Sub-Saharan Africa; experience in Liberia is an added advantage
g. Skills: Excellent facilitation, stakeholder engagement, analytical writing, and report development skills

VII. **Methodology**

The Consultant will use a participatory and inclusive approach combining:

a. Desk review of relevant documents
b. Stakeholder mapping and consultations
c. SWOT, PESTLE, and gap analysis
d. Logical framework approach (LFA)
e. Results-Based Management (RBM)
f. Validation workshops and iterative feedback sessions

VIII**. Deliverables**

a. Inception Report with detailed methodology and work plan
b. Stakeholder Consultation Report
c. Situation Analysis Report
d. Draft Strategic Plan (2025–2029) including strategic framework, M&E matrix, and implementation roadmap
e. Final Strategic Plan (print and editable formats)
f. PowerPoint Presentation summarizing key elements of the plan
g. Handover Report with all annexes and working files

IX. **Implementation Plan**:

The Consultant will propose a detailed implementation matrix with activities, timelines, responsible units, and estimated costs.

X. **Monitoring and Evaluation (M&E) Framework**:

The consultant will develop an M&E plan with clear KPIs, reporting tools, and review mechanisms.

XI. **Validation and Finalization**:

1. Present draft strategy to stakeholders.
2. Revise based on feedback and submit final document.

XII. **Budget and Remuneration**

The total budget and consultant fee will be determined based on qualifications, scope of work, and LMHRA's procurement guidelines. Payments will be made in phases upon completion of agreed deliverables as follows:

a. 20% upon approval of the Inception Report
b. 30% upon submission of the Draft Strategic Plan
c. 50% upon approval of the Final Strategic Plan and handover of all deliverables

XIII. **Evaluation and Selection Process**
Proposals will be evaluated based on:

a. Consultant's qualifications and experience (30%)
b. Technical approach and methodology (30%)
c. Past experience with similar assignments (20%)
d. Financial proposal (20%)

Only shortlisted candidates will be contacted for interviews or further clarifications.

XIV. **Submission of Proposals**

Interested applicants are required to submit:

1. Technical proposal (max 10 pages) including methodology, work plan, and understanding of the assignment
2. Curriculum Vitae (CV) highlighting relevant qualifications and experience
3. At least two (2) samples of similar work previously done
4. Financial proposal in USD

All applications must be submitted via email to info@lmhra.gov.lr with the subject line: "Proposal: Consultant to Develop LMHRA Strategic Plan (2025–2029)"

Deadline: July 10, 2025

XV. **Confidentiality**

All information and documentation shared or produced during the course of the assignment shall remain the sole property of LMHRA and may not be shared or used without written permission from LMHRA.

XVI. **How to Apply**

Qualified individuals or firms should submit their complete proposals to:
The Managing Director
Liberia Medicines and Health Products Regulatory Authority (LMHRA)
2nd & 3rd Floors Clay Building,
Sekou Toure Ave., Mamba Point
Monrovia, Liberia
Email: info@lmhra.gov.lr

Only applications submitted by the deadline and in line with the instructions will be considered.