



Liberia Integrated Fisheries Sector Strengthening Project (LIFSSP)  
National Fisheries & Aquaculture Authority  
P. O. Box 10-1384  
United Nations Drive, Bushrod Island  
1000 MONROVIA 10, LIBERIA

---

**REQUEST FOR EXPRESSION INTEREST (REOI)  
(Consulting Services – Firm Selection)**

**Country:** Liberia

**Name of Project:** Liberia Integrated Fisheries Sector Strengthening Project (LIFSSP)

**Loan No./Grant No.:** 15809P

**Date:** June 15, 2026

**Assignment Title:** Recruitment of a firm to develop regulatory instruments, administrative processes, staffing plan, and accreditation protocols for the establishment, accreditation and operations of the Fisheries Competent Laboratory of Liberia

**Reference No.:** NAFAA/IFSSP/QCBS/004/2026

The National Fisheries and Aquaculture Authority (NaFAA) through the Government of Liberia has received financing support from the OPEC Fund for International Development (OPEC Fund) towards the implementation of the “Liberia Integrated Fisheries Sector Strengthening Project (LIFSSP)”, and intends to apply part of the proceeds towards eligible payment of the services of a consulting firm to develop Regulatory Instruments, Administrative Processes, Staffing Plan, and Accreditation Protocols for the Fisheries Competent Laboratory in Liberia.

The Consulting Services include the development of robust legal and regulatory frameworks and operational tools required for Liberia’s compliance with international sanitary and phytosanitary (SPS) standards, export validation processes, and strengthening of national fisheries governance. The framework is expected to establish the instruments, administrative procedures, and standards necessary for the laboratory certification, export compliance, and quality assurance in line with World Health Organization (WHO), World Trade Organization (WTO), and European Union (EU) requirements. It is also expected to provide the foundation for adequate staffing and the training of laboratory staff, strengthening institutional capacity, and embedding transparent processes for monitoring and enforcement. The assignment is expected to be completed in a period of sixteen (16) months after the signing of the Contract.

The detailed Terms of Reference (TOR) for the assignment can be found at the following websites:

a) [www.nafaa.gov.lr](http://www.nafaa.gov.lr)

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

c) [www.opecfund.org](http://www.opecfund.org)

The National Fisheries and Aquaculture Authority (NaFAA), executing agency of the LIFSS Project, now invites eligible consulting firms to indicate their interest in performing the Services. Interested firms must provide information indicating that they are qualified to perform the services (brief corporate profile, description of similar assignments, experience in similar conditions, availability of appropriate skills, etc.)

The firm must demonstrate strong technical expertise and professional experience relevant to the assignment. Specifically, the firm should meet the following requirements:

- **General Experience of the firm:** Demonstrated track record of working with governments, international organizations, or donor-funded projects in developing countries, preferably in Sub-Saharan Africa.
- **Specific Experience:** (i) Proven expertise in fisheries regulation, food safety, and quality assurance systems, including the design and implementation of regulatory frameworks that meet international standards; (ii) strong working knowledge of EU regulatory frameworks (e.g., Regulation (EC) No. 853/2004 and Regulation (EU) No. 2017/625), Codex Alimentarius standards, and the WTO SPS Agreement and other relevant international instruments; and (iii) demonstrated experience drafting regulatory instruments (laws, regulations, standard operating procedures (SOPs), and compliance manuals) for competent authorities, laboratories, or national food safety agencies.
- **Financial and Organizational Capacity:** Demonstrated financial and organizational capacity to undertake the assignment, evidenced by financial statements for the past three years and an indication of available resources, including key staff with relevant professional experience in fisheries governance, food safety regulation, laboratory accreditation, or related fields.

The attention of interested Consultants is drawn to Section G and Appendix II of the OPEC Fund's Principles of Procurement of Goods, Works and Services dated June 2023, setting forth the OPEC Fund'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.

A Consultancy Firm will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Procedures for the Procurement of Consulting Services.

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

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) by Tuesday, July 14, 2026 @ 4:00PM GMT

Liberia Integrated Fisheries Sector Strengthening Project (LIFSSP)  
National Fisheries and Aquaculture Authority  
Attn: Austin Saye Wehye  
Project Manager  
Freeport of Monrovia, Adjacent LPRC  
Tel: +231886 942170/ +231 775 717273  
E-mail: [awehye@nafaa.gov.lr](mailto:awehye@nafaa.gov.lr) ; [pbkiadii@nafaa.gov.lr](mailto:pbkiadii@nafaa.gov.lr)

# TERMS OF REFERENCE

## I. Background

Liberia's fisheries sector possesses a strong foundation for both domestic consumption and export opportunities; with an Exclusive Economic Zone (EEZ) of 246,000 km<sup>2</sup> and a coastline of 579 km, the country is endowed with rich marine resources that are vital for food security, livelihoods, and national revenue generation. The sector contributes approximately 3% of GDP and supports thousands of households engaged in artisanal and industrial fishing.

Despite this potential, Liberia's ambition to penetrate international markets is constrained by several challenges such as accreditation and certification processes which remain unattained, limiting the country's ability to meet stringent export requirements. Local processors and exporters often lack awareness of compliance obligations, thus reducing competitiveness. Environmental and climate-related risks including rising sea temperatures, pollution, and coastal erosion further complicate monitoring efforts and threaten the reliability of stock health data. These challenges underscore the importance of not only establishing modern infrastructure but also ensuring that adequate systems, resources, and institutional frameworks are in place to guarantee long-term effectiveness and sustainability.

To address these constraints, the Government of Liberia via the National Fisheries and Aquaculture Authority (NaFAA), through the Liberia Integrated Fisheries Sector Strengthening Project (LIFSSP), is implementing a multi-component initiative designed to modernize and sustainably manage the fisheries sector. A central priority under this project is the establishment of a Fisheries Competent Laboratory, which will serve as the cornerstone for post-harvest quality assurance, sanitary monitoring, and compliance to meet international standards. This laboratory is essential for enabling Liberia's fish and fishery products to access regional and global markets, thereby enhancing export potential, improving food safety, and supporting the long-term sustainability of fish stocks. To be equipped with modern materials, reagents, chemicals, and growth mediums, the facility will also contribute to fisheries management through the monitoring of stock health and environmental parameters.

To ensure the laboratory's effective operation and international recognition, the project will finance not only its construction and supervision but also the development of robust legal and regulatory frameworks required for accreditation and validation. This framework will establish the instruments, administrative procedures, and standards necessary for the laboratory certification, export compliance, and quality assurance in line with World Health Organization (WHO), World Trade Organization (WTO), and European Union (EU) requirements. It will also provide the foundation for adequate staffing and the training of laboratory staff, strengthening institutional capacity, and embedding transparent processes for monitoring and enforcement. These regulatory instruments are therefore central to positioning Liberia's fisheries sector as a credible and competitive player in the global market.

Given the technical complexity and the need for alignment with international best practices, the National Fisheries and Aquaculture Authority (NaFAA) seek to recruit a firm to lead the development of these regulatory instruments and operational tools. The consultant will be responsible for drafting two regulations, and procedural frameworks governing the establishment, accreditation, and operation of the Fisheries Competent Laboratory. This assignment will ensure Liberia's compliance with international sanitary and phytosanitary (SPS) standards, support export validation processes, and strengthen national fisheries governance.

Ultimately, the assignment is expected to provide the functional bedrock for the laboratory's operations consistent with International best practice, enabling Liberia to unlock new economic opportunities while safeguarding public health and aquatic resources. Recognizing the fisheries sector's critical role in national food security, livelihoods, and economic growth, the Competent Authority emphasizes the importance of aligning regulations with EU requirements, Codex Alimentarius standards, and other relevant international best practices to maintain market access and protect public health.

Successful completion of this assignment will transform Liberia's fisheries sector by strengthening governance through harmonized regulatory instruments and improved institutional coordination; raising domestic food safety and consumer protection via international best-practice standards, better hygiene, and monitoring; and unlocking export opportunities by aligning regulations with EU, Codex, and WTO SPS requirements to enable laboratory accreditation and market access. It will also bolster confidence in the competent authority and laboratory systems through validated instruments and capacity building, attract international recognition, and support modernization, sustainability, national food security, livelihoods, and long-term economic growth.

## **2. Objectives of the Assignment**

1. To develop two distinct but complementary regulatory frameworks; domestic framework (regulations governing fisheries and fishery products intended for consumption in Liberia), and export framework (regulations tailored to products destined for international markets, including the EU).
2. To strengthen food safety, quality assurance, traceability, and compliance mechanisms within the fisheries sector.
3. To ensure that the two regulations align with each other while addressing local realities and needs.
4. To develop the Administrative Processes for adequate functioning of the laboratory;
5. To develop a detailed staffing plan that ensures appropriateness and adequacy for the operations of the laboratory;
6. Building capacity of key staff of NaFAA and LISA (and other entities as needed) through training;
7. To detail a comprehensive and scalable roadmap that clearly leads to the laboratory accreditation consistent with International Markets best practice.

### 3. Scope of Work

The consulting firm will undertake the following tasks: Development of Regulatory Framework, development of Administrative Processes, preparation of a staffing plan, preparation of guiding instruments, preparation of training material and execution of training to relevant staff, and clearly establishing protocols for the laboratory accreditation.

#### 3.1. Development of a Regulatory Framework

##### 3.1.1. Regulatory Review and Gap Analysis

The consultant will undertake a comprehensive review of existing national fisheries regulations, policies, and standards to determine their adequacy in supporting the establishment, accreditation, and effective operation of the Fisheries Competent Laboratory. This exercise will involve a systematic assessment of Liberia's current legal and institutional frameworks governing fisheries management, institutional mandates, food safety, sanitary and phytosanitary (SPS) measures, and export certification processes. Particular attention must be paid to the alignment of national provisions with international best practices and market access requirements.

The review will identify regulatory strengths, weaknesses, and areas of overlap or inconsistency, with a focus on pinpointing gaps vis-à-vis key international frameworks. These include, but are not limited to:

- European Union regulations such as Regulation (EC) No. 853/2004 (laying down specific hygiene rules for food of animal origin), Regulation (EU) No. 2017/625 (official controls).
- Codex Alimentarius standards, which provide internationally recognized guidelines on food safety, hygiene, and quality assurance.
- World Trade Organization (WTO) Sanitary and Phytosanitary Agreement, which sets out the basic rules for food safety and animal/plant health standards.
- African Organization for Standardization (ARSO) standards or specifications, and guidelines on fish and fish products.
- Other relevant international and regional frameworks that govern fisheries trade, food safety, and laboratory accreditation, such as Ecostands on various fishery products.

The gap analysis will highlight areas where Liberia's current regulatory instruments fall short of international requirements, including deficiencies in enforcement mechanisms, institutional coordination, technical standards, and compliance monitoring. It will also assess the extent to which existing policies support or hinder the accreditation of the Fisheries Competent Laboratory and the country's ability to meet export validation requirements.

The outcome of this task will be a detailed diagnostic report that not only identifies gaps but also provides actionable recommendations for regulatory reforms, harmonization with international standards, and institutional strengthening. This will serve as the foundation for drafting the legal

and regulatory instruments to ensure Liberia's fisheries sector is positioned as a credible and competitive player in regional and global markets.

### **3.1.2. Drafting of Regulatory Instruments**

The consultant will be responsible for developing a comprehensive set of regulatory instruments that will govern both domestic fisheries operations and the export of fish and fishery products. These regulations will provide the legal and procedural backbone for the effective functioning of the Fisheries Competent Laboratory and ensure Liberia's compliance with international sanitary and phytosanitary (SPS) standards. The drafting process will build upon the findings of the regulatory review and stakeholder consultations, ensuring that the instruments are technically sound, contextually relevant, and practically implementable.

For domestic fisheries and fishery products, the consultant will design regulations that establish clear requirements for food safety, hygiene practices, and quality assurance across the value chain, from harvesting and landing sites to processing, storage, and distribution. These regulations will set minimum standards for handling, transportation, and marketing of fish products to safeguard public health and promote consumer confidence.

For export-oriented fisheries, the consultant will draft regulations aligned with the European Union (EU) and other international frameworks, including Codex Alimentarius and WTO SPS agreements. These will cover:

- Food safety and hygiene requirements: Establishing protocols for sanitary handling, processing, and packaging of fish products to meet international market standards.
- Quality assurance systems: Defining procedures for monitoring, verification, and continuous improvement of product quality, including Hazard Analysis and Critical Control Points (HACCP) systems.
- Traceability mechanisms: Introducing systems to track fish and fishery products from point of capture through processing and export, ensuring transparency and accountability.
- Certification and inspection procedures: Setting out the roles, responsibilities, and processes for official inspections, certifications, and approvals required for export validation.
- Laboratory testing and accreditation requirements: Establishing standards for laboratory operations, accreditation processes, and validation of test results to ensure credibility and international recognition.

The consultant will ensure that these instruments are harmonized with EU regulations (e.g., Regulation (EC) No. 853/2004, and Regulation (EU) No. 2017/625), Codex Alimentarius standards, and other relevant international frameworks. Drafts will be prepared in consultation with the National Fisheries and Aquaculture Authority (NaFAA), relevant ministries, and industry stakeholders to guarantee inclusivity and practicality.

The outcome of this task will be a comprehensive regulatory package, including draft laws, regulations, and procedural guidelines, ready for submission to the Government of Liberia for review, adoption, and implementation. These instruments will provide the enabling environment for the Fisheries Competent Laboratory to operate effectively, support export certification, and position Liberia's fisheries sector as a credible and competitive player in regional and global markets.

### **3.1.3. Capacity Building and Awareness**

The consultant will design and implement a comprehensive capacity-building and awareness program to ensure that the newly developed regulatory instruments and administrative procedures are effectively understood, adopted, and applied by all relevant stakeholders. This will include structured training sessions for staff of the Competent Authority (10 NaFAA staff and 15 from other relevant government agencies including LiSA), laboratory personnel, inspectors, processors, exporters, and representatives of fisherfolk associations. Training will focus on the practical application of the new regulatory frameworks, including food safety and hygiene requirements, quality assurance systems, traceability mechanisms, certification and inspection procedures, and laboratory testing and accreditation standards.

The consultant will also develop tailored guidance materials and compliance manuals to serve as reference tools for stakeholders. These materials will translate complex regulatory provisions into clear, user-friendly instructions, ensuring that stakeholders at different levels of the fisheries value chain can understand and implement the requirements. Manuals will include step-by-step procedures, checklists, and templates to facilitate compliance, while awareness materials will highlight the benefits of adhering to international standards, such as improved market access, enhanced consumer confidence, and strengthened fisheries governance.

To maximize impact, the consultant will employ participatory training methods, including workshops, case studies, and practical demonstrations, ensuring that stakeholders not only acquire knowledge but also build the skills necessary to apply it in their daily operations. Special emphasis will be placed on engaging small-scale and artisanal fisherfolk, women and youth groups, and community-based organizations to promote inclusivity and ensure that regulatory compliance does not disproportionately burden vulnerable actors.

The outcome of this task will be a comprehensive capacity-building package, including training curricula, guidance materials, compliance manuals, and a report documenting the training sessions, participant feedback, and recommendations for ongoing capacity development. This will ensure that the regulatory framework is not only technically robust but also practically implementable, fostering ownership, transparency, and long-term sustainability across Liberia's fisheries sector.

### **3.1.4. Validation and Finalization**

- I. The consultant will lead a structured validation and finalization process to ensure that the draft regulatory instruments are technically robust, socially inclusive, and aligned with international best practices. This process will begin with the presentation of the draft

regulations during stakeholder validation workshops, convened with representatives from government agencies, laboratories, industry stakeholders, fisherfolk associations, exporters, consumer groups, and development partners. These workshops will provide a platform for dialogue, enabling stakeholders to review the proposed instruments, assess their practicality, and provide constructive feedback based on operational realities and compliance requirements.

2. The consultant will systematically document all stakeholder inputs, analyze areas of consensus and divergence, and incorporate agreed-upon revisions into the regulatory drafts. This iterative process will ensure that the final instruments reflect both technical standards and stakeholder perspectives, thereby enhancing legitimacy, ownership, and long-term sustainability. Special emphasis must be placed on ensuring that the regulations are implementable within Liberia's institutional and resource context, while remaining fully harmonized with EU regulations, Codex Alimentarius standards, and other international frameworks.
3. Following validation, the consultant will support the official adoption process by preparing final versions of the regulatory instruments for submission to the Government of Liberia and the Competent Authority. This will include providing technical guidance on approval procedures, assisting with legal vetting, and ensuring that the instruments are ready for formal endorsement. The consultant will also contribute to the dissemination of the finalized regulations by developing communication materials, awareness briefs, and simplified guidance documents to facilitate understanding among stakeholders across the fisheries value chain.
4. The outcome of this task will be a set of finalized, and validated regulatory instruments, accompanied by a validation report that documents the consultation process, feedback received, and revisions made. This will provide the regulatory foundation for the effective operation and accreditation of the Fisheries Competent Laboratory, supporting Liberia's compliance with international sanitary and phytosanitary standards and strengthening its position in regional and global fisheries markets.

### **3.2. Administrative Processing**

Also, the selected institution/consulting firm shall aim to develop administrative processes and operational tools that are critical for the smooth and adequate functioning of the laboratory. These deliverable forms the backbone of a well-structured administrative system that supports transparency, efficiency, and regulatory compliance. Other key deliverables under this section shall include the following;

#### **3.2.1. Establish an Integrated Operational, Governance and Documentation Framework**

- Establish a robust operational framework that codifies administrative procedures across all laboratory functions to ensure efficiency, transparency and regulatory compliance. This should include standardized procurement workflows aligned with national procurement rules; inventory management protocols covering stock control, barcoding, minimum/maximum stock levels, cold chain procedures, reagent shelf-life tracking, and

periodic physical audits; and clear financial controls for petty cash, budget monitoring and expense reporting. Define sample flow and turnaround-time procedures from receipt to disposal, contingency procedures for equipment failure, maintenance schedules, and emergency response plans. Embed measurable SOPs and checklists for each process, assign responsible officers, and set reporting cadences to enable proactive decision-making and timely escalation of issues.

- Design a governance and oversight structure, with coordination mechanisms among key institutions, that delineates management roles, decision-making authorities, and accountability mechanisms to align laboratory operations with NaFAA's regulatory mandate and strategic objectives. Specify responsibilities at each level including authority for resource allocation, approvals, and compliance enforcement. Define escalation pathways for non-conformances, incidents, and regulatory breaches, and require routine governance deliverables to maintain transparency and institutional accountability.
- Implement a comprehensive documentation system combining standardized paper-based records and digital information management to ensure traceability, data integrity, and ease of audit. Develop and control a complete suite of documents: SOPs, method validations, quality manuals, instrument logs, training records, calibration certificates, sample chain-of-custody forms, and corrective action reports. Apply document control procedures and designate a document controller. Deploy a Laboratory Information Management System (LIMS) or secure database to track samples, results, equipment maintenance, inventory and staff competencies with role-based access, audit trails, and automated backups. Ensure interoperability with NaFAA and LiSA reporting systems and implement data security measures and periodic data integrity checks. Provide training on record-keeping protocols and schedule regular document reviews to keep procedures current with regulatory and accreditation requirements.

### **3.3. Staffing Plan**

The staffing plan shall include staffing analysis, strategy for critical roles occupation, and well-elaborated job descriptions that optimizes a competent, well-structured, and sustainable workforce to meet its operational and regulatory goals. The following are also critical deliverables for completing the staffing plan;

#### **3.3.1. Staffing Plan**

- Conduct a systematic needs assessment that maps the laboratory's full work breakdown structure against required human resources and competency levels. Define the number and grades of technical staff, quality management personnel, and administrative support. Base staffing levels on projected sample throughput, turnaround-times, equipment inventory, shift patterns, and accreditation requirements (ISO/IEC 17025), and include contingency surge capacity and backfill arrangements for sickness or leave.
- Establish a transparent, merit-based recruitment strategy with step-by-step procedures from vacancy approval through onboarding. Specify advertising channels, application submission protocols, shortlisting criteria, standardized scoring rubrics, and multi-stage selection. Set clear timelines for each stage, roles and responsibilities of the selection panel,

conflict-of-interest rules, and appeal procedures to ensure fairness and public accountability.

- Develop comprehensive job descriptions for every post that articulate title, reporting line, key responsibilities, core and desirable competencies, minimum educational and professional qualifications, certification/licensing requirements, expected outputs, working conditions, and any physical or security clearances needed. Ensure each description references the laboratory's functional needs and regulatory obligations, and include measurable performance expectations and links to training and career pathways.
- Create a modular capacity-building program that combines classroom instruction, hands-on practical workshops, on-the-job mentoring, and external attachments where appropriate. Modules should cover analytical techniques, instrument operation and maintenance, method validation, QA/QC procedures, laboratory safety, data management and reporting, accreditation processes (ISO/IEC 17025), and soft skills. Define learning objectives, curricula, trainers, assessment methods, training schedules, and follow-up plans.
- Design an organizational chart that clarifies functional units and explicit reporting lines, escalation pathways, and cross-unit coordination mechanisms. Define roles for unit heads, specify matrix relationships where specialists support multiple units, and include governance bodies to ensure integrated decision-making, rapid issue resolution, and effective communication between technical and administrative divisions.
- Implement a performance management system with clear evaluation criteria, key performance indicators (KPIs), and appraisal cycles tied to the laboratory's objectives. KPIs should include technical metrics, operational metrics, quality metrics, and behavioral indicators. Define goal-setting processes, periodic reviews, multi-source feedback, corrective development plans for underperformance, and linkages to rewards, promotions, and training.
- Develop a retention strategy combining financial and non-financial incentives to reduce turnover and retain institutional knowledge.

### **3.4. Laboratory Accreditation Processes**

Considering the laboratory accreditation as an essential component for accessing international fisheries markets, the consultant is expected to deliver on the following;

#### **3.4.1. Gap Analysis and Accreditation Roadmap**

- Conduct a structured gap analysis comparing the laboratory's current infrastructure, personnel competencies, equipment calibration status, documented procedures, and data management practices against the full requirements of ISO/IEC 17025 (or the chosen equivalent). This should include a checklist-based assessment of technical requirements, management requirements, and facility needs. The output must identify non-conformities, resource shortfalls, prioritized corrective actions, estimated costs, and a baseline readiness score to inform the accreditation roadmap.
- Develop a phased, time-bound roadmap that translates the gap analysis into practical steps toward accreditation. For each milestone specify deliverables, responsible owners,

- resource needs, target dates, and risk mitigations, and include contingency timelines for external dependencies such as supplier lead times or scheduling with accreditation bodies.
- Establish a QMS that formalizes policies and standardized procedures covering document control, method validation and verification, equipment calibration and maintenance, sample handling and chain-of-custody, data integrity, internal audits, non-conformance handling and corrective/preventive actions. Include a schedule for planned internal audits, routine proficiency testing and inter-laboratory comparisons, defined roles for quality oversight (Quality Manager), and mechanisms for management review to ensure continual improvement. The QMS should be scalable, version-controlled, and embedded into daily workflows to make quality practices routine.
  - Coordinate proactively with an appropriate, accredited regional accreditation body to schedule pre-assessments, formal assessments, and certification audits. Prepare by conducting internal pre-audits and addressing identified issues, assembling the required documentation package, and arranging proficiency testing participation where required. Designate a single point of contact to manage accreditation communications, ensure auditor access to facilities and records, and plan for post-audit corrective action timelines. Budget and schedule for assessment fees, assessor travel, and any remediation work that may be required following audits.
  - Embed accreditation requirements into routine operations through continuous monitoring and periodic reviews to sustain compliance beyond the initial certification. This includes a calendar of refresher trainings, scheduled internal audits, ongoing participation in proficiency testing, routine equipment maintenance and calibration programs, and annual management reviews of the QMS. Allocate a recurrent budget line for accreditation-related activities, maintain a risk register for quality issues, and create knowledge retention measures so that institutional capacity is durable despite staff turnover or changing operational conditions.

## **4. Deliverables**

The consulting firm will be expected to produce a series of high-quality deliverables that demonstrate methodological rigor, stakeholder inclusivity, and alignment with international best practices. These deliverables will serve as the foundation for the establishment, accreditation, and sustainable operation of the Fisheries Competent Laboratory and the broader regulatory framework for Liberia's fisheries sector. Specifically, the firm will provide:

### **4.1. Inception Report**

A detailed report outlining the consultant's understanding of the assignment, proposed methodology, work plan, and timelines. The inception report will also include a stakeholder engagement strategy, risk management plan, and a clear framework for monitoring progress and quality assurance throughout the consultancy.

## **4.2. Regulatory Gap Analysis Report**

A comprehensive diagnostic report assessing existing national fisheries regulations, policies, and standards. The report will identify gaps vis-à-vis EU regulations (e.g., Regulation (EC) No. 853/2004, No. 2017/625), Codex Alimentarius, WTO SPS Agreement, and other relevant international frameworks. It will provide actionable recommendations for harmonization, institutional strengthening, and regulatory reform.

## **4.3. Draft Domestic Regulatory Framework**

A set of draft regulations governing fisheries and fishery products for local consumption. These will establish clear requirements for food safety, hygiene, handling, processing, storage, and distribution, ensuring consumer protection and improved governance of domestic fisheries markets.

## **4.4. Draft Export Regulatory Framework**

A comprehensive draft framework for fisheries products intended for international markets. This will include export-oriented regulations aligned with EU and international standards, covering food safety and hygiene requirements, quality assurance systems (including HACCP), traceability mechanisms, certification and inspection procedures, and laboratory testing and accreditation requirements.

## **4.5. Training and Guidance Materials**

User-friendly manuals, standard operating procedures (SOPs), and awareness tools designed to support capacity building and compliance. These materials will translate complex regulatory provisions into practical guidance for Competent Authority staff, laboratory personnel, processors, exporters, and fisherfolk associations. A training report will also be produced.

## **4.6. Final Regulatory Instruments**

A validated and finalized package of regulatory instruments, incorporating stakeholder feedback and aligned with international best practices. These instruments will be ready for official adoption by the Government of Liberia and will serve as the legal and procedural backbone for the Fisheries Competent Laboratory and broader fisheries governance.

## **4.7. Final Assignment Report**

A comprehensive report summarizing all activities undertaken during the consultancy, key findings, stakeholder inputs, and outcomes achieved. The report will also provide recommendations for future capacity-building, institutional strengthening, and sustainability measures to ensure the long-term effectiveness of the regulatory framework and laboratory operations.

Other outputs to consider: governance structure and Laboratory Sustainability and Financial Operationalization Note (using business planning output from feasibility study); recruitment procedures, quality and performance management system; accreditation roadmap; exports certification manual/EU export readiness roadmap; Lab operational manual; staffing plan with job descriptions.

## 5. Timeline

The consultancy is expected to be completed within 16 months, structured as follows:

- Month 1: Contract signing, mobilization, inception workshop.
- Month 1–2: Data collection, stakeholder mapping, rapid scoping.
- Month 2–3: Full regulatory & ISO17025 gap analyses; equipment/staff baseline.
- Month 3–4: Stakeholder consultations (workshops, interviews).
- Month 4: Draft Domestic & Draft Export Regulatory Frameworks submitted.
- Month 5: Draft Administrative Processes, SOP templates, Draft Staffing Plan, Training materials.
- Month 5–6: Pilot training, method validation workshop, pre-audit.
- Month 6: Validation workshops.
- Month 7–8: Revise drafts; finalize Administrative Processes, Staffing Plan, QMS components; prepare Accreditation Roadmap.
- Month 9: Support government adoption/submission; dissemination materials.
- Months 10–12: Scale-up training, finalize LIMS specs, begin operationalizing admin processes.
- Months 11–13: Implement LIMS/admin processes, internal audits, proficiency testing, recruit staff per plan.
- Months 13–14: Complete corrective actions; pre-assessment and accreditation application.
- Months 15–16: Finalization, handover, lessons learned.

## 6. Qualification Requirements

The firm must demonstrate strong academic credentials, technical expertise, and professional experience relevant to the assignment. Specifically, the firm should meet the following requirements:

- I. Proven expertise in fisheries regulation, food safety, and quality assurance systems, with demonstrated ability to design and implement regulatory frameworks that meet international standards. Strong knowledge of European Union regulatory frameworks (e.g., Regulation (EC) No. 853/2004, and Regulation (EU) No. 2017/625 and Codex Alimentarius standards, as well as familiarity with WTO SPS Agreement and other relevant international instruments. Experience in drafting regulatory instruments for

competent authorities, laboratories, or national food safety agencies, including laws, regulations, standard operating procedures (SOPs), and compliance manuals.

2. With proposed specialists having at least 12 years of relevant professional experience in fisheries governance, food safety regulation, laboratory accreditation, or related fields. Demonstrated experience working with governments, international organizations, or donor-funded projects in developing countries, preferably in Sub-Saharan Africa. Proven ability to lead multi-stakeholder consultation processes, incorporating inputs from government agencies, industry stakeholders, fisherfolk associations, exporters, and consumer groups.
3. Excellent analytical, drafting, and technical writing skills, with the ability to produce clear, structured, and actionable regulatory instruments. Strong facilitation and communication skills, with the ability to engage diverse stakeholders and build consensus. Demonstrated ability to deliver assignments within agreed timelines and to high professional standards.

### Key Staffs

#	Positions	Functions
K-1	<b>Team Leader / Fisheries SPS<sup>1</sup> and Competent Authority Expert</b>	Overall project management and coordination of activities, technical oversight, client liaison, final deliverables sign-off, ensure coherence across regulatory, administrative, staffing and accreditation workstreams, fisheries SPS framework, Competent Authority assessment, official controls, export readiness roadmap. Advanced degree in fisheries policy, veterinary public health, food safety, public administration or related; 15+ years in fisheries/governance projects; proven experience leading multi-disciplinary teams and stakeholder processes.
K-2	<b>Regulatory &amp; Legal Specialist</b>	Lead regulatory review, gap analysis, drafting of laws/regulations, legal vetting, alignment with EU/Codex/WTO/SPS frameworks. LLM or equivalent in regulatory/public/international trade law; experience in food safety/fisheries legislation and international standards.
K-3	<b>Institutional Development and HR Specialist</b>	Institutional mapping, governance design, coordination mechanisms, policy recommendations and Cabinet paper support. Organizational structure, staffing plan, job descriptions, recruitment

---

<sup>1</sup> Sanitary and Phytosanitary measures.

		and retention strategy. Master's in public policy/governance; experience in institutional reform and stakeholder mapping.
<b>K-4</b>	<b>Laboratory Accreditation Specialist / ISO 17025 Expert</b>	Lead gap analysis against ISO/IEC 17025, design accreditation roadmap, manage auditor liaison and certification processes. Experience as assessor or consultant for ISO/IEC 17025 accreditation; strong knowledge of proficiency testing and accreditation bodies. Develop QMS documentation (quality manual, SOPs, document control), internal audit plan and corrective action systems. Background in quality assurance in testing labs; ISO/QMS implementation experience.
<b>K-5</b>	<b>Laboratory Technical Lead / Laboratory Manager</b>	Define technical workflow, oversee sample handling, method selection, equipment requirements, supervise technical staff planning. Laboratory Information Management System (LIMS) specifications, data management. Scientific degree in chemistry/microbiology/fisheries science; supervisory experience in analytical laboratories.
<b>K-6</b>	<b>Senior Analytical Scientist / Method Validation Specialist</b>	Lead method validation, measurement uncertainty assessment, method SOPs development and technical training. Advanced degree in analytical chemistry/microbiology; hands-on method development experience.
<b>K-7</b>	<b>Fisheries and Aquatic Animal Health Specialist</b>	Fish health, biosecurity, disease surveillance, aquatic animal health systems.
<b>K-8</b>	<b>Food Safety and Export Certification Specialist</b>	Export certification procedures, EU requirements, traceability, establishment approval systems.

## 7. Coordination and Reporting

The consulting firm will operate under the direct supervision of the National Fisheries and Aquaculture Authority (NaFAA) Project Implementation Unit (LIFSSP PIU), with overall strategic oversight provided by the Director General of NaFAA. The project manager of the PIU will serve as the primary point of contact for the consultancy, ensuring alignment of activities with project objectives and national priorities.

Coordination meetings will be convened on a monthly basis with NaFAA's technical team to review progress, discuss emerging issues, and agree on next steps. These meetings will serve as a platform for technical exchange, validation of interim outputs, and resolution of operational challenges. Additional ad hoc meetings may be organized as needed to address urgent matters.

The consulting firm will also be expected to liaise closely with relevant ministries, laboratories, and industry stakeholders throughout the assignment. This will include regular communication and collaboration with the Ministry of Agriculture, Ministry of Health, Ministry of Commerce and Industry, accredited laboratories, exporters, processors, fisherfolk associations, and consumer groups. Such coordination will ensure that the regulatory instruments developed are inclusive, practical, and harmonized across institutions, while fostering ownership and buy-in from all relevant actors.

At the conclusion of the assignment, the firm will present its final outputs to NaFAA and the PIU in a formal dissemination session, ensuring that the regulatory instruments, guidance materials, and recommendations are clearly communicated and understood by all stakeholders.

## **8. Client Responsibilities**

The client, NaFAA, will provide timely access to available data, reports and information, and to relevant personnel of NaFAA and officials of government institutions with important roles in achieving the objectives of this term of reference. NaFAA will also provide a favorable work environment and logistical support for the consultant, and support/facilitate stakeholder consultations. NaFAA will review all draft regulations and provide comments and suggestions to enable the consultant to finalize the regulation.

## **9. Consultant Responsibilities**

The Consultant will effectively deliver the services as stipulated in the scope of works and ToR. The Consultant will carry out the services in the best interest of the Client, the GoL represented by NaFAA, with reasonable care, skills and diligence in line with sound professional, administrative and financial practices. The Consultant will be responsible to the client for the execution of the contract according to the terms and conditions spelled out therein. Consultant will organize presentations and dissemination events to enable the monitoring of progress and study results by the relevant NaFAA personnel.

## **10. Payment Schedule**

Payment will be made according to the following schedule:

- 10% after signing the contract and upon submission of an advance payment guarantee
- 20% after submission and approval the Inception report and submission of training plan
- 15% after submission and approval the draft regulations

- 15% after submission and approval of accreditation roadmap, SOPs and overall progress report
- 20% after submitting the final regulations
- 20% after submission and approval of final overall report

All the payments will be made only after acceptance of the reports and deliverables by the Client.

**11. DURATION OF CONSULTANCY:** 16 months

**12. LOCATION:** Monrovia

**13. PROCUREMENT METHOD:** QCBS