



## Liberia Integrated Fisheries Sector Strengthening Project (LIFSSP)

National Fisheries & Aquaculture Authority (NaFAA)

P. O. Box 10-1384

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### **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.:** I5809P

**Date:** January 9, 2026

**Assignment Title:** Recruitment of a firm to design, implement, and monitor the **Liberian Women's Sustainable Fisheries & Livelihoods Incubator (LWSFILI) Program** in the Nine (9) Coastal Counties of Liberia

**Reference No.:** NAFAA/IFSSP/QBS/001/2025

The Government of Liberia through the National Fisheries and Aquaculture Authority (NaFAA) 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 design, implement, and monitor the **Liberian Women's Sustainable Fisheries & Livelihoods Incubator (LWSFILI) Program** in the nine coastal counties of Liberia.

NaFAA, through the LIFSS Project, is soliciting the services of a qualified Consulting Firm or Consultant Consortia or NGO to design, implement, and monitor the LWSFILI Program which will include the tasks of thoroughly analyzing lessons learned from similar experiences in Liberia and in the sub-region and identify specific efforts to apply in Liberia, defining criteria for beneficiaries and activities to be supported, proposing technical assistance and financial mechanisms for the target beneficiaries in the nine subject counties, identifying and supporting innovative fisheries enterprises supporting the fisheries and aquaculture value chains with a focus on women and youth led initiatives in the nine coastal counties, enhancing the business literacy and technical capacities of beneficiaries through tailored and localized technical assistance, business development and mentorship, providing financial support via grants to scale promising initiatives, fostering sustainable practices and efficient management within the fisheries sector, adoption of climate smart technologies, creating new employment opportunities and improving livelihoods for beneficiary communities especially women and youth led groups and promoting access to market and inclusive finance mechanisms to beneficiaries. The assignment is expected to be completed in a period of one year and five months after the signing of the Contract.

The detailed Terms of Reference (TOR) for the assignment can be obtained from the address below and 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)

The National Fisheries and Aquaculture Authority (NaFAA), through the LIFSS Project, now invites eligible consulting firms or NGOs 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 shortlisting criteria for the firms include the following:

- **Proven Experience in Similar Programs**
  - Demonstrated success in designing, managing, and implementing incubation or accelerator initiatives, with preference for experience in the fisheries, aquaculture, or agribusiness sectors.
  - Evidence of supporting enterprises to scale up operations, access markets, and strengthen value chains.
- **Sectoral Knowledge and Contextual Understanding**
  - Strong knowledge of Liberia's fisheries sector, or the sector in countries of the sub-region, including its socio-economic dynamics, challenges, and contribution to national development.
  - Familiarity with coastal community livelihoods, gender roles in fisheries, and the broader policy and regulatory environment.
- **Inclusive Program Facilitation Capacity**
  - Ability to design and deliver gender-sensitive, youth-focused, and socially inclusive programs that address barriers faced by women entrepreneurs, fish processors, and youth-led startups.
  - Experience in integrating cross-cutting issues such as climate resilience, sustainability, and community empowerment.
- **Grant Management and Business Development Expertise**
  - Proven capacity in grant administration, financial oversight, and compliance with donor requirements.
  - Strong background in business development services, including training, mentorship, and capacity building for small and medium enterprises (SMEs).
- **Stakeholder Engagement and Collaboration Skills**
  - Demonstrated ability to work effectively with government agencies, local communities, cooperatives, and Community Associations such as CMAs.
  - Experience in building partnerships with private sector actors, NGOs, and international development partners to leverage resources and expertise.
- **Institutional Capacity and Team Competence**
  - Availability of a multidisciplinary team with expertise in enterprise development, fisheries management, gender inclusion, financial management, and monitoring & evaluation.

- Adequate institutional systems to ensure timely delivery, accountability, and measurable impact.

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 setting forth the OPEC Fund's policy on conflict of interest.

Consultants may associate with other firms or NGOs 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 Based Selection (QBS) method set out in the Procedures for the Procurement of Consulting Services. The duration of the consultancy is **One Year Five Months (1.5year)**.

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 Monday, February 9, 2026 @ 4:00PM GMT

Liberia Integrated Fisheries Sector Strengthening Project (LIFSSP)

National Fisheries and Aquaculture Authority

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# Terms of Reference

## I. Background and Context

Liberia's fisheries sector is a critical driver of food security, livelihoods, and coastal resilience, contributing approximately **10% of the national agricultural output** and **3% of GDP**. Stretching across a 590 km coastline with an Economic Exclusive Zone (EEZ) of about 18,400 km<sup>2</sup>, the sector supports tens of thousands of Liberians, particularly in remote and underserved coastal communities. However, the sector faces serious structural and operational challenges, including weak governance, unsustainable practices, limited market access, and minimal participation of women and youth in value-added enterprises.

Women, despite being central to fish processing and marketing, often remain at the margins of decision-making and access to finance, technology, and capacity development opportunities. Existing interventions, such as the grant scheme under the Liberia Sustainable Management of Fisheries Project (LSMFP), failed to deliver the desired outcomes due to weak design, limited technical support, and the absence of structured incubation and business coaching mechanisms. The withdrawal of funds by NaFAA from the previous implementer underscores the need for a more robust, inclusive, and strategic intervention.

To address these gaps and unlock the untapped potential of Liberia's blue economy, the National Fisheries and Aquaculture Authority (NaFAA), with the support of the OPEC Fund for International Development (OFID), under the Liberia Integrated Fisheries Sector Strengthening Project (LIFSSP), proposes the establishment of the **Liberian Women's Sustainable Fisheries & Livelihood Incubator (LWSFILI)**. This new initiative will learn from past lessons and catalyze gender-responsive, environmentally sustainable, and commercially viable enterprises through targeted incubation, capacity building, and financial inclusion.

## 2. Purpose and Objectives

To carry out this work, NaFAA seeks to engage a qualified consultancy firm or NGO (referred to as "the firm") to co-design, implement, manage and monitor results of a Fisheries Incubator Program. The firm will conduct the following tasks:

- Analyse thoroughly lessons learned from similar experiences in Liberia and in the sub-region and identify specific efforts to apply in Liberia, to improve effectiveness and sustainability of supported activities.
- Define criteria for beneficiaries and activities to be supported.
- Propose technical assistance and financing mechanisms for the target beneficiaries in the 9 subject counties.
- Identify and support innovative fisheries enterprises supporting the fisheries and aquaculture value chains, with a focus on women-led initiatives, in nine coastal counties.
- Enhances the business literacy and technical capacities of beneficiaries through tailored and localized technical assistance, business development support, and mentorship.

- Provides financial support via grants to scale promising initiatives. The selected applicant will march the grant in kind as determine by the grant manual that will be collaboratively develop by the selected firm or NGO, NaFAA and the project management team (PMT).
- Fosters sustainable practices and efficient management within the fisheries sector.
- Adoption of climate-smart technologies.
- Creates new employment opportunities and improves livelihoods for beneficiary communities for women in fisheries.
- Promote access to market and inclusive finance mechanisms to beneficiaries.

### 3. Targeted Counties and Beneficiaries

Primary beneficiaries include women entrepreneurs, fish processors, youth-led startups, CMAs, and cooperatives involved in or entering the fisheries value chain. The incubator will target the following nine (9) coastal counties: Montserrado, Margibi, Grand Bassa, Grand Cape Mount, Bomi, Grand Kru, Sinoe, River Cess and Maryland. The initiative as designed will support women fisheries enterprises in the named counties.

The program will place particular emphasis on empowering **women entrepreneurs** who are central to fish processing and trade, while also nurturing **youth-led startups** that bring fresh ideas and energy into the fisheries value chain. In addition, the incubator will work closely with **Community Management Associations (CMAs)** and other fisheries women grouping to strengthen local governance of marine resources and foster sustainable practices. **Cooperatives** entering or expanding within the fisheries sector will also benefit, enabling collective action and shared growth opportunities. By targeting these diverse groups, the incubator aims not only to enhance productivity and market access but also to promote inclusive participation, ensuring that women, youth, and community organizations are at the forefront of building resilient and sustainable fisheries enterprises across Liberia's coastal counties through the capacity building efforts.

### 4. Scope of Work

The consultancy firm shall be responsible for the design, implementation, and management of an incubation and grant support program in accordance with the project's development objectives, applicable donor guidelines, and results-based management principles, with a strong focus on sustainability, gender equality, youth inclusion, and value-chain development.

- I. The consultancy firm shall lead the detailed design and structuring of the program by developing transparent, objective, and inclusive eligibility and selection criteria for applicants, consistent with the project's targeting strategy and safeguards requirements. The firm shall design the full application, evaluation, and onboarding processes and shall establish a comprehensive incubation framework that integrates technical assistance, business development services, and financial advisory support tailored to fisheries and fisheries-related value-chain enterprises. The firm will propose several options to choose from, as needed, for NaFAA's consideration.

2. The consultancy firm shall implement a nationwide outreach and application process in close coordination with the Collaborative Management Association (CMA) and other relevant stakeholders operating along the fisheries value chain, including fishmongers and women engaged in fisheries-related economic activities. This shall include issuing a nationwide call for applications per cohort, engaging local institutions, community structures, and implementation partners, and conducting targeted information and sensitization campaigns to ensure broad participation, with explicit measures to promote the inclusion of women- and youth-led enterprises.
3. The consultancy firm shall manage a competitive, transparent, and merit-based selection process, shortlisting applicants based on predefined evaluation criteria, including innovation, environmental and financial sustainability, and growth and employment-generation potential. The firm shall conduct comprehensive due diligence on shortlisted applicants, including technical feasibility assessments, financial and operational viability analyses, and risk screening, prior to final selection.
4. The consultancy firm shall organize and facilitate a structured pitch event to inform final beneficiary selection and shall oversee the onboarding of selected enterprises into the incubation program. The firm shall provide tailored technical assistance, business development support, and mentorship aligned with enterprise needs, and shall facilitate peer learning, market linkages, and networking opportunities to strengthen enterprise performance, resilience, and scalability.
5. The consultancy firm shall administer performance-linked grants based on established indicators of up to USD 20,000 per enterprise in accordance with approved business plans, project operational manuals, and donor fiduciary requirements. This shall include managing grant disbursement, monitoring the utilization of funds, ensuring compliance with financial management and procurement standards, and providing ongoing advisory support to enable enterprises to scale their activities in a financially viable and environmentally sustainable manner.
6. The consultancy firm shall establish key performance indicators (KPIs) and develop a results framework aligned with the project's results framework and monitoring and evaluation (M&E) system. The firm shall prepare and submit regular progress and performance reports to NaFAA through the LIFSSP management team, documenting outputs, outcomes, challenges, and lessons learned. The consultancy shall also support learning and knowledge-sharing by systematically capturing best practices and implementation insights to inform adaptive management and future programming.

## 5. Expected Outcomes

- Built capacity of selected women fisheries enterprises, with increased productivity and sustainability.
- Improved livelihoods for beneficiaries, especially women, youth, and marginalized groups.
- Innovative and sustainable fisheries practices adopted across targeted counties.
- Increased income levels and employment opportunities within beneficiary communities.
- Strengthened capacity of NaFAA to support sectoral innovation and entrepreneurship.

## 6. Expected outputs and deliverables of the firm

The firm or NGO is expected to deliver the following deliverables:

- Inception report, studies & detailed implementation plan after two weeks of contract signing.
- Baseline assessment report after one and the half months of contract signing.
- Grant Operations Manual (e.g. eligibility and selection criteria, matching requirements, eligible and ineligible expenditures, disbursement and verification procedures, financial management and audit arrangements, conflict-of-interest provisions) after three months of contract signing.
- Grant agreement template after three months of contract signing.
- Incubation curriculum & training materials after four months of contract signing.
- Selection and due diligence report after four months of contract signing.
- Periodic progress and financial reports every quarter
- Final results, lessons learned, and sustainability report after fifteen months of contract signing.

## 7. Qualifications and Experience of the Consultancy Firm

The consulting firm engaged to provide incubation services under this grant program must demonstrate a robust track record and specialized expertise aligned with the program's objectives of empowering women in fisheries and supporting innovative startups. Specifically, the firm should possess:

- **Proven Experience in Similar Programs**
  - Demonstrated success in designing, managing, and implementing incubation or accelerator initiatives, with preference for experience in the fisheries, aquaculture, or agribusiness sectors.
  - Evidence of supporting enterprises to scale up operations, access markets, and strengthen value chains.
- **Sectoral Knowledge and Contextual Understanding**
  - Strong knowledge of Liberia's fisheries sector, or the sector in countries of the sub-region, including its socio-economic dynamics, challenges, and contribution to national development.
  - Familiarity with coastal community livelihoods, gender roles in fisheries, and the broader policy and regulatory environment.
- **Inclusive Program Facilitation Capacity**
  - Ability to design and deliver gender-sensitive, youth-focused, and socially inclusive programs that address barriers faced by women entrepreneurs, fish processors, and youth-led startups.
  - Experience in integrating cross-cutting issues such as climate resilience, sustainability, and community empowerment.
- **Grant Management and Business Development Expertise**

- Proven capacity in grant administration, financial oversight, and compliance with donor requirements.
- Strong background in business development services, including training, mentorship, and capacity building for small and medium enterprises (SMEs).
- **Stakeholder Engagement and Collaboration Skills**
  - Demonstrated ability to work effectively with government agencies, local communities, cooperatives, and Community Associations such as CMAs.
  - Experience in building partnerships with private sector actors, NGOs, and international development partners to leverage resources and expertise.
- **Institutional Capacity and Team Competence**
  - Availability of a multidisciplinary team with expertise in enterprise development, fisheries management, gender inclusion, financial management, and monitoring & evaluation.
  - Adequate institutional systems to ensure timely delivery, accountability, and measurable impact.

## 8. Team Composition and Qualifications

The require key staff are presented below. Firms/ NGOs can submit non-key staff as require.

K-1: Team Lead	Master's degree in Fisheries Management, Business Administration, Development Studies, Economics, or a related field. Minimum 10–15 years of experience managing large-scale, donor-funded development or MSME programs. Proven leadership of incubation, grants, or enterprise development initiatives. Experience working with government institutions and strengthening institutional capacity. Strong stakeholder coordination, reporting, and risk management experience.
K-2: Incubator & Business Development Manager	Bachelor's degree (required); Master's degree in Business Administration, Entrepreneurship, Economics, or related field preferred. At least 8–10 years of experience managing business incubation or acceleration programs. Strong expertise in MSME development, coaching, and mentorship. Experience supporting women- and youth-led enterprises. Proven ability to design incubation curricula and facilitate pitch events.
K-3: Fisheries Value Chain & Technical Specialist	Bachelor's or Master's degree in Fisheries Science, Marine Biology, Aquaculture, Food Science, or related field. Minimum 7–10 years of experience in fisheries value chains, including processing, post-harvest handling, quality control, and sustainability. Experience



	working with CMAs, cooperatives, and small-scale fisheries enterprises. Knowledge of national fisheries regulations and sustainable practices.
K-4: Grant & Finance Manager	Bachelor's degree in Accounting, Finance, Economics, or Business Administration. Professional certification (CPA, ACCA, or equivalent) preferred. At least 7–10 years of experience managing grants and finances for donor-funded programs. Strong expertise in financial due diligence, disbursement, monitoring, and audits. Experience providing financial literacy and bookkeeping support to MSMEs. Strong internal controls and fiduciary risk management skills.
K-5: <b>Community Engagement Specialist</b>	Bachelor's or Master's degree in Gender Studies, Social Sciences, Community Development, or related field. At least 7–10 years of experience in gender, and social inclusion programming. Proven experience working with women in fisheries, cooperatives, and VSLAs. Strong community mobilization, facilitation, and outreach skills. Experience mainstreaming GESI across enterprise development programs.

## 9. Responsibilities of each party

### **NaFAA:**

- NaFAA will provide coordination of efforts and inputs from various entities, and technical assistance, particularly with the engagement of its livelihoods and enterprise development specialist, who will work closely with the firm.
- The client, NaFAA/PIU, will provide timely access to available data, reports and information, and to relevant personnel of NaFAA and officials of government.
- Under the institutional arrangements, NaFAA/PIU will be responsible for providing supervision of the contracted firm's deliverables and give initial approvals before submission to the OPEC FUND Technical Team for No-Objection before a deliverable is approved.

### **The FIRM:**

The firm will mobilize the necessary expertise for the effective delivery of the services and will carry out the services in the best interest of NaFAA with diligence, in line with sound professional, administrative and financial practices. Field surveys and field data collection will be carried out in coordination with the Department of Statistics & Research, NaFAA. The firm will organize presentations and dissemination events to enable the monitoring of progress and results by the relevant NaFAA personnel.

## **I0. Additional information**

I1. Duration Of Consultancy: One year and five months (1.5years).

I2. Location: Monrovia, with occasional travel to project community and maintain local presence in the project communities.

I3. Procurement Method: Quality Based Selection (QBS)

The selected firm or NGO is expected to have interaction and coordination with other entities, firms and specialist such as: Enterprise development specialist, firm for aquaculture development, firm for CMA creation, NaFAA, the project team, Cooperative Development Agency (CDA) and other stakeholders.