



REPUBLIC OF LIBERIA

MINISTRY OF COMMERCE & INDUSTRY (MoCI)

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

INSURANCE BUILDING, 5TH STREET-SINKOR, OPPOSITE CONEX GAS STATION

MONROVIA, LIBERIA

P.O. Box 9041, 1000 Monrovia, 10 Liberia

Email: info-lift@moci.gov.lr / www.moci.gov.lr

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

Firm to Automate the Environmental and Social Impact Assessment (ESIA) Process of the Environmental Protection Agency of Liberia, LR-MOCI-538872-CS-QCBS

The Government of Liberia, through the Ministry of Commerce and Industry (MoCI) is implementing the Liberia Investment, Finance and Trade (LIFT) Project (P171997) with financing from the International Development Association (IDA) of the World Bank Group (\$40 million). This project was developed to support the government's strategic objectives to promote private sector development. Accordingly, the project development objective is to improve the investment climate, expand sustainable access to finance, and increase the efficiency of trade in Liberia. Achieving this objective requires support for improving SME's capabilities for accessing finance and new market opportunities, to contribute to economic growth, competitiveness, and job creation. The project implementation is being coordinated by the Project Implementation Unit, under a Project Steering Committee chaired by the Minister of Commerce and Industry of the Republic of Liberia, and co-chaired by the Governor of the Central Bank of Liberia (CBL).

Key Objectives of the Assignment

The objective of this consultancy is to design, develop, and deploy a secured, integrated, scalable, and user-friendly digital ESIA platform within six months. This platform is intended to enable the EPA to manage all stages of its ESIA permitting and other internal licensing processes, from licensing application and document submissions to evaluation, approval, and license issuance. The platform design shall aid monitoring and compliance tracking, ensuring alignment with legal obligations and user accessibility. The platform shall enable SMEs and the general investment community to register and

manage profiles, seamlessly obtain ESIA documents and information, connect with the EPA, and promote transparency, effectiveness, and data security.

Scope of the Assignment

The firm will be responsible for developing a centralized, user-friendly platform as described in the objective above. To ensure responsiveness to user needs and alignment with project objectives, the firm will apply an agile development approach, incorporating iterative testing and stakeholder feedback at every stage of the development cycle.

The scope of the consultancy includes:

1. Reviewing of the EPA's existing ESIA procedural guideline and processes, the recent consultancy report commissioned under the project to assess the ESIA licensing framework of the EPA, and any other related EPA regulatory documents.
2. Conducting best practice research, including stakeholder consultations, and design or engineer a system to align with objectives focused on seamless process flow and minimizing the time needed for obtaining ESIA permits and licenses.
3. Developing a contemporary, functional hybrid (online and offline) platform that showcases an understanding of the ESIA requirements and processes, enables seamless communication and linkages between the EPA and project proponents, and facilitating the management of ESIA permitting and licensing processes. The system should facilitate future integration with other government departments and enable the integration of other useful and relevant government institutions.
4. Installing the prerequisite hardware and software, which includes servers, storage systems, backup and recovery systems, and firewall systems, to secure the system and its environment.
5. Completing technical and end-user documentation for system use and maintenance. All source code and configuration files must be handed over to EPA's IT Unit upon completion of the consultancy.
6. Providing training to all user groups, including system administrators, EPA's ESIA and ICT Units, ESIA-licensed consultants, and project proponents, including SMEs.
7. Undertaking post-launch support and maintenance for a minimum of six months.

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

hppt //: www.moci.gov.lr / 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:

1. Demonstrable experience designing and implementing online web applications for clients in the public or private sector, including government agencies, MSMEs, or development projects, and partners
2. Demonstrable experience using Agile or Scrum methodologies in web application development will be considered an asset.
3. Demonstrate compliance with ISO 27001(mandatory) and ISO 20000 standards. If the firm does not have an ISO 20000, then reference letters from at least two government clients or international institutions, or Third-party audit reports or independent assessments, or system performance and service delivery reports confirming successful delivery and operational support of national-scale digital systems, such as an ESIA system, must be submitted.
4. 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.

The Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) 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 (only by email) on or before **Friday March 27, 2026**, with subject: **"Firm to Automate the Environmental and Social Impact Assessment (ESIA) Process of the Environmental Protection Agency of Liberia, LR-MOCI-538872-CS-QCBS"**.

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

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Detailed Terms of Reference

Hiring of a Firm to Automate the Environmental and Social Impact Assessment (ESIA)
Process of the Environmental Protection Agency of Liberia

Post Title: Consultancy to Automate the Environmental and Social
Impact Assessment (ESIA) Process of the Environmental
Protection Agency of Liberia

Location of Post: Headquarters of the Environmental Protection Agency,
Sekou Touré Avenue, Monrovia, Liberia

Contract Duration: 6 months

Reporting Line: Executive Director of the EPA

Recruitment Type: Open International

Type of Contract Firm Selection

Background and General Description

The Government of Liberia, through the Ministry of Commerce and Industry (MoCI) is implementing the Liberia Investment, Finance and Trade (LIFT) Project (P171997) with financing from the International Development Association (IDA) of the World Bank Group (\$40 million). This project was developed to support the government's strategic objectives to promote private sector development. Accordingly, the project development objective is to improve the investment climate, expand sustainable access to finance, and increase the efficiency of trade in Liberia. Achieving this objective requires support for improving SME's capabilities for accessing finance and new market opportunities, to contribute to economic growth, competitiveness, and job creation. The project implementation is being coordinated by the Project Implementation Unit, under a Project Steering Committee chaired by the Minister of Commerce and Industry of the Republic of Liberia, and co-chaired by the Governor of the Central Bank of Liberia (CBL).

Component one of this project supports improvements in Liberia's business environment by strengthening critical Government to Business (G2B) services covering international trade, business licensing, and private investment. This component builds on and complements the extensive advisory work that has been carried out in recent years by IFC and others, and which will continue through the initial implementation stages of the project.

Accordingly, Sub-component 1.1 seeks to provide Technical Assistance to selected government Ministries, Agencies, and Commissions (MACs), including the EPA, to enable Liberia to attract and

retain large private sector investments and ensure its impact. Resources are focused on technical assistance needed to prepare large investments and institutional or regulatory support that will be geared towards consolidating and reinforcing what is today a weak and fragmented institutional setup in support of private sector investment.

Through the Project, the EPA is implementing transformative and innovative initiatives to fulfill its mandate and respond to the growing demands of the public. One of the critical reform areas is the modernization of the Environmental and Social Impact Assessment (ESIA) licensing regime, particularly to improve access and service delivery to all sectors. A recent consultancy report commissioned under the project assessed the ESIA licensing framework of the EPA and identified major procedural bottlenecks, a lack of digital infrastructure, and limited SME access to permitting services. Among the key recommendations was the need to automate and digitalize the ESIA licensing system to reduce delays, increase accountability, and improve service delivery.

In line with this recommendation, and in accordance with the project's PDOs and the EPA's strategic plan, the EPA aims to recruit a qualified consulting firm or consortium through the LIFT project to develop the digital infrastructure for the ESIA process automation in Liberia.

Objective of the Assignment

The objective of this consultancy is to design, develop, and deploy a secured, integrated, scalable, and user-friendly digital ESIA platform within six months. This platform is intended to enable the EPA to manage all stages of its ESIA permitting and other internal licensing processes, from licensing application and document submissions to evaluation, approval, and license issuance. The platform design shall aid monitoring and compliance tracking, ensuring alignment with legal obligations and user accessibility. The platform shall enable SMEs and the general investment community to register and manage profiles, seamlessly obtain ESIA documents and information, connect with the EPA, and promote transparency, effectiveness, and data security.

Scope of the consultancy

The firm will be responsible for developing a centralized, user-friendly platform as described in the objective above. To ensure responsiveness to user needs and alignment with project objectives, the firm will apply an agile development approach, incorporating iterative testing and stakeholder feedback at every stage of the development cycle.

The scope of the consultancy includes:

8. Reviewing of the EPA's existing ESIA procedural guideline and processes, the recent consultancy report commissioned under the project to assess the ESIA licensing framework of the EPA, and any other related EPA regulatory documents.
9. Conducting best practice research, including stakeholder consultations, and design or engineer a system to align with objectives focused on seamless process flow and minimizing the time needed for obtaining ESIA permits and licenses.

10. Developing a contemporary, functional hybrid (online and offline) platform that showcases an understanding of the ESIA requirements and processes, enables seamless communication and linkages between the EPA and project proponents, and facilitating the management of ESIA permitting and licensing processes. The system should facilitate future integration with other government departments and enable the integration of other useful and relevant government institutions.
11. Installing the prerequisite hardware and software, which includes servers, storage systems, backup and recovery systems, and firewall systems, to secure the system and its environment.
12. Completing technical and end-user documentation for system use and maintenance. All source code and configuration files must be handed over to EPA's IT Unit upon completion of the consultancy.
13. Providing training to all user groups, including system administrators, EPA's ESIA and ICT Units, ESIA-licensed consultants, and project proponents, including SMEs.
14. Undertaking post-launch support and maintenance for a minimum of six months.

Functional Requirement

Below are some of the recommended functional requirements for the platform, but are not limited to and would be updated with additional functionality or features based on the firm's research and stakeholder consultation.

1. Public Interface and features:

- a. Information relating to the EPA, the ESIA licensing process, including requirements, procedures/steps, and processes
- b. Statistical summary (number of licensed proponents, licensed consultants, etc)
- c. List of licensed local and international consultants and their profiles, list of sectors and activities requiring permits, categories of permits and proponents, etc (Searching and Filtering list)
- d. Registration (Proponents and consultants)
- e. Complaint box or contact
- f. Testimonial
- g. Email and phone validation and verification, including multi-factor authentication (MFA) and options for future integration with Liberia's digital ID system.
- h. Account creation
- i. Online submissions and uploading of supporting documents. The preferred format for supporting documents is PDF.
- j. Acceptable attachment size requirement of supporting documents.
- k. Categories of activities or undertakings
- l. Types or description of undertaking
- m. Automatic application number
- n. Automatic permit number generation
- o. Data security, including minimum security protocols (TLS 1.2+, OWASP Top 10), data encryption, a granular access control mechanism, and vulnerability management processes. The system should provide an avenue for penetration testing and other security assessments.

- p. Support virus scanning for uploaded documents, and be able to set a maximum file size and allow chunked upload for large documents.
- q. Electronic signing of documents
- r. Alert notification
- s. Advanced search and filter
- t. Online application and registration form
- u. Audit log for changes and modifications
- v. Applicant's capacity to save draft filings and resume or continue based on previously saved drafts
- w. Standard field checks
- x. User Consent and Acknowledgement of Terms and Conditions
- y. The platform must be used and accessible with or without internet access.

2. Portals:

- a. Administrator login
- b. Proponent login
- c. FirmLogin
- d. Back-office portal for EPA Staff

3. Administrator & Back Office Accounts

The features may be updated based on the firm's research and stakeholder consultation.

- a. Account holder information (name, position, etc)
- b. Receive, review, and process applications
- c. Account levels or rights (processor, reviewer, approval, etc). This should be fully configurable and support granular permissions and least- privileged access to minimize risk.
- d. User satisfaction survey request and access to results
- e. User account & permission management (creation and approval of new accounts)
- f. M&E tool for tracking application, selection, evaluations, and issuance
- g. Statistical report generation. Dashboard and downloadable reports in CSV/Excel with role-based visibility.
- h. Monitoring linkages of proponents to one or more consultants
- i. Notifications (progress, license expiration, etc)
- j. Generates an automatic application number
- k. Information update with versioning inclusion to track data changes over time.

Consultants Account

The features may be updated based on the consultant's research and stakeholder consultation.

- a. Profile management
- b. Link with proponents
- c. Make application
- d. Submit ESIA documents

- e. Monitor and track the application
- f. Information update

Proponents Account

The features may be updated based on the consultant's research and stakeholder consultation.

- a. Profile management
- b. Link with proponents
- c. Make application
- d. Monitor application
- e. Make payment
- f. Received downloadable permits
- g. Track application
- h. Information update

Product Environment and Hosting

The firm will provide a list of the best tools, language(s), frameworks, technologies, and configurations to develop, test, and deploy the platform. The hosting, domain name, and SSL certification will be provided. The firm shall be responsible for configuring and deploying a testing environment at the commencement of the consultancy, as well as a production environment, before the launch date.

Deliverables and Timetable

The firm will be responsible for submitting the following deliverables:

Task	Deliverables	Time(duration)	Payment
1.	Inception report highlighting the firm understanding of the consultancy along with updated action plan that outlines the main deliverables, methodologies, activities, timetable, workflow and proposed system detail and development lifecycle (SDLC).	Week 2	
2	Report of need assessment and stakeholder consultation conducted to understand tools requirements, database design, define data collection and entry elements, define data protection elements, test and validate the tool, and propose key factors and framework for to monitoring and evaluation of the tool.	Week 6	

3	Installed prerequisite hardware and software , which includes servers, storage systems, backup and recovery systems, and firewall systems, to secure the system and its environment based on specifications agreed upon.	Week 10	
4	Developed a fully functional online platform based on international best practices and meets the requirements and expectations of both the EPA, end users and the stakeholders. Also, launch the online tool, and define mechanisms to monitor and evaluate its usage. Ensure all testing (unit, integration, system, User Acceptance, etc) are fully performed and Quality Assurance, focused on preventing defects, are in place prior to official launch of the system to the public.	Week 14	
5	End-user documentation detailing the functionality and features available. Also provide training, showcasing the functionality and features of the platform to EPA Staff, proponents and consultants. Provide technical documentation and transfer all source code and configuration files to EPA's IT Unit. Additionally, deliver training to IT Unit to ensure familiarity with the system infrastructure and maintenance requirements. The end- user documentation should also include a detailed QA documentation including test plans, test cases, and test scripts for Unit, Integration, and System Testing, maintaining environment, running tests, logging and tracking defects and their resolution, and retesting fixes.	Week 15	
6	Six months of maintenance to address any issues or bugs following the platform's launch; no new feature development is required during this period. Post support will include hypercare and stabilization with	Week 22	

	focus on intensive, high-touch support, rapid response to all queries and issues, and standard support mode focusing on resolving logged tickets, minor enhancements, and knowledge transfer.		
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Approach and Implementation Arrangements

The assignment will be executed by the selected firm, which will coordinate all the activities relating to the deliverables of the contract. The Project Implementation Unit, as the implementing body for the Liberia Investment, Finance and Trade Project, will play a key coordinating and leadership role in ensuring that the contractor delivers on the contract in a timely manner. The assignment will be delivered through an inclusive stakeholders' participation and stakeholder-driven approach. The contractor will work closely with the PIU and the EPA.

Qualification and Experience

The consultancy firm bidding for the service must possess the following experience and competencies:

5. Demonstrable experience designing and implementing online web applications for clients in the public or private sector, including government agencies, MSMEs, or development projects, and partners
6. Demonstrable experience using Agile or Scrum methodologies in web application development will be considered an asset.
7. Demonstrate compliance with ISO 27001(mandatory) and ISO 20000 standards. If the firm does not have an ISO 20000, then reference letters from at least two government clients or international institutions, or Third-party audit reports or independent assessments, or system performance and service delivery reports confirming successful delivery and operational support of national-scale digital systems, such as an ESIA system, must be submitted.
8. The firm must have suitable qualified personnel (defined below) to fill the following minimum positions.

S/N	Personnel	#	Qualification
1.	System Engineer (Team Lead)	1	1. Bachelor's Degree in Software Development, Software Engineering, Information Technology or related field to Web Application Development is required. 2. Master's Degree in Software Development, Software Engineering, Information Technology or related field to Web Application Development will be considered an asset. 3. Relevant professional certifications related to online tool development (E.g. Certified Software Development Professional (CSDP), Certified Scrum Developer (CSD), Salesforce Certified Developer, SAP Certified

			Development Associate, Power Platform & Power BI Certifications) is desirable. - Minimum of five (5) years General Professional Experience in a field related to the consultancy - At least six (6) years of experience in full-cycle web application development. This may include experience in one or more of the following areas: system analysis, backend development, and database design.
2.	Environmental and Social Specialist	1	- Advanced degree in Environmental Science, Sociology, Social Science, Natural Resource Management, Environmental Policy, Law, or a related field. - Demonstrated experience in stakeholder engagement - Must have a minimum of five (5) years of work experience in policy review, stakeholder engagement, and drafting and development of environmental regulations, guidelines, and standards; - Must be knowledgeable of the ESIA process of Liberia; - Excellent facilitation, writing, and communication skills. - Excellent and practical research skills, communication (verbal and written) skills, including the ability to prepare reports and conduct presentations by clearly formulating positions on issues, articulating options concisely, conveying maximum necessary information, making and defending recommendations; - Excellent computer skills, particularly with Microsoft Excel, Word, and PowerPoint or related packages;
3.	Quality Assurance Engineer/ Solution Architect	1	- Bachelor's Degree in Information Technology or related field is required. - Master's Degree in Information Technology or related field will be considered an asset. - Minimum of three (3) years General Professional Experience in a field related to the consultancy - At least three (3) years of experience in multitier web application development with hands-on experience of Java, Python, dot net, CS, HTML/CSS, etc - Strong organizational and quality assurance skills in system development
4.	Support Staff	1	Bachelor's Degree in Human Resource Management, change management or related field is required.

			2. Minimum of three (3) years General Professional Experience in a field related to the consultancy 3. At least three (3) years of experience in full-cycle web system change management and training. 4. Good knowledge of database management
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Attach CVs of all proposed personnel, together with relevant certificates for all positions, is mandatory.

Duration of Consultancy

The consultancy duration is 6 months.

Reporting Arrangements

The successful firm will sign a contract with the Government of Liberia through the Project Implementation Unit at the Ministry of Commerce and Industry. The firm shall be supervised by the EPA's ESIA and ICT Unit. The Administrative focal point for this consultancy is the LIFT project's Acting Coordinator. The EPA will lead the technical supervision of this project, while the LIFT project PIU will oversee the project management aspect.