



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

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

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

Project ID: P171997

Credit Number 7037-LR

Grant Number D9690-LR

December 15, 2025

Consulting Services to Conduct Demand Assessment of the Monrovia Industrial Freezone for the Liberia Special Economic Zones Authority

REF. No: LR-MOCI-524265-CS-CQS

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

Key Objectives of the Assignment

This assessment aims to bridge the gap between existing supply and actual market demand by identifying key deficiencies in services, products, and infrastructure. Through stakeholder engagement and data-driven insights, it will provide actionable recommendations to enhance the market contestability, service quality, availability, and responsiveness. The findings will support strategic policy decisions, infrastructure development, and investment opportunities, particularly in industrial zones, ensuring that services align with user expectations and contribute to sustainable economic growth.

The objectives of the assignment are to:

1. Determine the existing gaps between the current supply (e.g., services, products, infrastructure, industrial land) and the actual demand of the target population.
2. Identify and engage industries with high market demands suitable for the Free Zone and other stakeholders (e.g., communities, businesses, government, etc) to clarify their priorities, and preferences.
3. Provide a framework to improve the quality, availability, and efficiency of services/products to align with user expectations and increase market contestability. The framework shall include policy incentives for sustainable zone operations, including environmental and social safeguard incentives for zone planning, ensuring compliance with Liberian laws and best international standards.
4. Provide data-driven insights to guide policy-making, program initiatives, and export-oriented investments that offer opportunities and job creation in industrial and free zones

The detailed Terms of Reference (TOR) for the assignment can found 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 a minimum qualifications and experience as follows:

- The firm should be able to demonstrate extensive experience and successful delivery of measurable zones demand assessments in sub-Saharan Africa working with both public and private sector stakeholders.
- At least Ten (10) years of relevant experience in demand assessment.
- Details of similar assignments undertaken during the last five (5) years.
- For each assignment presented, the bidder must, where possible, identify the client involved and provide a brief description of the services delivered to the client.

Key Experts will not be evaluated at the shortlisting stage.

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

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

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

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

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

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax, or by e-mail) on or before **Friday January 9, 2026**, with subject:

“Re: Consulting Services for the Development of a 5-year Strategic Plan for the Liberia Special Economic Zones Authority”.

Liberia Investment, Finance and Trade Project (LIFT-P)
Attn: Julius Y. Saye Keh-nel
Acting Project Coordinator
Insurance Building, 5th Street, Sinkor
Monrovia, Liberia
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Terms of Reference For

Consulting Services to Conduct Demand Assessment of the Monrovia Industrial Freezone for the Liberia Special Economic Zones Authority

Post Title: Firm for Zone Demand Assessment

Location of Post: Headquarters of the Liberia Special Economic Zone Authority (LSEZA), Monrovia, Liberia

Contract Duration: 4 months

Reporting Line: Executive Chairman of the LSEZA, through the LIFT PIU

Recruitment Type: Local and International

Type of Contract Firm Selection

1. BACKGROUND

The Government of Liberia has established the Liberia Special Economic Zone Authority (LSEZA) and appointed its Executive Chairman and members of the Board of Directors, consistent with the 2017 Special Economic Zones Act. The LSEZA is mandated to designate and regulate special zones for economic activities, including guiding the activities of zones and industrial parks. As part of its activities for 2025, the Authority has identified the development and improvement of the Monrovia Free Zone to attract investments that will create jobs and increase revenue for the Government. The first step to this is to conduct demand assessment of the Free Zone.

To support private sector development, the Government is determined to continue with the implementation of its new spatial strategy to accelerate large and potentially transformative private sector investments. This approach is focused on new growth corridors, industrial parks, and special economic zones, which will allow for better coordination within government and with the private sector. Liberia's investment climate presents both opportunities and challenges. The country has significant natural resources, including mining, agriculture, and forestry, which offer potential for investment. Liberia economic growth has been driven by mining, construction, and service industries; an opportunity which has pressured the government to prioritize and promote private sector development as the lynchpin for job creation and economic growth.

All of these efforts will require building an enabling environment for a robust investment climate. The Liberia Investment, Finance and Trade Project (LIFT-P) was launched with funding from the Government of Liberia and the World Bank to address these challenges such as weak investment climate that limits investments and trade; limited SME access to markets and finance with the aim to improve the investment climate, expand sustainable access to finance, and increase the efficiency of trade in Liberia.

With support from the LIFT Project, implemented by the Ministry of Commerce and Industry, the LSEZA is seeking to hire the services of a consulting firm with experience in zones demand assessment to conduct an assessment of the Monrovia Freezone. The Freezone is about 93.8 acres in size and is located adjacent the Freeport of Monrovia.

2. ACTIVITY DESCRIPTION

The Liberia Special Economic Zones Authority (LSEZA), is seeking a qualified firm to carry out a comprehensive demand assessment of the Monrovia Freezone for private sector development activities and investment attraction. The demand assessment must align with Liberia's national development plan, the LSEZA Act and policies, the EPA regulations and international best practices, ensuring environmental sustainability, and social inclusivity. The firm will be required to assess the demand for industrial activities while prioritizing sectors with low environmental impact and high social benefits.

3. OBJECTIVES

This assessment aims to bridge the gap between existing supply and actual market demand by identifying key deficiencies in services, products, and infrastructure. Through stakeholder engagement and data-driven insights, it will provide actionable recommendations to enhance the market contestability, service quality, availability, and responsiveness. The findings will support strategic policy decisions, infrastructure development, and investment opportunities, particularly in industrial zones, ensuring that services align with user expectations and contribute to sustainable economic growth.

The objectives of the assignment are to:

5. Determine the existing gaps between the current supply (e.g., services, products, infrastructure, industrial land) and the actual demand of the target population.
6. Identify and engage industries with high market demands suitable for the Free Zone and other stakeholders (e.g., communities, businesses, government, etc) to clarify their priorities, and preferences.
7. Provide a framework to improve the quality, availability, and efficiency of services/products to align with user expectations and increase market contestability. The

framework shall include policy incentives for sustainable zone operations, including environmental and social safeguard incentives for zone planning, ensuring compliance with Liberian laws and best international standards.

8. Provide data-driven insights to guide policy-making, program initiatives, and export-oriented investments that offer opportunities and job creation in industrial and free zones

4. SCOPE OF ASSIGNMENT

By leveraging evidence-based insights, the study will support the development of a framework that enhances the quality, availability, and responsiveness of services and products while positioning the Freezone as an attractive investment destination with sectors having low environmental impact and high social benefits. The outcomes will serve as a foundation for effective decision-making, guiding policies, programmes, and investments to drive economic transformation and long-term sustainability.

1. **Gap Analysis:** Assess and identify existing disparities between the current supply of services, products, and infrastructure and the actual demand of the target population, including revenue sharing modality based on international best practice. This includes evaluating accessibility, quality, and efficiency issues that may hinder economic or industrial growth.
2. **Stakeholder Engagement:** Conduct consultations with key stakeholders, including potential consumers, local communities, businesses, potential investors and government entities, to understand their priorities, preferences, and challenges. This process will ensure that recommendations are aligned with real-world needs and expectations.
3. **Service and Product Enhancement Framework:** Develop a structured approach to enhance the quality, availability, and responsiveness of services and products. This framework should outline practical strategies to improve efficiency, address gaps, and align offerings with user expectations, as well as environmental and social proposals for sustainable zone operations.
4. **Data-Driven Policy and Investment Guidance:** Generate actionable insights based on quantitative and qualitative data to inform policy decisions, program initiatives, and strategic investments. These insights should focus on maximizing opportunities in industrial zones and fostering sustainable economic development.

5. DEMAND ASSESSMENT

The demand assessment will provide data-driven insights to guide the design, implementation, and management of the Freezone. It will ensure that the Freezone is economically viable, market-responsive, and globally competitive, fostering industrial growth, job creation, and sustainable investment inflows. The findings will serve as a blueprint for government agencies, investors, and development partners in establishing successful and high-impact SEZs in Liberia.

The demand assessment service shall cover the economic potential and viability of transforming the Freezone to attract private sector developers and investors. This will assess the economic viability of the proposed zone by analyzing several key factors:

- a) Market Demand Analysis-this involves assessing the current and future demand for industrial, commercial, and logistical activities within the zone. The analysis will consider regional and global market trends, trade flows, and the competitive landscape of similar SEZs in sub-Saharan Africa.
- b) Sectoral Analysis-the assessment will identify high-potential sectors that align with Liberia's economic priorities and global market opportunities, while prioritizing sectors with low environmental impact and high social benefits.
- c) Economic Impact Assessment-the assessment will estimate the potential economic impact of the Freezone, including job creation, GDP contribution, and export growth. This will involve forecasting the economic multiplier effects of private sector investments in the Freezone and possible revenue sharing modality.
- d) Infrastructure and Resource Assessment-the assessment will evaluate the existing infrastructure (e.g., power, water, transportation) and identify gaps that need to be addressed to make the zone operational. It will also assess the availability of natural resources and labor in the vicinity of the zone.
- e) Financial Viability-the assessment will include a cost-benefit analysis to determine the financial viability of developing and operating the zone. This will involve estimating development costs, operational expenses, and potential revenue streams from leasing, taxes, and fees.

5.1. Demand Assessment Methodology

The assessment is expected to include desk review, field and environmental site visits, stakeholder workshops, and demand modeling. However, the firm shall propose the assessment methodology, justifying the reason for adopting it. The assessment is required to be supported by appropriate documentation setting out the underlying methodology, process, and evidence used to produce the valuation. This needs to be referenced back to the underlying accounting standards and best practices and demonstrate full compliance with all aspects of the prescribed requirements.

Assumptions and calculation basis shall be communicated with LSEZA's management and shall be clearly defined in the report and valuation model.

○ 5.2. The final Assessment Report

The final assessment report shall include the following but not limited to:

- a) The signed original report setting out the process results, limitations, qualifications of the valuer, valuation certificate, summary data, etc.;
- b) Assessment shall be based on the open market values as of the date the final report is submitted;
- c) Assessment shall be in line with requirements of international best practice and consistent with Liberian Laws;
- d) Detailed statistics of the Zone land and similar land in the same locality;
- e) Methodology (Detailed workings on the derived values) used for purposes of verification of the reported figures for audit purposes;
- f) The Assessment report should also be provided in PDF/ Word/Excel format listing each component, underlying assumptions, and results with hyperlinked photographs, GIS coordinates, etc. where appropriate. The ability for LSEZA to access the electronic data and use it to upload to other systems is critical.

6. PROVIDE TRAINING TO LSEZA STAFF

The objective of the demand assessment shall be to provide the fundamentals of each approach for demand, together with limitations and caveats on the use of each, as well as extended examples of the application of each. The trainings will focus on equipping the Liberia Special Economic Zones Authority (LSEZA) staff with the necessary skills and knowledge to effectively manage, promote, and sustain the SEZs. The training should be comprehensive, practical, and tailored to the specific needs of the LSEZA, ensuring that staff are well prepared to handle the complexities of SEZ development and management. The training objective is to provide LSEZA staff with a clear understanding of the principles and methodologies used in demand assessment for SEZs and will cover among other topics to be proposed by the firm:

- Overview of demand assessment techniques and tools.
- Data collection methods (primary and secondary data).
- Economic modeling and forecasting techniques.
- Best practices in SEZ development from international case studies.
- Developing a value proposition for each SEZ.
- Marketing and promotional strategies for SEZs.
- Investor outreach and engagement techniques.
- Designing and implementing incentive frameworks (e.g., tax breaks, customs exemptions).
- Building investor confidence through transparency and good governance.
- Cost-benefit analysis for SEZ projects.

- Revenue generation models (e.g., leasing, taxes, fees).
- Financial feasibility studies and investment appraisal.
- Economic impact assessment (e.g., job creation, GDP contribution).
- Addressing gender gaps in access to finance and business opportunities.
- Reporting frameworks for SEZ performance.
- Stakeholder mapping and engagement strategies, etc.
- **Delivery Mode:** The training should be delivered through a combination of workshops, seminars, online courses, and on-the-job training.
- **Duration:** The training program should be spread over the 4-month consultancy period, with regular sessions to ensure continuous learning.
- **Materials:** Training materials should include manuals, case studies, templates, and digital resources for future reference.

These trainings are supposed to be provided by the consulting firm that will ensure that LSEZA staff are well equipped to manage the Freezone effectively, attract investors, and contribute to Liberia's economic growth and development

7. TEAM EXPERTISE

7.1. Firm Experience

The firm should be able to demonstrate extensive experience and successful delivery of measurable zones demand assessments in sub-Saharan Africa working with both public and private sector stakeholders. The firm selected for this assignment should have at least Ten (10) years of relevant experience in demand assessment.

Proposals shall include a resume detailing relevant academic qualifications and expertise for all team members and their relationship with the bidder including sub-contractors. Where sub-contractors are used, your quotation should clearly identify that part of the project to be undertaken by the sub-contractors. The bidder should identify the team leader and who among them shall deputize in the team leader's absence.

- a) A brief history of the firm including a copy of an organization chart showing each team member proposed by the bidder.
- b) Details of similar assignments undertaken during the last five (5) years. For each assignment presented, the bidder must, where possible, identify the client involved and provide a brief description of the services delivered to the client.
- c) Provide the name, phone number, and email address of the client responsible for the engagement. Please note that these persons may be contacted by LSEZA for references.
- d) A summary profile and CVs of the staff, who will be involved in the assignment.

7.2. Key Expert Positions and Required Experience

Expert/Position	Required Skills
SEZ Economist	<ul style="list-style-type: none"> i. Minimum 5 years of experience in special economic zone (SEZ) development, economic planning, and policy advisory. ii. Expertise in economic modeling, feasibility studies, and investment strategies related to SEZs. iii. Proven track record in conducting demand assessments, economic impact evaluations, and financial sustainability analyses for industrial zones. iv. Strong knowledge of trade, taxation policies, and incentive frameworks for SEZs. v. Experience in training is an added advantage.
Infrastructure Specialist	<ul style="list-style-type: none"> i. Extensive expertise in industrial infrastructure planning, design, and development. ii. Experience in zoning regulations, land-use planning, and urban development related to economic zones. iii. Strong background in public-private infrastructure partnerships (PPPs) for SEZs. iv. Knowledge of utility planning (electricity, water, roads, waste management) and logistics optimization within industrial parks. v. Experience in training is an added advantage.
Investment Specialist	<ul style="list-style-type: none"> i. Strong background in foreign direct investment (FDI) attraction, business development, and investor relations. ii. Experience in market positioning, competitive benchmarking, and business climate analysis to attract SEZ investors. iii. Proven ability to structure investment frameworks, financial incentives, and economic policy recommendations for SEZ development. iv. Strong connections with global trade and investment networks. v. Experience in training is an added advantage.
Environmental and social Specialist	<ul style="list-style-type: none"> i. Experience in environmental and social impact assessment ii. Expertise in geographic information systems (GIS), remote sensing, and spatial analysis for SEZ planning. iii. Proficiency in using GIS tools (ArcGIS, QGIS) to assess land use, topography, and infrastructure suitability for SEZs. iv. Experience in mapping industrial zones, conducting geospatial feasibility studies, and integrating spatial data into economic planning.

	<ul style="list-style-type: none">v. Strong analytical skills to provide data-driven insights for land development, zoning, and environmental impact assessment.vi. Experience is training is an added advantage.
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8. KEY DELIVERABLES

Demand Assessment of a Zone for the Liberia Special Economic Zones Authority (LSEZA) outlines essential deliverables that the consulting firm is expected to provide. These deliverables are critical to ensuring the successful completion of the demand assessment and the achievement of the project's objectives. They include the following:

Deliverables			
Essential Deliverable Focus	Description	Timeline	Percentage of Payment
Inception Report	A detailed work plan, methodology, and timeline for executing the demand assessment.	Two Weeks after the signing of contract	10%
Stakeholder Engagement and training update Reports	<ul style="list-style-type: none"> -Summary of consultations with key stakeholders, including government agencies, private sector actors, and potential investors. - Capacity building training for LSEZA staff members 	Two Months, two weeks after the clearance of inception report	50%
Market Demand Analysis and training Update Reports	Evaluation of sectoral opportunities, trade trends, and investment potential for the proposed SEZs.		
Economic Viability and training update reports	Assessment of economic feasibility, projected revenues and revenue sharing modality approach, job creation, and long-term sustainability of SEZ development.		
Infrastructure and Location Suitability Report	Analysis of site selection, infrastructure needs, and logistical considerations for SEZ success.		
Policy and Regulatory Framework Analysis	Review of existing SEZ policies, investment incentives, and governance structures, with recommendations for improvements.		
SWOT and Competitive Analysis	Identification of Strengths, Weaknesses, Opportunities, and Threats for the proposed SEZs, with benchmarking against regional competitors.		

Risk Assessment and Mitigation Strategy and training update reports	Identification of potential risks, including economic, political, and environmental challenges, and recommended mitigation measures. Capacity building for LSEZA staff members		
Draft Final Report and Validation	Compilation of findings, recommendations, and proposed roadmap for SEZ implementation, subject to stakeholder review and validation	Two weeks after the clearance of deliverable 2	20%
Final Report and Presentation	Submission of the final validated report, including a formal presentation to LSEZA and key stakeholders. Final training for the staff	Two Weeks after the clearance of deliverable 3	20%

9. APPROACH, REPORTING LINE AND IMPLEMENTATION ARRANGEMENTS

The consulting firm will execute the assignment and will be monitored by LSEZA's focal person and the LIFT-P's Project Implementation Unit, as the implementing body for the Liberia Investment, Finance, and Trade Project, LIFT-P will play a key coordinating and leadership role in ensuring that the consulting firm delivers as per the agreement. In addition, the service firm will work closely with the Liberia Special Economic Zone Authority or its focal person to deliver on this assignment.

10. DURATION OF CONSULTANCY

The assignment will be conducted over a period of six (4) months, commencing from the date of contract signing. During this period, the consulting firm will undertake a comprehensive demand assessment, including data collection, stakeholder engagement, analysis, and reporting. The timeline is structured to ensure that each phase of the assessment is executed systematically, allowing sufficient time for consultations, data validation, and formulation of evidence-based recommendations.

The consulting firm will be required to adhere to the agreed-upon project milestones, including the submission of inception, interim, and final reports within the stipulated timeframe. Regular progress updates will be provided to the Liberia Special Economic Zones Authority (LSEZA) to ensure transparency, alignment with project objectives, and timely resolution of any challenges encountered during the assessment. The final report, inclusive of all key findings, recommendations, and strategic investment insights, must be submitted for review and approval before the completion of the assignment.

The firm will provide regular progress updates to the Liberia Special Economic Zone Authority through its Executive Chairman to ensure work is delivered on schedule and with the expected quality. All written reports are to be discussed in full of the workgroup, and this should be reflected within the final version of the information being written. After the project, the consulting firm will submit a final report, subject to full approval, from the LSEZA, regarding the document acceptance and disagreements.