



## 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.:** I5809P

**Date:** July 11, 2025

**Assignment Title:** Recruitment of a Firm to Organize and Establish New Collaborative Management Associations (CMAs) and to Strengthen Existing CMAs in Selected Coastal Communities in Liberia

**Reference No.:** NAFAA/IFSSP/QCBS/011/2025

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 facilitate the establishment and organization of new Collaborative Management Associations (CMAs) and the strengthening of existing CMAs in selected coastal communities in Liberia.

NaFAA, through the LIFSS Project, is soliciting the services of a qualified Consulting Firm or Consultant Consortia to facilitate the establishment of new CMAs and the strengthening of existing CMAs in selected coastal counties in Liberia. The establishment of the CMAs is in accordance with Section 3.2 of the 2019 Fisheries and Aquaculture Development Law of Liberia providing a platform to effectively organize, control and manage fisheries in a sustainable manner. To date, NaFAA has established 8 CMAs in six of the 9 coastal counties [Grand Cape Mount (3), Margibi (1), Grand Bassa (1), Grand Kru (2), Montserrado and Bomi (1)]. These CMAs have helped NaFAA in the fight against IUU fishing through community MCS, collecting registration and license fees, and has created a sense of ownership and responsibility for the communities in the governance of the fisheries sector. The decision to establish additional CMAs and to further strengthen the existing ones underscores the government's commitment to a participatory approach in fisheries management, acknowledging that the long-term health and productivity of the sector are intrinsically linked to the active engagement of local communities.

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 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:

- Demonstrable experience in community mobilization, stakeholder engagement, and participatory development processes, preferably in the fisheries or natural resource management sector.
- Proven experience in facilitating the establishment and strengthening of community-based organizations or associations.
- Technical expertise in fisheries management, marine conservation, or related fields.
- Strong understanding of the socio-cultural context of coastal communities in Liberia.
- Excellent facilitation, communication, and reporting skills.
- Demonstrated financial and organizational capacity, supported by a team with relevant academic backgrounds.

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 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 Method (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, August 12, 2025 @ 4:00PM GMT

Liberia Integrated Fisheries Sector Strengthening Project (LIFSSP)  
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Terms of Reference

For

The establishment of

**Collaborative Management Associations (CMA) for Sustainable Fisheries in Liberia**

under the

Integrated Fisheries Sector Strengthening Project (IFSSP)

I5809P

June, 2025

## **I. Project Background:**

The Government of Liberia, through its National Fisheries and Aquaculture Authority (NaFAA), has successfully secured crucial financial support from the OPEC Fund for International Development. This funding has been specifically allocated to the Integrated Fisheries Sector Strengthening Project (IFSSP), a strategic initiative designed to promote comprehensive development within Liberia's fisheries and aquaculture sector. Recognizing the pivotal role of effective governance and community involvement, NaFAA has earmarked a portion of these resources to establish Collaborative Management Associations (CMAs) in accordance with Section 3.2 of the 2019 Fisheries and Aquaculture Management and Development Law. The objectives for creating these CMAs are to effectively organize, control, and manage fisheries in a sustainable manner through fisheries Co-management activities; eliminate destructive, illegal, and non-regulated fishing practices through effective enforcement of local fishing by-laws, national regulations, acts and policies; advocate, support and promote fisherfolks and further the development of sustainable Co-management activities for the improvement of the livelihood of the CMA members and fishing communities; strive to advance the development of the CMA fishing communities through capacity building, job creation and value addition; promote awareness in all fishing communities for compliance by fishers for the full implementation of the Co-management plans in accordance with the principles and objectives set out in the 2019 Fisheries Law and its implementing 2020 Regulations. To date, NaFAA has established 8 of CMAs in six of the 9 coastal counties (Grand Cape Mount (3), Margibi (1), Grand Bassa (1), Grand Kru (2), Montserrado and Bomi (1)). These CMAs have helped NaFAA in the fight against IUU fishing through community MCS, collecting registration and license fees, and the community now has a sense of ownership and responsibility in the governance of the fisheries sector. However, the Montserrado-Bomi CMA has been a disappointment, because number of fish landing sites (9), fishermen and fishmongers/ processors. This decision underscores the government's commitment to a participatory approach in fisheries management, acknowledging that the long-term health and productivity of the sector are intrinsically linked to the active engagement of local communities.

The overarching Project Development Objective (PDO) of the IFSSP is twofold: to significantly improve fisheries management practices across Liberia and to simultaneously enhance the livelihoods and incomes of both the national government and targeted beneficiary communities. The establishment of robust and functional CMAs is considered a cornerstone in achieving this objective. By empowering local communities to take a more direct role in the stewardship of their marine resources, the project aims to cultivate a sense of ownership and responsibility, ultimately leading to more sustainable fishing practices and a reduction in activities that undermine the sector's viability.

The fisheries project's core ambition to secure legal and sustainable fisheries hinges on empowering local communities through the creation and reinforcement of Collaborative

Management Associations (CMAs). These CMAs, underpinned by skilled and effective community engagements are envisioned as key entities in the governance landscape. Their responsibilities will encompass critical functions such as monitoring fishing activities, conducting surveillance to deter illegal practices, and promoting sustainable resource utilization. By fostering these community-led initiatives, the project directly addresses the urgent need to combat illegal, unreported, and unregulated (IUU) fishing, thereby paving the way for the long-term ecological and economic sustainability of Liberia's valuable fisheries resources.

## **2. Objective of this Consultancy:**

The primary objective of this consultancy is to engage a qualified firm/organization to facilitate the establishment and organization of new Collaborative Management Associations (CMAs), and support to existing CMAs in selected coastal communities in Liberia. This includes all necessary steps, from initial community engagement and sensitization to the formal establishment and initial operationalization of the CMAs.

## **3. Scope of Work:**

The selected firm/organization will be responsible for the following tasks:

- **Community Mobilization and Sensitization:**
  - Conduct initial consultations with relevant stakeholders, including target communities, local authorities, and existing fisheries organizations, to introduce the concept of CMAs and the project's objectives.
  - Organize and facilitate community meetings and workshops to promote awareness about sustainable fisheries management, the benefits of co-management, and the role of CMAs.
  - Identify key community leaders and potential CMA members.
- **Formation of CMAs:**
  - Set up two CMAs in Maryland County and their respective sub-committees
  - Adopt existing CMA constitutions and bylaws that clearly define their objectives, membership criteria, governance structures, roles and responsibilities, and operational procedures.
  - Provide technical support for the formal registration and legal recognition of the CMAs in accordance with relevant Liberian laws and regulations.
  - Identify key gaps and limits in the legal and regulatory framework in Liberia, to operationalize CMAs and co-management in general.
  - Assess the capacity of existing CMAs and identify key gaps and limits, and design a program to support and address these gaps and limits.
- **Capacity Building and Training:**
  - Develop and deliver tailored training programs to CMA members on key aspects of fisheries co-management, including:
    - Sustainable fishing practices.

- Fisheries regulations and monitoring.
- Basic organizational management and leadership skills.
- Financial management and record-keeping.
- Conflict resolution.
- Data collection and reporting using DASE App, Kobo Toolbox.
- Facilitating the adoption of the CMA Constitution and bye-laws
- Community Science activities
- Environmental and social safeguards (including gender aspects...)
- Develop training materials and manuals as needed.
- Develop a manual that will serve as the guiding instrument for the establishment of CMAs in Liberia.
- Development of Co-Management Plans:
  - Facilitate participatory processes to develop initial co-management plans for each established Territorial Use Right for Fisheries (TURF), outlining agreed-upon rules, regulations, and management measures for the designated CMAs.
- Establishment of Operational Mechanisms:
  - Assist CMAs in setting up basic operational structures, including meeting schedules, communication channels, and reporting mechanisms.
  - Support the initial implementation of monitoring and surveillance activities within the CMAs' designated areas.
- Reporting and Documentation:
  - Prepare and submit regular progress reports, including details of community engagement activities, CMA formation processes, training delivered, and co-management plans developed.
  - Produce a final comprehensive report documenting the entire process of establishing the CMAs, including lessons learned and recommendations for future support.

#### **4. Deliverables:**

The firm/organization is expected to deliver the following:

- Inception Report outlining the proposed methodology and work plan.
- Records of community consultations and sensitization workshops.
- Records of CMAs' electoral processes.
- Draft and final versions of CMA constitutions/by-laws.
- Training materials and reports on capacity-building activities.
- Initial co-management plans for each established CMA.
- Regular progress reports as agreed upon.
- A comprehensive final report.

## **5. Duration of the Consultancy:**

The duration of this consultancy is two years. . **Location of Work:**

The primary work location will be in selected coastal communities (9 landing sites) in Maryland County, Liberia. The firm/organization will be expected to have a presence or the ability to operate effectively in these locations.

## **7. Required Expertise and Qualifications of the firm/organization:**

The firm/organization should possess the following expertise and qualifications:

- Demonstrable experience in community mobilization, stakeholder engagement, and participatory development processes, preferably in the fisheries or natural resource management sector.
- Proven experience in facilitating the establishment and strengthening of community-based organizations or associations.
- Technical expertise in fisheries management, marine conservation, or related fields.
- Strong understanding of the socio-cultural context of coastal communities in Liberia.
- Excellent facilitation, communication, and reporting skills.
- A team with relevant academic backgrounds (e.g., social sciences, natural resource management, law).

### **Team Lead / Project Manager**

- **Qualifications:**
  - Master's degree or higher in International Development, Public Administration, Community Development, Organizational Development, or a related field.
  - A minimum of 5 years of experience in leading and managing complex community development or institutional strengthening projects, preferably in West Africa or Liberia.
  - Demonstrated experience in stakeholder engagement, conflict resolution, and consensus building in multi-cultural environments.
  - Strong leadership, project management (PMP certification preferred), and financial management skills.
  - Excellent written and oral communication skills in English, with experience in report writing and proposal development.
  - Proven ability to work effectively with government agencies, local communities, traditional leaders, and international donors.
  - Knowledge of Liberian governance structures and community dynamics, particularly in Maryland County.

### **Community Engagement & Mobilization Specialist**

- **Qualifications:**

- Master's degree in Sociology, Anthropology, Community Development, Social Work, or a related field.
- Minimum of 3 years of experience in designing and implementing community mobilization and engagement strategies, particularly for natural resource management or governance initiatives.
- Extensive experience working at the grassroots level in Liberia, with a deep understanding of local customs, traditions, and communication protocols in Maryland County.
- Demonstrated ability to facilitate participatory workshops, focus group discussions, and community meetings.
- Skills in conflict sensitivity and mediation to address potential disputes within communities.
- Experience in capacity building for community-based organizations.
- Fluency in local languages prevalent in Maryland County (e.g., Grebo, Kru) is a significant asset.

### **Organizational Development & Governance Specialist**

- **Qualifications:**

- Master's degree in organizational development, Public Policy, Business Administration, or a related field.
- minimum of 3 years of experience in establishing and strengthening community-based organizations, associations, or cooperatives.
- Expertise in developing organizational structures, bylaws, constitutions, and operational manuals for CMAs in a Liberian context (familiarity with the Liberian CMA framework is crucial).
- Experience in conducting institutional assessments and developing capacity-building plans.
- Strong understanding of good governance principles, transparency, accountability, and financial management for community entities.
- Ability to provide training and mentorship on leadership, management, and administrative procedures.

### **Monitoring, Evaluation, and Learning (MEL) Specialist**

- **Qualifications:**

- Master's degree in Statistics, Demography, Social Sciences, or a related field with a strong focus on MEL.
- Minimum of 3 years of experience in designing, implementing, and managing MEL systems for community-based development programs.
- Proficiency in developing logical frameworks, performance indicators, and data collection tools (both quantitative and qualitative).



- Experience in data analysis, report writing, and communicating findings to diverse stakeholders.
- Ability to train local staff and community members on basic data collection and monitoring techniques.
- Experience in conducting baseline assessments, mid-term reviews, and end-of-project evaluations.

## **Communication Officer**

- **Qualifications:**

- A degree or equivalent experience in communications, media, journalism, public relations or a similar field.
- Experience of working in a media/press team with excellent working knowledge of the media landscape in Liberia. Having existing contacts in the fisheries sector is an advantage.
- A track record of delivering projects with minimal supervision.
- Excellent verbal and written communication skills.

## **General Qualifications for All Key Staff:**

- **Cultural Sensitivity:** Demonstrated ability to work respectfully and effectively within diverse cultural contexts, particularly in rural Liberian communities.
- **Adaptability & Flexibility:** Willingness to adapt approaches based on community feedback and evolving circumstances on the ground.
- **Problem-solving:** Strong analytical and problem-solving skills to address challenges and identify innovative solutions.
- **Communication:** Excellent interpersonal, written, and oral communication skills, with the ability to convey complex information clearly and concisely to diverse audiences.
- **Teamwork:** Proven ability to work collaboratively within a multidisciplinary team.
- **Local Knowledge:** Specific knowledge of Maryland County, its geography, demographics, socio-economic conditions, and existing community structures.

## **8. Reporting Requirements:**

The firm/organization will report to the IFSSP Coordinator. Regular meetings and updates will be expected.

## **9. Procurement Method:** Quality and Cost Based Selection (QCBS)