MINISTRY OF AGRICULTURE, REPUBLIC OF LIBERIA

EJS Ministerial Complex, Congo Town
Monrovia, Liberia

REQUEST FOR EXPRESSION OF INTEREST (REOI)

Selection of a Private Operator to Operate and Manage One or More Agricultural Mechanization Service Centers under a Public–Private Partnership

Locations: Voinjama, Kolahun & Foya (Lofa) • Suakoko, Garmue Town & Fuamah (Bong) • Kpein, Gbedin & Tappita (Nimba) • Klay (Bomi) • Chinese Farm (Margibi) • Bentol (Montserrado)

Assignment Title: Selection of a Private Operator to Operate and Manage One or More Agricultural Mechanization Service Centers under a Public–Private Partnership.

REOI Reference No.: MOA/AMSC/OP/01/2026

Selection Method: Open Competitive Selection.

1. Background and Assignment

The Government of Liberia, through the Ministry of Agriculture, has established twelve (13) government-owned Agricultural Mechanization Service Centers (AMSC) in six high agriculture production clusters of Liberia. Each Center is equipped with a fleet of agricultural machineries – tractors and implements, combine harvesters, a skid-steer loaders, rice transplanters

, and power tillers. The Ministry of Agriculture is soliciting Public-Private Partnership (PPP) to manage the fleet of mechanization equipment in each of the clusters. The PPP arrangement involves profit sharing of 40-60 ratio between GOL and private partner respectively on agreed service fees. The Ministry is seeking competent private firms (the "Operator") to manage each under a management-and-operations arrangement. Ownership of the assets and the public mandate shall remain with the Ministry (the "Authority") at all times.

The Operator shall operate and maintain the Center(s), provides management and working capital, delivers a full crop-cycle mechanization service (land development, land preparation, crop establishment, harvesting, post-harvest and haulage), and is accountable for results. Remuneration is drawn from Center revenue through a fixed Revenue Waterfall under which a ring-fenced Revolving Fund for repairs and asset replacement is funded before any profit. The engagement runs for two (2) years, renewable by mutual consent, subject to performance. An Applicant may apply for a single Center or a cluster of two or three Centers. The full assignment, obligations, remuneration, and safeguards are set out in the Terms of Reference (ToR) and the Application Document, which can be obtained upon a written request.

2. The Twelve Centers

Center	County	Zone character
Voinjama	Lofa	Rice belt; major Lofa farming hub

Center	County	Zone character
Kolahun	Lofa	Rice belt; major Lofa farming hub
Foya (2)	Lofa	Rice belt; remote; begins without power tillers
Suakoko	Bong	Rice belt; CARI research hub; strong road access
Garmue Town (Panta District)	Bong	Zone character to be confirmed
Fuamah	Bong	Zone character to be confirmed
Kpein	Nimba	Rice belt; lowland and upland mix
Gbedin	Nimba	Zone character to be confirmed
Tappita	Nimba	Zone character to be confirmed
Chinese Farm	Margibi	Zone character to be confirmed
Bentol	Montserrado	Zone character to be confirmed
Klay	Bomi	Rice, cassava and oil palm; near Monrovia

3. Eligibility and Minimum Qualification

Interested Applicants must demonstrate the qualifications and experience required to operate an Agricultural Mechanization Service Center. The minimum requirements, detailed in the ToR and the Application Document, include:

(i) Be a legally registered firm, joint venture or consortium, eligible under the Public Procurement and Concessions Act and the Ministry of Agriculture requirements, and not subject to debarment, insolvency or disqualifying conflict of interest;

(ii) At least five (5) years' experience in agricultural mechanization, farm operations or equipment-fleet management, with at least one (1) similar assignment successfully implemented in the past five (5) years;

(iii) Demonstrated access to the committed Start-Up Capital and ownership of / committed access to the Operator Contributed Equipment stated in the tender documents, evidenced by audited accounts, bank statements or a confirmed credit facility;

(iv) Audited Financial Statements for the last three (3) years with an average liquidity ratio greater than 1.2, and evidence of tax compliance and good standing;

(v) Ability to field the key personnel required in the ToR (center management, workshop/mechanics, machine operators, booking/tracking, and finance staff); and

(vi) Acceptance of the three mandatory Operator commitments (Start-Up Capital, Operator Contributed Equipment and Guarantee Fee), the Revenue Waterfall, and the binding smallholder-access and equity safeguards.

4. Availability of Documents and Submission

The Terms of Reference and the Application Document, *which together set out the full requirements, obligations, evaluation criteria and quantified thresholds,* may be obtained from the address below during working hours or by email request. Expressions of Interest, prepared on the Application Document, must be submitted electronically to the email address below as two separate non-editable PDF files: one named “TECHNICAL PROPOSAL” (Section C, containing no financial figures) and one named “FINANCIAL PROPOSAL” (Section D), the Financial

Proposal file being password-protected, with the password provided only on request after the technical evaluation.

5. Clarifications may be requested no later than **11th September 2026 at 5:00 pm** Monrovia time; the Client will respond by **23rd September 2026**. Expressions of Interest must be received no later than **23rd September 2026 at 5:00 pm Monrovia time**. Late submissions will not be accepted.

1. **Mr. Galah Toto**

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Signed: Galah Toto – National Project Coordinator/ RETRAP

WORLD BANK/IFAD PROGRAM IMPLEMENTATION UNIT
MINISTRY OF AGRICULTURE, REPUBLIC OF LIBERIA
Rural Economic Transformation Project (RETRAP)
2nd Floor LIBSUCO Building Japan Freeway (Formerly Somalia Drive), Gardnersville – Monrovia, Liberia

APPLICATION DOCUMENT

For the Selection of a Private Operator to Operate and Manage

one or more Agricultural Mechanization Service Centers

under a Public–Private Partnership

Voinjama, Kolahun & Foya (Lofa) • Suakoko, Garmue Town & Fuamah (Bong) • Kpein, Gbedin & Tappita (Nimba) • Klay (Bomi) • Chinese Farm (Margibi) • Bentol (Montserrado)

To be completed and submitted by the Applicant

RFP / Reference No.	RETRAP/AMSC/OP/01/2026
Name of Applicant	
Center(s) applied for	
Date of submission	
Submission deadline	

This Application Document must be read together with the Terms of Reference and the Master PPP Agreement issued with this RFP.

Contents

Section A — Instructions to Applicants

A.1 Purpose of this document

The Government of Liberia, through the Ministry of Agriculture is soliciting Public-Private Partnership (PPP) to manage it fleet of mechanization equipment to be hosted in 13 agriculture clusters of the country. The PPP arrangement involves profit sharing of 40-60 ratio between GOL and private partner respectively on agreed service fees. This Application Document is the form on which a prospective Operator submits its Proposal to operate and manage one or more Agricultural Mechanization Service Centers under the Ministry of Agriculture / RETRAP National Mechanization Service Centers Programme. It is issued together with, and must be read with, the **Terms of Reference (TOR)** and the **Master Public–Private Partnership Agreement (PPP Agreement)**. Where this document and the PPP Agreement differ, the PPP Agreement governs the contractual relationship once signed.

Applicants complete every applicable part of this form, attach the supporting documents listed, and submit the result as their Proposal. The Proposal is submitted in **two separately sealed parts**: a **Technical Proposal** and a **Financial Proposal** — as set out below.

A.2 The engagement at a glance

Item	Description
Authority	Ministry of Agriculture of the Republic of Liberia
Type of engagement	Management & operations PPP (affermage / management-contract model); the Operator runs publicly owned Centers; the assets and public mandate remain with the Authority.
Centers	Thirteen government-owned Centers: Voinjama, Kolahun and Foya (2) (Lofa); Suakoko, Garmue Town (Panta District) and Fuamah (Bong); Kpein, Gbedin and Tappita (Nimba); Klay (Bomi); Chinese Farm (Margibi); Bentol (Montserrado). An Applicant may apply for one Center or a cluster of two or three.
Term	Two (2) years per engagement, renewable once by mutual consent, subject to performance.
Governing document	The successful Applicant signs the Master PPP Agreement; its accepted Proposal becomes Schedule 8 (Accepted Proposal).
Selection method	Open competitive selection

A.3 Mandatory commitments the Applicant must be able to meet

Three mandatory Operator commitments (PPP Agreement Clauses 7B, 7A, 12A)

Start-Up Capital — the Applicant must hold and commit a minimum amount of working capital to mobilize and operate the Center until its own revenue is sufficient. Access must be evidenced at tender stage and again before takeover of the fleet.

Operator Contributed Equipment — the Applicant must contribute its own machinery, adding to the public fleet, maintained and insured at the Applicant's cost.

Guarantee Fee — the Applicant must pay the Authority a periodic Guarantee Fee for the right to operate the public fleet, paid from the Operator's own share of revenue — never from the Revolving Fund.

In addition, the Applicant must accept the **Revenue Waterfall** (Operating costs → Revolving Fund → base management fee → Authority asset-use share → residual surplus), under which the **Revolving Fund is funded before any profit**, and must commit to the **smallholder-access and equity safeguards** as binding performance obligations.

A.4 How to complete and submit

1. Complete every Form in Sections C, D and E that applies to the Center(s) you are bidding for. Where a field does not apply, write "N/A" — do not leave it blank.
2. Compile all of Section C (Technical) and its attachments as one non-editable PDF file named "TECHNICAL PROPOSAL". This file must contain no financial figures.
3. Compile all of Section D (Financial) and its attachments as a separate non-editable PDF file named "FINANCIAL PROPOSAL", and password-protect that file.
4. Submit both PDF files together, by email to the address stated in the REOI, with the RFP reference number in the subject line. Do not send the password with the Proposal; the Authority will request the Financial Proposal password only from Applicants that pass the technical evaluation.
5. Sign every declaration in Section E. Proposals that are unsigned, that omit a mandatory attachment, or that fail a minimum eligibility requirement may be rejected.
6. Submit to the address, and by the date and time, stated in the covering invitation/REOI. Late submissions are not accepted.

Applicants are advised to attend any pre-bid meeting or site visit announced by the Authority, and to submit written questions by the deadline stated in the invitation. Responses will be shared with all Applicants.

A.5 Cluster applications

An Applicant applying for a cluster of two or three Centers must demonstrate financial, equipment and management capacity proportionate to the number of Centers. Each Center keeps its own accounts, banks its own revenue, has its own ring-fenced Revolving Fund, and is measured against the smallholder quota and KPIs individually — performance may not be averaged across Centers.

A.6 Validity and cost

- Proposals must remain valid for [120] days from the submission deadline.
- The Applicant bears all costs of preparing and submitting its Proposal; the Authority is not liable for those costs.
- The Authority reserves the right to accept or reject any Proposal, and to annul the process, at any time before contract award, without incurring liability.

Section B — Eligibility and Minimum Qualification

These requirements are confirmed at the qualification stage. An Applicant that fails any minimum requirement will not proceed to technical evaluation. Complete the right-hand column and attach the stated evidence.

B.1 Eligibility requirements

Requirement	Met? (Yes/No)	Evidence attached (Annex ref.)
Legally registered firm, joint venture or consortium, eligible under the PPCA and RETRAP financing requirements		
Not subject to debarment, suspension, insolvency proceedings, or disqualifying conflict of interest under the PPCA		
Where a joint venture / consortium: a lead member is identified and the JV agreement is submitted		

B.2 Minimum qualification criteria

Criterion	Minimum requirement	Applicant's evidence (Annex ref.)
Agribusiness / mechanization experience	Demonstrated experience in agricultural mechanization, farm operations, equipment-fleet management or a closely related field — at least 5 years. This must include at least one (1) similar assignment successfully implemented in the past five (5) years.	
Financial capacity — Start-Up Capital	Demonstrated access to committed Start-Up Capital of not less than the minimum in the tender documents, evidenced by audited accounts, bank statements or a confirmed credit facility. Audited financial statements for the last three (3) years must show an average liquidity ratio above 1.2.	
Operator Contributed Equipment	Ownership of, or committed access to, machinery to be contributed to the fleet, of at least the minimum in the tender documents.	
Management & personnel capability	Qualified management and ability to field the key personnel in ToR Section 8 — management, mechanics, operators, booking and finance staff.	
Track record	Evidence of past performance — references or contracts — operating equipment or delivering services to farmers.	
Integrity & standing	Good standing, tax compliance, and no record of fraud, debarment or serious contract default.	

The quantified thresholds (Start-Up Capital, Operator Contributed Equipment, Revolving Fund %) are stated in the issued tender documents. An Applicant for a cluster must show capacity proportionate to the number of Centers.

SECTION C

TECHNICAL PROPOSAL FORMS

Seal in the envelope marked "TECHNICAL PROPOSAL". Corresponds to ToR Section 11.1.

Form C-1 — Applicant Identity and Legal Registration

Full legal name of Applicant	
Legal form (company / JV / consortium)	
Country & date of incorporation	
Business registration / TIN number	
Registered address	
Lead member (if JV/consortium)	
Other JV / consortium members	
Authorized contact person & title	
Telephone / email	
Center(s) applied for	

Attachments required: certificate of incorporation; business registration; tax clearance; for a JV/consortium, the executed joint-venture agreement naming the lead member. (List as Annexes in Form C-8.)

Form C-2 — Experience and Track Record

List relevant assignments demonstrating at least five years of experience in agricultural mechanization, farm operations, equipment-fleet management or service delivery to farmers. Add rows as needed.

Assignment / client	Scope and relevance	Period	Reference (name/contact)

Attachments: completion certificates, contracts or reference letters supporting the entries above.

Form C-3 — Operations and Maintenance Plan

Describe how you will operate and maintain the Center(s) applied for. Your response should address each item below. Attach a fuller narrative if needed (mark as Annex).

(a) Service delivery — how you will deliver the Core Services (land development, land preparation, crop establishment, harvesting, post-harvest, haulage)

(b) Seasonal planning and machine deployment across the service area (and across the cluster, if applicable)

(c) Maintenance regime — daily checks, preventive maintenance, workshop repairs, spare-parts inventory, and how you will prevent the breakdown-and-idleness cycle

(d) The Affiliated Private Fleet platform — how you will crowd in privately owned machines

(e) The tracking / management information system — how every booking, job, movement, maintenance event and payment will be recorded and location-verified

(f) Ancillary services and contract farming — how you will provide ancillary services (equipment hire, advisory and training, aggregation and market linkage) and facilitate contract farming within the ToR safeguards (no Revolving Fund money used in contract farming; export-market risk rests with a licensed off-taker)

Form C-4 — Staffing and Management Plan

Show how your proposed team meets, at minimum, the key personnel requirements in ToR Section 8 for the Center(s) applied for. Headcount must scale for a cluster; some senior roles may be shared, provided each Center has the on-site capacity it needs. Name the key personnel and attach CVs of the Center Manager and Workshop / Maintenance Supervisor (mandatory).

Functional role	No. proposed	Name (key personnel)	Qualification summary
Center / Operations Manager			
Operations / Field Supervisor			
Workshop / Maintenance Supervisor			
Mechanics / Technicians			
Equipment / Parts Storekeeper			
Tractor Operators			
Combine Harvester Operators			
Skid Steer & Transplanter Operators			
Booking & Tracking System Officer			
Accounts / Finance Officer			
Agronomist / Extension & Liaison Officer			

Approach to recruitment, training, health & safety, and succession

Attachments: CVs of the Center Manager and Workshop / Maintenance Supervisor for each Center applied for (mandatory).

Form C-5 — Operator Contributed Equipment

List the machinery you will contribute to the Center fleet under Clause 7A. This equipment remains your property, is maintained and insured at your cost, and is not an Asset of the Authority. It must meet at least the minimum stated in the tender documents.

Equipment / make-model	Qty	Owned / committed access	Condition & contribution to capacity

Total estimated value of contributed equipment (USD)	

Attachments: proof of ownership or committed access (titles, invoices, lease/commitment letters) — Annex E.

Form C-6 — Smallholder Access, Women and Youth

Describe how you will deliver the binding equity safeguards in ToR Section 7 / PPP Clause 8 as performance obligations. State the targets you commit to (at or above the minimums).

Safeguard	Minimum / indicative	Your committed level
Smallholder land-preparation quota (per season, per Center)	Indicatively 40%	
Women-farmer uptake target	Target set by Operator	
Youth in training / employment	Target set by Operator	

(a) How you will meet the smallholder quota, including group/bloc bookings and (where relevant) power-tiller priority

(b) Itemized, transparent pricing and the farmer's right to book a single operation

(c) Women-farmer inclusion and the youth training / employment pathway

(d) Grievance channel and cooperation with the Oversight Committee

If applying for the Foya Center (which begins without power tillers), describe how you will operate the two-phase quota that steps up automatically to the standard level on commissioning of the power tillers.

Form C-7 — Evidence of Financial Capacity and Start-Up Capital

Demonstrate access to the committed Start-Up Capital required under Clause 7B. This is an eligibility requirement at tender stage and must be evidenced again before takeover of the fleet. The Revolving Fund may never substitute for the Applicant's working capital.

Committed Start-Up Capital (USD)	
Form of capital (cash / confirmed facility)	
Bank / financier	
Most recent audited turnover (USD)	
Number of years audited accounts attached	

Attachments (Annex F): audited accounts for the last [three] years; and, as proof of access to Start-Up Capital, any one of the following: bank statements, a confirmed credit-facility letter or a bank reference.

Form C-8 — Technical Proposal Attachment Checklist

Tick each attachment included and give its Annex reference.

Incl.	Attachment	Annex ref.
	Certificate of incorporation, business registration, tax clearance	
	Signed eligibility & integrity declaration (Form E-1)	
	Executed joint-venture / consortium agreement (if applicable)	
	CVs of Center Manager and Workshop / Maintenance Supervisor (per Center)	
	Operations & maintenance plan narrative (if separate)	
	Operator Contributed Equipment — proof of ownership / committed access	
	Audited accounts, bank statements, confirmed credit facility	
	Evidence of experience / references / completion certificates	
	Any other document required by the issued tender documents	

SECTION D
FINANCIAL PROPOSAL FORMS

Seal in the separate envelope marked "FINANCIAL PROPOSAL". Corresponds to ToR Section 11.2.

Form D-1 — Financial Offer

State your financial offer. Quantified commitments in the accepted Proposal become binding under the PPP Agreement (Schedule 8). Which figures are fixed minimums and which are bid is specified in the issued tender documents; bid figures must meet or exceed the stated minimum.

Item	Applicant's offer
Revolving Fund contribution (% of gross revenue) — at or above the minimum	
Proposed Operator base management fee (Waterfall Tier 3)	
Proposed residual surplus split (Operator % / Authority %)	
Guarantee Fee — confirmation you will meet the terms in the tender documents	
Start-Up Capital committed (USD)	
Operator Contributed Equipment committed (USD value)	

Form D-2 — Proposed Service Charter Rates

Propose itemized rates for the Center(s), built bottom-up at the baseline diesel price of US$6.55/gallon and operator wages of US$20.00/day. A farmer must be able to book any single operation. Add rows as needed.

Operation / service	Unit	Proposed rate (USD)
Plowing	per hectare	
Harrowing / rotovation	per hectare	
Puddling / leveling	per hectare	
Land development (brushing, destumping, bunds/canals)	per hectare / itemized	
Mechanized transplanting	per hectare	
Combine harvesting	per hectare	
Mechanized drying	per tonne	
Machine hire	per machine-hour	
Haulage	per trip / tonne-km	

Indicative reference figures from the tender documents: recurring per-season land preparation ~US$1,230/ha; plowing only ~US$360/ha; combine harvesting ~US$156/ha; machine hire ~US$33–63/machine-hour. Final rates are set per Center in the Service Charter.

Form D-3 — First-Year Cash-Flow Summary (per Center)

Provide a summary cash-flow demonstrating that your Start-Up Capital is sufficient to operate until the Center's own revenue carries it, and that the Revolving Fund accrues from first revenue. Attach the full model.

Line (per Center)	Q1	Q2	Q3	Q4
Projected gross revenue				
Operating costs (Tier 1)				
Revolving Fund contribution (Tier 2)				
Start-Up Capital drawn				
Closing cash position				

Attachment (Annex I, Financial): full per-Center cash-flow model and rate build-up.

SECTION E
DECLARATIONS AND SIGNATURE

Form E-1 — Eligibility, Integrity and Acceptance Declaration

The Applicant declares, by the signature below, that:

1. It is a legally registered entity eligible under the Public Procurement and Concessions Act and the RETRAP financing requirements, and the information in this Proposal is true and accurate;
2. It is not subject to debarment, suspension, insolvency proceedings, or any conflict of interest that would bar participation under the PPCA, and has no record of fraud or serious contract default;
3. It has read and understood the Terms of Reference and the Master PPP Agreement, and accepts that the PPP Agreement is the binding contract and governs where the two differ;
4. It accepts the Revenue Waterfall and confirms that the Revolving Fund is funded as a first-priority charge ahead of any profit;
5. It can meet the three mandatory Operator commitments — Start-Up Capital, Operator Contributed Equipment, and the Guarantee Fee — and will evidence Start-Up Capital before takeover of the fleet;
6. It accepts the smallholder-access and equity safeguards as binding performance obligations;
7. The quantified commitments in this Proposal are offered as binding and may be incorporated into the PPP Agreement as the Accepted Tender (Schedule 8);
8. This Proposal remains valid for 120 days from the submission deadline, and the signatory is duly authorized to bind the Applicant.

Name of signatory	
Title / position	
For and on behalf of (Applicant / Lead Member)	
Date	

Signature: ______________________________ Official stamp / seal:

Section F — How Proposals Will Be Evaluated

This section is provided so Applicants understand the basis of assessment. Evaluation proceeds in three stages. The detailed weightings are confirmed in the issued tender documents.

F.1 Stage 1 — Eligibility and qualification (pass/fail)

Each Proposal is checked against Section B. An Applicant failing any minimum requirement does not proceed to technical evaluation.

F.2 Stage 2 — Technical evaluation (scored)

Technical criterion	Indicative weight
Experience and track record (Form C-2)	[15]%
Operations & maintenance plan, incl. maintenance discipline and tracking (Form C-3)	[15]%
Staffing and key personnel (Form C-4)	[20]%
Operator Contributed Equipment (Form C-5)	[25]%
Smallholder access, women and youth (Form C-6)	[10]%
Financial capacity & Start-Up Capital evidence (Form C-7)	[15]%
Total technical	**100%**

A minimum technical score (70%) must be attained to be considered financially.

F.3 Stage 3 — Financial evaluation and combined score

The Financial Proposals of technically qualified Applicants are then assessed — looking at the Revolving Fund contribution offered, the modesty of the base management fee, the surplus split and Guarantee Fee terms in the Authority's favor, the affordability of proposed Service Charter rates, and the strength of committed Start-Up Capital and contributed equipment. The Authority combines the technical and financial assessments per the method in the tender documents to determine the successful Applicant, who is then invited to sign the Master PPP Agreement.

F.4 Award and contract

- The successful Applicant's Proposal becomes Schedule 8 (Accepted Proposal) of the PPP Agreement.
- Start-Up Capital and Operator Contributed Equipment must be evidenced before takeover of the fleet.
- The first twelve months of each Center are a probation period; performance governs eligibility for renewal.

Final reminder before you submit

Complete every applicable Form in Sections C, D and E. Mark non-applicable fields "N/A".

Seal the Technical Proposal (Section C) and the Financial Proposal (Section D) in separate envelopes.

Sign Form E-1. Attach all documents listed in Form C-8.
Submit to the stated address by the deadline. Late or unsigned Proposals may be rejected.