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WORLD BANK/IFAD PROGRAM IMPLEMENTATION UNIT
MINISTRY OF AGRICULTURE, REPUBLIC OF LIBERIA
Rural Economic Transformation Project (RETRAP)
1st Floor LIBSUCO Building Japan Freeway (Formerly Somalia Drive),
Gardnersville – Monrovia, Liberia

LOAN #: P175263; IDA: 69000

REQUEST FOR EXPRESSION OF INTEREST

(CONSULTING SERVICES – FIRMS SELECTION)

Assignment Title: Recruitment of a firm to Pilot the mentorship and incubation programs to enhance skills and employability of disadvantaged youth through self-initiated agribusiness activities

REOI Reference No: LR-PMU-MOA-531734-CS-QCBS

1. Background

The Government of Liberia, through the Ministry of Agriculture, is implementing the Rural Economic Transformation Project (RETRAP) with financing from the World Bank and Additional Financing (AF) to support agricultural value chains, including cassava, rubber, poultry, piggery, rice, and vegetables.

2. The Project Implementation Unit (PIU)/RETRAP of the Ministry of Agriculture 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.

3. **Scope of the Assignment:** The consulting services (“the Services”) include co-designing and managing the RETRAP Agro Incubator at the Tumutu Agriculture Training Center. The objective is to enhance the skills and employability of TVET youth by supporting up to 30 growth-ready enterprises through a 12-month program (6 months intensive bootcamp and 6 months coaching). The Firm will be responsible for curriculum design, screening 200 applicants to select 30 finalists, managing seed funding with a 50/50 gender focus, and linking ventures to investors. The assignment has a duration of 12 months.

4. The shortlisting criteria (Qualitative Assessment) are:

- a) **Core Business and Number of Years in Business:** The firm must have at least five (5) years of direct experience in designing and managing entrepreneurship incubation or business development programs.
- b) **Technical and Managerial Organization of the Firm:** Evidence of robust results-based management systems and a dedicated organizational structure.
- c) **Specific Experience:** Documented history of supporting women-owned, youth-led agro-enterprises and specific experience within the Technical and Vocational Education and Training (TVET) sector.
- d) **Experience in Similar Conditions:** Proven track record in donor-funded agricultural projects (World Bank preferred) and experience operating in Liberia or similar West African contexts.

Note: Key Experts will not be evaluated at the shortlisting stage.

5. 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," Seventh Edition, September 2025, setting forth the World Bank's policy on conflict of interest. In addition, please refer to paragraph 3.17 of the Procurement Regulations on unfair competitive advantage. The Regulations are available on the Bank's website at www.worldbank.org/procurement. A Consultant will be selected in accordance with the Quality and Cost-based Selection (QCBS) method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours (09:00 to 16:00 hours GMT).

6. Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by **May 26, 2026 @ 5:00 pm local time.**

The detailed Terms of Reference (TOR) for the assignment can be found at the following websites:

- a) [https://vacancies & Career Opportunities | Ministry of Agriculture \(www. moa.gov.lr\)](https://vacancies & Career Opportunities | Ministry of Agriculture (www. moa.gov.lr)) or directly requested via email from dkulah@moa.gov.lr

7. All expressions of interest **MUST** be submitted to the email address below:

Galah Toto

National Program Coordinator

Program Implementation Unit (PIU), Ministry of Agriculture

Rural Economic Transformation Project (RETRAP)

2nd Floor LIBSUCO Building, Japanese Freeway (Formerly Somalia Drive), Gardnersville –
Monrovia, Liberia

Tel +231-777576980

Email: retrapbids@moa.gov.lr with a copy to Email: gtoto@moa.gov.lr



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TERMS OF REFERENCE

RECRUITMENT OF A FIRM TO PILOT THE MENTORSHIP AND INCUBATION PROGRAMS TO ENHANCE SKILLS AND EMPLOYABILITY OF TVET YOUTH THROUGH SELF- INITIATED AGRIBUSINESS ACTIVITIES IN TUMUTU AGRICULTURE TRAINING CENTER

“RETRAP AGRO INCUBATOR - LIBERIA”

1.0 Introduction

The Government of Liberia, through the Ministry of Agriculture (MOA), is implementing the Rural Economic Transformation Project (RETRAP) with financing from the World Bank. RETRAP aims to increase the income of poor rural households through sustainable agricultural livelihood enhancements and improved rural access and marketing infrastructure services.

The project supports selected value chains including cassava, rubber, poultry, pig husbandry, and vegetables. With Additional Financing (AF), the project now includes rice, oil palm, and horticulture, and has expanded coverage to all 15 counties of Liberia over a five-year implementation period.

This ToR invites qualified Incubators or Business Development Firms to co-design, manage, and run the RETRAP Agro Incubator. The incubator will provide mentorship, technical assistance, and co-financing to innovative and impactful entrepreneurs, agricultural cooperatives, and MSMEs aligned with RETRAP value chains. The incubator will support up to 30 enterprises (including Agricultural Cooperatives) over the 12-month program, consisting of 6 months of intensive bootcamp followed by 6 months of coaching, with a focus on SDG alignment, gender inclusion, and sustainability.

2. Objective of the Assignment

The main objectives of this assignment are to:

- Design or have an incubation framework and curriculum aligned with RETRAP value chains and the Ministry of Youth TVET Sector intervention.
- Attract, screen, and select up to 200 high-potential TVET Entrepreneurs for the cohort.
- Deliver a 6-month intensive boot-camp plus 6 months of coaching to build growth-ready enterprises.
- Provide mentorship, technical assistance, and co-financing to support growth and operational improvements for 30 selected TVET Entrepreneurs in Tumutu Agricultural and Vocational Training Center.

- Facilitate and link ventures to investors, grants, and financial institutions through a Business linkages approach.
- Strengthen gender-inclusive entrepreneurship for female TVET Participants
- Ensure program sustainability through defined business metrics and participant/partner contributions.
- Align with MOA strategies to boost TVET Trained youth especially female participant's income, agricultural productivity, and market access.

3. Scope of the Assignment

The scope of services to be provided by the Firm includes, but is not limited to:

A. Incubation Program Design and Delivery

- Adapt existing or Co-design the program architecture, recruitment, and evaluation framework.
- Design a tailored curriculum for TVET related MSMEs and Cooperatives; define 6-month milestones for youth TVET Entrepreneurs with a female focus support mechanism.
- Co-deliver curriculum, workshops, and masterclasses (in-person and virtual) on campus with Tumutu TVET Students.

B. Application, Selection, and Cohort Management

- Create a transparent invitation/application process, eligibility criteria, and develop a participants database that is disability, age and gender disaggregated.
- Conduct semifinalist pitches and provide seed funding to 30 Youth with a 50/50 approach to gender.
- Co-manage day-to-day operations, including cohort intake, onboarding, and mentorship matching, ensuring gender balance aligned to TVET Skills sect at the Center.

C. Mentoring and Expert Networks

- Build a network of mentors and sector specialists; coordinate engagements.
- Offer advisory services (legal, IP, accounting, marketing, digital tools).

D. Access to Finance and Investor Readiness

- Deliver financial planning training and investor pitch readiness.
- Facilitate access to finance through investor networks, and grant opportunities, linking TVET Successful finalist to Banks.

E. Operational Tools, Monitoring, Evaluation, and Reporting

- Establish and operate a lightweight MIS; provide incubation tools, ensuring data privacy and ethical handling.
- Develop a results framework and track KPIs.
- Deliver quarterly reports to the Ministry of Youth and Sport with a copy to RETRAP Steering Committee, MOA, World Bank, and partners; conduct post-incubation follow-up.

F. Sustainability and Financial Model

- Embrace a business-oriented approach to ensure long-term sustainability.
- Implement metrics capturing participant contributions (e.g., # of youth receiving seed funding and opening real and promising businesses, number of such businesses attracting external financial support, own or family financing, bank loans, or external grants).
- Established Businesses have governance and legal mechanisms to manage their business and operate as a commercially viable initiative.

4. Expected Deliverables

- Produce or have a co-designed incubation program and curriculum that focuses on Youth Entrepreneurship in Liberia specific to the TVET Sector.
- Print and deliver training Manuals as part of onboarding materials for 200 Individuals with a TVET Sector tailored curriculum.
- Mentor network roster and engagement plan grouping Cohort participants into a group of ten for each Mentor.
- Support, guide, and train the Cohort to produce an investor readiness and funding facilitation plan (Business Plans for each of the 30 selected businesses).
- Conduct cohort-specific pitch decks and select winners based on approved metrics.
- Quarterly progress reports with analytics; end-of-program impact report.
- Knowledge products and training materials.
- Business proposals developed
- Documentation of RETRAP alignment in value-chain participation, SDG integration, Ministry of Youth and Sport and MOA reporting requirements.

5. Duration of the Assignment

The assignment duration is 12 months (covering the 4th RETRAP-aligned cohort cycle: 6 months bootcamp + 6 months coaching, with ongoing RETRAP reporting alignment). The start date will be determined in line with RETRAP schedules and donor timelines.

6. Minimum Qualifications and Experience of the Consultant (Firm)

- **Core Sector Experience:** At least **5 years** of direct experience in designing, implementing, and managing entrepreneurship incubation or business development programs specifically within the **Technical and Vocational Education and Training (TVET) sector**.
- **Target Group Expertise:** A documented history of successfully supporting **women-owned, youth-led, and inclusive agro-enterprises**, with verifiable projects conducted in collaboration with TVET institutions in Liberia.
- **Policy and Program Alignment:** Direct working knowledge of and experience applying the **Ministry of Youth and Sports TVET Sector roadmap** and activities aligned with the **Rural Economic Transformation and Agribusiness Project (RETRAP)** value chains.
- **Operational and Management Capacity:** Demonstrated ability to **co-design, deploy, and manage programs across multiple counties** concurrently, supported by a robust **Monitoring & Evaluation (M&E) framework** and proven **results-based management** systems.
- **Institutional and Ethical Standards:** Established internal policies and a proven track record demonstrating **strong integrity, transparency, and rigorous due diligence processes** in all operations.

- **Partnership and Compliance:** Familiarity with and ability to operate under **World Bank procurement and financial management guidelines**, with a demonstrated willingness and experience in forming collaborative partnerships with **Ministry of Youth and Sports, Ministry of Agriculture, and other RETRAP-implementing partners**.

Key Personnel Requirements: The Consulting Firm is required to propose a qualified core team. At a minimum, the firm must provide the following Key Experts whose credentials will be evaluated:

Key Expert 1: Team Leader / Program Manager

- **Education:** Bachelor's degree in Business Administration, Entrepreneurship, Agribusiness Management, International Development, Social Sciences or a related field.
- **Experience:** Minimum 8 years of progressive professional experience in designing, delivering, and managing business incubation or acceleration programs, preferably within the agricultural sector or rural development projects. Proven record of accomplishment in program design, strategic planning, team leadership, stakeholder engagement (government, donors, private sector), and ensuring overall program objectives are met.
- **Specific Skills:** Strong understanding of agricultural value chains, TVET sector MSME related development, and entrepreneurship ecosystems. Demonstrated ability to manage complex projects, oversee budgets, and ensure compliance with donor regulations (e.g., World Bank). Excellent leadership, communication, negotiation, and report writing skills.

Key Expert 2: Agri-Business & Investment Specialist

- **Education:** Bachelor's or Master's degree in Agribusiness, Agricultural Economics, Finance, Business Development, or a closely related field.
- **Experience:** Minimum 5 years of hands-on experience in providing business development services, financial advisory, or investment readiness support specifically to agricultural enterprises and cooperatives. Demonstrated experience in market analysis, value chain development, financial modeling, and preparing entrepreneurs for successful engagement with investors and financial institutions. Experience in managing or facilitating grants/co-financing mechanisms for MSMEs.
- **Specific Skills:** In-depth knowledge of agricultural production, processing, and marketing challenges in developing contexts. Proven ability to connect entrepreneurs with relevant financial resources and market linkages. Strong analytical skills for assessing business viability and growth potential.

Key Expert 3: Monitoring, Evaluation, & Safeguards Specialist

- **Education:** Bachelor's or Master's degree in Social Sciences, Development Studies, Project Management, Environmental Sciences, or a related field.
- **Experience:** Minimum 5 years of experience in designing and implementing robust Monitoring & Evaluation (M&E) systems, data collection, analysis, and reporting for development projects, particularly with a focus on entrepreneurship, agriculture, gender, and social inclusion. Experience with World Bank Environmental and Social Safeguard policies and procedures, as well as reporting on SDG alignment.
- **Specific Skills:** Proficiency in establishing and operating Management Information Systems (MIS), tracking Key Performance Indicators (KPIs), and conducting impact assessments. Demonstrated ability to ensure program integrity, conduct due diligence, and handle data ethically. Excellent report writing skills for donor and stakeholder reporting.

