



REPUBLIC OF LIBERIA

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**REQUEST FOR PROPOSAL /BID
FOR CONSULTING SERVICES FOR THE
DESIGN, SUPERVISION AND QUALITY
ASSURANCE SERVICES FOR THE
HEADQUARTERS OF THE LIBERIA
INTERBANK PAYMENT AND SETTLEMENT
SYSTEM (LIB-PSS) FOR THE CENTRAL BANK
OF LIBERIA**

RFP#: CBL/RFP/09/2026

**CENTRAL BANK OF LIBERIA
Lynch & Ashmun Streets
1000 Monrovia 10 Liberia**

**ISSUANCE DATE: APRIL 29, 2026
SUBMISSION DATE: JUNE 10, 2026**



CENTRAL BANK OF LIBERIA

Lynch & Ashmun Streets
1000 Monrovia 10, Liberia

REQUEST FOR PROPOSAL

Re: Letter of Invitation to Bid – For CONSULTING SERVICES FOR THE DESIGN, SUPERVISION, AND QUALITY ASSURANCE SERVICES FOR THE HEADQUARTERS OF THE LIBERIA INTERBANK PAYMENT AND SETTLEMENT SYSTEM (LIB-PSS) BUILDING FOR THE CENTRAL BANK OF LIBERIA

Dear Sir/Madam:

The Central Bank of Liberia (CBL) hereby intends to apply funds from its Fiscal Year 2026 budget toward **CONSULTING SERVICES FOR THE DESIGN, SUPERVISION, AND QUALITY ASSURANCE SERVICES FOR THE HEADQUARTERS OF THE LIBERIA INTERBANK PAYMENT AND SETTLEMENT SYSTEM (LIB-PSS) BUILDING FOR THE CENTRAL BANK OF LIBERIA UNDER (RFP NO.: CBL/RFP/09/2026).**

As part of the initiative to implement strategic reforms to modernize Liberia's national payment systems infrastructure, expand financial inclusion, and enhance resilience within the financial sector, the CBL intends to construct a purpose-built Head Office facility to house the Liberia Interbank Payment and Settlement System (LIB-PSS). The proposed facility will serve as a secure, climate resilient, and technologically advanced center for national payment and settlement operations.

The facility is expected to provide secure, ICT-enabled operational spaces for national payments processing, ensure operational independence supported by robust business continuity infrastructure, and incorporate modern, energy-efficient, climate-resilient, and sustainable building solutions.

The CBL now invites qualified, experienced, and reputable Consulting Firms from the shortlisted entities to submit Technical and Financial Proposals for the provision of comprehensive Owner's Engineer services for the construction of the facility, including but not limited to architectural and engineering design, integration of ICT and mission-critical systems, preparation of technical specifications and procurement support, project management, and full construction supervision and quality assurance to ensure the successful delivery of the LIB-PSS Head Office in accordance with international standards and best practices

Accordingly, interested eligible bidders may obtain further information from the General Support Services Department (GSSD), 7th floor, Central Bank of Liberia, Lynch & Ashmun Streets, 1000 Monrovia 10 Liberia.

Sealed Proposal must be delivered to the Procurement Section on the 7th floor of the CBL Head Office no later than **2:00 PM on Wednesday, June 10, 2026, in hard copies and electronically to procurement@cbl.org.lr** . Electronic submission should be protected by passwords. Late proposal will be rejected and returned unopened.

Signed: _____
Maakai A. Amblard
DIRECTOR
General Support Services Department
Central Bank of Liberia

Instructions to Bidders (ITB)**A. Introduction**

- 1. Scope of Bid**
- 1.1 The **Central Bank of Liberia** (hereinafter referred to as the Purchaser) wishes to receive bids toward the Consulting Services for the Design, Supervision, and Quality Assurance Services for the Headquarters of the Liberia Interbank Payment and Settlement System (Lib-PSS) Building for the Central Bank of Liberia (hereinafter referred to as the Service). A conceptual design is required in the bid documents.
- 1.2 All bids are to be completed and returned to the Purchaser in accordance with these Instructions to Bidder.
- 2. Source of Funds**
- 2.1 The Purchaser shall fund this procurement from its approved budget to pay for the contract (hereinafter referred to as the “**Contract**”) for which this Invitation for bid is issued toward the Consulting Services for the Design, Supervision, and Quality Assurance Services for the Headquarters of the Liberia Interbank Payment and Settlement System (Lib-PSS) Building for the Central Bank of Liberia.
- 2.2 Payments will be made only at the request of the Purchaser and upon approval by a designated official of the Central Bank of Liberia in accordance with terms and conditions of the contract agreement between the Purchaser and the Service provider (hereinafter referred to as the “**Contract**”) and will be subject in all respects to the Financial Administration of the Republic of Liberia. No party other than the Service provider shall derive any rights from the Contract or have any claims to the funds.
- 3. Eligible Bidders**
- 3.1 This Invitation for Bid is open to shortlisted eligible firms to submit Technical and Financial Proposals in response to this invitation.
- 3.2 State owned enterprises may participate only if they are legally and financially autonomous, operate under commercial law, and are not a dependent agency of the Purchaser.
- 4. Cost of Tender**
- 4.1 The Bidder shall bear all costs associated with the preparation and submission of its bid, and the Purchaser will, in no case, be responsible or liable for those costs, regardless of the conduct or outcome of the Bidding process.

B. THE BID DOCUMENTS

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| <p>5. Content of Tender Documents</p> | <p>5.1 The service required, bid procedures and contract terms are Prescribed in the Bid Documents. In addition to the Invitation for Bid, the Bid Documents include:</p> <ul style="list-style-type: none"> a. Instruction to Bidding (ITB). b. Bid Data Sheet. <p>5.2 The Bidder is expected to examine all instructions, forms, terms and specifications in the Bid Documents. Failure to furnish all information required by the Bid Documents or submission of a Bid not substantially responsive to the Bid Documents in every respect will be at the Bidder's risk and may result in the rejection of its Bid.</p> |
| <p>6. Clarification of Bid Documents</p> | <p>6.1 A prospective Bidder requiring any clarification of the bid Documents may request the Purchaser in writing at the Purchaser's address indicated in Bid Data Sheet. The purchaser will respond in writing or by email to any request for clarification of the bid documents which it receives no later than five (5) days prior to the deadline for the submission of Bid. The Purchaser's response (including an explanation of query without identifying the source of inquiry) will be sent in writing or email to all prospective bid, who have the bid Documents without mentioning the name of the particular prospective bidder making such inquiries.</p> |
| <p>7. Amendment of Bid Documents</p> | <p>7.1 At any time prior to the deadline for submission of Bid, the Purchasers may, for any reason, modify the Bid Documents by issuing Addendum.</p> <p>7.2 Any Addendum will be notified in writing to all prospective Bidders who have the bid Documents and shall be a part of the bid documents.</p> <p>7.3 Where the Purchaser issues the Addendum very close to deadline for submission of bid, the Purchaser may extend the deadline for submission of bid to afford prospective Bidders a reasonable time to take the Addendum into account in preparing their Bid.</p> |

C. PREPARATION OF BID

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| 8. Language of Bid | 8.1 The Bid prepared by the Bidder and all correspondences and supporting documents relating to the bid exchanged by the bidder and the Purchaser, shall be written in the English language. |
| 9. Bid Price | 9.1 The Bidder shall indicate on the appropriate Price Schedule the unit prices (where applicable) and total bid price of the service it proposes to deliver under the contract. |
| 10. Currency of Bid | 10.1 Prices shall be quoted in United States Dollars. |
| 11. Document Establishing Bidder's Eligibility and Qualifications | <p>11.1 Pursuant to Clause 10, the Bidder shall furnish, as part of its Bid, documents establishing the Bidder's eligibility to bid and its qualifications to perform the contract if its Bid is accepted.</p> <p>11.2 The documentary evidence of the Bidder's eligibility to bid shall establish to the Purchaser's satisfaction that the Bidder, at the time of submission of its bid, is from an eligible country.</p> <p>11.3 The documentary evidence of the Bidder's qualifications to perform the contract if its Bid is accepted shall establish to the Purchaser's satisfaction:</p> <ul style="list-style-type: none"> a. that the Bidder has the financial resources and technical capability necessary to perform the contract. b. that the bidder must obtain a score of 75% with all evaluators combined in the technical evaluation to qualify for the financial evaluation. c. that the Bidder must meet the qualifications specified in Bid Data Sheet. |

- 12. Bid Security** 12.1 The Bidder shall furnish as part of its bid, either a Bid Securing Declaration or a bid security as specified in the BDS, in original form and, in the case of a bid security, in the amount and currency specified in the BDS
- 13. Period of Validity of Bids** 13.1 Bids shall remain valid for the period as specified in the *bid Data* Sheet after the date of Tender opening prescribed by the Purchaser. A bid valid for a shorter period shall be rejected by the Purchaser as non-responsive.
- 13.2 In exceptional circumstances, the Purchaser may solicit the Bidders' consent to an extension of the period of bid validity. The request and the responses thereto shall be in writing or by email. The validity of Bid Security period shall also be suitably extended. A Bidder may refuse the request without forfeiting its Bid Security. A Bidder granting the request will not be required nor permitted to modify its bids.
- 14. Format and signing of Bids** 14.1 The Bidder shall prepare one original document comprising the bid and clearly marked "**ORIGINAL**". In addition, the Bidder shall submit Four (4) copies of the bid and clearly marked as "**COPIES**". In the event of discrepancy between them, the original shall prevail.
- 14.2 The original and copy of the bid shall be typed written and shall be signed by the Bidder or a person or persons duly authorized to sign on behalf of the Bidder. The letter of authorization shall be indicated by written power-of-attorney accompanying the bid. All pages of the bid, where entries or amendments have been made, shall be initialed by the person or persons signing the Tender.

D. SUBMISSION OF BIDS

- 15. Sealing and marking of bids** 15.1 The Bidder shall seal the original and the copy of the bids in two inner envelopes and an outer envelope, duly marking the inner envelopes as "Original" and "Copy".
- 15.2 The inner and outer envelopes shall:
- a. Be addressed to the Purchaser at the address given in the *Bid Data Sheet*:

- c. Provide a warning **“Not to Open Before”** the time and date for bid opening as specified in the *Bid Data Sheet*.

- 15.3 If the outer envelope is not sealed and marked as required the Purchaser will assume no responsibility for the bid misplacement or premature opening.

16. Deadline for Submission of Bids

- 16.1 Bid must be received by the Purchaser at the address and no later than the time and date specified in the *Bid Data Sheet*.
- 16.2 The Purchaser may, at their discretion, extend the deadline for the submission of bids by issuing an amendment, in which case, all rights and obligations of the Purchasers and Bidders previously subject to the original deadline will thereafter be subject to the deadline as extended.

17. Late Bids

- 17.1 Any Bid not received within the date and time specified in clause 20 of the RFP shall not be accepted and will be returned unopened.

18. Process to be Confidential

- 18.1 Information relating to the examination, clarification, evaluation, and comparison of bids and recommendations for the Award of Contract shall not be disclosed to any Bidder or any other person not officially concerned with bidding process until the Award to the successful Bidder has been announced.

19. Clarification of bids

- 19.1 To assist in the examination, evaluation, and comparison of Bids, the Purchaser may, at its discretion, ask any Bidder for clarification of its bids, including breakdowns of unit rates. The request for clarification and the response shall be in writing and no change in the price or substance of the Tender shall be sought, offered or permitted, except as required to confirm the correction of arithmetic errors discovered by the Purchaser in the evaluation of the bids.

20. Examination of Bids and Determination

- 20.1 The Purchaser will determine whether each Bid:
 - a. meets the eligibility criteria

**of
Responsiveness**

- b. has been properly signed.
- c. is accompanied by the required securities.
- d. is substantially responsive to the requirements of the Tender documents.

20.2 Arithmetical errors will be rectified on the following basis:

- i. If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Bidder does not accept the correction of the errors, its bids will be rejected, and its Bid Security may be forfeited,
- ii. If there is a discrepancy between words and figures, the amount in words may prevail.

20.3 Prior to the detailed evaluation, the Purchaser will determine the substantial responsiveness of each Bid to the Bid Documents. A substantially responsive Bid is one which conforms to all the terms and conditions of the bid Documents without material deviations. The Purchaser's determination of a Bidder's responsiveness is to be based on the contents of the bid itself. A material deviation or reservation is one:

- a. which affects in any substantial way the Scope, Quality, or Performance of the Contract.
- b. which limits in any substantial way, inconsistent with the bid documents, the Purchaser's rights, or the Bidder's obligations under the contract; or
- c. whose rectification would affect unfairly the competitive position of other Bidders presenting substantially responsive bids.

20.4 A bid determined as not substantially responsive will be rejected by the Purchaser and may not subsequently be made responsive by the Bidder by correction.

**21. Evaluation and
Comparison
of Bids**

21.1 The Purchaser will evaluate and compare only the Tenders determined to be substantially responsive.

- 21.2 The Purchaser's evaluation of a bids will be based on bid Price.
- 21.3 The Purchaser's evaluation of a bids will consider, in addition to the bid Price one or more of the following factors as specified in the *Bid Data Sheet*:
- e. Other specific criteria indicated in the *Bid Data Sheet* and/or in the Technical Specifications.

22. Contacting the Purchaser

- 22.1 No Bidder shall contact the Purchaser on any matter relating to its bid, from the time of the bid opening to the time the Contract is awarded. If the bidder wishes to bring additional information to the notice of the Purchaser, it should do so in writing.
- 22.2 Any effort by a Bidder to influence the Purchaser in the Purchaser's bid evaluation, bid comparison or contract award decisions may result in the rejection of the Bidder's bid

F. AWARD OF CONTRACT

23. Post qualification

- 23.1 In the absence of prequalification, the Purchaser will determine to its satisfaction whether the Bidder selected as having submitted the lowest evaluated responsive bid is qualified to satisfactorily perform the Contract.
- 23.2 The determination will consider the Bidder's financial, technical capabilities/ resources. It will be based upon an examination of the documentary evidence of the Bidder's qualifications submitted by the Bidder, as well as such other information as the Purchaser deems necessary and appropriate.
- 23.3 An affirmative determination will be a prerequisite for award of the Contract to the Bidder. A negative determination will result in rejection of the Bidder's bid, in which event the Purchaser will proceed to the next lowest evaluated bidder to make a similar determination of that Bidder's capabilities to perform satisfactorily.

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| 24. Award Criteria | 24.1 | Subject to Clause 26, the Purchaser will award the Contract to the successful Bidder whose bid has been determined to be substantially responsive and has been determined as the lowest-evaluated bidder, provided further that the Bidder is determined to be qualified to perform the Contract satisfactorily. |
| 25. Purchaser's Right to Vary Quantities at Time of Award | 25.1 | The Purchaser reserves the right at the time of award of Contract to increase or decrease by the percentage as specified in the <i>Bid Data Sheet</i> . |
| 26. Purchaser's Right to Accept Any Bid and to Reject Any or All bid | 26.1 | The Purchaser reserves the right to accept or reject any bid, and at any time prior to award of Contract, without thereby incurring any liability to the affected Bidder or Bidders or any obligation to inform the affected Bidder or Bidders of the grounds for the Purchaser's action. |
| 27. Notification of Award | 27.1 | The Bidder whose bid has been accepted will be notified of the award by the Purchaser prior to expiration of the bid validity period by to confirmed by a letter that its bid has been accepted. |
| | 27.2 | The notification of the award will constitute the formation of the Contract |
| | 27.3 | Upon the successful Bidder's furnishing of performance security, the Purchaser will promptly notify each unsuccessful Bidder and will discharge its Bid Security. |
| | 27.4 | The contract will incorporate all Agreements between the Purchaser and the Successful Bidder. |
| 28. Signing of Contract | 28.1 | At the same time as the Purchaser notifies the successful Bidder that its bid has been accepted, the Purchaser will call the successful Bidder to sign the Contract through Notification of Award. |
| | 28.2 | Within fourteen (14) days of receipt of the Notification of Award, the successful Bidder shall sign the Contract. |
| 29. Performance Security | 29.1 | Within 14 days of receipt of notification of award from the Purchaser, the successful Bidder shall furnish the performance security in accordance with the Conditions of Contract, in the Performance Security Form provided in the Bid Documents: denominated in the type and proportion of amount as specified in the Notification of award. The Performance Security provided by the successful Bidder |

shall be in the form of a Bank Guarantee issued by a reputable international Bank acceptable to the Purchaser.

- 29.2 Failure of the successful Bidder to comply with the requirement above requirement shall constitute sufficient grounds for the annulment of the award and forfeiture of the bid security in which event the Purchaser may make the award to the next lowest evaluated Tender or call for new bid.
- 29.3 The Performance Security provided by the successful bidder in the form of a Bank Guarantee as specified, shall be issued by a Bank in Liberia acceptable to the Purchaser.

30. Corrupt or Fraudulent Practices

- 30.1 The Central Bank of Liberia requires that Bidders under the contracts financed by the purchaser funds, observe the highest standard of ethics during the procurement and execution of Such contracts. In pursuance of this policy, the following terms shall be interpreted as indicated:
- a. “corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution; and
 - b. “fraudulent practice” means a misrepresentation of facts to influence a procurement process or the execution of a contract and includes collusive practice among Bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the benefits of free and open competition.
- 30.2 a. The Purchaser will reject a proposal for award if the purchaser determines that the Bidder recommended for award has engaged in corrupt or fraudulent practices in competing for the contract in question.

Bid Data Sheet

Commented [CR1]: Required Design should be mentioned in the Bid Data sheet as decided by the Committee

Introduction
Name of Purchaser: Central Bank of Liberia
The Source of Fundings: 2026 Budget
Name of Contract: CONSULTING SERVICES FOR THE DESIGN, SUPERVISION, AND QUALITY ASSURANCE FOR THE HEADQUARTERS OF THE LIBERIA INTERBANK PAYMENT AND SETTLEMENT SYSTEM (LIB-PSS) BUILDING FOR THE CENTRAL BANK OF LIBERIA
RFP: CBL/RFP/09/2026
Invitation for Bids is open to shortlisted eligible firms who can provide: 1. Conceptual Design 2. Company profile and evidence of relevant experience performing similar assignment. 3. Term of 4. Relevant professional registrations and certificates (engineering, architecture, project management). 5. Detailed and quality assurance methodology outlining the approach to verification and risk assessment. 6. Financial proposal, including estimated costs and payment terms. 7. Legal compliance certifications, including tax clearance and social security registration. 8. Article of Incorporation 9. Valid Business Registration 10. Valid Tax Clearance 11. Past performance records of previous and current customers, telephone numbers and email addresses 12. Audited financial statements for the last THREE (3) years (2022, 2023 & 2024) Bidders must ensure proposals address all aspects of the service scope outlined above.
For Clarification of Bid purposes only, the Purchaser's Address is Attention: Maakai A. Amblard Director General Support Services Department (GSSD) 7th floor Central Bank of Liberia Lynch & Ashmun Streets 1000 Monrovia 10 Liberia Email: procurement@cbl.org.lr

Purchaser can modify Bid documents before the Deadline for Submission of Bids by issuing Addenda.
Language of the Bid: ENGLISH
BID PRICE AND CURRENCY
The price quoted shall be in: United States Dollars (USD)
BID SECURITY
The bid security amount shall be: USD\$10,000
PREPARATION AND SUBMISSION OF BID
Evaluation AND QUALIFICATION REQUIREMENTS. i. Delivery Shall Be Scheduled Upon Request of Purchaser ii. Compliance Scope of Service. iii. Compliance as per specifications provided in bid documents submitted by bidder iv. It is not permissible to transfer this Bidding Document (BD) to any other company or vendor v. Article of Incorporation vi. Valid Business Registration vii. Valid Tax Clearance viii. Past performance records of previous and current customers, telephone number and email address ix. Audited financial statements for the last THREE (3) years (2022, 2023 & 2024)
Bid Validity Period: Sixty Days (60 days)
Number of Copies: One (1) Original and Four (4) Duplicate Copies BINDED
Address for Bid Submission: Maakai A. Amblard Director General Support Services Department (GSSD) 7th floor Central Bank of Liberia Lynch & Ashmun Streets 1000 Monrovia 10 Liberia Email: procurement@cbl.org.lr
Deadline for Bid submission: Date: Wednesday, June 10, 2026 Time: 2:00 PM Place: Central Bank of Liberia Bids shall be opened on the 7th floor (General Support Services Department) of the Central Bank of Liberia 5 minutes after the deadline for submission. Bidders shall submit the names and identities of their representatives to the bid opening no later than June 10, 2026.
BID EVALUATION

Commented [CR2]: There should be a score for the Design if required by the Committee.

Criteria for Bid evaluation shall be based on:

The evaluation of proposals shall be conducted using a **Quality and Cost-Based Selection (QCBS)** methodology. Proposals will be assessed based on both technical and financial criteria, with the following weightings:

i. **Specific experience of the Consultant (as a firm) relevant to the Assignment - 10 points**

ii.

i. **Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference - 30 points**

- a. **Technical Approach and Methodology - 15 points**
- b. **Work Plan - 10 points**
- c. **Organization & Staffing - 5 points**

(iii) **Key Experts' qualifications and competence for the Assignment - 60 points**

- a. **Position K-1: Team Leader/Project Director - 12 points**
- b. **Position K-2: Lead Architect - 10 points**
- c. **Position K-3: Structural Engineer - 8 points**
- d. **Position K-4: MEP Engineer - 7 points**
- e. **Position K-5: Construction / Site Supervision Engineer - 8 points**
- f. **Position K-6: Quality Assurance / Quality Control (QA/QC) Specialist - 8 points**
- g. **Position K-7: Security Systems Specialist (Physical & Cyber) - 7 points**

The number of points to be assigned to each of the key experts above positions should be determined considering the following three sub-criteria and relevant percentage weights:

1) **General qualifications (general education, training, and experience):**

.....10%

2) **Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments):**80%

3) **Key Experts' qualifications and competence for the Assignment: 10%**

Total weight: 100%

CONTRACT DURATION, PAYMENT TERMS AND AWARD

Commented [CR3]: 36 Months is adequate for Contracting of the Consultant, Bidding and contracting of the Constructing Firm, and the physical construction. However, If the Consultant will begin the design Process in consultation with the Committee after their award this process could take 48 Months for completion.

SCOPE OF SERVICE AND SUBMISSION INSTRUCTIONS

Terms of Reference

CONSULTING SERVICES FOR THE DESIGN, SUPERVISION, AND QUALITY ASSURANCE SERVICES FOR THE HEADQUARTERS OF THE LIBERIA INTERBANK PAYMENT AND SETTLEMENT SYSTEM (LIB-PSS) BUILDING FOR THE CENTRAL BANK OF LIBERIA UNDER (RFP NO.: CBL/RFP/08/2026)

Location of Assignment:	Central Bank of Liberia, Monrovia, Liberia
Duration of the Assignment:	A maximum of 36 months
Reporting Line:	LIB-PSS Building Committee
Procurement Method:	Quality and Cost Based Selection (Open International)
Type of Contract:	Lump Sum

Commented [CR4]: Only if the designs are included in the Bid.

I. GENERAL BACKGROUND

As part of the initiative to implement strategic reforms to modernize Liberia's national payment systems infrastructure, expand financial inclusion, and enhance resilience within the financial sector, the CBL intends to construct a purpose-built Head Office facility to house the Liberia Interbank Payment and Settlement System (LIB-PSS). The proposed facility will serve as a secure, climate resilient, and technologically advanced center for national payment and settlement operations.

The facility is expected to provide secure, ICT-enabled operational spaces for national payments processing, ensure operational independence supported by robust business continuity infrastructure, and incorporate modern, energy-efficient, climate-resilient, and sustainable building solutions.

II. OBJECTIVE OF THE ASSIGNMENT

The objective of this assignment is to engage a qualified and independent consulting firm to provide end-to-end design, project management support, procurement advisory, and construction supervision services to ensure the successful delivery of the Project in accordance with international best practices and applicable Liberian standards. The Consultant shall ensure that all architectural, structural, MEP, and ICT designs are fit-for-purpose, secure, and aligned with the operational requirements of the Central Bank of Liberia; support efficient and transparent procurement processes; oversee, under the direction of the CBL, construction to ensure quality, safety, and compliance; facilitate effective stakeholder coordination; and ensure proper testing, commissioning, and handover of a resilient, sustainable, and fully functional facility.

Commented [CR5]: How do we know what Architectural structure each invited Consultant that will be bidding will match our Objective of the Assignment that will be awarded.

III. SCOPE OF THE ASSIGNMENT

The selected Consultant shall provide the following services:

1. Stakeholder Engagement

The Consultant shall undertake structured stakeholder engagement throughout the design and construction supervision phases of the Project.

In this regard, the Consultant shall:

- Identify and map all relevant stakeholders, including the Client, end-user departments, regulatory authorities, and utility providers.
- Facilitate consultations, meetings, and workshops at key stages of the assignment, including design review and major construction milestones.
- Ensure that stakeholder inputs are captured and incorporated into the design review process, as appropriate.
- Coordinate stakeholder communication and manage feedback in a timely manner; and
- Document all engagements and reflect outcomes in the Consultant's progress reports.

Stakeholder engagement shall be continuous and aligned with the overall project implementation schedule.

Key deliverables

i. Stakeholder Mapping & Engagement Strategy (Inception Deliverable)

- Consolidated document including:
 - Stakeholder register (with influence/interest analysis)
 - Engagement approach by project phase
 - Communication protocols and escalation framework

ii. Stakeholder Engagement Tracker (Live Working Tool)

- A dynamic Excel-based tracker capturing:
 - Stakeholder inputs/issues
 - Decisions required
 - Responsible parties
 - Status (Open / Closed / Escalated)
 - Resolution timelines

iii. Stakeholder Consultation Outputs (Milestone-Based, Not Routine)

Instead of reporting every meeting:

Provide structured outputs ONLY at key milestones, such as:

- Design Review Workshops
- Design Freeze
- Pre-Tender Validation
- Mid-Construction Review
- Pre-Commissioning

Each output should include:

- Key issues raised
- Agreed resolutions
- Impact on scope/design

iv. Stakeholder Alignment & Sign-Off Certificates (Critical Deliverable)

- Formal documentation of approvals at key stages:
 - Design Approval
 - Construction Readiness
 - System Acceptance

v. Stakeholder Engagement Section within Monthly Progress Reports

- NOT a standalone report
- Integrated into overall reporting:
 - Key engagements undertaken
 - Critical issues
 - Escalations
 - Decisions pending

vi. Final Stakeholder Engagement Summary Report (Close-Out)

- Concise - not narrative-heavy:
 - Summary of engagements
 - Key challenges and resolutions
 - Lessons learned
 - Recommendations

All stakeholder engagement outputs shall be directly linked to project decision-making milestones, and no design or construction phase shall proceed without documented stakeholder validation and Client approval.

2. Design Services

- Development and finalization of architectural, structural, and Mechanical, Electrical & Plumbing (MEP) designs in accordance with international and Liberian regulations.
- Design and integration of ICT infrastructure and mission-critical systems to ensure secure and resilient payment processing operations.
- Incorporation of sustainability principles, including energy-efficient systems, green building practices, and climate-resilient features.
- Review and refinement of preliminary design concepts and functional requirements to align with CBL's operational needs and strategic objectives.

Key deliverables

i. Inception & Design Basis Report (Foundation Deliverable)

A **single consolidated document** that defines the entire design framework:

- Functional requirements (aligned with Central Bank of Liberia operations)
- Site analysis and constraints
- Applicable standards (international + Liberian)
- Design criteria for:
 - Architecture
 - Structural systems
 - MEP systems
 - ICT / data infrastructure
- Sustainability targets (quantified where possible)

This must serve as the reference baseline for all design work.

ii. Concept Design Package (with Options Analysis)

- Concept layouts and spatial planning
- High-level engineering approach
- ICT system architecture (logical + physical)
- Sustainability strategy (not just narrative)
- **At least 2 - 3 design options with:**
 - Cost implications
 - Operational efficiency
 - Risk considerations

iii. Developed Design Package (Integrated Design 60 - 70%)

- Coordinated architectural, structural, MEP, and ICT designs
- System layouts and preliminary sizing
- Integration of:
 - Power redundancy

- Cooling systems
 - Network infrastructure
- Updated cost estimates

Must demonstrate:

- Interdisciplinary coordination (clash avoidance)
- Alignment with operational workflows

iv. Detailed Design & Tender Documentation (Procurement-Ready)

This must include:

- Fully detailed drawings (Issued for Construction (IFC)-level readiness)
- Technical specifications
- Bills of Materials (BOMs)
- Equipment schedules (including ICT systems)
- Tender drawings and documents

Must be:

- Complete, unambiguous, and ready for contractor pricing

v. ICT & Mission-Critical Systems Design Package (Standalone but Integrated)

This should include:

- Data center design
- Network architecture
- Power backup (UPS, generators, redundancy tiers)
- Physical + logical security systems
- Integration with payment systems infrastructure

This should not be buried inside MEP.

vi. Sustainability & Resilience Design Report

- Energy modeling / efficiency measures
- Climate resilience features (flooding, heat, etc.)
- Lifecycle cost considerations
- Compliance with green building principles

Must include:

- Quantified benefits (not just narrative)

vii. Design Review & Value Engineering Report

- Documentation of:
 - Design optimization decisions
 - Cost-saving measures
 - Risk mitigation strategies

Ensures:

- Cost discipline
- Buildability

viii. Final Consolidated Design Report (Close-Out of Design Phase)

- Summary of all design outputs

- Final drawings index
- Design assumptions
- Implementation guidance for construction phase

All design deliverables shall be fully coordinated across disciplines, and the Consultant shall be responsible for resolving all design conflicts prior to submission of tender documentation. No incomplete or provisional designs shall be accepted for procurement purposes.

3. Project Management and Procurement Support

- Preparation of detailed cost estimates, Bills of Quantities (BOQs), and technical specifications.
- Development of complete tender documentation for construction works.
- Support during procurement, including bid evaluation and contract negotiation.
- Preparation of project schedules and implementation timelines.
- Risk assessment and mitigation planning.
- Coordination with stakeholders to ensure effective decision-making and issue resolution.

Key deliverables

i. Project Implementation Plan (PIP) - Inception Deliverable

A single consolidated control document including:

- Project execution strategy
- Governance structure (decision-making hierarchy)
- Roles and responsibilities
- Procurement strategy and packaging
- Master implementation schedule
- Reporting framework

ii. Integrated Cost Estimate & BOQ Package (Procurement-Linked)

- Detailed cost estimates (engineer's estimate)
- Bills of Quantities (BOQs) aligned with final design
- Cost breakdown by work packages

Must be:

- Fully consistent with design deliverables
- Ready for tendering

iii. Complete Tender Documentation Package

- Instructions to bidders
- Technical specifications
- Drawings (linked to design phase)
- Conditions of contract (aligned with CBL procurement standards and guidelines)
- Evaluation criteria

This must be a single procurement-ready package, not fragmented documents.

iv. Procurement Process Outputs (Decision-Based Deliverables)

Pre-Bid Clarification Report

- Consolidated responses to bidder queries
- Addenda (if required)

Bid Evaluation Report (BER)

- Technical evaluation
- Financial evaluation
- Combined scoring (QCBS or applicable method)
- Recommendation for award

Contract Award Recommendation Memo

- Final justification for selected contractor

Negotiation Report

- Key negotiated terms
- Final contract adjustments

v. Project Schedule & Progress Control Tools

This should include, at a minimum:

- Baseline project schedule (Gantt/CPM)
- Milestone tracking framework
- Critical path analysis
- Progress measurement methodology

vi. Risk Management Register (Live Control Tool)

- Identified risks (design, procurement, construction, ICT, etc.)
- Risk ratings (impact/probability)
- Mitigation measures
- Ownership and timelines
- Escalation triggers

This is expected to be continuously updated and tied to decision-making.

vii. Project Coordination & Decision Log

This should be a centralized governance tool capturing:

- Key decisions taken
- Pending decisions
- Responsible parties
- Deadlines
- Escalations

viii. Monthly Project Management Report (Integrated)

- Progress against schedule

- Procurement status
- Cost tracking (vs estimates)
- Key risks and issues
- Decisions required from Client

ix. Contract Management Framework (Pre-Construction Deliverable)

This should include:

- Contract administration procedures
- Payment certification process
- Variation/change control procedures
- Claims management approach

x. Project Close-Out & Procurement Summary Report

This should include at a minimum:

- Summary of procurement process
- Final contract values vs estimates
- Lessons learned
- Risks encountered and mitigations

All procurement and project management deliverables shall be structured to support transparent, auditable decision-making. No procurement stage shall proceed without submission and approval of the relevant evaluation and recommendation reports.

4. Construction Supervision and Quality Assurance

- Day-to-day supervision of construction activities to ensure compliance with approved designs, specifications, and timelines.
- Verification and certification of completed works and recommendation for contractor payments.
- Monitoring of environmental, health, and safety (EHS) compliance.
- Oversight of system testing, commissioning, and final handover.
- Post-construction monitoring during the defects liability period, including resolution of outstanding issues.

Key deliverables:

i. Construction Supervision Plan (Inception Deliverable)

A consolidated framework covering:

- Supervision methodology
- Roles and responsibilities (Engineer, Contractor, Client)
- Inspection and testing procedures
- Reporting structure
- Quality assurance approach

- EHS monitoring framework
- ii. Site Inspection & Quality Control Records (Ongoing - Structured, Not Narrative)**
 - Inspection reports tied to:
 - Work activities
 - Milestones
 - Material approvals and test results
 - Non-conformance reports (NCRs)
 - Corrective action tracking

This should be maintained as a structured QA/QC system, not just reports.

iii. Interim Payment Certificates (IPCs) & Valuation Reports

For each payment cycle:

- Measurement of completed works
- Verified quantities (linked to BOQs)
- Certification of payment amounts
- Supporting valuation report
- iv. Contractor Performance & Progress Reports (Monthly – Integrated)**
 - Progress against schedule (including critical path)
 - Quality performance
 - EHS compliance status
 - Key risks and issues
 - Delays and mitigation actions
- v. Environmental, Health & Safety (EHS) Compliance Reports (Action-Oriented)**
 - Compliance status against EHS plan
 - Incident reports (if any)
 - Corrective actions and enforcement measures
 - Escalations for non-compliance

Must include:

- Clear consequences and follow-up actions

vi. Variation Orders & Change Control Reports

- Documentation of:
 - Scope changes
 - Cost implications
 - Time impacts
- Formal recommendations for approval

vii. Testing & Commissioning Reports (Structured by System)

For all systems (especially ICT and mission-critical infrastructure):

- Testing procedures and protocols
- Results of system testing
- Deficiencies and corrective actions
- Certification of readiness

This must cover:

- Electrical systems
- MEP systems
- ICT / data infrastructure
- Security systems

viii. Substantial Completion & Handover Report (Milestone Deliverable)

- Confirmation of works completion
- Punch list (snag list) of outstanding items
- Certification of substantial completion
- Handover documentation

This must include:

- As-built drawings
- Operation & Maintenance (O&M) manuals

ix. Defects Liability Period (DLP) Monitoring Report (Ongoing + Final)

- Register of defects identified

- Status of rectification
- Contractor responsiveness
- Final clearance recommendation

x. Final Completion & Project Close-Out Report

- Confirmation of full completion
- Final account reconciliation
- Summary of variations
- Lessons learned
- Certification of final acceptance

IV. DURATION OF THE ASSIGNMENT AND THE LEVEL OF EFFORT

The duration of the assignment is expected to last up to 36 months. During this time, the Firm is expected to have key experts stationed in Liberia at every phase of the project to carry out key activities. The contract will span the duration of the assignment; nevertheless, evaluations of performance will be conducted at the culmination of each one (1) year cycle, with renewal contingent upon demonstrated performance.

V. FIRM'S ELIGIBILITY, QUALIFICATIONS, AND RELEVANT SKILLS AND QUALIFICATION OF KEY PERSONEL

Bidding Firms or consortiums must meet minimum eligibility and qualification criteria, including adequate financial resources to perform the contract or the ability to obtain them. Bidders must have significant experience in performing similar assignments and propose a team of well experienced professionals. Bidders must describe the competencies, roles, and responsibilities of the proposed team members, including CVs for the proposed team members.

The detailed staff deployment schedule should show the planned engagement of each proposed team at each stage of the project implementation both on-site and remotely. To ensure success of implementation, it is required that bidders indicate the technical staff that will be stationed full time at CBL to manage the program and guide CBL Building Committee through the engagement with vendors and contractors.

A. FIRM'S MINIMUM ELIGIBILITY CRITERIA

1. **Legal Status:** Bidder is a legally registered entity.
2. **Eligibility:** Bidder is not suspended, nor debarred, nor otherwise identified as ineligible by the CBL, any UN Organization or any other international Organizations.
3. **Conflict of Interest:** No conflicts of interest in accordance with acceptable Liberian and other international bodies business practices, laws, regulations, and directives.
4. **Bankruptcy:** Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or legal action pending against the vendor that could

impair its operations in the foreseeable future.

B. FIRM'S QUALIFICATION AND KEY PERSONNEL

Previous Experience

5. The Firm must be a legal entity that has been operating for a minimum of 10 years and must have experience with a minimum of five (5) contracts of similar value, nature and complexity implemented over the past years. This shall be referenced in the technical proposal and shall be subjected to reference checks by CBL. For Joint Ventures, Consortiums or Associations, all parties (Firms) shall separately meet these requirements.

Management Structure

The bidders shall describe the overall management approach toward planning and implementation of the project. The bidders shall indicate in the proposals the number of team members recommended and include an organization chart for the management of the project describing the relationship of key positions and designations. They shall also provide a table to show the activities of each personnel, and the time allocated for his/her involvement.

At minimum, the structure should include an Overall Team Leader/Project Director, Lead Architect, Structural Engineer, Mechanical, Electrical and Plumbing (MEP) Engineer, Construction / Site Supervision Engineer, Quality Assurance / Quality Control (QA/QC) Specialist, and a Security Systems Specialist (covering both physical and cyber security). The following are the minimum skills that should be adequately covered; however, the Firm should propose a strong team structure based on the specifications of the scope of work in Section III of this TOR:

- a. multidisciplinary infrastructure design, including architectural, structural, MEP, and integrated ICT systems;
- b. design and implementation of secure, resilient, and high-availability technology infrastructure (including data center and mission-critical environments);
- c. project management and construction supervision of complex facilities;
- d. preparation of cost estimates, Bills of Materials (BOMs), and technical specifications;
- e. development of tender documentation and support for procurement processes in line with international best practices;
- f. quality assurance, testing, commissioning, and handover of building systems and ICT infrastructure;
- g. environmental sustainability and climate-resilient design;
- h. stakeholder coordination and project governance; and
- i. risk management and contract administration.

Key Personnel and Local Content Requirement

The Consulting Firm shall include in its proposal the Curriculum Vitae (CVs) of all proposed key personnel, clearly detailing their names, nationalities, assigned positions, roles as per the Terms of Reference (TOR), and relevant qualifications and experience.

Firms may propose experts for more than one role, provided that they demonstrate that such experts possess adequate capacity and experience to effectively deliver the combined responsibilities in accordance with the qualification criteria outlined under Section V of this TOR.

Local Content / National Participation Requirement (National Law)

In line with the national development objectives, which promotes local participation, capacity building, and national development, the Consulting Firm is required to demonstrate meaningful inclusion of qualified Liberian professionals in the execution of the assignment.

Accordingly, firms shall ensure that at least three (3) of the seven (7) key expert positions are filled by suitably qualified Liberian nationals, provided that such individuals meet the minimum qualification and experience requirements specified herein.

Where a firm is unable to meet this requirement, it shall:

- Provide a clear and justifiable explanation, and
- Demonstrate a robust capacity-building and knowledge transfer plan aimed at developing Liberian professionals during the course of the assignment

Proposals that demonstrate strong local participation and a clear commitment to skills transfer will be considered favorably during evaluation, in accordance with applicable procurement guidelines.

Key Expert Role	Summary Role Description	Key Qualification / Credential	Minimum Years of Experience
Overall Team Leader / Project Director	Provides overall leadership and strategic direction for the assignment; ensures coordination across design, procurement, and construction supervision phases; serves as primary interface with the Central Bank of Liberia and ensures timely delivery of all outputs.	Advanced degree in Engineering, Architecture, or Project Management; PMP/PRINCE2 or equivalent certification preferred.	15 years (with at least 10 years in managing similar infrastructure projects)
Lead Architect	Leads architectural design and review; ensures functional, efficient, and compliant spatial	Degree in Architecture; registered/licensed architect.	10 years (with experience in institutional/commercial buildings)

Key Expert Role	Summary Role Description	Key Qualification / Credential	Minimum Years of Experience
	planning aligned with operational requirements and applicable standards.		
Structural Engineer	Responsible for structural design and review to ensure safety, durability, and compliance with applicable codes and standards.	Degree in Civil/Structural Engineering; professional registration.	10 years (in structural design of similar projects)
Mechanical, Electrical and Plumbing (MEP) Engineer	Designs and supervises all MEP systems, including power supply, HVAC, and utilities; ensures system efficiency, reliability, and integration with facility requirements.	Degree in Mechanical/Electrical Engineering.	10 years (in MEP design and supervision of complex facilities)
Construction / Site Supervision Engineer	Oversees day-to-day construction activities; ensures works are executed in accordance with approved designs, specifications, and timelines; coordinates site activities.	Degree in Civil/Construction Engineering.	10 years (in construction supervision, including similar scale projects)
Quality Assurance / Quality Control (QA/QC) Specialist	Establishes and monitors quality assurance systems; ensures compliance with technical specifications, testing protocols, and industry standards throughout construction.	Degree in Engineering; QA/QC certification (e.g., ISO 9001 or equivalent) preferred.	8 years (in QA/QC for construction projects)
Security Systems Specialist (Physical & Cyber)	Designs and integrates physical and cybersecurity systems, including access control, surveillance, and secure ICT infrastructure to support a resilient and secure operational environment.	Degree in ICT, Security Engineering, or related field; certifications such as CISSP, CISM, or equivalent preferred.	8–10 years (in security systems for critical infrastructure or similar environments)

VI. REPORTING REQUIREMENTS AND SUPPORT FROM CBL

The Firm will work under the direction of the CBL, specifically with the LIB-PSS Building

Committee. CBL will provide office space (if needed) for the work of the Firm. CBL will assist the Firm in its consultations with relevant stakeholders and will ensure that the Firm has access to all information as may be legally allowed for the performance of its services.

VII. SUMMARY OF DELIVERABLES AND PAYMENT SCHEDULE

Workstream	Deliverables	Payment	Timelines
Phase 0: Inception and Baseline Establishment		10%	
Project Mobilization & Inception	1. Confirmation of scope, working arrangements, governance structure, and stakeholder landscape. 2. Stakeholder Mapping & Engagement Strategy. 3. Inception & Design Basis Report. 4. Project Implementation Plan (PIP), including procurement strategy and master schedule. 5. Mobilization of Consultant's team.	10%	Draft Inception Report: 2 weeks after contract signing. Final Inception Report: 4 weeks after contract signing.
Phase 1: Design Development & Stakeholder Alignment		25%	
Concept & Developed Design	1. Concept Design Package (including options analysis, cost implications, ICT architecture, sustainability strategy). 2. Stakeholder Consultation Outputs (Design Review Workshops). 3. Stakeholder Alignment & Sign-Off (Concept Design Approval).	10%	6–8 weeks after approval of Inception Report
Integrated Developed Design	1. Developed Design Package (60–70% integrated design across architecture, structural, MEP, ICT). 2. Updated cost estimates. 3. Design Review & Value Engineering Report. 4. Stakeholder Alignment & Sign-Off (Developed Design Approval).	15%	10–12 weeks after Concept Design approval
Phase 2: Procurement Support & Pre-Construction		15%	
Tendering & Evaluation	1. Complete Tender Documentation Package. 2. Pre-Bid Clarification Report and Addenda. 3. Bid Evaluation Report (Technical + Financial). 4. Contract Award Recommendation Memo. 5. Negotiation Report and finalized contract.	15%	10–12 weeks from issuance of tender
Phase 3: Construction Supervision & Implementation		40%	
Supervision Mobilization	1. Construction Supervision Plan. 2. Contract Management Framework. 3. Risk Management Register and Decision Log (initiated).	10%	Upon contractor mobilization
Construction Execution & Control	1. Site Inspection & QA/QC Records (ongoing). 2. Interim Payment Certificates (IPCs)	25%	Throughout construction period

Workstream	Deliverables	Payment	Timelines
	and valuation reports. 3. Monthly Progress Reports (including stakeholder engagement, risk, cost, and schedule tracking). 4. EHS Compliance Reports. 5. Variation Orders & Change Control Reports.		(linked to certified progress/IPC's)
Testing, Commissioning & Handover	1. Testing & Commissioning Reports (all systems including ICT). 2. Substantial Completion & Handover Report. 3. Submission of As-Built Drawings and O&M Manuals. 4. Stakeholder Sign-Off (System Acceptance).	5%	At completion of construction and prior to handover
Phase 4: Defects Liability & Retention		10%	
Post-Construction & Finalization	1. Defects Liability Period (DLP) Monitoring Reports. 2. Defect resolution tracking and clearance certification. 3. Final Completion & Project Close-Out Report (including final account reconciliation, lessons learned, and procurement summary). 4. Final Stakeholder Engagement Summary Report.	10%	End of Defects Liability Period

Key Contractual Conditions

- Payments shall be made only upon formal approval of deliverables by CBL.
- No phase shall proceed without required stakeholder validation and sign-off.
- Payments during construction shall be linked to certified Interim Payment Certificates (IPC's).
- The Consultant shall ensure all deliverables are complete, coordinated, and audit ready.

Retention Clause (Critical)

A retention of 10% shall be applied to payments and released upon successful completion of the Defects Liability Period of 12 Months.

VIII. Independence Requirement

The Consulting Firm must maintain full independence from construction contractors and shall not participate in bidding for the construction works under this project.

IX. Proposal Requirements

Bidders shall submit separate:

- Technical Proposal
- Financial Proposal

X. Financial Proposal

The Financial Proposal shall include:

- Detailed cost breakdown by phase
- Professional fees
- Reimbursable expenses
- Applicable taxes
- Payment schedule

XI. Local Participation

- Shortlisted qualified Liberian firms or joint ventures with not less than fifty percent (50%) Liberian ownership participation shall be given preference in line with the national development objectives.