

## **TERMS OF REFERENCE**

### **LEAD SERVICE PROVIDER AND ASSOCIATION**

#### **FOR THE**

### **LIBERIA WOMEN EMPOWERMENT PROJECT**

#### **REPUBLIC OF LIBERIA**

## **I. INTRODUCTION**

The Government of Liberia, through the Liberian Ministry of Gender, Children, and Social Protection (MGCSP) is implementing the Liberia Women Empowerment Project (LWEP) (P173677) with financing from the International Development Association (IDA) of the World Bank Group (\$44.60 million). The LWEP aims to improve social and livelihood services for women and girls in targeted communities, foster positive social norms, and strengthen the government's capacity to advance women and girls' empowerment through a "whole community" approach targeting multiple actors and levels. The World Bank views this project as creating a platform for the empowerment of women where policy dialogue happens, evidence of what works is produced and disseminated, and partnerships are strengthened. It is anticipated that this would be the first of several projects aimed at empowering women and the institutions that support their empowerment. The project will be implemented by the Liberian Ministry of Gender, Children, and Social Protection (MGCSP).

The project interventions will be conducted at three levels: the individual/group, community, and institutional (i.e., central government) levels. At the individual/group level, interventions will include group based economic and social support for women including livelihoods support, access to credit, business and technical training, life skills, and gender-transformative approaches to increase women's agency. At the community level, interventions will promote positive gender norms, increase gender equitable attitudes, and prevent gender-based violence (GBV) through the Start, Awareness, Support, Action (SASA!) Methodology. At the institutional level, interventions will include capacity building initiatives to generate sex-disaggregated data, address gender gaps and GBV, support the formation and operationalization of a multi-sectoral platform to engage Government of Liberia (GoL) ministries on gender policy and action, and build MGCSP capacity for project implementation, knowledge management, and monitoring and evaluation (M&E).

The project will be implemented in six counties: Gbarpolu, Rural Montserrado, Bomi, Rivercess, Grand Gedeh and Grand Cape Mount counties. Within these counties, a total of 750 communities representing 267,000 people will be reached. Community selection will incorporate a randomized approach to enable a rigorous impact evaluation.

The project is to be implemented over five years and is comprised of the five components, below, and this consultancy, Lead Service Provider (LSP), is intended to be responsible for implementing components 1, 2

and 3 under the supervision of the Project Management Unit (PMU) of the MGCSP. A description of the Project's components is in the Project Appraisal Document.

## **DESCRIPTION OF SERVICES OF LSP**

Given the integrated approach of the project at community level, the Implementing Agency (MGCSP) will engage a Lead Service Provider (an NGO or other not for profit organization) to form a joint-venture or sub-consultancy agreements among qualified service providers with local knowledge of the Liberia environment including local language(NGOs and/or other not-for-profit organizations) to deliver Components 1, 2, and 3 concurrently, in coordination with government actors and under the supervision of the Project Management Unit (PMU). The Lead Service Provider (LSP) would maintain key staff who will work with service providers to implement each of the activity under components 1,2, and 3. The LSP will have a proven track record of managing large projects in Liberia or in other Sub-Saharan countries, along with the technical and managerial capacity required to both implement activities and coordinate other service providers in the Association, and it will be responsible for contracting these providers and ensuring the alignment of technical expertise. In addition to technical and managerial capacity as core requirements, the LSP will have an institutionalized local leadership approach in place to systematically build the capacity of local partners and enable sustainability following the World Bank-financed period of implementation.

## **SCOPE OF ASSIGNMENT**

The scope of work of the selected LSP/Association will focus on implementing Components 1, 2, and 3 of the project under the direction of the PMU, while the PMU/MGCSP will be responsible for the implementation of Components 4 and 5. However, the grant amount under component 3b will not be added to the total sum of the contract value. The LSP/Association will be guided by the Project Implementation Manual (PIM), which will be updated periodically during the Project period, and also guided by Livelihood Grant Manual (LGM), which will also be developed by the PMU (with support from the LSP) and updated periodically during the Project period. The LSP/Association will also follow the guidelines outlined in the training manuals that will be provided by the PMU to the LSP/Association at the start of their contract.

The LSP/Association's **key tasks and deliverables** include the following:

### **Subcomponent 1A: Fostering positive social norms through the implementation of the SASA! methodology**

- Select (based on pre-defined criteria) and mobilize suitable communities in the selected counties, in collaboration with the County Coordinator, Gender Specialist, M&E Specialist, and Communications Specialist.
- Conduct a contextual analysis and mapping exercise of local actors in the selected communities and ensure that they are consulted on the objectives and activities of the approach. Local actors will include youth, local civil and religious leaders, existing farmer groups, as well as structures prominent in women's empowerment (including peace huts and GBV observatories) and related institutions such as schools and other government institutions.
- Adapt and contextualize the SASA! approach and training curriculum to address the norms, structures, and experiences of women and girls with specific focus on addressing IPV, ASRH, and GBV prevention and response. The curriculum will also consider backlash mitigation strategies, as

well as climate related risks on the potential for increasing GBV as agricultural livelihoods may be threatened. It should include the production of all necessary visual material and/or handouts.

- Conduct mapping and capacity assessment of GBV response service providers in the selected counties for effective GBV response through project, and also provide this information to MGCSP and other government counterparts.
- Develop a referral system and basic response skills for women who experience violence linking to the basic GBV services addressed in Component 2.
- Implement the adapted *SASA!* phases and curriculum in each of the strategic circles of influence (activists, community leaders, and institutional allies). This includes the development of a work plan for all three strategies of each phase; training the actors in each circle of influence, and then carrying out an assessment prior to moving to the next phase.
- Link the project's M&E procedures by setting up an integrated system based on *SASA!* learning and assessment methodologies and tools.

#### **Subcomponent 1B: Strengthening community mobilization and citizen engagement**

- Design the project's Communication and Citizen Engagement strategy with a focus on community sensitization and mobilization for Components 2 and 3, including a communications campaign and identification of a series of mobilization activities to support women's participation in groups.
- Organize orientation workshops with all relevant stakeholders at county, district, and community levels (as appropriate) as part of the project start-up process.
- Engage and train "influencers" to support women's participation in project activities.
- Monitor, evaluate, and report on outcomes and lessons learned related to citizen engagement and levels of participation.
- Design and conduct rounds of training for MGCSP at national and county/local level to strengthen institutional capacity on gender and GBV prevention and response and to play a leadership role in influencing social norms.

#### **Subcomponent 2A: Increase service-seeking behavior for health services at community level**

- Conduct an assessment and selection of local and community health facilities in the target counties/communities and the GBV health practitioners in collaboration with Ministry of Health (MoH) Gender and Social Inclusion Unit (GSIU).
- Develop a "GBV Core Concepts" training curricula for both health and GBV community facilities. The training curriculum will integrate basic GBV health and psychosocial care into routine service delivery, including psychological first aid, basic clinical best practices, survivor-centered care, and the referral pathway.
- Train the GBV/reproductive health workers and psychosocial counsellors in selected local facilities, as well as existing community structures, on the above curriculum.
- Support the design and implementation of the required tools, procedures, and training for M&E and reporting relating to these health activities.
- Undertake a study to assess facility readiness at community level to deliver GBV response services and develop a detailed plan and model for improvement of such facilities (hiring a specialized technical consultant, as needed).
- Undertake a pilot study that assesses the core competencies for adolescent-friendly service delivery and ARSH at both community and facility level, as well as design approaches and methodologies for potential scale-up (hiring a technical consultant, as needed).
- Coordinate with the MoH on community outreach and awareness programs on the use of contraceptives and ASRH and the establishment of a media engagement platform for

strengthening coordination of GBV communication and messaging at facility and community levels.

- Conduct a study on facility readiness for the effectiveness of combining ASRH and economic empowerment programming (hiring a technical consultant, as needed).
- Conduct periodic monitoring and supervision of these activities.

#### **Subcomponent 2B: Shifting social norms to keep girls in school**

- Sensitize local target communities and counties on the project objectives and identify school-communities enthusiastic and willing to engage in piloting the proposed initiative.
- Conduct analytical work in relation to the topic of constraints faced by girls to reduce secondary school attendance, including the impact of the climate crisis on girls and adolescents completing education (hiring a technical consultant, as needed).
- Implement a pilot program promoting community engagement to empower girls, schools, and communities. The program will be based on community dialogue, Palava Hut discussions, and school-driven community engagement campaigns, which will engage students, parents, community leaders (traditional and religious), and existing school-related structures such as, school health clubs and girls' clubs, in dialogue around the positive impacts of investing in girls' education and delayed marriage and pregnancy.
- Conduct periodic monitoring and supervision of these activities, in collaboration with the Ministry of Education (MoE).

#### **Subcomponent 3A: Capacity building of resilient livelihood groups**

- Ensure alignment with existing agricultural projects in the selected counties/districts by doing a stock-take and analysis of the MoA's current and past activities in the target counties, extracting lessons learned.
- Conduct an orientation workshop with the staff, counterparts, and other project stakeholders to sensitize them on project objectives, gender issues in the context of the project, and to develop a plan for alignment and coordination of activities.
- Carry out targeted outreach, mobilization, and sensitization meetings at county and community levels for the identification and selection of beneficiaries, which should include inclusive farmer groups and associations, Village Savings and Loans Associations (VSLAs), agrobusinesses and producers, and Small and Medium Enterprises (SMEs) and individual farmers, with a focus on women-led groups and female youth.
- Provide technical support to Farmer-Based Organizations (FBOs) and VSLAs in the registration and submission process of Expressions of Interest to the County Association.
- Develop and adapt relevant climate-sensitive training materials to support selected value chains and value addition to support farming enterprise development and business acumen.
- Conduct capacity development, training activities, and a mentoring program, with the above tailor-made training materials, including technical skills aimed to enhance beneficiaries' competitiveness in selected value chains through climate sensitive investments, life skills, and economic packages.
- Facilitate and encourage membership of women and youth in formal and informal networks (including virtual) at community, county, and national levels.
- Facilitate, in collaboration with the MoA and partners, multi-stakeholder dialogue sessions with the targeted groups to identify challenges faced, their adaptation to shocks, and opportunities to grow female-led and female dominant livelihood groups.
- Arrange farmer field days, fairs, and festivals to provide space for suppliers and farmers, women,

youth, and men to gather, showcase their products and innovations, exchange knowledge and experiences, and sell their products.

- Support the MGCSP and MoA in activities to strengthen the institutional capacity of gender-sensitive climate resilient extension support.
- Conduct a gendered climate-sensitive market assessment and prepare an investment menu of viable farm and non-farm livelihood options, taking into consideration climate risks in the target areas, climate resilient livelihood approaches that have been/can be implemented, and potential opportunities to strengthen women's resilience to future shocks (hiring a technical consultant, if needed).
- Provide technical support for each group to select their business activities and develop a business plan for implementation, and subsequently to support the implementation of their plans and to scale up activities, ensuring mentoring and implementation support.
- Facilitate membership for all interested FBOs into Producer Organizations (Pos).
- Sensitize selected financial institutions on issues related to social inclusion and the barriers and challenges women face in accessing credit.
- Link associations and women entrepreneurs, which are at a more advanced stage, to financial institutions and existing community revolving funds to access finance to scale up their livelihood activities.
- Develop a roadmap for strengthening women's economic empowerment ecosystem at the county level to ensure sustainability and scalability of activities.

### **Component 3B: Supporting grants for women-led livelihoods**

- Be responsible for the day-to-day operations of the LWEF grant, administering the disbursement of one-off livelihood grants for eligible business plans.
- Provide inputs as required into the Project's LGM, which explains all the relevant processes and procedures.
- Prepare standard forms and related guidance for business plans proposal preparation, grant applications, and approval processes, and develop a transparent and verifiable administration system for the management of funds.
- Screen Project Concept Notes based on eligibility and selection criteria.
- Notify qualified applicants to submit business plans and advise failed applicants on areas for improvements and re-submission.
- Conduct Due Diligence to assess projects' financial and technical/operational feasibility.
- Prepare Grant Memos for review and evaluation by the Project Evaluation Committee and eventually the Project Steering Committee for approval.
- Prepare Funding Agreements that spell out the rights and responsibilities of all parties, and then execute those agreements.
- Facilitate and support groups to open mobile money accounts and conduct training in necessary financial management skills and accountability mechanisms.
- Manage the disbursement of all livelihood grant funds to beneficiaries in line with the LGM.
- Conduct periodic monitoring and supervision of these activities.

### **Staff mobilization and capacity building**

- Ensure the timely and adequate mobilization of all the required staff, including key personnel at county level as well as Community-Based Agents (CBAs) at community level.
- Ensure the adequate training and capacity building of all staff and CBAs on project fundamentals (i.e., project objectives and components, safeguards, grievance redress mechanism (GRM), etc.),

and relevant technical areas, as appropriate.

- Ensure the capacity building of county-level government counterparts, and their participation in formal classroom trainings alongside the LSP/Association field staff as well as learning on-the-job with hands on participation in the planning and implementation of field activities.

### **Monitoring and evaluation**

- Develop an integrated system to monitor results across each of the project's components and ensure seamless reporting from local to national level.
- Ensure project results are monitored and evaluated through timely periodic updates to ensure strategic course correction and accountability throughout project implementation, reporting gender-disaggregated results at the community and individual level, wherever possible.
- Mobilize a dedicated team of M&E specialists who will monitor and report progress on both high-level implementation and county-specific project activities.
- Implement the dedicated *SASA!* M&E framework and collaborate with the PMU M&E technical consultant and MGCSP for optimal integration of this complementary framework into the project's MEAL system.
- Assist with the design and implementation of a rigorous independent impact evaluation. This includes implementing randomized assignment of project activities where requested by the PMU and providing inputs to evaluation design documents and measurement tools.

### **Communication and community engagement**

- Work with the MGCSP/LWEP Communication and Community Engagement Officer in the design of the project's communication and citizen engagement strategy with focus on activities related to the implementation of component 1, 2, and 3.
- Act as community liaisons and support the implementation of the Communication and Community Engagement Plan with project stakeholders, participating communities, and beneficiaries.

### **Sustainability**

- Ensure that all activities are managed and coordinated with government officials, including the county coordinators of the relevant ministries who will support the implementation of the project and who liaise with the county coordinators of the lead organization.
- Ensure that all efforts are made to build the institutional capacity of project supporting ministries and government entities at the county level.
- While the LSP association will be responsible for implementing components 1,2 and 3. The LSP will attract subject matter staff across the implementing agencies as a way ensure adequate capacity for the implementation of these components, The Ministry of Gender, Children, and Social Protection will nominate GoL counterpart staff with the requisite profile to work with the Key staff of LSP to ensure Institutional capacity and sustainability.
- Ensure that the CBAs who collaborate with the local community structures and groups work to ensure their sustainability, as much as possible.

### **Management and administration**

- Ensure that all aspects of this assignment will be performed to satisfactory technical and managerial standards against the project manuals and legal agreements.
- Ensure the timely mobilization of the contract, including the sub-contracting of association partners, recruitment of key personnel and staff, and sub-contracting of technical consultants,

upon approval by the PMU and in compliance with government and World Bank requirements.

- Submit CVs of appropriate candidates for any replacements required among key personnel and obtain the PMU's approval for the same prior to any such changes introduced into the key staffing.
- Ensure the timely set up of county offices and the main project office.
- Submit to the PMU detailed global and annual workplans and budgets for all components.
- Submit to the PMU all required project reports as explained in Section VII.
- Assist in ensuring environmental and social safeguards response actions.
- Support the PMU in investigations and resolutions of all field-level project grievances.
- Support the PMU in collecting and documenting best practices and success stories from the field.
- Participate in any support meetings, field visits, and evaluations called for by the PMU and/or the World Bank as required.
- Respond in a timely manner to any ad-hoc reporting requests as may be reasonably sought by the PMU or the World Bank.

## **LSP TEAM STRUCTURE**

**Association members.** The LSP will form an association with other service providers (NGOs, CSOs, or others) to carry out this assignment. The association of other service provider will be recruited prior to the proposal submission and application for this assignment by the LSP. LSP is required to use international best practice to identify and qualify service provider (LSP is encouraged to include selection criteria for qualification of service provider in their proposal). The LSP is responsible for ensuring that activities are carried out by the association members according to specifications and good practice, and that there is adequate presence in implementation locations. The Lead Service Provider should work with at least two or more service providers under each component 1, 2, and 3 for the implementation of the project.

To ensure the required technical expertise, the association is required to demonstrate proven record in SASA. The association is also required to hire an accredited technical assistance provider or an accredited organization on SASA! to provide training and quality assurance to the association members implementing Components 1 and 2 for the duration of the implementation of Components 1 and 2. There should also be at least two service providers which are experienced in GBV prevention and response at the community level (experience in implementing SASA! is preferred) and can provide the technical leadership needed for implementing activities related to social norms under subcomponent 1A (and potentially subcomponent 2B). While subcomponents 1A and 1B have a different focus, it is expected that the same service provider can provide technical leadership for both subcomponents to ensure coordination, synergy, and avoid duplication. The LSP will also ensure that Component 2 is led by two or more service providers with expertise in ASRH and GBV prevention and response. The Service Provider must coordinate with service provider implementing subcomponent 1A, given the close linkages between GBV/IPV prevention, social norms, and GBV response. The LSP may also engage one or more technical consultants to conduct the relevant studies on GBV/ASRH facility readiness and the analysis of constraints faced by girls attending secondary school (both in subcomponent 2B), and to propose methodologies for both pilots to be implemented by a service provider.

At least two service providers should have technical expertise in rural livelihoods support, women's economic empowerment, and/or community-driven development in Liberia; this service provider will be responsible for technical leadership of Component 3. The implementation of Component 3 will also be closely related to Component 1 and 2, particularly community mobilization under subcomponent 1B. Other service providers can be included in the association as necessary. The PMU will be responsible for

supervising the engagement and performance of the association, and each service provider-member of the association will be assessed each year against milestones and objectives to ensure effective implementation.

## REPORTING REQUIREMENTS

The LSP, on behalf of the Association, will be required to submit the following satisfactory reports to the PMU during the contract duration. It should be noted that these reports will receive payment upon submission and acceptance by the PMU.

Key Report	Due Period
Inception Report including updated global work plan and budget (updated from those submitted with the proposal) for the entire duration of the contract, including a year-by-year breakdown	Within one month after contract signing
Training plans for project staff, project stakeholders, and communities	Within one month after signing contract
Training reports of staff, key stakeholders, and community groups, as relevant for each project activity and component	Within 2 weeks after submission of data from training of staff and key stakeholders for each project component in the project MIS training
Short format monthly county-level implementation progress reports submission of data from training of staff and key stakeholders for each project component in the project MIS	Within 10 days after the end of each month
Long format quarterly global progress implementation reports (quantitative and qualitative/narrative)	Within 15 days after the end of each quarter
Monthly financial reports	Within 10 days after the end of each month
Staff performance evaluations	Every 12 months
Final report (works completion report and lessons learned)	No later than 1 month prior to contract end

## PAYMENT MILESTONE

NO	Payment Milestone	% of Contract Value	Cumulative % of Contract	Payment
1	Mobilization <ul style="list-style-type: none"> <li>First payment, on completion of key staff mobilization and office and accounting set up, verified by an inception report approved by the MOGSP- Project Management</li> </ul>	1%	1%	1%

	Unit			
2	<p>Component 1:</p> <ul style="list-style-type: none"> <li>Satisfactory completion of Subcomponent 1a, fostering positive social norms through the SASA! methodology, verified by supporting documentation in the MIS and reports</li> <li>Satisfactory completion of Subcomponent 1b, strengthening community mobilization and citizen engagement, verified by supporting documentation in the MIS and reports</li> </ul>	42.11%	43.11%	8.33% of the component value per quarter for 12 quarters (3yrs)
3	<p>Component 2:</p> <ul style="list-style-type: none"> <li>Satisfactory completion of Subcomponent 2a, increase service-seeking behavior for health services at community level, verified by supporting documentation in the MIS and reports</li> <li>Satisfactory completion of Subcomponent 2b, shifting social norms to keep girls in school, verified by supporting documentation in the MIS and reports</li> </ul>	27.42%	70.53%	8.33% of the component value per quarter for 12 quarters (3yrs)
4.	<p>Component 3:</p> <ul style="list-style-type: none"> <li>Satisfactory completion of Subcomponent 3a, capacity building of resilient livelihood groups, verified by supporting documentation in the MIS and reports</li> <li>Satisfactory completion of Subcomponent 3b, supporting grants for women-led livelihoods, verified by supporting</li> </ul>	29.47%	100%	8.33% of the component value per quarter for 12 quarters (3yrs)

	documentation in the MIS			
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## ANNEX A DELIVERABLES MILESTONE

No	Payment Milestone	Deliverable	% of contract Value	Cumulative	Report
1	<p><b>Mobilization:</b></p> <p>First payment, on completion of key staff mobilization and office and accounting set up, verified by an inception report approved by the MGCSP- Project Management Unit</p>	<ul style="list-style-type: none"> <li>• Development of a Project Work plan</li> <li>• Recruitment of Project staff</li> <li>• Identification of Project Locations</li> <li>• Strategy for Community Entry</li> <li>• Development of a Communications Plan for program implementation;</li> <li>• Development a plan for an MIS for Components 1-3;</li> <li>• Completely functional MIS for Components 1-3 set up.<sup>1</sup></li> </ul>	1%	1%	First year of the Project implementation, no later than three months (3) after signing the contract with LSP.
2	<p><b>Components 1:</b> Fostering positive Social norms and community mobilization</p> <p>SASA methodology, community mobilization on women and girls empowerment</p>	<ul style="list-style-type: none"> <li>• Local activists, leaders and institutional actors trained to engage communities to promote positive social norms based on SASA! methodology; (GBV/IPV; early</li> </ul>	42.11% (33% of the component activities budget will be disbursed annually)	43.11%	<p>Quarterly Report' Three months of every year of the project.</p> <p>Progress Report( every six months of each year) Annual Report (at end of 12 months.)</p>

<sup>1</sup> For the duration of the contract, the LSP will provide MIS access rights to the Ministry of Gender, Social Protection and Children.

		<p>marriage and pregnancy; etc.)</p> <ul style="list-style-type: none"> <li>• Community mobilization and citizen engagement is strengthened including through sensitization and social and behavioral change communications.</li> <li>• All studies referred to in the PAD are delivered</li> <li>• All results indicators tied to Component 1 are met or exceeded</li> </ul>			<p>Completion of satisfactory report by the LSP on fostering positive social norms and community mobilization, as verified by supporting documentation in the MIS</p> <p>Completion of satisfactory report by the LSP on strengthening community mobilization and citizen engagement, as verified by supporting documentation in the MIS</p>
3	<p><b>Components 2:</b> Enhancing basic services in health and education</p> <ul style="list-style-type: none"> <li>• Pilot training for health facility staff and community groups on GBV and ASRH core concepts</li> <li>• Pilot school-driven engagement on girls empowerment(early marriage, pregnancy and keeping girls in school)</li> </ul>	<ul style="list-style-type: none"> <li>• Health facility staff and CSOs trained on GBV and ASRH “Core concepts.”</li> <li>• Community members trained to support girls to remain in school and prevent early marriage/pregnancy.</li> <li>• All studies referred to in the PAD are delivered.</li> <li>• All results indicators tied to Component 2 are met or exceeded</li> </ul>	27.42% (33% of the component budget will be disbursed annually)	70.53%	<p>Quarterly Report’ Three months of every year of the project.</p> <p>Progress Report(every six months of each year)</p> <p>Annual Report (at end of 12 months.)</p> <p>Completion of satisfactory report by the LSP on increase service-seeking behavior for health services at community level, as verified by</p>

					<p>supporting documentation in the MIS</p> <p>Completion of satisfactory report by the LSP on shifting social norms to keep girls in school, as verified by supporting documentation in the MIS.</p>
4	<p><b>Component 3:</b> Promoting resilient livelihoods through community led approaches.</p> <p>Support women in livelihoods groups through grants, access to climate –sensitive training, support for climate –informed business plans, e.tc.</p> <p>Deliver package of social and life skills</p>	<ul style="list-style-type: none"> <li>• Livelihoods grant manual is developed and/or updated.</li> <li>• Livelihoods groups established with increased climate-sensitive practices; environmental and social Framework documents prepared and disclosed; and climate- informed business plans financed.</li> <li>• All studies referred to in the PAD are delivered.</li> <li>• All results indicators tied to Component 3 are met or exceeded</li> </ul>	29.47% (33% of the component budget will be disbursed annually)	100%	<p>Data is entered into MIS on-time.</p> <p>Quarterly Report’ Three months of every year of the project.</p> <p>Progress Report (every six months of each year)</p> <p>Annual Report (at end of 12 months.)</p> <p>Completion of satisfactory report by the LSP on capacity building of resilient livelihood groups, as verified by supporting</p>

					documentation in the MIS
					Completion of satisfactory report by the LSP on the disbursement of supporting grants for women-led livelihoods as verified by supporting documentation in the MIS

**SCHEDULE AND DURATION OF LSP ASSIGNMENT**

The estimated contract duration for the LSP/Association is for a period of 36 months, with an estimated start date of March 1, 2024 and end date of February 28, 2027. MGCSP may consider contract extension subject to performance, continued need for technical assistance, availability of financing.

**LOCATION**

The LSP/Association Team will be required to maintain an office in Monrovia and in each county covered by the project, where the county staff will be based. CBAs will be based in the villages in which they cover, or wherever suitable accommodation may be found as close as possible to their assigned villages. The LSP/Association may also maintain district level offices, but this is optional. Office premises, computers, vehicles, and motorbikes for the key personnel and CBAs will need to be established and provided by the LSP/Association.

**PERFORMANCE EVALUATION**

The LSP/Association’s performance will be evaluated on an annual basis based on the performance indicators for the project as stipulated in the project implementation manual as well as those specified in the LSP/Association’s contract. Particular emphasis will be placed on the LSP/Association’s ability and efforts to build the capacity of MGSCP county staff to manage the project independently by the time the contract ends.

## SHORT LISTING CRITERIA

This section covers the criteria for short listing, the requirements that each LSP must meet to participate in the submission of Technical and Financial proposals. The criteria for selecting the most advantageous LSP shall be detailed out in the Request For Proposals (RFP).

**LSP.** The LSP is expected to have the following key qualifications and the ability to manage an association, and experience with managing World Bank and/or funding from international institutions. The LSP may be a Non-For-Profit NGO/agency with regional/local partners in Liberia who have a past or present presence in the target counties, or nearby counties and the ability to establish presence in the target counties. **UN AGENCIES ARE NOT ENCOURAGED TO APPLY**

**LSP/Association.** Short-listing qualification criteria for the LSP/Association include the following:

Criteria	Evidence
<p><b>Implementation capacity.</b> Proven experience and track record of designing, managing, and implementing at least five (5) number of large-scale multi-sectoral development projects or programs financed by the World Bank or other international partners, in Liberia or similar environments. Contract information will be adequate as against the reports indicated, including list of projects are required.</p>	<ul style="list-style-type: none"> <li>• List and summary descriptions of relevant projects and donors</li> <li>• Contract or project reports for at least 2 previous or ongoing projects in the relevant technical areas</li> </ul>
<p><b>Technical experience and expertise.</b> Collectively should have proven work experience and demonstrated ability, expertise, and track record in the following technical areas:</p> <ul style="list-style-type: none"> <li>• An accredited technical assistance provider or an accredited organization on SASA! to provide training and quality assurance to the association members implementing Components 1 and 2 for the duration of the implementation of Components 1 and 2 and familiarity with global, regional, and local best practice in this approach;</li> <li>• ;</li> <li>• Experience with implementing SASA! or similar social norms methodology/approach;</li> <li>• Community-driven development activities, including inclusive mobilization of diverse groups in the community, including marginalized and vulnerable groups, to participate in community activities or projects</li> <li>• Capacity building for local level institutions, including both local government institutions as well as community-based institutions and groups</li> <li>• Adolescent sexual and reproductive health, including GBV responses at the local level</li> <li>• Education, especially building positive norms related to</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of SASA! Implementation</li> <li>• List and summary descriptions of relevant projects and donors</li> <li>• Contract or project reports for at least 2 previous or ongoing projects in the relevant technical areas</li> </ul>

<p>educating girls and women</p> <ul style="list-style-type: none"> <li>• Community-driven livelihoods activities, value chain development, and small business training and capacity building at the local and community levels</li> <li>• Climate change risk identification and mitigation strategies</li> </ul>	
<p><b>Partnership experience.</b> Proven experience of being able to lead an association (for the LSP). Proven experience of being able to work in a association or partnership (both the LSP and association members). Associations with prior existing partnerships between members are preferred.</p>	<ul style="list-style-type: none"> <li>• Evidence of SASA! accreditation</li> <li>• List and summary descriptions of relevant projects and donors Contract or project reports for at least 2 previous or ongoing projects in the relevant technical areas</li> </ul>
<p><b>Geographic experience.</b> Proven experience working in vulnerable and hard to reach communities in Liberia. (Desired for the LSP; required for the association members).</p>	<ul style="list-style-type: none"> <li>• List and summary descriptions of at least 2 relevant projects</li> </ul>
<p><b>Key staff.</b> Able to present a team of key staff with the required experience and qualifications outlined in Annex 1.</p>	<ul style="list-style-type: none"> <li>• CVs of proposed key staff. <b>These will not be evaluated at short list stage</b></li> </ul>
<p><b>Association member (service provider).</b> Association members/service provider should prove excellent understanding of implementing at least two (2) large scales multi-sectorial projects across rural Liberia in their specific field</p>	<ul style="list-style-type: none"> <li>• Proposal of service provider, reports and list of relevant projects and cost, certifications, membership and references for at least 2 assignments.</li> </ul>
<p><b>Financial capability.</b> The LSP should have experience in managing contracts of at least US\$30 million over four years and minimum annual average turnover/income/revenue of US\$10 million in the last three fiscal years.</p>	<ul style="list-style-type: none"> <li>• Copy of audited financial statements for the last three years (2020, 2021, 2022)</li> <li>• Contracts management record <b>This will not be evaluated at short list stage</b></li> </ul>
<p><b>Legal presence.</b> All service provider members should have valid sectorial clearance</p>	<ul style="list-style-type: none"> <li>• Copy of valid sectorial clearance. <b>For Liberian service providers</b></li> </ul>

**Selection Method:** Quality and Cost Based Selection (QCBS) method

## Annex 1: Personnel Qualifications and Tasks

**General qualifications.** The following general qualifications are required for all LSP/Association team members (full time)

- Ability to work effectively and sensitively in teams and with local government and community counterparts.
- Strong planning, organization, and time management skills.
- Strong verbal and written communication skills and ability to work effectively with diverse project stakeholders.
- Strong interpersonal skills and ability to resolve conflict.
- Prior experience of working in villages in Liberia.
- Willingness and ability to travel frequently to project villages.
- Proven ability to work under pressure and deliver in a timely manner.

**Specific qualifications.** The following table indicates the key qualifications and main responsibilities for each anticipated LSP/Association position.

#	Personnel	Key Qualifications	Suggested Responsibilities
<b>(Monrovia-Based) (KEY STAFF POSITIONS)</b>			
1	LSP Manager	<ul style="list-style-type: none"> <li>• Master degree in social sciences, project management, international development, or a related field</li> <li>• At least 15 years of relevant project management experience in World Bank funded projects or projects funded by international development agencies, with a particular focus on international aid and development across Africa.</li> <li>• Excellent experience in training and capacity building activities for counties</li> <li>• Proven track record of managing teams and experience in development of project documents, guidelines, and detail reporting</li> <li>• Exceptional understanding of project management issues, including fiduciary aspects</li> </ul>	<ul style="list-style-type: none"> <li>• Lead, coordinate, monitor, report writing and supervise all activities and project implementation at the national level, in coordination with the Project Management Unit of the Ministry of Gender Children and Social Protection</li> <li>• Lead and manage the association members, monitoring their performance and ensuring timely delivery of quality outputs</li> <li>• Lead the preparation of country-level workplans and training plans for the deployment of country level staff and the implementation of project activities and components in collaboration with the PMU and the Project Implementation Manual (PIM)</li> <li>• Lead and monitor project budgets and expenditures pipeline at national level and ensure sound decision making.</li> <li>• Lead and address any challenges that arise in regard to all LWEP activities at the national level</li> <li>• Lead the implementation of the ESF and the GRM at the national level</li> <li>• Monitor and measure results, and ensure delivery of data for entering into the MIS for activities carried out in the county</li> </ul>

		<ul style="list-style-type: none"> <li>• Ensure staff permanence management and reporting</li> <li>• Experience working with government structures, donors and stakeholders</li> <li>• Digital skills including MS Office and Internet</li> <li>• Demonstrate excellent knowledge of managing multiple international development projects in rough terrain.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and submit on time all required reports for the national level</li> <li>• Ensure strong cooperation with and capacity building of national level government counterparts on the different aspects of the project</li> <li>• Provide any technical training to staff or partners as needed and appropriate</li> </ul>
2	Lead Procurement Specialist	<ul style="list-style-type: none"> <li>• Master Degree in Public Procurement Management, Business Administration/Management or other relevant disciplines. A professional qualification in procurement from a recognized institution (e.g., Chartered Institute of Purchasing and Supply (CIPS), Institute of Supply Management (ISM) USA or the Intensive Procurement Training Program, Liberia) is a must</li> <li>• At least 12 years of relevant procurement management experience in donor funded projects or projects funded by international non-governmental organizations, with a particular focus on international support</li> <li>• Prepare the Project's Annual Procurement Plan, detailing contract packages with estimated cost for works, goods and services inclusive of the procurement or selection methods and processing times till completion of each procurement activity;</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare the Project's Annual Procurement Plan, detailing contract packages with estimated cost for works, goods and services inclusive of the procurement or selection methods and processing times till completion of each procurement activity;</li> <li>• Prepare procurement documentation for consulting services including liaising with the technical teams on the preparation of Terms of Reference, the preparation of requests for Expressions of Interest (EOI), advertisements, evaluating EOIs and creating shortlists, preparing Request for Proposal documents, evaluating proposals, obtaining the necessary clearances from the World Bank where required, assisting in contract negotiations, minutes of negotiations, draw-up draft contracts and making arrangements for contract signing, and distributing to the appropriate authorities;</li> <li>• Coordinate and ensure timely responses to clarifications sought by bidders or shortlisted consultants as may be required;</li> <li>• Ensure all procurement activities are carried out in accordance with the agreed procedures, including the Terms as defined in the contract and best practice in Procurement and Consultants Guidelines; and Government of Liberia Public Procurement and Concessions Act;</li> <li>• Coordinate responses to inquiries and communicate the results of the evaluation process to bidders or consultants, in keeping with appropriate guidelines;</li> </ul>

		<ul style="list-style-type: none"> <li>• Prepare procurement documentation for goods including the preparation of General Procurement Notices (GPN), Specific Procurement Notices (SPNs), Invitation for Bids, advertisements, Request for Quotation documents, organizing and conducting bid openings, evaluation reports, obtaining the necessary approvals and No Objection Letters from the World Bank, where required, arranging for the contract signing, and distribution to the appropriate authorities;</li> <li>• Ensure compliance with procurement methods and prior review thresholds applicable to the project;</li> <li>• Establish and maintain procedures for the receiving, inspecting, testing and acceptance of goods;</li> </ul>	
3	Lead Gender Specialist	<ul style="list-style-type: none"> <li>• Masters degree in social science, sociology, social work, gender, or related field</li> <li>• At least 15 years of relevant work experience with gender in international and community development, gender based violence, or relevant experience</li> <li>• Familiar with international and Government of Liberia’s Gender Policies</li> <li>• Demonstrated knowledge and practical experience of gender dynamics and women’s empowerment challenges across African and local level</li> <li>• Experience with stakeholder engagement on gender, including proven experience</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze, review, and provide relevant policy recommendations, including methodologies and tools to integrate gender equality at all stages of the project</li> <li>• Proven experience in SASA based approach</li> <li>• Plan, implement, and follow up on all gender-related activities at the national-level</li> <li>• Apply gender-specific tools (SASA) and gender-based approaches and provide technical support to ensure the efficient and effective functioning of the project in the context of gender equality and women’s empowerment</li> <li>• Ensure that county-level technical teams implement all activities (especially on gender-based violence and social norms) through a gender lens and achieve the project’s gender related outputs and outcomes, based on analysis and interpretation of localized socio-economic gender-based conditions</li> </ul>

		<p>and ability to work with vulnerable groups NGOs and CSOs across Liberia</p> <ul style="list-style-type: none"> <li>• Proven strong analytical skills and relevant professional experience in conducting gender assessments</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the collection of gender-related M&amp;E data at national level, as well as adequate records, documentation, and reports on gender mainstreaming activities</li> <li>• Maintain close coordination with the technical teams as well as liaise with contractors/consultants and all relevant government agencies and stakeholders at national level</li> <li>• Organize review meetings with project beneficiaries, stakeholders, implementing partners and visit project sites to monitor implementation of all gender-related activities, policies and instruments</li> <li>• Provide any technical training to staff or partners as needed and appropriate</li> </ul>
4	Lead Financial Management Specialist	<ul style="list-style-type: none"> <li>• Lead all financial management and reporting in at the national level, including supporting the Country Manager in maintaining efficient financial controls and budget development, management, and tracking, including donor reporting.</li> <li>• Manage payroll and ensure LSP is meeting all related legal payroll tax requirements.</li> <li>• Proactively engage in the budget development, implementation and revision.</li> <li>• Provide regular financial analysis and prepare fiscal year expenditure pipeline on each project component after each period closing in order to give recommendation for the budget holders and to track the approved fiscal year spending.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead all financial management and reporting at the national level, including supporting the LSP Country Manager in maintaining efficient financial controls and budget development, management, and tracking, including donor reporting.</li> <li>• Review the fiscal year approved budget spending and advise relevant staff and the association on spending status and ask for feedback on all over or under spending.</li> <li>• Lead in the preparation of all financial reports and verification for accuracy of documentations.</li> <li>• Support the program team in preparation of annual and project budgets while also providing sound financial management guidance</li> </ul>
5	Lead Social Safeguards Specialist	<ul style="list-style-type: none"> <li>• Master degree in social science, public policy, development, political science, or a related field</li> <li>• At least 10 years work experience in social development or social safeguards or relevant experience</li> </ul>	<ul style="list-style-type: none"> <li>• Lead technical guidance and support in assessing project activities for potential adverse social impacts as well as planning and implementing impact mitigation measures</li> <li>• Lead on all technical guidance and monitor the implementation of stakeholder engagement and social safeguard plans, making sure that implementation is satisfactory and consistent with the relevant laws of Liberia and the World Bank safeguards policies</li> </ul>

		<ul style="list-style-type: none"> <li>• Demonstrate excellent experience in social inclusion such as gender, youth, disability, and stakeholder engagement in a community development context</li> <li>• Excellent knowledgeable of women empowerment challenges and effective strategies in the local contexts</li> <li>• Have the ability to work with vulnerable groups in rural areas/communities in Liberia</li> <li>• Working knowledge of World Bank and GoL social safeguard rules and procedures is advantageous</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Lead social due diligence prior to commencement of works and liaise with communication teams to address pertinent national-related issues</li> <li>• Lead and monitor project activities to ensure compliance with social safeguard policies throughout the project life</li> <li>• Ensure adequate social safeguard records and documentation are kept, with adequate documentation of stakeholder consultations</li> <li>• Ensure that the project's Grievance Redress Mechanism is set up, functional, and effective</li> </ul> <p>Provide inputs to the monthly, quarterly, periodic, and annual progress/monitoring reports on operational activities related to social issues of the project</p>
6	Lead Management Information System Specialist	<ul style="list-style-type: none"> <li>• Master degree in social science, economics, public policy, political science, information technology or a related field</li> <li>• At least 15 years of experience in monitoring and evaluation and MIS in community development projects, or relevant MIS experience</li> <li>• Demonstrated excellent data management and analysis skills and experience</li> <li>• Demonstrated knowledge and practical experience in the application of MIS tools</li> <li>• Knowledge of MIS computing, as well as MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Lead in the management of the gender-based MIS to ensure a proper flow of information to and from the community, country and national-level, and the provision of timely and adequate information for decision-making at the national level</li> <li>• Review monthly sub-project monitoring reports and supervise data entry into the project MIS system at the county level, including checking the accuracy, completeness, and timeliness of data and report submissions</li> <li>• Carry out frequent monitoring visits to sub-projects under implementation at the national-level</li> <li>• Identify and alert management to any emerging project implementation issues</li> <li>• Provide any technical training to staff or partners as needed and appropriate</li> </ul> <p>Contribute to management progress reports as needed</p>
7	Lead Livelihood Specialist	<ul style="list-style-type: none"> <li>• Master degree in social sciences, development planning, economic development, business management or</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the development of training materials and curricula for climate resilient livelihood capacity building related activities and oversee its delivery at the community level</li> </ul>

		<p>related program</p> <ul style="list-style-type: none"> <li>• At least 15 years of relevant work experience in the field of local economic development, entrepreneurship development, or market driven livelihoods development, or relevant experience</li> <li>• Have a good working knowledge of country driven development as well as African and or Liberia’s local economic development ecosystem</li> <li>• Proven experience incorporating climate resilience in livelihood activities</li> <li>• Proven experience of working with vulnerable groups across Africa and or in rural areas / communities in Liberia, including the training and capacity building of county-based livelihood groups</li> <li>• Experience working with different stakeholders, including private sector, CSOs, NGO and local government authorities/institutions</li> <li>• Demonstrate excellent experience relevant to conducting livelihood and value chain assessments and analysis of national data</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Lead all technical support to the planning, development, and implementation of livelihood and local economic development strategies and activities in the target areas, including stakeholder consultations, mobilization and communication, and training and capacity building of targeted groups</li> <li>• Lead in supporting the development of collaborations with relevant private sector actors, financial institutions, social enterprises, and digital enterprises</li> <li>• Lead in supporting the planning and implementation of grant activities, including the application process and disbursements, as well as related capacity building activities</li> <li>• Coordinate with the Climate Change Specialist to ensure the mainstreaming of climate adaptation and mitigation in all livelihood activities supported by the project</li> <li>• Ensure the timely monitoring and evaluation of livelihood and local economic development activities, and assess gaps in implementation and propose and implement solutions</li> <li>• Support the documentation of successes and lessons learned, and the sharing of this knowledge at the national-level</li> </ul>
Monrovia-Based (NON-KEY STAFF Positions)			
1	Lead Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Master degree in social science, development, economics, public policy, or a related field</li> <li>• At least 15 years of experience in</li> </ul>	<ul style="list-style-type: none"> <li>• Support development of forms/templates for use by the staff for the evaluation of project target indicators</li> <li>• Carry out frequent monitoring visits to LWEP project sites</li> <li>• Prepare analytical reports as related to the M&amp;E framework</li> </ul>

	(M&E) Specialist	<p>monitoring and evaluation in community development projects, or relevant experience</p> <ul style="list-style-type: none"> <li>• Demonstrated excellent data management and analysis skills and experience</li> <li>• Demonstrated knowledge and practical experience in the application of M&amp;E tools</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and operationalize the M&amp;E system and related workplan at county-level</li> <li>• Coordinate the baseline/Midline/Endline survey at national-level</li> <li>• Review on a regular basis the status of Project implementation at national level to identify corrective measures, bringing to the attention of Country Manager any problems/issues arising thereof which may hinder implementation of the Project;</li> <li>• Analyze and generate information on the project's multi-sectoral sex-disaggregated data and lessons learned at national level</li> <li>• Prepare results-focused project quarterly and annual project implementation reports at national-level, which will contain evaluation of project progress in relation to the project objectives and outcomes, and planned outputs and activities and with special regard to cross cutting issues of gender, poverty, environment and climate change and other updates/briefs as deemed necessary</li> <li>• Provide any technical training to staff or partners as needed and appropriate</li> <li>• Provide support on the independent impact evaluation</li> </ul>
2	Lead Beneficiary Feedback Mechanism (BFM)	<ul style="list-style-type: none"> <li>• Master degree in social science, development, political science, communications, or related field</li> <li>• At least 10 years of work experience in community development, communications, or relevant experience</li> <li>• Strong mobilization and networking skills and the ability to work with community and local level stakeholders from diverse backgrounds, including vulnerable groups</li> <li>• Culturally sensitive and knowledgeable of women empowerment challenges and effective strategies in the local contexts of the target area</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the design and implementation of a beneficiary feedback and citizen engagement strategy to ensure robust participation in the project's processes and activities.</li> <li>• Lead and design and apply a range of mechanisms such as focus group discussions, key informant interviews, community gatherings, consultations, one to one outreach with beneficiaries, feedback committees, suggestions boxes, surveys, etc. to regularly gather feedback and suggestions on project's interventions.</li> <li>• Lead and collaborate with the PMU BFM Specialist and CBAs to raise awareness of the BFM at the community-level.</li> <li>• Lead and ensure that all suggestions/complaints submitted through the BFM are logged correctly and receive timely responses.</li> <li>• Lead in closed collaboration with social officer to ensure project related complaints are logged in project GRM and responded timely.</li> <li>• Continuously review, assess, and adapt the project's engagement</li> </ul>

			<p>and two-way communication platforms, channels, and tools to ensure their efficiency and effectiveness</p> <ul style="list-style-type: none"> <li>• Effectively build an active constituency of support, interest, and action for the targeted community beneficiaries and other stakeholders, as well as more widely across the various sectors, namely gender, gender-based violence, and women’s empowerment, agriculture, and health and education</li> <li>• Monitor and evaluate impact of the BFM and CE strategies on target audiences and continuously improve</li> <li>• Provide BFM and CE inputs to monthly, quarterly, periodic, and annual progress/monitoring reports on operational activities</li> </ul>
3	Lead Climate Change Specialist	<ul style="list-style-type: none"> <li>• Master degree in climate change, sustainable development, environmental management, natural sciences, development planning, or related program</li> <li>• At least 10 years of relevant work experience in the field of climate change adaptation and mitigation in livelihoods development or community-driven development programs.</li> <li>• Have a good working knowledge of climate change policies and activities in Liberia</li> <li>• Demonstrate excellent experience incorporating climate resilience in livelihood activities</li> <li>• Demonstrate excellent experience and ability to work with vulnerable groups in rural areas / communities in Liberia, including the training and capacity building of community-based livelihood groups</li> <li>• Excellent Experience working with</li> </ul>	<ul style="list-style-type: none"> <li>• Lead in the development of training materials and curricula for climate resilient livelihood capacity building related activities and oversee its delivery at the community level</li> <li>• Lead training sessions on climate change related topics for project staff, CBAs, and community focal points</li> <li>• Lead and develop climate change communication and information materials for communicating climate change, and oversee work by CBAs and community focal points on climate change awareness raising</li> <li>• Lead and develop a system to screen all livelihood subgrants to ensure that all investments will be climate resilient and will support adaptation and mitigation</li> <li>• Lead and ensure the mainstreaming of climate adaptation and mitigation in all livelihood activities supported by the project, in accordance with the latest data on climate change projections and scenarios for the target areas; ensure that this is mainstreamed in all relevant project guidelines, manuals, and documents</li> <li>• Liaise with relevant climate change actors and stakeholders and identify opportunities and develop partnerships with private sector and civil society around fostering solutions for climate change mitigation and adaptation in the project’s livelihood activities</li> <li>• Lead and propose climate change related indicators for tracking progress, and support the documentation of successes and lessons</li> </ul>

		<p>different stakeholders, including private sector and local government authorities/institutions</p> <ul style="list-style-type: none"> <li>• Excellent experience relevant to conducting climate change screenings and awareness raising</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<p>learned, and the sharing of this knowledge across the target project counties</p>
4	<p>Lead Communications and Community-Engagement Specialist (GBV/Education, Health)</p>	<ul style="list-style-type: none"> <li>• Master degree in communications, marketing, business administration or related field with excellent knowledge of communication and marketing principles.</li> <li>• At least 10 years of relevant work experience in the field of communications and community engagement with international development project.</li> <li>• Design and implement a communications strategy to influence social change around gender, communications around LEWP. More specifically, the Communication strategy shall:</li> <li>• Collaborate with the M&amp;E Specialist and develop a firm monitoring and feedback mechanism to ensure the success of communication programs at the national level</li> <li>• Lead effective information and communication for the project, both for internal (for project management and adaptation measures) and external purposes (including a variety of stakeholders and media) engagement at the national level in collaboration with</li> </ul>	<ul style="list-style-type: none"> <li>• Generate themes and core take-away messages, and determine which communication channels would be suitable to reach each segment of the audience towards achieving social change;</li> <li>• Prepare detail, background materials, information kits, medial and communication strategy for dissemination of the same;</li> <li>• Lead in the development of communication mechanisms for linking the participating government agencies at the various levels and ensuring fluid, proactive and sustainable interaction among the various stakeholders in collaboration with the PMU</li> <li>• In coordination with gender and social specialists, lead the development of a Social and Behavior Change Communication (SBCC) approaches to influence GBV related social norms change and resilient livelihood practices at the national level</li> <li>• Lead the development of Stakeholder Engagement Plan (SEP) and planned deepening analysis will provide insight into the communication strategy by categorizing the stakeholder group and their communication needs.</li> <li>• Lead the development of information dissemination strategic plan for implementation of effective decision-making process, project awareness and active participation of stakeholder taking into account women and girls.</li> </ul>

		the PMU	
<b>County-Level Positions in each of the Six Counties (NON-KEY STAFF POSITIONS)</b>			
1	County Coordinator	<ul style="list-style-type: none"> <li>• Academic degree in social sciences, project management, development, or a related field</li> <li>• At least 8 years of relevant project management experience in World Bank funded projects or projects funded by international development agencies, with a particular focus on community-based development projects</li> <li>• Experience in training and capacity building activities for communities</li> <li>• Proven track record of managing teams and experience in development of project documents, guidelines, and reports</li> <li>• Sound understanding of program management issues, including fiduciary aspects</li> <li>• Experience working with government structures and officials</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate, monitor, and supervise all activities and project implementation of LWEP in the county, according to the PIM</li> <li>• Manage the county implementation team, monitoring their performance and ensuring timely delivery of quality outputs</li> <li>• Prepare county-level workplans and training plans for the deployment of county level staff and the implementation of project activities and components</li> <li>• Manage and monitor project budgets and expenditures at county level</li> <li>• Address any challenges that arise in regard to all LWEP activities in the county</li> <li>• Ensure the implementation of the ESF and the GRM at the county level</li> <li>• Monitor and measure results, and ensure delivery of data for entering into the MIS for activities carried out in the county</li> <li>• Prepare and submit on time all required reports for the county</li> <li>• Ensure strong cooperation with and capacity building of county level government counterparts on the different aspects of the project</li> <li>• Provide any technical training to staff or partners as needed and appropriate</li> </ul>
2	Financial Management (FM) Officer	<ul style="list-style-type: none"> <li>• Academic degree in accounting, finance, business administration, or related field; professional accounting certification is preferred</li> <li>• At least 5 years of relevant experience on accounting and financial management using computerized accounting systems</li> <li>• Proven experience in donor resource management and/or grant administration</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee all financial transactions of LWEP at county level, including project accounting, day-to-day financial management, maintenance of financial records, budget category assignment, and preparation of project financial statements and reports</li> <li>• Maintain complete county-level financial and accounting records in compliance with established financial and procurement policies and procedures</li> <li>• Keep a full audit trail of all financial transactions</li> <li>• Exercise fiduciary/financial responsibility over all components of the LWEP, including the development of budgets, at county level</li> </ul>

		<ul style="list-style-type: none"> <li>• Working knowledge of World Bank and GoL Financial Management standards and procedures</li> <li>• Experience in the use of QuickBooks, SUN, and other computer accounting software; MS Office, and Internet</li> <li>• Ability to work with stakeholders, including government structures and officials and communities</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the preparation and development of annual work plan, budgets, and withdrawal applications</li> <li>• Verify the eligibility and accuracy of all payments by ensuring that documents are in compliance with donor and GoL requirements</li> <li>• Participate in periodic evaluation and financial audits</li> <li>• Provide any technical training to staff or partners as needed and appropriate</li> </ul>
3	Gender Officer	<ul style="list-style-type: none"> <li>• Academic degree in social science, sociology, social work, gender, or related field</li> <li>• At least 5 years of relevant work experience with gender in community development, gender based violence, or relevant experience</li> <li>• Familiar with Government of Liberia’s Gender Policies</li> <li>• Demonstrated knowledge and practical experience of gender dynamics and women’s empowerment challenges in the local context</li> <li>• Experience with stakeholder engagement on gender, including proven experience and ability to work with vulnerable groups in rural areas/communities in Liberia</li> <li>• Proven strong analytical skills and relevant professional experience in conducting gender assessments</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze, review, and provide relevant policy recommendations, including methodologies and tools to integrate gender equality at all stages of the project</li> <li>• Plan, implement, and follow up on all gender-related activities at the county-level</li> <li>• Apply gender-specific tools and gender-based approaches and provide technical support to ensure the efficient and effective functioning of the project in the context of gender equality and women’s empowerment</li> <li>• Ensure that county-level technical teams implement all activities (especially on gender-based violence and social norms) through a gender lens and achieve the project’s gender related outputs and outcomes, based on analysis and interpretation of localized socio-economic gender-based conditions</li> <li>• Ensure the collection of gender-related M&amp;E data at county level, as well as adequate records, documentation, and reports on gender mainstreaming activities</li> <li>• Maintain close coordination with the technical teams as well as liaise with contractors/consultants and all relevant government agencies and stakeholders at county level</li> <li>• Organize review meetings with project beneficiaries, stakeholders, implementing partners and visit project sites to monitor implementation of all gender-related activities, policies and instruments</li> </ul>

			<ul style="list-style-type: none"> <li>• Provide any technical training to staff or partners as needed and appropriate</li> </ul>
4	Livelihoods Officer	<ul style="list-style-type: none"> <li>• Academic degree in social sciences, development planning, economic development, business management or related program</li> <li>• At least 5 years of relevant work experience in the field of local economic development, entrepreneurship development, or market driven livelihoods development, or relevant experience</li> <li>• Have a good working knowledge of community driven development as well as Liberia's local economic development ecosystem</li> <li>• Proven experience incorporating climate resilience in livelihood activities</li> <li>• Proven experience and ability to work with vulnerable groups in rural areas / communities in Liberia, including the training and capacity building of community-based livelihood groups</li> <li>• Experience working with different stakeholders, including private sector and local government authorities/institutions</li> <li>• Proven experience relevant to conducting livelihood and value chain assessments</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Help develop training materials and curricula for climate resilient livelihood capacity building related activities and oversee its delivery at the community level</li> <li>• Provide technical support to the planning, development, and implementation of livelihood and local economic development strategies and activities in the target areas, including stakeholder consultations, mobilization and communication, and training and capacity building of targeted groups</li> <li>• Support the development of collaborations with relevant private sector actors, financial institutions, social enterprises, and digital enterprises</li> <li>• Support the planning and implementation of grant activities, including the application process and disbursements, as well as related capacity building activities</li> <li>• Work with the Climate Change Specialist to ensure the mainstreaming of climate adaptation and mitigation in all livelihood activities supported by the project</li> <li>• Ensure the timely monitoring and evaluation of livelihood and local economic development activities, and assess gaps in implementation and propose and implement solutions</li> <li>• Support the documentation of successes and lessons learned, and the sharing of this knowledge across the target project counties</li> </ul>
5	Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Academic degree in social science, development, economics, public policy, or a related field</li> <li>• At least 5 years of experience in</li> </ul>	<ul style="list-style-type: none"> <li>• Support development of forms/templates for use by the staff for the evaluation of project target indicators</li> <li>• Carry out frequent monitoring visits to LWEP project sites</li> <li>• Prepare analytical reports as related to the M&amp;E framework</li> </ul>

	(M&E) Officer	<p>monitoring and evaluation in community development projects, or relevant experience</p> <ul style="list-style-type: none"> <li>• Demonstrated data collection, management and analysis skills and experience</li> <li>• Demonstrated knowledge and practical experience in the application of M&amp;E tools</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and operationalize the M&amp;E system and related workplan at county-level</li> <li>• Organize the baseline/Midline/Endline survey at county-level</li> <li>• Review on a regular basis the status of Project implementation at county level to identify corrective measures, bringing to the attention of Project management any problems/issues arising thereof which may hinder implementation of the Project;</li> <li>• Analyze and generate information on the project's multi-sectoral sex-disaggregated data and lessons learned</li> <li>• Prepare results-focused project quarterly and annual project implementation reports at county level, which will contain evaluation of project progress in relation to the project objectives and outcomes, and planned outputs and activities and with special regard to cross cutting issues of gender, poverty, environment and climate change and other updates/briefs as deemed necessary</li> <li>• Provide any technical training to staff or partners as needed and appropriate</li> <li>• Provide support on the independent impact evaluation</li> </ul>
6	Management and Information System (MIS) Officer	<ul style="list-style-type: none"> <li>• Academic degree in social science, economics, public policy, political science, information technology or a related field</li> <li>• At least 5 years of experience in monitoring and evaluation and MIS in community development projects, or relevant MIS experience</li> <li>• Demonstrated data management and analysis skills and experience</li> <li>• Demonstrated knowledge and practical experience in the application of MIS tools</li> <li>• Knowledge of MIS computing, as well as MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the gender-based MIS to ensure a proper flow of information to and from the community to county to national level, and the provision of timely and adequate information for decision-making</li> <li>• Review monthly sub-project monitoring reports and supervise data entry into the project MIS, including checking the accuracy, completeness, and timeliness of data and report submissions</li> <li>• Carry out frequent monitoring visits to sub-projects under implementation</li> <li>• Identify and alert management to any emerging project implementation issues</li> <li>• Provide any technical training to staff or partners as needed and appropriate</li> <li>• Contribute to management progress reports as needed</li> </ul>

7	Social Safeguards Officer	<ul style="list-style-type: none"> <li>• Academic degree in social science, public policy, development, political science, or a related field</li> <li>• At least 5 years work experience in social development or social safeguards or relevant experience</li> <li>• Proven experience in social inclusion such as gender, youth, disability, and stakeholder engagement in a community development context</li> <li>• Knowledgeable of women empowerment challenges and effective strategies in the local contexts</li> <li>• Have the ability to work with vulnerable groups in rural areas/communities in Liberia</li> <li>• Working knowledge of World Bank and GoL social safeguard rules and procedures is advantageous</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Provide technical guidance and support in assessing project activities for potential adverse social impacts as well as planning and implementing impact mitigation measures</li> <li>• Provide technical guidance and monitor the implementation of stakeholder engagement and social safeguard plans, making sure that implementation is satisfactory and consistent with the relevant laws of Liberia and the World Bank safeguards policies</li> <li>• Undertake social due diligence prior to commencement of works and liaise with communication teams to address pertinent community-related issues</li> <li>• Supervise and monitor project activities to ensure compliance with social safeguard policies throughout the project life</li> <li>• Ensure adequate social safeguard records and documentation are kept, with adequate documentation of stakeholder consultations</li> <li>• Ensure that the project's Grievance Redress Mechanism is set up, functional, and effective</li> <li>• Provide inputs to the monthly, quarterly, periodic, and annual progress/monitoring reports on operational activities related to social issues of the project</li> </ul>
8	Beneficiary Feedback Mechanism (BFM) / Citizen Engagement (CE) Officer	<ul style="list-style-type: none"> <li>• Academic degree in social science, development, political science, communications, or related field</li> <li>• At least 5 years of work experience in community development, communications, or relevant experience</li> <li>• Strong mobilization and networking skills and the ability to work with community and local level stakeholders from diverse backgrounds, including vulnerable groups</li> <li>• Culturally sensitive and knowledgeable of women empowerment challenges and</li> </ul>	<ul style="list-style-type: none"> <li>• Support the design and implementation of a beneficiary feedback and citizen engagement strategy to ensure robust participation in the project's processes and activities.</li> <li>• Design and apply a range of mechanisms such as focus group discussions, key informant interviews, community gatherings, consultations, one to one outreach with beneficiaries, feedback committees, suggestions boxes, surveys, etc. to regularly gather feedback and suggestions on project's interventions.</li> <li>• Collaborate with the PMU BFM Specialist and CBAs to raise awareness of the BFM at the community-level.</li> <li>• Ensure that all suggestions/complaints submitted through the BFM are logged correctly and receive timely responses.</li> <li>• Work closely with social officer to ensure project related complaints</li> </ul>

		<p>effective strategies in the local contexts of the target area</p> <ul style="list-style-type: none"> <li>• Digital skills including MS Office and Internet</li> </ul>	<p>are logged in project GRM and responded timely.</p> <ul style="list-style-type: none"> <li>• Continuously review, assess, and adapt the project’s engagement and two-way communication platforms, channels, and tools to ensure their efficiency and effectiveness</li> <li>• Effectively build an active constituency of support, interest, and action for the targeted community beneficiaries and other stakeholders, as well as more widely across the various sectors, namely gender, gender-based violence, and women’s empowerment, agriculture, and health and education</li> <li>• Monitor and evaluate impact of the BFM and CE strategies on target audiences and continuously improve</li> <li>• Provide BFM and CE inputs to monthly, quarterly, periodic, and annual progress/monitoring reports on operational activities</li> </ul>
9	Climate Change Officer	<ul style="list-style-type: none"> <li>• Academic degree in climate change, sustainable development, environmental management, natural sciences, development planning, or related program</li> <li>• At least 5 years of relevant work experience in the field of climate change adaptation and mitigation in livelihoods development or community-driven development programs.</li> <li>• Have a good working knowledge of climate change policies and activities in Liberia</li> <li>• Proven experience incorporating climate resilience in livelihood activities</li> <li>• Proven experience and ability to work with vulnerable groups in rural areas / communities in Liberia, including the training and capacity building of community-based livelihood groups</li> <li>• Experience working with different</li> </ul>	<ul style="list-style-type: none"> <li>• Help develop training materials and curricula for climate resilient livelihood capacity building related activities and oversee its delivery at the community level</li> <li>• Lead training sessions on climate change related topics for project staff, CBAs, and community focal points</li> <li>• Develop climate change communication and information materials for communicating climate change, and oversee work by CBAs and community focal points on climate change awareness raising</li> <li>• Develop a system to screen all livelihood subgrants to ensure that all investments will be climate resilient and will support adaptation and mitigation</li> <li>• Ensure the mainstreaming of climate adaptation and mitigation in all livelihood activities supported by the project, in accordance with the latest data on climate change projections and scenarios for the target areas; ensure that this is mainstreamed in all relevant project guidelines, manuals, and documents</li> <li>• Liaise with relevant climate change actors and stakeholders and identify opportunities and develop partnerships with private sector and civil society around fostering solutions for climate change mitigation and adaptation in the project’s livelihood activities</li> <li>• Propose climate change related indicators for tracking progress,</li> </ul>

		<p>stakeholders, including private sector and local government authorities/institutions</p> <ul style="list-style-type: none"> <li>• Proven experience relevant to conducting climate change screenings and awareness raising</li> <li>• Digital skills including MS Office and Internet</li> </ul>	<p>and support the documentation of successes and lessons learned, and the sharing of this knowledge across the target project counties</p>
<b>Community-Level Positions (NON-KEY STAFF POSITIONS)</b>			
10	Community-Based Agent (GBV/Education, Health and Livelihood)	<ul style="list-style-type: none"> <li>• <b>Community level staff.</b> Community-Based Agents (CBAs) will be recruited at the community level and trained to provide continuous support for supporting implementation of Components 1, 2, and 3. CBAs will be trusted community members who have the skills and knowledge to ensure the required services to project beneficiaries on a sustainable and coordinated basis. The LSP/Association will recruit CBAs at a projected ratio of 2 CBAs (one to support Component 1 and 2 GBV, Health, and Education activities, and one to support Component 3 Livelihood activities) per every 5 communities, working in gender-balanced pairs to ensure continuity, consistency, and integration of all inputs across all components. A different ratio may be proposed by the LSP/Association in its proposal, with proper rationale to support the calculation assumptions. Though it is foreseen that each CBA will have their technical area of focus, the LSP/Association must ensure that they work together and carry out activities in an integrated manner, to avoid the development of siloes of the different project activities. The LSP/Association should explain in their technical proposal how their approach and methodology for CBA deployment will ensure this integration of activities.</li> </ul>	
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11	Community Based Agent (Livelihood)	<ul style="list-style-type: none"> <li>• Minimum Highschool degree</li> <li>• At least 3 years work experience as a community facilitator, or in conducting similar engagement under community development projects</li> <li>• Detailed familiarity with the target area and excellent knowledge of the local culture and context, and willingness to spend most of the time in village communities</li> <li>• Strong mobilization, communication, networking, and training skills and the</li> </ul>	<ul style="list-style-type: none"> <li>• Implement community mobilization and citizen engagement activities for livelihood activities in assigned villages, ensuring active participation of all target groups</li> <li>• Help build up community capacities, self-initiative, and ownership through facilitating community sessions and training activities throughout the course of the project</li> <li>• Support community groups to function better with regards to livelihood activities, including providing business development support</li> <li>• Work in close collaboration with other CBAs</li> <li>• Participate in monitoring and data collection activities and deliver periodic reports as required by the project</li> </ul>

		<p>proven ability to work with community and local level stakeholders from diverse backgrounds, including vulnerable groups</p> <ul style="list-style-type: none"><li>• Culturally sensitive and knowledgeable of women empowerment challenges and effective strategies in the local contexts of the target area, especially concerning livelihood activities</li></ul>	
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