

TERMS OF REFERENCE

CONSULTING FIRM SERVICES

for the

**Integrated Capacity-Building Program on Climate-Smart Agriculture, Digital
Extension, and Food Safety Services under GATE**

(GC3C1e)

Project: Green Agri-food Transformation for Economic Recovery (GATE)

Implementing Entity: Council for Development and Reconstruction (CDR)

Date: August 10, 2026

Table of Contents

Contents

Table of Contents.....	2
Abbreviations and Acronyms	5
Part 1: Context and Rationale.....	7
1.1 Context.....	7
1.2 Rationale.....	8
1.3 GATE Project Background and Components	8
Part 2: Overall Objective and Specific Activities of the Assignment.....	9
2.1 Overall Objective.....	9
2.2 Specific Activities.....	9
Part 3: Integrated Approach of the Assignment.....	10
Part 4: Target Beneficiaries.....	10
4.1 Target Groups	10
4.2 Target Numbers.....	11
4.3 Geographic Targeting	12
Part 5: Scope of Work.....	13
5.1 Training Needs Assessment.....	13
5.2 Design and Implementation of Track A – Climate-Smart Agriculture, Market Access, Extension Services, and Digital Advisory Systems.....	13
5.2.1 Description.....	13
5.2.2. Needs Assessment.....	14
5.2.3 Training of Trainers (ToT) for MoA Extension Staff	14
5.3 Climate-Smart Agriculture, Market Access Capacity Building and Training Program	14
5.4 Extension Services and Digital Advisory Systems	15
5.5 Environmental and Social Good Practices Awareness.....	15

5.6. Design and Implementation of Track B – Food Safety Systems and Regulatory Capacity Building	16
5.6.1 Description.....	16
5.6.2 Training Needs Assessment	16
5.6.3 Food Safety and Regulatory Training Program	16
5.6.4 Institutional Coordination.....	16
5.7 Delivery Methodology.....	17
Part 6: Implementation Support, Monitoring, Learning, and Knowledge Management.....	17
6.1 Description.....	17
6.2 Inception, Planning, and Coordination.....	17
6.3 Participant and Activity Data Management.....	17
6.4 Monitoring, Evaluation, and Learning	18
6.5 Feedback, Adaptive Management, and Learning.....	18
6.6 Geotagging, Documentation, and Knowledge Products	19
6.7 Gender, Inclusion, and Participation Tracking	19
Part 7: Cross-Cutting Themes.....	19
7.1 Gender Integration	19
7.2 Youth Integration	20
7.3 Environmental and Social Framework (ESF)	20
7.4 Fragility, Conflict, and Violence (FCV) Integration	21
Part 8: Expected Implementation Approach and Guiding Considerations for Implementation	21
8.1 General Requirements from the Service Provider.....	22
8.2 Training Materials to be Developed	22
8.3 Trainer Qualifications.....	24
Part 9: Implementation Schedule, Key Activities, Deliverables and Reporting Timeline	24
Part 10: Monitoring and Evaluation Framework.....	26
10.1 Results Indicators	27
10.2 Training-Specific M&E Indicators	28
10.3 Data Collection Tools	29

Part 11: Institutional Arrangements and Roles	30
11.1 Overall Institutional Setup	30
11.2 Track-Specific Governance	32
11.3 Service Provider Modality	32
11.4 Reporting and Accountability Flow.....	33
11.5 Security and Accessibility Notice	33
Part 12: Budget Estimate	33
Part 13: Qualifications of the Service Provider	35
Part 14: Minimum Team Composition	37
Part 15: Deliverables, Acceptance, and Payment Terms. 17.1 Deliverable Register:	39
15.2 Deliverable Acceptance Procedure	39
15.2.1 Submission.....	39
15.2.2 Review and Acceptance Process.....	39
15.2.3 Acceptance Criteria.....	40
15.2.4 Final Acceptance Documentation.....	40
15.3 Payment Terms and Schedule	40
15.3.1 General Principles.....	40
15.3.2 Payment Milestone Descriptions	41
15.4 Invoicing Procedure.....	42
15.4.1 Invoice Submission.....	42
15.4.2 Supporting Documentation.....	42
15.5 Payment Release Conditions	42
15.5.1 Conditions Precedent.....	42
15.5.2 Withholding of Payment.....	43
15.5.3 Payment Processing	43
Part 16: Annexes.....	43

Abbreviations and Acronyms

Abbreviation	Full Term
CDR	Council for Development and Reconstruction
CSA	Climate-Smart Agriculture
ESF	Environmental and Social Framework
ESS	Environmental and Social Standards
EX-ACT	Ex-Ante Carbon-balance Tool
FFS	Farmer Field Schools
GAP	Good Agricultural Practices
GATE	Green Agri-food Transformation for Economic Recovery
GDC	General Directorate of Cooperatives
GHG	Greenhouse Gas
GMP	Good Manufacturing Practices
GRS	Grievance Redress Service
HACCP	Hazard Analysis and Critical Control Points
IPM	Integrated Pest Management

Abbreviation	Full Term
LARI	Lebanese Agricultural Research Institute
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoE	Ministry of Environment
MoEW	Ministry of Energy and Water
PAD	Project Appraisal Document
PCU	Project Coordination Unit
PDO	Project Development Objective
POM	Project Operations Manual
PSC	Project Steering Committee
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SMEs	Small and Medium Enterprises
ToT	Training of Trainers

Abbreviation	Full Term
WFP	World Food Program

Part 1: Context and Rationale

1.1 Context

The Ministry of Agriculture (MoA) in Lebanon is currently undertaking a comprehensive reform agenda aimed at modernizing its institutional framework and strengthening its service delivery capacity. As part of this effort, the Ministry is developing a new National Agricultural Strategy for the period 2026-2035 and has mobilized over USD 280 million in external financing to support agricultural development initiatives.

Agricultural extension services are a critical function of the MoA, responsible for bridging the gap between research and farming communities. However, extension services have faced persistent challenges related to staffing, resources, and relevance to emerging challenges such as climate change. The revival of extension services is identified as a key pillar in Lebanon's agricultural development framework.

Climate-Smart Agriculture (CSA) has emerged as a priority approach to address the compounding challenges facing Lebanese farmers: water scarcity, climate variability, rising input costs, and the need to sustain productivity gains. Lebanese farmers, farm workers, and agricultural cooperatives increasingly require practical, localized, and economically viable solutions that can enhance resilience, improve resource efficiency, and support safer and more sustainable production systems. In addition, many farmers and farmers' groups need stronger capacities to understand and meet the specifications and standards required by off-takers and target markets.

Recent initiatives, including the FAO-Denmark land reclamation project and the CLIMAT project implemented by AUB-ESDU, have demonstrated the effectiveness of combining CSA training with material support and market linkages.

At the same time, the Lebanese agri-food sector faces growing pressure to improve food safety, quality assurance, and compliance with market requirements. Local and export market opportunities increasingly depend on the ability of producers and institutions to apply good practices, improve hygiene and safety management, and strengthen awareness of relevant standards and regulatory requirements. This creates a need not only for stronger farmer-facing advisory services, but also for improved institutional capacities within MoA and related services on food safety, inspection, and regulatory functions.

This assignment is designed to respond to these needs through one integrated capacity-building program that combines three mutually reinforcing dimensions:

- Strengthening MoA's extension capacity and field outreach on climate-smart agriculture and good agricultural practices;
- Supporting improved and digital advisory services for farmers, agricultural cooperatives, and individual farmers, including those benefiting from Climate-Smart Matching Grants under GATE Subcomponent 1.1, to strengthen their capacities to adopt the specifications and standards required by off-takers and target markets; and
- Strengthening selected food safety and regulatory capacities within MoA.

1.2 Rationale

The rationale for the assignment is based on the following priorities:

- **Institutional strengthening:** Strengthening the technical and operational capacity of MoA extension and technical staff is essential for sustaining service delivery beyond project cycles.
- **Farmer resilience:** Lebanese farmers require practical support to respond to climate-related risks, including drought, irregular seasons, water scarcity, soil degradation, pest pressure, and increasing production costs.
- **Cooperative development:** Agricultural cooperatives and producer groups can play an important role in aggregation, dissemination of good practices, local service provision, value chain participation and compliance with off-taker and target market requirements.
- **Digital service modernization:** Modern agricultural service delivery requires improved use of digital tools and systems for outreach, advisory support, beneficiary tracking, and follow-up.
- **Food safety and market relevance:** Improved awareness and institutional capacity on food safety, good practices, traceability-related principles, and inspection functions are increasingly important.
- **Alignment with national priorities:** The program supports MoA priorities related to sustainable agriculture, climate resilience, extension modernization, natural resource protection, and food safety strengthening.

1.3 GATE Project Background and Components

The Republic of Lebanon, represented by the Council for Development and Reconstruction (CDR), is implementing the Green Agri-food Transformation for Economic Recovery (GATE) Project, funded by the International Bank for Reconstruction and Development (IBRD / World

Bank). The Project aims to improve the resilience of farmers and Small and Medium Enterprises (SMEs) in the Lebanese agri-food sector.

The Green Agri-food Transformation for Economic Recovery (GATE) Project, funded by the World Bank and implemented by the Council for Development and Reconstruction (CDR), aims to enhance the resilience and competitiveness of farmers and small and medium enterprises (SMEs) in Lebanon's agri-food sector. The project comprises five components focusing on: (1) climate-smart investments; (2) resilient infrastructure and services; (3) institutional capacity strengthening; (4) project management, and (5) emergency response preparedness. Implementation is led by CDR in coordination with key partners, including Kafalat, Green Plan, MoEW, MoE, and MoI. This assignment falls under Component 3, which seeks to improve the enabling environment and restore support services for the agri-food sector, particularly through promoting climate-smart agriculture practices, strengthening access to knowledge and standards, and enhancing food safety systems.

This assignment falls under Component 3: Improving the Enabling Environment and Restoring Support Services for Agri-food Sector Development of the GATE Project. In particular, it combines activities aligned with:

- Subcomponent 3.1: Improving access to climate-smart agriculture practices, data, and knowledge and enhancing adoption of the specifications and standards required by off-takers and target markets;
- Subcomponent 3.2: Strengthening food safety.

Part 2: Overall Objective and Specific Activities of the Assignment

2.1 Overall Objective

To strengthen the capacity of the Ministry of Agriculture's extension and rural development services, and strengthen market-oriented capacities of farmers and farmers' groups, support farmers, farmers' groups, and agricultural cooperatives, including beneficiaries of Climate-Smart Matching Grants under GATE Subcomponent 1.1, to adopt the technical, quality, and organizational practices needed to meet the specifications and standards of off-takers and target markets (target to be agreed) |

2.2 Specific Activities

A. Climate-Smart Agriculture, Extension, and Digital Advisory Objectives

- Strengthen MoA extension staff capacity (GATE sub-component 3.1)

- Build capacity of farmers and farmers associations / cooperatives on CSA, by Training 15,000 farmers, farmers' groups, and agricultural cooperatives (GATE sub-component 3.1)
- Strengthen market-oriented capacities of farmers and farmers associations (GATE sub-component 3.2)
- Develop digital advisory services (GATE sub-component 3.1)

B. Food Safety and Regulatory Capacity Objectives

- Strengthen MoA food safety and regulatory capacity through specialized training on food safety systems, inspection procedures, and international standards. (GATE sub-component 3.2)
- Support optimization of the institutional processes among MoA relevant units, LARI, and other involved ministries and stakeholders. (GATE sub-component 3.1)

C. Cross-Cutting Objectives

- Establish a coherent implementation, monitoring, and learning framework.
- Promote gender-responsive and inclusive delivery (minimum 35% women, 20% youth).

Part 3: Integrated Approach of the Assignment

The service provider shall deliver the assignment as **one integrated capacity-building program**, through clearly differentiated technical tracks.

The integrated approach is intended to ensure:

- Coherence across climate-smart agriculture, market linkages, digital advisory, and food safety capacity building
- Better coordination across participating MoA units, LARI, and involved ministries and stakeholders.
- Stronger monitoring, learning, and documentation

At the same time, the three tracks shall remain clearly distinguishable in terms of work planning, technical leadership, staffing, budgets, deliverables, and reporting.

Part 4: Target Beneficiaries

4.1 Target Groups

The assignment will target a combination of institutional and field-level beneficiaries:

A. MoA Extension Staff and Relevant Technical Personnel

- Agricultural engineers, field facilitators, extension officers, regional agricultural staff and other relevant technical personnel involved in advisory and outreach functions. These beneficiaries are central to strengthening the Ministry's capacity to deliver climate-smart and digitally enabled extension services.

B. MoA Regulatory Staff

- Inspectors and technical staff, and relevant personnel working in plant, animal, food safety, regulatory, inspection, or related technical functions. These beneficiaries are central to strengthening MoA capacities related to food safety systems, procedures, and institutional coordination.

C. Farmers and Farm Workers

- These include small-scale and medium-scale farmers and farm workers from key agricultural regions in Lebanon, including women and youth as per project targets, and individual farmers benefiting from Climate-Smart Matching Grants under GATE Subcomponent 1.1.

D. Agricultural Cooperatives and Producer Groups

- Registered cooperatives, farmer associations, and producer groups including those benefiting from Climate-Smart Matching Grants under GATE Subcomponent 1.1

4.1.1 Selection Criteria for Target Groups

The Service Provider shall develop, in consultation with MoA and CDR/PCU, clear selection and eligibility criteria for the different target groups under the assignment, including extension staff, farmers, farmers associations, agricultural cooperatives, food safety / regulatory staff, and other participating entities, in order to ensure transparent, relevant, and balanced beneficiary targeting across regions, value chains, and tracks.

4.2 Target Numbers

Beneficiary Category	Target*
Individual farmers. Cooperatives / associations / NGOs/CBOs (climate-smart training)	15,000
MoA extension staff (ToT)	100

Beneficiary Category	Target*
	Out of which 50 women extensionists
Farmers associations and agricultural cooperatives supported to improve compliance with off-taker and target market requirements	150 farmer groups, including 40 Women-Led Farmers' Groups.
MoA food safety / Regulatory Staff	Up to 40
Women	Minimum 35% of all beneficiaries
Youth (under 35)	Minimum 20%
Farmers regularly receiving e-extension services	80,000

* Priority to South Lebanon, Bekaa, Baalbek-Hermel

4.3 Geographic Targeting

Value Chain	Sub-Sectors
Olive oil and table olives	Production, processing, marketing
Fresh fruits and vegetables	Protected cultivation, post-harvest, marketing
Wheat and cereals	Production, storage, processing
Dairy (milk and processed products)	Production, processing, cold chain
Poultry and eggs	Production, processing, marketing
Niche products	Production, processing and marketing

Part 5: Scope of Work

The assignment shall be implemented as **one integrated capacity-building program** under GATE Component 3, while being delivered through three distinct but complementary tracks:

- **Track A:** Climate-Smart Agriculture, Market Linkages, Extension Services, and Digital Advisory Services
- **Track B:** Capacity building on Food Safety and Regulatory Systems

5.1 Training Needs Assessment

The Service Provider shall conduct a participatory assessment to identify:

- Current capacity levels of MoA extension staff in CSA, GAP, IPM, water management, soil health, food safety, and business development.
- Assess the coordination and exchange mechanisms available at the MoA and identify potential enhancement opportunities to improve the coordination.
- Priority training needs of farmers, farmers associations and cooperatives by region, value chain, and crop
- Existing training materials and resources within MoA and partner organizations
- Gaps in extension service delivery mechanisms and food safety / regulatory inspection systems
- Barriers to women's participation in extension and training services

More details on the Needs assessment under each Track are provided in Annex A.

5.2 Design and Implementation of Track A – Climate-Smart Agriculture, Market Access, Extension Services, and Digital Advisory Systems

5.2.1 Description

Track A focuses on building the capacity of farmers, farmers associations, agricultural cooperatives, and MoA extension staff to implement Climate-Smart Agriculture (CSA) practices, utilize digital advisory services, and improve water and soil management. This track directly responds to the training and advisory dimensions of GATE Subcomponent 1.1 and Subcomponent 3.1.

Subcomponent 3.1 includes digitizing MoA agricultural services, including digitalization of extension services and support to the farmers registry, as well as delivery of improved extension services focused on climate-smart practices and training for 15,000 smallholders.

5.2.2. Needs Assessment

The Service Provider shall conduct a participatory and evidence-based training needs assessment related to climate-smart agriculture, extension services, and farmer/ farmers associations, cooperative advisory needs. Indicative topics for needs assessment in Annex A.

5.2.3 Training of Trainers (ToT) for MoA Extension Staff

The ToT program shall aim to build a core pool of certified trainers capable of continuing CSA dissemination beyond the project lifecycle. The program shall therefore include a structured curriculum, practical application, and assessment mechanisms leading to certification of successful participants. The ToT shall be implemented in close collaboration with the MoA Agriculture Vocational schools. The training of the MoA staff will be of a TOT level with certification. Indicative list of topics in Annex A.

5.3 Climate-Smart Agriculture, Market Access Capacity Building and Training Program

The Service Provider shall design and implement a comprehensive capacity-building program targeting farmers, farmers' associations, and MoA extension staff with particular attention to cooperatives and individual farmers benefiting from Climate-Smart Matching Grants under GATE Subcomponent 1.1. The program will be designed in close collaboration with the MoA to develop participants' knowledge and practical skills in CSA principles and technologies, sustainable agricultural production, integrated water and soil management, climate risk adaptation, and resource-efficient farming practices for beneficiaries. Training materials, manuals, curricula, and practical demonstration modules will be developed using participatory and adult-learning approaches to ensure effective knowledge transfer and long-term adoption.

The training program shall also support these beneficiaries in improving their market readiness and their ability to meet the specifications, quality requirements, and standards required by off-takers and target markets. The farmer/farmer associations training program shall be designed to contribute to the MoA strategic framework in particular to the institutional vocational training program, in addition to contribute to the GATE Results Framework related to climate-smart training and farmer adoption. The devised training program on CSP shall target at least 15,000 farmers and farm workers, alongside strengthened extension services and broader e-extension outreach. Indicative list of topics in Annex A.

The Farmer, farmers associations and Cooperative Training Program shall integrate the requirements of the GATE ESMF, including Annex G – Pest Management Plan (PMP), with particular focus on Integrated Pest Management (IPM), safe and responsible use of pesticides and fertilizers, proper storage, handling and disposal of agrochemicals and empty containers, pollution prevention, protection of soil and water resources, and reduction of reliance on synthetic chemical

pesticides through preventive, biological, mechanical, cultural and other non-chemical pest management measures.

5.4 Extension Services and Digital Advisory Systems

The Service Provider shall support the design and rollout of improved digital advisory system and extension services as a core element of Track A.

This shall include enhancing the effectiveness of agricultural extension services by building the capacity of MOA extensionists and integrating digital advisory tools and innovative communication platforms into extension delivery. Activities will include assessing extension service needs, developing digital advisory content, strengthening the technical capacities of extension personnel, and promoting the use of digital platforms for real-time dissemination.

The training content shall be consistent with the GATE project requirement to digitize agricultural services, including digitalization of extension services, the digital extension system should include information about innovations, new technologies, and weather information delivery explicitly. It will also provide support to the farmers registry, and contribute to the Results Framework indicator on farmers regularly receiving e-extension services. The E-extension services shall target at least 80,000 farmers.

Digital advisory content related to pests, diseases, irrigation, crop management, input use, and climate-smart agriculture shall be consistent with the GATE ESMF and specifically Annex G -Pest Management Plan (PMP). Such content shall promote IPM, responsible input use, safe handling and storage of pesticides and fertilizers, avoidance of overuse or misuse of agrochemicals, and protection of human health, soil, water resources, biodiversity and beneficial organisms.

The activity will enhance coordination between extension agents and farmers / farmer associations while improving the accessibility and responsiveness of advisory services.

The path to sustainability for digital advisory services is centered on a deliberate transfer of technical and administrative control to the MoA, which then assumes responsibility for operating, funding, and integrating the service into its core national extension strategy. Refer to Annex A for indicative topics.

5.5 Environmental and Social Good Practices Awareness

Environmental and Social Good Practices Awareness shall include, as applicable to the capacity-building nature of the assignment, awareness on the World Bank Environmental and Social Framework (ESF), the applicable Environmental and Social Standards (ESSs), and the GATE Project Environmental and Social instruments, including the Environmental and Social Commitment Plan (ESCP), Environmental and Social Management Framework (ESMF),

Stakeholder Engagement Plan (SEP), Labor Management Procedures (LMP), Resettlement Framework (RF), Annex G-Pest Management Plan (PMP), and the Project Grievance Mechanism (GM). Training shall also incorporate awareness of applicable national laws, regulations, and good practices relevant to the training topics and activities.

5.6. Design and Implementation of Track B – Food Safety Systems and Regulatory Capacity Building

5.6.1 Description

This track shall cover the food safety and regulatory training functions aligned with GATE Subcomponent 3.2. It shall focus on strengthening the capacity of MoA and relevant stakeholders on food safety systems, inspection and reporting procedures, traceability-related awareness, selected SPS-related requirements, and institutional coordination.

More specifically, Subcomponent 3.2 includes technical assistance for harmonization with Codex and target market requirements, support for frameworks related to GAP, GMP, and HACCP, design and implementation of residues and contaminants monitoring programs, digitization of food safety management processes including SPS e-certification, and strengthening of operational capacity of public agencies involved in food safety management.

5.6.2 Training Needs Assessment

The Service Provider shall assess current institutional, technical, and training gaps related to food safety systems and regulatory functions. List of assessment topics in Annex A.

5.6.3 Food Safety and Regulatory Training Program

The Service Provider shall design and deliver specialized training for MoA staff responsible for food safety inspection, regulatory functions, and related technical responsibilities, and LARI team. Refer to Annex A for minimum training requirement.

5.6.4 Institutional Coordination

The Service Provider shall assess the coordination and exchange mechanisms available at the MoA and identify potential enhancement opportunities to improve the coordination among the different related units and institutions including: MoA food safety functions, veterinary services, LARI, the National Food Safety Agency and other relevant stakeholders. The Service Provider will organize workshops, coordination sessions, and training-linked technical discussions to facilitate the process. This shall lead to identifying priority procedural improvements, training needs for inspectorates, and practical recommendations for future institutional strengthening.

5.7 Delivery Methodology

The Service Provider shall be responsible for developing and presenting a comprehensive delivery methodology for Tracks A and B, ensuring a consistent, integrated, and scalable approach across both workstreams. The methodology for Track B should align with the principles and framework established for Track A, while addressing any unique requirements, dependencies, or risks specific to Track B.

Part 6: Implementation Support, Monitoring, Learning, and Knowledge Management

6.1 Description

The service Provider shall provide the common implementation backbone for the assignment and support the effective delivery, monitoring, coordination, and documentation of Tracks A and B.

6.2 Inception, Planning, and Coordination

The Service Provider shall:

- Prepare a consolidated inception report, implementation methodology, detailed work plan, and training calendar for all tracks;
- Prepare regional rollout plans and participant targeting approaches;
- Coordinate regularly with CDR/PCU, MoA, LARI, the Directorate of Cooperatives, food safety / regulatory units, regional agriculture centers, and other relevant stakeholders;
- Organize regular coordination and progress review meetings;
- Ensure complementarity with related GATE interventions and other relevant agricultural support programs.

6.3 Participant and Activity Data Management

The Service Provider shall establish and maintain a consolidated database and tracking system covering all major beneficiary groups and activities, including:

- Extension staff trained;
- Farmers and farm workers trained;
- Farmers associations, cooperatives reached;
- Food safety / Regulatory staff trained;
- Demonstration plots and FFS activities;
- Digital outreach activities under e-extension;
- Linkages, where relevant, with the MoA Farmers Registry to support identification, registration, segmentation, and follow-up of participating farmers and farmer groups, subject to available systems and agreed coordination and data-sharing arrangements;
- Participant profiles by region, sex, category, and module.

The system shall support routine reporting and follow-up and shall be compatible, to the extent feasible, with project monitoring requirements. All templates shall be aligned with the GATE – PCU M&E reporting requirements and guideline.

6.4 Monitoring, Evaluation, and Learning

The Service Provider shall design and implement a monitoring framework for the assignment, including tools, templates, and periodic reporting arrangements. All tools and indicators shall be in line with GATE MEL requirements and guideline. This shall include tracking of:

- Number of farmers and farm workers who have received training on climate smart production practices
- Number of female farmers and farm workers who have received training on climate smart production practices
- Number of male farmers and farm workers who have received training on climate smart production practices
- Number of extensionist trained
- Number of female extensionist trained
- Number of farmers regularly receiving e- extension services
- Number of female farmers regularly receiving e-extension services
- Percentage of farmers satisfied with extension services received
- Session Percentage of female farmers satisfied with extension services received
- Increase in annual issuance of origin/export, veterinary health, sanitary and phytosanitary (SPS) certificates
- Number and profile of farmers, farm workers, farmers associations and cooperatives reached;
- Number and profile of food safety / Regulatory staff trained;
- Participant satisfaction with training and advisory services;
- Food safety inspection capacity improvements and lessons emerging from Track B.

The Project Indicator Reference sheets will be shared with the Service Provider at the Contract signature phase.

6.5 Feedback, Adaptive Management, and Learning

The Service Provider shall:

- Collect participant feedback by the end of each training and any other meeting and/or advisory sessions;
- Identify implementation bottlenecks and propose corrective actions;
- Adapt training materials, methodologies, and outreach approaches based on evidence and field feedback;
- Document lessons learned, good practices, and successful field experiences;

- Prepare concise knowledge products, briefs, and recommendations to support institutional learning and possible scale-up.

6.6 Geotagging, Documentation, and Knowledge Products

Where feasible and appropriate, the Service Provider shall:

- Geotag field training locations, such as demonstration plots, FFS sites of selected activities;
- Maintain organized documentation of training materials, attendance records, photos, videos, and technical outputs;
- Prepare visual and narrative documentation of field activities and results;
- Support the production of short knowledge products and communication materials for internal and project use.

6.7 Gender, Inclusion, and Participation Tracking

Across all tracks, the Service Provider shall:

- Ensure that beneficiary and training data are gender-disaggregated and age-group;
- Monitor participation of women farmers, women-led cooperatives, farmers associations, female staff, and youth;
- Identify participation barriers and propose practical adjustments;
- Reflect gender-responsive outreach and participation measures in implementation and reporting.

Part 7: Cross-Cutting Themes

7.1 Gender Integration

The training program shall ensure gender inclusion across all tracks.

Strategy	Application
Minimum 60% female participation	All training events
Women-only training sessions	Where culturally appropriate
Childcare support	Provided at training venues
Female trainers	Recruited where possible

Strategy	Application
Gender-sensitive training materials	Images and language inclusive of women
Women's cooperatives	Targeted for Track A and B

7.2 Youth Integration

Strategy	Application
Minimum 20% youth participation ²	All training events
Youth leadership	All training events
Mentorship program	Pairing youth with experienced farmers
Entrepreneurship focus	Business plan development
Digital skills	mobile applications

7.3 Environmental and Social Framework (ESF)

Per World Bank ESF requirements and GATE PAD Sec. IV.C & D, the training program includes:

ESS	Training Integration
ESS1: Assessment and Management of Environmental and Social Risks and Impacts	Track A and B (awareness of environmental and social good practices and applicable GATE E&S instruments)
ESS2: Labor and Working Conditions	Track A and B (occupational health and safety, labor management principles, and prevention of child and forced labor)

ESS3: Resource Efficiency and Pollution Prevention and Management	Track A (resource efficiency, climate-smart agriculture, integrated pest management (IPM), and sustainable use of agricultural inputs)
ESS4: Community Health and Safety	Track A (safe agricultural practices, pesticide and fertilizer safety, and community health and safety awareness)
ESS10: Stakeholder Engagement and Information Disclosure	Track A and B (stakeholder engagement, inclusive participation, SEP, and Project Grievance Mechanism (GM))

7.4 Fragility, Conflict, and Violence (FCV) Integration

Per GATE PAD Sec. I.A (FCV context), the training program prioritizes:

Strategy	Application
Geographic targeting	Conflict-affected areas (South Lebanon, Baalbek-Hermel)
Social cohesion	Mixed Lebanese and Syrian participant groups where appropriate
Accessible venues	Locations safe and accessible for all participants

Part 8: Expected Implementation Approach and Guiding Considerations for Implementation

The Service Provider shall adopt an implementation approach that combines institutional strengthening, field-level delivery, practical learning, and digital support functions.

The approach is expected to include, as relevant:

- Training of trainers for MoA staff and technical personnel
- Direct and indirect farmer outreach through extension structures
- Demonstration-based learning and participatory methods
- Practical tools and materials for field use
- Digital support for outreach, tracking, and follow-up
- Monitoring, feedback, and learning loops
- Practical coordination with relevant MoA services and partner institutions

Consideration	Application
Practicality and Applicability	Training shall be practical, field-oriented, and adapted to the Lebanese context
Institutional Sustainability	Strengthen MoA's own capacities and systems for continued use beyond the contract
Complementarity	Complement, not duplicate, related GATE activities
Digital Readiness and Data Use	Support better use of digital tools for advisory outreach and monitoring
Inclusion and Gender Responsiveness	Encourage participation of women, youth, and vulnerable groups
Flexibility	Allow adaptation to regional conditions and security constraints

8.1 General Requirements from the Service Provider

The Service Provider shall:

- Provide a technically sound and operationally feasible methodology
- Mobilize appropriately qualified experts and field teams
- Maintain strong coordination with CDR/PCU and MoA
- Ensure quality and consistency across all tracks
- Produce user-friendly materials and practical outputs
- Maintain good records and reliable data
- Deliver reports and outputs on time and in the agreed formats
- Ensure compliance with all Project Monitoring and Evaluation Reporting and Data collection requirements and tools. Ensure compliance with the applicable Project Environmental and Social instruments, and relevant national laws and regulations.

8.2 Training Materials to be Developed

All training materials shall align, as relevant, with international standards and recognized technical references, including FAO, WHO, Codex Alimentarius, and other appropriate sources.

Material Type	Description	Languages
Training Manual	Climate smart agriculture curriculum tailored to Lebanon's agro-ecological zones, including case studies and practical training	Arabic
Food safety / regulatory system training manuals and inspector reference materials	SOPs and inspection material	Arabic and English
Facilitator guides	Detailed session plans for trainers	English, Arabic
Participant handbooks	Illustrated guides for each module	Arabic
Visual aids	Posters, ID cards for pest identification	Arabic
Video content	Demonstration videos for key practices	Arabic (voiceover)
Digital content	Mobile-friendly summaries for WhatsApp /social media on the related topics	Arabic
Checklists and guidance notes	ESF compliance and good practices	English, Arabic
E&S awareness materials	Environmental and social good practices, IPM, OHS, &GM materials	English, Arabic

8.3 Trainer Qualifications

Track	Trainer Qualifications ²
Track A	CSA specialist, agronomist, irrigation engineer, IPM expert, digital agriculture specialist, M&E specialist, ESF expert, gender specialist, youth leadership trainer All trainers should have at least 5yrs experience in conducting training sessions in similar subjects.
Track B	Food safety expert, HACCP trainer, former inspector, certification body representative All trainers should have at least 7yrs experience in conducting training sessions in similar subjects.

Part 9: Implementation Schedule, Key Activities, Deliverables and Reporting Timeline

Activity	Deliverable	Timeline (from Contract signature)
Inception Phase – All Tracks	Inception Report detailing methodology, implementation approach, track structure, coordination arrangements, work plan, rollout approach, and assessment tools	Month 1
Training Needs Assessment – Track A and Track B	Assessment Report covering: (i) CSA/extension/digital advisory needs; (ii) food safety and regulatory training needs; (iii) beneficiary segmentation by category and region; and (iv) recommendations for training rollout, digital outreach, and institutional coordination	Months 1–2
Detailed Training and Rollout Plan – All Tracks	Consolidated Training and Rollout Plan, including training calendar, participant targeting, regional coverage, modules, staffing plan, and monitoring approach	Month 2
Track A – ToT Program Design	Training of Trainers curriculum and package for MoA extension staff, covering all modules.	Month 2
Track A – ToT Program Delivery	ToT completion reports, participant lists, attendance sheets, assessments, and training materials for MoA extension staff, certification	Months 2–5

Activity	Deliverable	Timeline (from Contract signature)
Track A – Farmer and Farm Worker Training Program	Training delivery reports for farmers and farm workers, including training records by region, topic, and beneficiary category	Months 4–16
Track A – Cooperative Capacity Building Program	Training delivery reports for agricultural cooperatives / farmers associations, producer groups, including topics covered on CSA, cooperative strengthening, aggregation, climate-smart value addition, and market readiness	Months 4–16
Track A – Demonstration Plot Establishment and Support	Demonstration plot package, including site selection note, establishment reports, geo-referenced records where feasible, and periodic technical monitoring notes	Months 4–8
Track A – Farmer Field Schools (FFS)	FFS implementation reports, facilitator assessments, attendance records, and lessons learned summaries	Months 5–16
Track A – Digital Advisory / E-Extension Design	Digital advisory strategy and implementation package, including farmer segmentation approach, advisory content plan, seasonal message calendar, sample messages, and recommended outreach channels	Months 2–5
Track A – Digital Advisory / E-Extension Rollout Support	Periodic e-extension rollout reports, including records of advisory dissemination, beneficiary registration/onboarding support, and summary of outreach achieved	Months 5–17
Track B – Food Safety Training Program Design	Specialized training curriculum and training package for MoA food safety and regulatory staff	Months 2–4
Track B – Food safety / Regulatory staff Training Delivery	Specialized training reports, participant lists, attendance records, training assessments, and certificates for food safety and regulatory staff	Months 4–12
Track B – Food Safety Reference Materials	Draft and finalized food safety training/reference materials, including manuals, checklists, practical guidance notes, and quick-reference tools for staff	Months 4–8
Track B – Institutional Coordination Support	Brief coordination notes / workshop reports documenting engagement among MoA units, Food safety / Regulatory staff, veterinary services, LARI, and other relevant institutions	Months 4–17
Track C – Participant and Activity Database	Consolidated database of trainees and activities across all tracks, including extension staff, farmers, farmers associations, cooperatives, and Food safety / Regulatory staff, with sex-disaggregated data and location details where feasible	Monthly; from Month 2 to Month 18

Activity	Deliverable	Timeline (from Contract signature)
Track C – Monitoring and Reporting Framework	Monitoring framework, tools, templates, and reporting dashboard aligned with TOR outputs and relevant GATE indicators and M&E reporting tools and templates	Month 2
Track C – Quarterly Progress Reporting	Quarterly Progress Reports covering all tracks, including outputs delivered, participation data, digital outreach status, challenges, corrective actions, and next-quarter plan	Quarterly; from Month 2 to Month 18
Track C – Feedback and Learning System	Participant feedback summaries, training satisfaction notes, and adaptive implementation recommendations	Semi-annual; from Month 4 to Month 18
Track C – Knowledge Management and Documentation	Knowledge products, short briefs, visual documentation, good practice notes, and lessons learned from implementation	On Month 9, Month 14, and Month 18
Training Materials Development – All Tracks	Complete set of finalized training resources (print and digital), including facilitator guides, farmer materials, advisory content, visual aids, and specialized food safety materials	Months 2–8
Mid-Implementation Review – All Tracks	Mid-implementation review notes summarizing progress, outreach, quality of delivery, uptake issues, and recommendations for adjustment	Month 9
Final Evaluation and Closing Report – All Tracks	Draft Final Report with consolidated analysis of activities, outputs, lessons learned, recommendations, and annexed supporting documentation	Draft by Month 17
Final Reporting – All Tracks	Final Report incorporating comments and including final results, lessons learned, recommendations for scaling/sustainability, and all final annexes	Month 18

Part 10: Monitoring and Evaluation Framework

This section presents the formal monitoring and evaluation framework applicable to the assignment, complementing the implementation support and learning functions, including targets by indicator.

The Service Provider shall develop all data collection tools and templates, in addition to the database for data consolidation in line with the GATE WB format.

All indicators will be disaggregated by Gender and Age as applicable and in alignment with GATE MEL reporting requirements.

10.1 Results Indicators

Indicator	Target	Program Contribution	Data Source	Frequency
Number of farmers adopting CSA Technologies	12,0000 (80%) of the trained. Farmers with 25% female farmers	Practice adoption tracking	Post-training survey	Annual
Farmers trained on climate-smart practices	15,000 (with 35% females)	Direct training delivery	Training database	Quarterly
Extensionists trained (ToT)	100 With 50 females	Direct training delivery	Training database	Quarterly
MoA regulatory staff trained	At least 40 (with 35% female)	Direct Training delivery	Training database	Quarterly
Cooperative, farmers associations quality officers trained	75 (with 35% female)	Direct Training delivery	Training database	Quarterly
Food processors (SMEs) that might benefit from Kafalat loans under GATE project	50 (with 35% female)	Direct Training delivery	Training database	Quarterly
HACCP plans developed	40	Participant submissions	Post-training2	Quarterly

Indicator	Target	Program Contribution	Data Source	Frequency
Certified Trainers in CSA	80 (with 35% female)	Certificates issued	Post Training	Quarterly
Number of farmers regularly receiving e-extension services	80,000 with 35% female	Message dispatch records	Registration in database	Quarterly
Increase in annual issuance of origin/export, veterinary health, sanitary and phytosanitary (SPS) certificates	90%	Coordination Mechanism	Review of records and field visits for verification	Quarterly

10.2 Training-Specific M&E Indicators

Indicator	Target	Data Source	Frequency
Number of participants trained (by Module, gender, age)	15,100	Training database	Monthly
Knowledge gain (%)	70% average	Pre/post test scores	Per module
Training satisfaction (%)	85%	Satisfaction survey	Per module

Indicator	Target	Data Source	Frequency
Practice adoption rate (6 months post-training)	70%	Adoption survey	6 months post-training
Environmental and social awareness in training	Number of sessions with ESF topics	Training reports	Quarterly ⁸
Demonstration plots established as model CSA sites	15	Site verification and assessment reports	Project completion

Note: A "model CSA site" is a demonstration plot that:

- Integrates at least 5 CSA practices (e.g., IPM, water-efficient irrigation, soil conservation, crop diversification, and climate-resilient varieties)
- Serves as a learning site for at least 3 farmer field school sessions
- Is monitored and documented with measurable improvements in productivity, water use, or input efficiency
- Is formally recognized by MoA and LARI

10.3 Data Collection Tools

Tool	Purpose	Timing	Responsible
Pre/post training tests	Measure knowledge gain	Before and after each module	Trainer
Participant satisfaction survey	Assess training quality	After each module	M&E Officer
Attendance sheet	Track participation	Each training day	Trainer
Adoption survey (sample)	Measure practice adoption	6 months post-training	M&E Officer

Tool	Purpose	Timing	Responsible
Site visit checklist	Verify demonstration plot status	Monthly	Technical Officer
Focus group discussions	Gather qualitative feedback	Midline and endline	M&E Officer
Review of administrative records	Gather Quantitative data – Track certificates log	Quarterly	M&E Officer
ESF compliance tracker	Track ESF compliance	Quarterly	E&S Officer

Part 11: Institutional Arrangements and Roles

11.1 Overall Institutional Setup

Entity	Role and Responsibility
CDR / PCU	Overall contract management; fiduciary oversight; coordination with World Bank; review of deliverables; consolidation of reporting
MoA	Overall technical leadership; validation of technical priorities and deliverables; provision of access to departments and field structures, facilitate coordination with relevant directorates and regional structures, and ensure that the assignment remains aligned with national priorities, and GATE implementation needs.

Entity	Role and Responsibility
MoA specialized Directorates and Services as relevant to the Training Content: Studies and Coordination- the Extension and Training Service	Technical guidance for Track A; nomination of extension personnel; assign agriculture vocational schools as training location, support to ToT, farmer training, FFS, and demonstration activities
Directorate of Cooperatives (GDC)	Coordination with agricultural cooperatives, farmers associations; support to identification of participating cooperatives
Directorate of Plant Resources and MoA specialized Services- Food Safety and Marketing Services	Technical guidance for Track B; nomination of relevant staff for training; contribute to identifying training needs, review of training materials
Directorate of Animal Resources- Veterinary Services	Participation in Track B design and delivery for animal products
LARI	Technical input on2 CSA, IPM, biological control, soil and crop management, and food safety, nomination of trainees, support identification of demonstration plots
Regional Agriculture Directorates	Facilitation of local outreach, participant mobilization, and implementation support

Entity	Role and Responsibility
Service Provider	Implement all activities and requirements under this scope of work; preparation of work plans, training packages/materials, data collection, surveys, and reports
GATE Steering Committee	Strategic guidance and review of implementation progress, as applicable.

11.2 Track-Specific Governance

- **Track A** shall be implemented in close coordination with MoA extension services, regional agriculture centers, agriculture vocational schools, and the Directorate of Cooperatives.
- **Track B** shall be implemented in close coordination with MoA food safety units, veterinary and regulatory services.

11.3 Service Provider Modality

The assignment may be implemented by:

- A single consulting firm covering all tracks, or
- A joint venture, or
- An association/consortium of firms, or
- Through differentiated contractual arrangements by track, or
- A lead firm with specialized subcontractors, provided that the overall arrangement collectively demonstrates the full range of expertise required, or
- A specialized firm to deliver one specialized training module and its corresponding track.

Where separate entities are proposed or engaged for different tracks, the contractual structure shall clearly define track-specific responsibilities, coordination mechanisms, reporting lines, and accountability for integrated delivery.

Under all options, the proposed arrangement shall demonstrate collective capacity to deliver expertise across:

- Climate-smart agriculture, GAP and specialized extension services
- Farmer, farmers associations and cooperative training

- Digital advisory / e-extension support
- Food safety systems and regulatory training
- Monitoring, evaluation, and knowledge management

11.4 Reporting and Accountability Flow

- The Service Provider shall report contractually to CDR/PCU.
- Technical deliverables shall be reviewed in consultation with MoA.
- Consolidated progress reporting shall be submitted through the Service Provider to CDR/PCU, with technical sections organized by track.

11.5 Security and Accessibility Notice

The Service Provider shall be responsible for planning and executing all site visits and field activities in coordination with CDR and MoA. Access to certain intervention areas classified as high-risk or insecure may be restricted or prohibited by competent authorities.

In such cases, CDR, in consultation with the World Bank and relevant national entities, may decide to defer, substitute, or exclude those areas from the Service Provider's scope of work until safe access is ensured.

The Service Provider shall not be held responsible for delays, omissions, or non-performance of activities in areas officially declared inaccessible or unsafe, provided that appropriate documentation and justification are submitted to CDR for approval.

Part 12: Budget Estimate

The Service Provider shall submit a detailed financial proposal broken down by technical track, by cost category, and by major activity/deliverable.

Budget Structure

1. Track A – Climate-Smart Agriculture, Extension, and Digital Advisory Services

- Personnel and professional fees for Track A specialists, trainers, coordinators, and field staff
- Design and delivery of Training of Trainers (ToT)
- Farmer and farm worker training activities
- Cooperative, farmers associations capacity-building activities

- Printing and training materials
- Digital communication / dissemination costs
- Translation / interpretation
- Monitoring and reporting
- Administrative and overhead costs

Budgeting Notes:

1. The budget shall be clearly costed by track to ensure transparency.
2. The budget shall reflect the integrated nature of the assignment while allowing identification of relative costs.
3. Unit costs, assumptions, and quantities shall be presented in sufficient detail.
4. The financial proposal shall be aligned with the proposed methodology, staffing, work plan, and timeline.
5. The budget shall include adequate provision for inclusive outreach, field-based learning, digital support functions, Monitoring, Evaluation, and Learning, and implementation of applicable Project Environmental and Social Requirements.
6. Administrative and overhead costs shall be reasonable and clearly indicated as a separate line.

Note: Budget is indicative. Actual costs may vary based on implementation approach and co-financing.

Part 13: Qualifications of the Service Provider

Criteria	Requirements
Institutional Experience	Minimum 10 years of demonstrated experience in agricultural extension and capacity-building programs in Lebanon or in a comparable context. More specifically: experience in CSA, farmers' training, and participatory field-based learning; demonstrated experience in food safety systems and regulatory capacity-building; capacity to manage multi-track, multi-stakeholder assignments.

Criteria	Requirements
Technical Expertise (Track A)	Climate-smart agriculture; GAP; IPM (including fruit fly management); water-efficient irrigation and soil health; participatory extension methodologies and FFS; demonstrated experience in establishing and supporting market linkages, training farmers, farmers associations, cooperatives, and extension staff; digital advisory / e-extension support.
Technical Expertise (Track B)	Food safety systems in plant and animal domains; GAP/GMP/HACCP-related concepts and training; food safety inspection procedures and sampling; relevant national and international food safety standards; preparation of practical food safety guidance
Technical Expertise (MEL)	Monitoring, evaluation, and reporting: participant database and activity tracking systems; learning, adaptive management, and knowledge documentation; coordination and reporting for multi-actor
Local and Contextual Knowledge	Strong knowledge of the Lebanese agricultural sector; familiarity with MoA structures, agricultural cooperatives, and relevant sector institutions; understanding of operational constraints facing small-scale farmers, women farmers, farmers associations, and cooperatives
Language and Communication Capacity	Proven ability to develop practical and user-friendly training materials in Arabic; ability to work in Arabic and English for reporting and technical coordination
Environmental & Social Capacity	Demonstrated understanding of applicable Project Environmental and Social requirements and ability to integrate relevant ESMF and PMP provisions into the proposed methodology and implementation approach.

Part 14: Minimum Team Composition

Position	Responsibilities
Team Leader / Project Manager	Overall leadership; coordination across Tracks A, and B; quality assurance; primary interface with CDR/PCU and MoA More than 10 years of demonstrated experience in leading agricultural extension and capacity-building services in Lebanon or in a comparable context.
Track A Lead – CSA / Extension Specialist	Technical lead for Track A; Lead the implementation and oversight of ToT, farmer/ farmers associations, cooperative training, FFS, demonstration plots, and CSA technical content. More than 7 years of demonstrated experience in capacity building and training on agricultural extension in Lebanon or in a comparable context. This includes development of training roadmap, material and resources.
Digital Advisory / E-Extension Specialist	Design and rollout of digital advisory content and e-extension tools; support participant registration/segmentation More than 7 years of demonstrated experience in digital advisory services in Lebanon or in a comparable context.
Track B Lead – Food Safety / Regulatory Specialist	Technical lead for Track B; Lead the implementation and oversight of food safety training, inspection-related content, standards awareness, and food safety reference materials. More than 7 years of demonstrated experience in food safety / regulatory in Lebanon or in a comparable context. This includes development of training material and resources.
Training / Facilitation Specialist(s)	Development and delivery of participatory learning methodologies; support FFS, adult learning methods, and training quality.

Position	Responsibilities
	More than 4 years of demonstrated experience in capacity building and training on agricultural extension in Lebanon or in a comparable context.
Monitoring, Evaluation, and Learning Specialist	Technical lead responsible for monitoring framework, data tools, dashboards, learning, and reporting. More than 5 years of demonstrated experience in Monitoring, Evaluation, and Learning, tool development and data consolidation and verification in Lebanon or in a comparable context.
Market Specialist	Support market-readiness training, off-taker and target market requirements, aggregation approaches, buyer engagement preparation, and market-oriented advisory content. More than 5 years of demonstrated experience in marketing in Lebanon or in a comparable context.
Environmental and Social Specialist	Support implementation of applicable project environmental and social requirements, coordinate with the PCU E&S Specialists, and contribute to E&S monitoring and reporting. More than 5 years of demonstrated experience in Environmental and Social works in Lebanon.
Field Coordinators / Regional Facilitators	Support local implementation, logistics, participant mobilization, and follow-up. More than 2 years of demonstrated experience in field coordination and facilitation in Lebanon.

Additional Short-Term Experts/Trainers (as needed):

- Irrigation / water management specialists
- Soil specialists
- IPM / pest management specialists
- Marketing specialists
- Cooperative development specialists
- Veterinary or food safety technical experts
- Communications / media support specialists

Team Composition Notes:

1. The team shall collectively demonstrate balanced expertise across all tracks.
2. The same expert should not be over-assigned across multiple tracks unless justified.
3. Field implementation capacity shall be demonstrated, especially for decentralized delivery.
4. The proposed staffing structure shall clearly identify which experts are responsible for each track and deliverable.

Part 15: Deliverables, Acceptance, and Payment Terms. 17.1 Deliverable Register:

All deliverables under this assignment shall be formally submitted, reviewed, and accepted in accordance with the procedures established in this section. Each deliverable shall be directly aligned with the activities specified in Part 9 (Implementation Schedule) and shall meet the acceptance criteria defined below.

15.2 Deliverable Acceptance Procedure

15.2.1 Submission

1. The Service Provider shall submit all deliverables in accordance with the timelines specified in the Implementation Schedule (Part 9) and Deliverable Register (Section 18.1).
2. Deliverables shall be submitted in both hard and soft copies as per CDR/PCU requirements.
3. Each submission shall be accompanied by a cover note clearly identifying the deliverable, its purpose, and any supporting documentation.
4. All deliverables shall be submitted in Arabic and/or English as specified in Part 12 (Reporting Requirements).

15.2.2 Review and Acceptance Process

1. **Initial Submission:** The Service Provider submits the deliverable to CDR/PCU.
2. **Technical Review:** CDR/PCU coordinates with MoA to conduct a technical review of the deliverable.

3. **Acceptance/Revision Decision:** Within fifteen (15) working days of submission, CDR/PCU shall provide written feedback to the Service Provider:
 - **Acceptance:** The deliverable is formally accepted. An official Acceptance Certificate shall be issued.
 - **Revision Required:** The deliverable requires revisions. Specific comments and required corrections shall be provided.
 - **Rejection:** In exceptional cases where the deliverable does not meet minimum requirements, it may be rejected with detailed justification.
4. **Revision and Resubmission:** If revisions are required, the Service Provider shall complete revisions and resubmit the deliverable within the timeframe specified in the feedback (typically ten (10) working days).
5. **Final Acceptance:** Upon satisfactory completion of revisions, CDR/PCU shall issue an official Acceptance Certificate.

15.2.3 Acceptance Criteria

Each deliverable shall be assessed against the following criteria:

- **Completeness:** All required components of the deliverable are included.
- **Quality:** The deliverable meets professional and technical standards.
- **Accuracy:** Information and data presented are accurate and verifiable.
- **Alignment:** Content is consistent with the objectives and scope of work.
- **Timeliness:** The deliverable is submitted within the specified timeline.
- **Compliance:** The deliverable complies with applicable GATE requirements, including Environmental and Social Framework, M&E, and reporting guidelines.

15.2.4 Final Acceptance Documentation

1. Upon final acceptance of a deliverable, CDR/PCU shall issue a formal Acceptance Certificate or a signed copy of the deliverable cover page indicating acceptance.
2. No payment shall be processed for the corresponding milestone without an official Acceptance Certificate.

15.3 Payment Terms and Schedule

15.3.1 General Principles

1. Payments shall be released only upon:

- **Delivery:** Submission of the required deliverable(s).
 - **Acceptance:** Formal acceptance of the deliverable(s) by CDR/PCU and MoA.
 - **Invoicing:** Submission of an official invoice in accordance with Section 18.4.
2. Payments shall be linked to the delivery and acceptance of specific deliverables and milestones.
 3. All payments shall be subject to applicable taxes and deductions in accordance with Lebanese law.
 4. Payment terms shall be negotiated and finalized in the contract based on this payment structure.

15.3.2 Payment Milestone Descriptions

- **M1: Inception Phase (10%):** Payment shall be made upon acceptance of the: (1) Inception Report; (2) Training Needs Assessment Report (covering both Track A and Track B); (3) Consolidated Training and Rollout Plan.
- **M2: Design Phase (15%):** Payment shall be made upon acceptance of the: (1) Track A – ToT Program Design; (2) Track B – Food Safety Training Program Design; (3) Track A – Digital Advisory / E-Extension Design; (4) Monitoring and Reporting Framework; (5) Draft Training Materials (all tracks, including facilitator guides, participant handbooks, visual aids, and checklists).
- **M3: Implementation Phase 1 (15%):** Payment shall be made upon acceptance of: (1) Track A – ToT Program Delivery; (2) Track A – Demonstration Plot Establishment and Support; (3) Track B – Food Safety Reference Materials (draft and finalized); (4) Participant and Activity Database (first quarterly submission); (5) Quarterly Progress Reports (Quarters 1–3); (6) Feedback and Learning System (first semi-annual submission).
- **M4: Implementation Phase 2 (30%):** Payment shall be made upon acceptance of: (1) Track A – Farmer and Farm Worker Training Program (all delivery reports); (2) Track A – Cooperative Capacity Building Program; (3) Track A – Farmer Field Schools (FFS); (4) Track A – Digital Advisory / E-Extension Rollout Support (all reports); (5) Track B – Food Safety / Regulatory Staff Training Delivery; (6) Track B – Institutional Coordination Support (all workshop/coordination reports); (7) Participant and Activity Database (Quarter 4 and subsequent submissions); (8) Quarterly Progress Reports (Quarters 4–8); (9) Feedback and Learning System (second and third semi-annual submissions); (10) Knowledge Management and Documentation (quarterly submissions); (11) Mid-Implementation Review Notes..

- **M5: Project Completion (30%):** Final payment shall be made upon completion of: (1) Final Evaluation and Closing Report (Draft); (2) Final Report (incorporating comments, including final results, lessons learned, and recommendations for scaling/sustainability); (3) Complete set of finalized Training Materials (all tracks – print and digital); (4) Final consolidated Participant and Activity Database; (5) All remaining Quarterly Progress Reports and Knowledge Products; (6) Final Feedback and Learning System submission.

15.4.1 Invoice Submission

1. The Service Provider shall submit official invoices for payment in accordance with the payment milestones specified in Section 18.3.
2. Each invoice shall include:
 - Invoice number and date
 - Contract reference number
 - Payment milestone being claimed (e.g., M2: Inception Phase)
 - Total amount claimed
 - Breakdown of services provided
 - Attachments as required (e.g., deliverable acceptance certificates)
3. Invoices shall be submitted to CDR/PCU Finance Department.

15.4.2 Supporting Documentation

Each invoice shall be accompanied by:

- Deliverable Acceptance Certificate(s) or signed acceptance letters for the corresponding milestone.
- Confirmation of deliverable submission and acceptance.
- Any other documentation specified by CDR/PCU.

15.5 Payment Release Conditions

15.5.1 Conditions Precedent

Payment shall not be released until the following conditions are met:

1. **Deliverable Submission:** All required deliverables for the milestone have been submitted.
2. **Deliverable Acceptance:** All required deliverables have been formally accepted by CDR/PCU and MoA.

3. **Invoice Submission:** A complete and accurate invoice has been submitted.
4. **Bank Guarantee:** A valid bank guarantee or performance bond is in place (for advance payment).
5. **No Outstanding Issues:** There are no outstanding issues or disputes that would justify withholding payment.

15.5.2 Withholding of Payment

CDR/PCU reserves the right to withhold payment in the following circumstances:

1. Deliverables are incomplete or do not meet acceptance criteria.
2. The Service Provider has failed to submit required deliverables within the specified timeframe.
3. The Service Provider is in breach of contract terms.
4. Invoices contain errors or insufficient supporting documentation.

15.5.3 Payment Processing

1. CDR/PCU shall process payments within thirty (30) working days of receiving a complete and valid invoice and all required supporting documentation.
2. Payment shall be made via bank transfer to the Service Provider's designated bank account.

Part 16: Annexes

Annex	Title
A	Detailed Session Plans (by module and track)
B	Pre/Post Training Test Templates
C	Participant Satisfaction Survey
D	Adoption Survey Questionnaire (6-month post-training)

Annex	Title
E	Demonstration Plot Establishment Guide
F	FFS Facilitator Guide
I	ESF Compliance Checklist for Training Activities
J	Gender Integration Checklist
K	Youth Inclusion Checklist
L	GATE Results Framework Indicator Definitions (Full)
M	Training of Trainers (ToT) Certification Criteria
N	PAD Subcomponent 3.1 and 3.2 Reference Extracts

ANNEX A

Minimum required training topics under Tracks A and B.

1.1. Track A – Climate-Smart Agriculture, Extension, and Digital Advisory Services

Track A shall support the objectives of strengthening MoA extension services and improving farmers', farmers associations, and cooperatives' access to climate-smart agriculture knowledge, practices, and advisory services. Track A shall also strengthen the market-oriented capacities of farmers, farmers associations, and agricultural cooperatives, including beneficiaries of Climate-Smart Matching Grants under GATE Subcomponent 1.1, to help them understand and meet the specifications, quality requirements, and standards of off-takers and target markets. Particular attention shall be given to agricultural cooperatives, farmers associations and individual farmers benefiting from Climate-Smart Matching Grants under GATE Subcomponent 1.1, to ensure that grant recipients receive the practical climate-smart training and advisory support needed for effective implementation of their investments. Track A shall also strengthen the market-oriented capacities of farmers, farmers associations, and agricultural cooperatives, including beneficiaries of Climate-Smart Matching Grants under GATE Subcomponent 1.1, to help them understand and meet the specifications, quality requirements, and standards of off-takers and target markets.

In line with the PAD, this track shall support improved and digital extension services, including support to digitization of agricultural services, extension outreach, and farmer-oriented climate-smart capacity building. The PAD states that Subcomponent 3.1 includes digitizing MoA agricultural services, including digitalization of extension services and support to the farmers registry, as well as delivery of improved extension services focused on climate-smart practices and training for 15,000 smallholders.

1.1.1. Training Needs Assessment for Track A

The Service Provider shall conduct a participatory and evidence-based training needs assessment related to climate-smart agriculture, extension services, and farmer/cooperative advisory needs. This shall include, at a minimum:

- assessment of current capacity levels of MoA extension staff in CSA, GAP, IPM, biological pest control, water management, soil health, business development, and participatory training methodologies;
- assessment of existing farmer outreach channels, advisory tools, and the current use of digital means for extension support;
- identification of priority training needs of farmers, farm workers, and cooperatives by region, agroecological zone, value chain, crop type, and production system, including the needs of cooperatives and individual farmers benefiting from Climate-Smart Matching Grants under GATE Subcomponent 1.1;
- assessment of market-linkage and market-readiness needs of farmers, farmers' groups, and cooperatives, including understanding of off-taker requirements, product quality

specifications, post-harvest handling standards, aggregation needs, traceability-related practices, and buyer-oriented production planning;

- review of existing training materials, manuals, and extension resources available within MoA, LARI, and partner organizations;
- identification of gaps in extension service delivery, including geographic, institutional, digital, and logistical gaps;
- identification of barriers affecting participation of women, youth, and vulnerable groups in extension and training services.

The assessment shall result in a prioritized training and rollout plan for Track A.

1.1.2. Training of Trainers (ToT) for MoA Extension Staff

The ToT program shall aim to build a core pool of certified trainers capable of continuing CSA dissemination beyond the project lifecycle. The program shall therefore include a structured curriculum, practical application, and assessment mechanisms leading to certification of successful participants. The ToT shall be implemented in close collaboration with the MoA Agriculture Vocational schools and extension offices. It shall cover the following technical modules:

(a) Climate-Smart Agriculture and Technical Modules

- CSA principles and pillars: sustainable productivity, adaptation, and mitigation;
- Climate change impacts on Lebanese agriculture and adaptation planning;
- Climate risk assessment and localized advisory approaches;
- Good Agricultural Practices (GAP), including worker health and safety and environmental stewardship;
- Integrated Pest Management (IPM), including pest monitoring, thresholds, cultural practices, and responsible pesticide use;
- Biological pest control and integrated control approaches aimed at reducing chemical use and pollution, in line with the PAD's emphasis on BPC and integrated control;
- Fruit fly management, including monitoring, sanitation, baiting, biological control, and area-wide approaches;
- Water-efficient irrigation and climate-smart water management, including drip irrigation, fertigation, irrigation scheduling, soil moisture monitoring, and rainwater harvesting;
- Energy-efficient irrigation and introduction to solar-powered irrigation options;
- Climate-smart soil and land management, including composting, reduced tillage, cover cropping, soil organic matter management, erosion control, and rehabilitation of degraded lands;
- Climate-smart crop production, including drought-tolerant varieties, crop diversification, agroecology, and agroforestry approaches;
- Climate-smart livestock production, where applicable, including climate adaptation, herd and pasture management, sustainable feed options, manure management, and dairy processing.

These topics reflect the emphasis on sustainable farming practices that improve productivity, reduce input costs, build climate resilience, and reduce GHG emissions intensity, including

knowledge on BPC, reduced tillage, rehabilitation of degraded lands, renewable energy use, weather information systems, and early warning mechanisms.

(b) Business Development and Cooperative Support Modules

- Farm business management, record keeping, cost analysis, profitability assessment, and investment planning;
- Financial literacy, budgeting, savings, credit awareness, and debt management;
- Cooperative business development, governance structures, member services, aggregation, Collective marketing, and value chain development;
- Business planning, market access, quality standards, value addition, and climate-smart food processing.

Training under this module shall complement, but not duplicate, support provided under other GATE activities related to Climate-Smart Matching Grants and climate-informed business plans under GATE Subcomponent 1.1.

(c) Extension Methodologies

- Farmer Field Schools (FFS) methodology;
- Participatory and adult learning approaches;
- Communication and facilitation skills;
- Demonstration techniques and field-based coaching;
- Farmer-to-farmer learning models;
- Case Studies from Lebanese Case Studies
- Extension planning and follow-up techniques;
- Inclusion and outreach approaches adapted for women and youth.

1.1.3. Farmer and Cooperative Training Program

The Service Provider shall design and implement training programs for farmers, farm workers, and agricultural cooperatives, in close coordination with and with the participation of MoA extension staff, with particular attention to cooperatives and individual farmers benefiting from Climate-Smart Matching Grants under GATE Subcomponent 1.1. The training program shall also support these beneficiaries in improving their market readiness and their ability to meet the specifications, quality requirements, and standards required by off-takers and target markets. This shall include:

- Participatory workshops on CSA, GAP, IPM, water management, soil health, business development, and selected post-harvest good practices;
- Establishment and management of demonstration plots integrating multiple CSA practices;
- Implementation of Farmer Field Schools for practical and experiential learning;
- Field days, exchange visits, and peer-learning activities;
- Formation or strengthening of farmer learning groups and networks;
- Tailored outreach to agricultural cooperatives and producer groups as channels for aggregation and dissemination;

- Training on market-oriented production practices, including quality, consistency, grading, and timing requirements for target markets;
- Training on post-harvest handling, packaging, storage, and basic presentation practices that affect marketability and compliance with buyer expectations;
- Training on aggregation, collective marketing, and coordination mechanisms that enable Farmers' groups and cooperatives to engage more effectively with off-takers;
- Practical orientation on traceability-related practices, documentation, and record keeping relevant to off-taker and target market requirements;
- linkage, where relevant, with existing initiatives such as Climate-Smart Matching Grant activities under GATE Subcomponent 1.1 and climate-smart value chain interventions.

The farmer/cooperative training program shall be designed to contribute to the PAD's Results Framework related to climate-smart training and farmer adoption. The PAD indicates training on climate-smart practices for 15,000 farmers and farm workers, alongside strengthened extension services and broader e-extension outreach.

1.1.4. Digital Advisory and E-Extension Services

The Service Provider shall support the design and rollout of improved digital and e-extension services as a core element of Track A. This shall include:

- Assessment of current digital readiness of MoA extension functions and related systems;
- Support to beneficiary registration and segmentation by region, crop, value chain, and beneficiary category;
- Development of digital advisory content in Arabic for dissemination through SMS, messaging platforms, digital portals, or other agreed channels;
- Preparation of seasonal advisory calendars and short extension messages;
- Development of content related to weather alerts, pest and disease alerts, irrigation scheduling, soil and crop management, and market-relevant advisory information;
- Development of digital advisory content related to buyer requirements, harvest and post-harvest timing, grading, packaging, and selected target market standards for relevant commodities;
- Support to MoA staff on use and management of digital advisory tools;
- Design of simple templates, dashboards, and protocols for e-extension reporting and follow-up.

This is consistent with the PAD's requirement to digitize agricultural services, including digitalization of extension services and support to the farmers registry, and with the Results Framework indicator on farmers regularly receiving e-extension services.

1.2. Track B – Food Safety Systems and Regulatory Capacity Building

Track B shall support the strengthening of food safety-related institutional and technical capacities within MoA and relevant stakeholders, while remaining within the training and capacity-building nature of this assignment. The PAD states that Subcomponent 3.2 includes technical assistance for harmonization with Codex and target market requirements, support for frameworks related to GAP, GMP, and HACCP, design and implementation of residues and contaminants monitoring programs, digitization of food safety management processes including SPS e-certification, and strengthening of operational capacity of public agencies involved in food safety management.

Track B shall therefore be implemented as a specialized stream within the same contract, with dedicated experts, separate work planning, and distinct deliverables.

1.2.1. Training Needs Assessment for Track B

The Service Provider shall assess current institutional, technical, and training gaps related to food safety systems and regulatory functions. This shall include:

- Current capacity of MoA food safety and inspection staff in plant and animal domains;
- Training gaps related to GAP, GMP, HACCP, inspection procedures, reporting, traceability awareness, and relevant international standards;
- Current coordination practices among MoA units, veterinary services, LARI, and laboratories;
- Training and procedural gaps related to sampling, laboratory coordination, and non-compliance follow-up;
- Awareness and readiness needs related to SPS-related processes, certification concepts, and digitized food safety functions.

1.2.2. Food Safety and Regulatory Training Program

The Service Provider shall design and deliver specialized training for MoA staff responsible for food safety inspection, regulatory functions, and related technical responsibilities. The training program shall include, as relevant:

(a) Food Safety Systems

- GAP, GMP, and HACCP-related principles and practical application;
- Food safety systems in plant and animal domains;
- Pesticide residue management and contamination control;
- Milk, meat, slaughterhouse, and veterinary hygiene topics, where applicable;
- Traceability awareness and product flow documentation principles.

(b) Inspection, Sampling, and Reporting

- Inspection planning and execution;
- On-site inspection techniques;
- Sampling procedures and documentation;
- Reporting and record keeping;
- Non-compliance handling and follow-up;
- Coordination with laboratories and related technical services.

(c) Regulatory and Standards-Related Topics

- Lebanese food safety legislation and institutional roles;
- Codex Alimentarius and relevant international standards;
- WTO-SPS concepts and export-related compliance awareness;
- Selected import/export and certification-related requirements;
- Practical awareness of food safety and compliance requirements that affect market access, including the relevance of standards, traceability, and certification to target domestic and export markets;
- Introduction to SPS e-certification, e-registers, and digitized certification concepts, as awareness and capacity-building modules.

Track B shall focus on capacity building, awareness, manuals, and practical guidance. It shall not be expected under this TOR to fully develop large-scale national software systems or laboratory infrastructure upgrades, but it may support awareness, preparatory knowledge, training materials, and operational recommendations related to such systems.

1.2.3. Institutional Coordination under Track B

The Service Provider shall support practical coordination and exchange between MoA food safety functions, veterinary services, LARI, the National Food Safety Agency and other relevant stakeholders through workshops, coordination sessions, and training-linked technical discussions. This may include support to identifying priority procedural improvements, training needs for inspectorates, and practical recommendations for future institutional strengthening.

ANNEX B

PAD Annexes Referenced in this ToR

PAD Annex	Title	Relevance
Annex 2	Priority Value Chains	Defines target value chains (olive, fruits/vegetables, wheat, dairy, poultry)
Annex 4	Climate Co-Benefits	EX-ACT tool for GHG emissions calculation
Annex 6	Gender	Gender targets (35% female participation)
Annex 7	Agricultural Map	Geographic targeting by region
Annex 8	Stakeholder Engagement Plan (SEP)	Grievance mechanism reference
Annex 9	Environmental and Social Commitment Plan (ESCP)	ESF compliance framework

GATE POM Annexes Referenced

POM Annex	Title	Relevance
Annex VI (6.11)	Call for Proposals for Matching Grants	Reference for procurement
Annex VII	Risk Management Matrix	Risk identification and mitigation
Annex VIII	Monitoring and Evaluation – Results Framework	M&E alignment
Annex XIV	Priority Investments	Investment prioritization