
**Green Agri-Food Transformation for Economic Recovery (GATE)
Project**

Individual Consultant

Project Implementation Consultant – Ministry of Agriculture
“Green Agri-food Transformation for Economic Recovery (GATE)” Project

(GATE-IC-Proc-14-rev)

**Terms of Reference
(TOR)**

February 2026

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Terms of Reference

1. Background

The Republic of Lebanon represented (The Borrower) represented by the Council for Development and Reconstruction (CDR) as a representative to the Borrower will implement the Green, Agri-food Transformation for Economic Recovery (the “GATE” or “Project”), funded by the International Bank for Reconstruction and Development (IBRD or the World Bank or the Bank). The total project cost is Two Hundred Million United States Dollars (US\$ 200,000,000).

GATE Project aims to improve the resilience of farmers and Small and Medium Enterprises (SMEs) in the Lebanese agri-food sector. The project is designed to facilitate access to finance, support climate-smart investments, and restore critical infrastructure services to sustain and enhance the agricultural value chain. Through targeted interventions, it seeks to increase agricultural productivity, strengthen food security, and promote sustainable economic growth. The project is structured into key components focusing on value chain investments, infrastructure development, enabling regulatory improvements, and knowledge management.

The Project is structured into five main components, each designed to strengthen the resilience of Lebanon’s agri-food sector and support farmers and SMEs.

Component 1: Climate Smart Investments in Agri-food Value Chains (US\$71 million):

The objective of this component is to provide access to finance to strengthen the resilience and improve the competitiveness of farmers and SMEs involved in agri-food value chains. The component will promote climate smart practices, create higher value addition, improve links between farmers, agribusinesses and markets, and unlock diversification opportunities. The project will finance activities specifically designed to benefit women and seek to contribute to reducing some of the gender gaps identified in terms of access to finance, inputs, markets, technical capacity building activities, improved confidence and negotiation skills as well as addressing social norms through a carefully designed behaviorally informed outreach campaign, also targeting men.

Component 2: Climate-Smart Infrastructure and Services for Agri-Food Sector Development (US\$100 million):

The objective of this component is to restore service delivery, build operational capacity and ensure the sustainability and climate-resilience of public infrastructure underpinning the agri-food sector. It will be structured across two subcomponents: Subcomponent 2.1. Improving rural community infrastructure for agriculture; and 2.2. Restoring access and protecting agency-managed infrastructure and services underpinning agriculture.

Component 3: Improving the Enabling Environment and Restoring Support Services (US\$21 million):

The objective of this component is to restore and strengthen the capacity of sector institutions to support the recovery and transformation of the agri-food sector.

Component 4: Project and Knowledge Management (US\$8 million):

This component will support the coordination and management of the implementation of the project. It will finance overall project management, including inter alia: (a) coordination among different stakeholders; (b) monitoring and evaluation (M&E), including reporting climate benefits to the MoE to comply with the Paris Agreement reporting requirements; (c) project Environmental and Social Standards (ESS); (d) hiring of a gender specialist; (e) project fiduciary administration, internal controls, and audits; (f) communication and information activities, and (g) the establishment and maintenance of a grievance mechanism (GM) and a citizen's engagement mechanism. timely communication of results. This component will also finance a third-party monitoring (TPM) mechanism, as well as timely communication of results. In addition, the project will recruit a Service Provider (NGO) specialized in child labor prevention and response and who will be responsible for supporting the project in preventing, mitigating, monitoring, and responding to such risks during implementation. It will finance the development of an action plan to combat child labor and a roadmap to improve social protection for farmers.

Component 5: Contingent Emergency Response Component (CERC) (US\$0 million allocated initially):

This component will have zero funding allocation at the onset and will only be triggered in emergency circumstances; the project will support the preparation of a procedure manual governing the CERC operations.

MoA Institutional Role under GATE (Sector Oversight and Technical Leadership)

The Ministry of Agriculture (MoA) provides overall sector oversight and technical leadership for the GATE Project as the national authority for the agri-food sector. In this capacity, MoA ensures the Project's strategic alignment with national priorities and policies, provides technical guidance and quality assurance, and facilitates coordination and coherence across GATE components and implementing entities. MoA also consolidates inputs from its relevant directorates/services and represents the Ministry through a designated MoA GATE Focal Point, supported by the MoA GATE team.

MoA Coordination Arrangement

MoA appoints an **MoA GATE Focal Point** as the official MoA representative and coordinator for the Project. The Focal Point ensures internal day-to-day coordination within MoA and leads MoA's coordination with all project partners, including CDR/PCU, other line ministries, implementing partners, and service providers, across GATE components. In doing so, the Focal Point helps ensure that MoA's sector oversight and technical leadership roles under GATE are effectively fulfilled.

A Senior Technical Adviser—part of the GATE PCU team and engaged under separate TORs—contributes to strategic alignment, technical support and quality assurance for MoA, in line with his TOR responsibilities.

Position under this TORs

Within MoA's broader sector oversight and technical leadership role under GATE, the

Implementation Consultant recruited under this TOR will work under the supervision of the MoA GATE Focal Point and in close coordination with the MoA GATE team to provide hands-on operational follow-up, coordination, and documentation, and to help ensure timely preparation and delivery of MoA inputs across project activities. The consultant does not have independent decision-making authority and does not represent MoA formally unless explicitly delegated; official representation and decision-making remain with MoA through the designated Focal Point and MoA leadership.

2. Objective(s) of the Assignment

The Individual Consultant shall provide hands-on technical, coordination, documentation, and follow-up support to the MoA through the GATE Focal Point to ensure timely, high-quality preparation and implementation of MoA-related GATE activities, including review/drafting of TORs, review of BOQs and technical documents, workplan and budget follow-up, participation in meetings and field visits, preparation of presentations, and drafting of project reports.

The consultant's outputs are prepared for and cleared by the Focal Point prior to external sharing.

3. Scope of Services and Tasks

Under the supervision of the MoA GATE Focal Point, and in close coordination with the MoA GATE Team, the Individual Consultant shall support the Focal Point's responsibilities and deliverables through the following tasks:

3.1 Meeting Preparation, Documentation and Coordination Support

- Support preparation for Steering Committee (SC), PCU, technical coordination meetings, missions, workshops and other project events, including agendas, briefing notes, background material, and follow-up actions.
- Attend project meetings in support of the MoA Focal Point, as requested; draft minutes/decision summaries and maintain action trackers. The consultant does not act as the official MoA representative unless explicitly delegated in writing for a specific session.
- Coordinate logistics and participation lists for missions / field visits and ensure timely circulation of visit agendas, participant lists, and follow-up actions.
- Support timely flow of information and documentation between MoA, PCU, SC, and partners through the Focal Point.

3.2 Strategic Alignment and Implementation Follow-up

- Support review of project activities and outputs to ensure consistency with MoA priorities and GATE objectives; flag gaps, risks, and required decisions early.
- Assist in consolidating MoA technical/policy inputs needed for planning, implementation, and operational decision-making (in coordination with MoA GATE team and Technical Advisor).
- Help map responsibilities and support integration of relevant activities into MoA departmental work planning.

3.3 Workplan and Budget Review Support

- Support review and consolidation of annual/quarterly workplans and implementation schedules related to MoA-supported activities.
- Support review of budget allocations relevant to MoA activities (consistency, completeness, alignment with planned outputs).
- Maintain practical tracking tools (workplan/budget vs. progress) to support implementation follow-up and reporting.
- Support monitoring of progress against agreed milestones, identifying implementation bottlenecks and proposing corrective actions.

3.4 Procurement and Technical Documentation (TORs, BOQs, Specs)

- Draft and/or revise Terms of Reference (TORs) for consultants/services and technical assignments under GATE upon request of the Focal Point and in close coordination with the GATE Technical adviser.
- Support review BOQs, technical specifications, drawings/annexes (as applicable) for clarity, completeness, and technical consistency; prepare a comments matrix and list of required clarifications.
- Support preparation of technical notes and consolidated MoA feedback packages to facilitate timely clearances and tender readiness.

3.5 Internal Coordination with MoA Departments and Services

- Assist the Focal Point in coordinating with concerned MoA departments/services and relevant institutions to collect inputs, validate priorities, and ensure ownership.
- Prepare consolidated MoA feedback, endorsement notes (as requested), and internal coordination summaries to streamline approvals and submissions.

3.6 Monitoring, Reporting, Presentations, and Documentation

- Support monitoring of MoA-related activities through progress tracking, issues/risk logs, and follow-up notes.
- Participate in and support the organization of GATE-related field visits (planning, coordination with concerned MoA services/partners, visit checklists), document key observations and follow-up actions, and contribute to field visit notes/photos archives as required by the Focal Point.
- Support the MoA Project Focal Point in tracking and reporting MoA staff contributions to GATE implementation, by maintaining an up-to-date record of staff participation (e.g., meetings, workshops, field visits, technical reviews). The consultant will compile and organize supporting documentation and facilitate the administrative processing of staff time sheets in line with MoA/PCU procedures, for submission to CDR/World Bank. Supervising MoA staff /validating/approving their time sheets remain the responsibility of MoA staff and their respective supervisors/Focal Point, as applicable.
- Draft and compile periodic project briefs and reports requested by the Focal Point, including inputs to SC/PCU reporting, internal MoA updates, and Minister brief materials as directed.

- Prepare project presentations (PowerPoint) for meetings, missions, workshops, and official briefings.
- Maintain a document management system (filing, version control, review log) for TORs, BOQs, reports, presentations, and meeting documentation.

3.7 Other Duties

- Perform any other tasks required by the MoA GATE Focal Point to ensure effective delivery of MoA responsibilities under GATE.

4. Reporting and Institutional Arrangements

The Individual Consultant shall:

- work under the day-to-day supervision of the MoA Project Focal Point. Contract administration, acceptance of deliverables for payment processing, and contractual matters will be handled by CDR, based on the Focal Point's written confirmation of satisfactory performance/deliverables.
- report to MoA GATE Focal Point and CDR Project Manager.
- work closely with MoA GATE team and the GATE Technical Advisor at MoA.
- coordinate with PCU/implementing partners and relevant MoA departments/services as directed by the Focal Point.
- perform tasks under the supervision and prioritization of the MoA Focal Point.

The consultant has no independent decision-making authority and does not replace the MoA Focal Point's representation/coordination mandate.

5. Deliverables

- 5.1 Monthly Implementation Activity Note (2 to 3 pages): activities supported, key documents reviewed/drafted, issues/risks, and updated action tracker.
- 5.2 Updated Tracking Tools (monthly): workplan/budget tracking sheet (as applicable), actions tracker, and document review log.
- 5.3 MoA Participation and Time Sheet Support Summary (monthly, or as applicable): updated participation log (by activity) and a brief note confirming time sheets/supporting records compiled/validated and submitted through the Focal Point.
- 5.4 Draft TORs / Comment Matrices / BOQ Review Notes: produced on an as-needed basis per request of the Focal Point.

- 5.5 Meeting Documentation: minutes/decisions and follow-up tracker for meetings attended (as requested).
- 5.6 Presentations: PowerPoint decks prepared/updated for key meetings and briefings (as requested).
- 5.7 Draft Reports/Briefs: inputs to project reporting and MoA internal reporting products (as requested by the Focal Point).

6. Duration of Assignment

The initial contract duration is 11 months, renewable based on performance and project requirements.

The assignment is time-based, full-time, for the duration of the contract, with an expected level of effort of 22 working days/month (indicative), subject to MoA needs and workplan peaks.

7. Location

The location is based in Beirut at MoA premises, with occasional field visits/meetings as required.

8. Qualification Requirements and Skills

8.1 Education and Experience:

- University degree in agriculture, engineering, economics, rural development, project management, agribusiness, food systems, economics, environmental sciences, public policy, or a related field with a minimum of 7 years of relevant general experience.
- Minimum 3 years of relevant professional experience supporting public sector and/or donor-funded projects (agriculture/infrastructure/value chains experience is an advantage).
- Proven experience drafting/reviewing TORs and technical documents; practical ability to review BOQs and technical specifications.
- Familiarity with IFI/World Bank-style project processes is an asset.

8.2 Core Competencies:

- Strong coordination and follow-up skills; ability to manage multiple tasks and deadlines.
- Strong writing and documentation skills; ability to produce clear briefs, reports, matrices, and presentations.
- Ability to work collaboratively with technical teams and institutional stakeholders.
- Proficiency in Arabic and English (spoken and written).

8.3 Required Computer and IT Skills:

- Advanced MS Office:
 - o Word: templates, formatting, Track Changes, structured TOR/report drafting.

- Excel: tracking tables, basic formulas, budget follow-up, pivot tables preferred.
- PowerPoint: professional presentations, charts/timelines.
- Document management & version control: organized filing, naming conventions, shared drives/cloud folders.
- Proficiency with email/calendar and online collaboration tools (e.g., MS Teams/Zoom/Webex, SharePoint/OneDrive/Google Drive as applicable).
- Ability to maintain simple trackers/databases (actions log, document log, progress tracker) and produce clean summary tables.

9. Terms of Payment

CDR will process to the Individual Consultant, the payments due on monthly basis.

Payments will be made monthly upon: (i) submission of an approved monthly timesheet and (ii) acceptance of the Monthly Implementation Activity Note and updated trackers by the MoA Focal Point (with copy to CDR).