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

**Industrial Census Advisor
(GC3C1b1)**

**Individual Consultant
Terms of Reference
(TOR)**

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v.0**

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Terms of Reference

Industrial Census Advisor

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.

2. Objective(s) of the Assignment

The Industrial Census Advisor (Individual Consultant) shall provide technical, coordination, and advisory support to the Ministry of Industry in fulfilling its responsibilities under the GATE Project, with a particular focus on the preparation, procurement, implementation, review, and closure of the industrial census. The assignment shall be carried out on a part-time basis, with a total time input of 200 working days spread over a period of 24 months.

The assignment shall cover the full lifecycle of the industrial census, including initial preparation and development of the Terms of Reference, support to the procurement and evaluation processes, oversight of implementation, technical review of deliverables, and final validation and closure on behalf of the Ministry of Industry.

The Consultant shall serve as the primary technical and coordination focal point for the Ministry of Industry, liaising with the GATE Project Coordination Unit, the Council for Development and Reconstruction (CDR), the contracted census firm, and relevant stakeholders, including industry representatives, municipal authorities, academic institutions, and members of the Census Scientific Committee.

3. Scope of Services and Tasks

The scope of services includes, inter alia:

- 3.1 Preparation of the industrial census Terms of Reference and implementation framework in coordination with GATE stakeholders and the Council for Development and Reconstruction.
- 3.2 Support to the Ministry of Industry during the procurement and evaluation process for the industrial census, including participation in evaluation committees.
- 3.3 Acting as the Ministry of Industry focal point during census implementation, including regular coordination meetings, follow-up, and issue resolution.
- 3.4 Technical review and validation of census methodologies, datasets, analytical outputs, and communication materials.
- 3.5 Coordination with academic partners and relevant stakeholders to support policy relevance and knowledge use.
- 3.6 Preparation of final validation and closure reporting on behalf of the Ministry of Industry.

4. Deliverables

The Consultant shall carry out the assignment as per the below phases and submit the deliverables described below in accordance with the agreed timeline and quality standards acceptable to the Council for Development and Reconstruction (CDR), the Ministry of Industry (MoI), and the World Bank, where applicable. All deliverables shall be submitted in both editable (Word/Excel) and PDF formats unless otherwise specified.

The Consultant shall ensure that all outputs are clear, concise, evidence-based, and aligned with international good practice, including World Bank standards for reporting, stakeholder engagement, and analytical rigor. All deliverables shall be submitted for review and acceptance by CDR/PCU. The Consultant shall address comments provided by CDR, MoI, and the World Bank and resubmit revised versions in a timely manner.

Phase 1) D-1: Census Preparation and TOR Development

Within one (1) month from the Notification Date (ND), the Consultant shall prepare and submit a comprehensive census preparation package. This deliverable shall include:

- A detailed Terms of Reference (TOR) for the industrial census;
- A proposed implementation framework outlining methodology, sequencing, and institutional arrangements;
- A governance structure defining roles and responsibilities of key stakeholders;
- Initial coordination outputs with academic institutions and relevant stakeholders;
- Briefing notes for Ministry leadership to support decision-making.

The estimated Level of Effort of this phase is 10 working days.

Phase 2) D-2: Census Procurement and Bid Evaluation Report

Within seven (7) months from ND, the Consultant shall support the CDR Evaluation Committee in the procurement process and submit a comprehensive bid evaluation report, including:

- Technical evaluation inputs for Expressions of Interest (EOIs) and full proposals;
- Detailed evaluation matrices (in Excel format);
- Consolidated evaluation report and recommendation for award;
- Coordination records with CDR, GATE PCU, and relevant stakeholders.

The narrative report shall be accompanied by Excel-based evaluation tools and matrices.

The estimated Level of Effort of this phase is 40 working days.

Phase 3) D-3: Census Implementation Coordination and Monthly Progress Reports (MPRs)

Within nine (9) months from the Notification Date (ND), and upon contract notification of the census consultancy firm, the Consultant shall act as the Ministry of Industry (MoI) focal point for the implementation of the industrial census and shall ensure continuous coordination and technical oversight throughout the assignment. This shall include:

- Regular coordination with the contracted census firm, CDR, GATE PCU, academic partners, industry representatives, and other stakeholders;
- Monitoring implementation progress and addressing operational and technical issues;
- Reviewing and validating census methodologies, datasets, analytical outputs, and communication materials;
- Ensuring integration of feedback from stakeholders and academic partners.

The Consultant shall submit Monthly Progress Reports (MPRs) and shall include:

- A summary of progress, key achievements, challenges, and mitigation measures;
- Updates on coordination activities and stakeholder engagement;
- Findings from technical reviews and validation of census outputs (as applicable).

The estimated Level of Effort of this phase is 140 working days.

Phase 4) D-4: Closure and Final Reporting

Within twenty-four (24) months from ND, the Consultant shall submit a final report documenting the completion of the assignment. This report shall include:

- Final validation of the industrial census results by the Ministry of Industry;
- Summary of implementation outcomes and key findings;
- Lessons learned and recommendations for future initiatives;
- Policy-relevant insights derived from the census.

The estimated Level of Effort of this phase is 10 working days.

5. Contract Type and Remuneration

The Contract shall be a Time-Based Contract, with remuneration calculated based on a total of 200 working days multiplied by the Consultant's daily rate (in USD). The duration of the assignment is expected to be twenty-four (24) months from the date of contract notification.

Contract Type	Number of Days (A)	Rate of Person Day (\$) (B)	Total Contract Amount (C=A*B)
Time-Based	200	Rate to be inserted here	

Billing and payments under this Contract shall be made on a monthly basis. The Consultant shall submit to CDR his/her invoice at the beginning of each month to cover the services rendered during the preceding month. Each invoice shall be supported by an attendance timesheet detailing the number of days worked, duly signed and approved by the Ministry of Industry. CDR will receive the signed timesheet, certified deliverable (when applicable) by MoI included in an official invoice from the Consultant (approved by MoI) in order to release the payment. The Consultant's total remuneration (fees) shall be deemed to include all costs, including communication expenses, software, computer equipment, and all taxes applicable in the Consultant's home country.

6. *Timeline and Mode of Payment*

The duration of the contract is 24 months.

<i>Deliverable</i>	<i>Deliverable Description</i>	<i>Time of completion from (ND)*</i>	<i>Estimated Level of Effort in Days</i>
<i>D-1 Census Preparation and TOR Development</i>	Census preparation package, including industrial census TOR and implementation framework, governance setup, and initial stakeholder and academic coordination, and briefing notes for Ministry leadership	ND + 1 month	10
<i>D-2 Bid Evaluation Report</i>	Census procurement and evaluation package, including technical evaluation inputs for EOI and full proposals, consolidated recommendation notes, and coordination with CDR, GATE, and relevant stakeholders	ND + 7 months	40
<i>D-3.1 MPR 1</i> ----- <i>D-3.12 MPR 12</i>	Census implementation coordination as MOI Focal Point Role. Census technical review and validation package, covering methodologies, datasets, analytical outputs, communication materials, and integration of academic and stakeholder feedback	ND + 10 months ND + 22 months	140
<i>D-4 Closure and Final Reporting</i>	Final Ministry of Industry validation and closure report on industrial census implementation, results, lessons learned, and policy relevance.	ND + 24 months	10
Total			200

*N.B.: The Contract Notification Date (ND) is the Contract Signature Date.

7. *Qualification Requirements and Experience*

The assignment requires a senior consultant with demonstrated experience in research, data-intensive projects, and policy-oriented development work. The consultant should possess the following minimum qualifications and competencies:

7.1 Education:

- An advanced university degree (Master's level or higher) in economics, public policy, development studies, industrial engineering, statistics, social sciences, or a closely related field.

7.2 Professional Experience:

- At least **five (5) years of relevant professional experience** in applied research, data analysis, project management, or policy advisory roles, preferably in a development or public-sector context.
- Proven experience supporting or managing **data collection or analytical exercises**, such as censuses, surveys, or sectoral studies.
- Demonstrated experience in **project coordination or management**, including interaction with multiple institutions, consultants, and stakeholders.
- Solid understanding of **public policy processes**, particularly in areas related to economic development, industrial policy, or private sector development.
- Experience engaging with **public institutions, private sector actors, academia, and civil society**, including facilitation of consultations and coordination meetings.
- Experience working in **development or crisis-affected contexts**, with familiarity with issues of informality, institutional fragmentation, and data constraints, is a plus.

7.3 Technical and Analytical Skills:

- Strong research and analytical skills, including the ability to assess methodologies, review datasets, and evaluate technical reports.
- Familiarity with issues related to **informality, industrial structure, and enterprise dynamics**, particularly in developing or middle-income countries.
- Ability to translate technical and data-driven outputs into **policy-relevant insights** for decision-makers.

7.4 Cross-Cutting Competencies:

- Multidisciplinary profile, with the ability to work across economic, technical, institutional, and policy dimensions.
- Strong stakeholder engagement and communication skills, including the ability to synthesize diverse inputs and manage sensitive coordination processes.
- Excellent drafting skills in English, with the ability to produce clear, structured, and concise technical and policy documents.
- Proven ability to work independently while maintaining close coordination with institutional counterparts.

8. *Reporting and Coordination*

The service under this TOR shall be performed at the Ministry of Industry offices. The consultant will work under the responsibility of the Ministry of Industry, will report to the CDR-PCU and will coordinate with all concerned national stakeholders in the implementation of the assessment.

All deliverables shall be submitted in English, unless otherwise agreed by the Ministry of Industry.