RURAL ECONOMIC TRANSFORMATION PROJECT (RETRAP)
PROGRAM MANAGEMENT UNIT
LIBSUCO COMPOUND- LPRC ROAD, SOMALIA DRIVE

Sustainable Urban and Peri-Urban Agriculture for Women Empowerment Project (P510360)

DRAFT

Project Implementation Manual

Ministry of Agriculture, Republic of Liberia

September 2026

Abbreviations and Acronyms

AWPB	Annual Work Plan and Budget
CAO	County Agriculture Officer
DA	Disbursement Account
ESCP	Environment and Social Commitment Plan
ESF	Environment and Social Framework
ESS	Environment and Social Standards
FAO	Food and Agriculture Organization of the United Nations
GoL	Government of Liberia
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
JSDF	Japan Social Development Fund
MoA	Ministry of Agriculture
MFDP	Ministry of Finance and Development Planning
M&E	Monitoring and Evaluation
NSC	National Steering Committee
PDO	Project Development Objective
PIM	Project Implementation Manual
PIU	Project Implementation Unit
RETRAP	Rural Economic Transformation Project
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment
SOE	Statement of Expenditure
STEP	Systematic Tracking of Exchanges in Procurement

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1. Introduction and Background

1.1 Purpose of This Manual

This Project Implementation Manual (PIM) provides operational guidance for the day-to-day implementation of the Sustainable Urban and Peri-Urban Agriculture for Women Empowerment Project (SUPAWEP). It defines the roles and responsibilities of all key stakeholders, establishes procedures for financial management, procurement, monitoring and evaluation (M&E), safeguards, and grievance handling, and sets out the standards and processes that the Project Implementation Unit (PIU) and all partners must follow to ensure effective, transparent, and accountable project delivery.

This manual is the primary reference document for all project staff, government counterparts, technical partners, and the World Bank task team. It must be read in conjunction with the Grant Agreement, the Project Appraisal Document (PAD), the World Bank's Procurement Regulations for IPF Borrowers, and the Environmental and Social Commitment Plan (ESCP).

1.2 Project Background and Sectoral Context

Liberia's agricultural sector stands at a crossroads. Despite contributing nearly one-third of national GDP, the country imports more than 60 percent of its food, leaving households vulnerable to global price shocks. Families spend nearly 70 percent of their income on food, yet malnutrition remains widespread: one in four children under five is stunted, and nearly half of women of reproductive age suffer from anemia. These statistics reveal a deeper reality—mothers struggling to nourish their children, youth seeking dignified livelihoods, and communities striving to break free from cycles of hunger and dependency.

Urbanization is accelerating demand for fresh vegetables in Monrovia and other peri-urban centers. Women and youth dominate horticulture in these areas, yet they face systemic barriers, including insecure land tenure, limited access to finance, and exclusion from modern training opportunities. Expanding climate-smart vegetable production offers a pathway to improve nutrition, reduce dependence on imports, and empower marginalized groups. This will require addressing persistent structural constraints -— low productivity, fragmented market systems, climate vulnerability, and the systemic exclusion of women and youth from productive economic opportunities.

The Sustainable Urban and Peri-Urban Agriculture for Women Empowerment Project (SUPAWEP, P510360) directly addresses this challenge. SUPAWEP is financed by a US$4.73 million grant from the Japan Social Development Fund (JSDF) and is embedded within the broader Rural Economic Transformation Project (RETRAP) framework, ensuring coherence with national development priorities and introducing targeted innovations. The project operates across six counties — Montserrado, Bong, Margibi, Grand Bassa, Bomi, and Nimba — and is designed to directly benefit approximately 15,000 value chain actors, at least 70% of whom are women.

SUPAWEP's vision is bold: to transform vulnerability into resilience, dependency into self-reliance, and exclusion into empowerment. By establishing 30 modern community gardens with solar-powered irrigation, boreholes, fencing, and greenhouses, the project will enable 15,000 women and youth farmers to boost productivity, stabilize supply, and reduce reliance on imports. Beyond production, SUPAWEP

will strengthen farmer organizations, build aggregation and cold-chain capacity, and forge durable market linkages with supermarkets, hotels, and institutional buyers—ensuring that higher yields translate into improved incomes and nutrition. In doing so, it will contribute to Liberia's Country Partnership Framework (CPF), National Agricultural Development Plan (NADP), ARREST Agenda for Inclusive Development (AAID), and the country's Nationally Determined Contribution (NDC) commitments under the Paris Agreement.

1.3 Guiding Principles

All project activities shall be guided by the following principles:

- Gender equity and social inclusion: Women and youth, including persons with disabilities, are the primary beneficiaries and active participants in project design and execution.
- Climate-smart agriculture: All investments in production and infrastructure shall incorporate climate-resilience and low-carbon approaches.
- Transparency and accountability: Project funds and decisions shall be managed openly, with full documentation and public access to relevant information.
- Sustainability: Market linkages, farmer organization, and private sector engagement shall be structured to outlast the project's duration.
- Do No Harm: All activities shall comply with the World Bank's Environmental and Social Framework (ESF), with particular attention to Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) prevention.

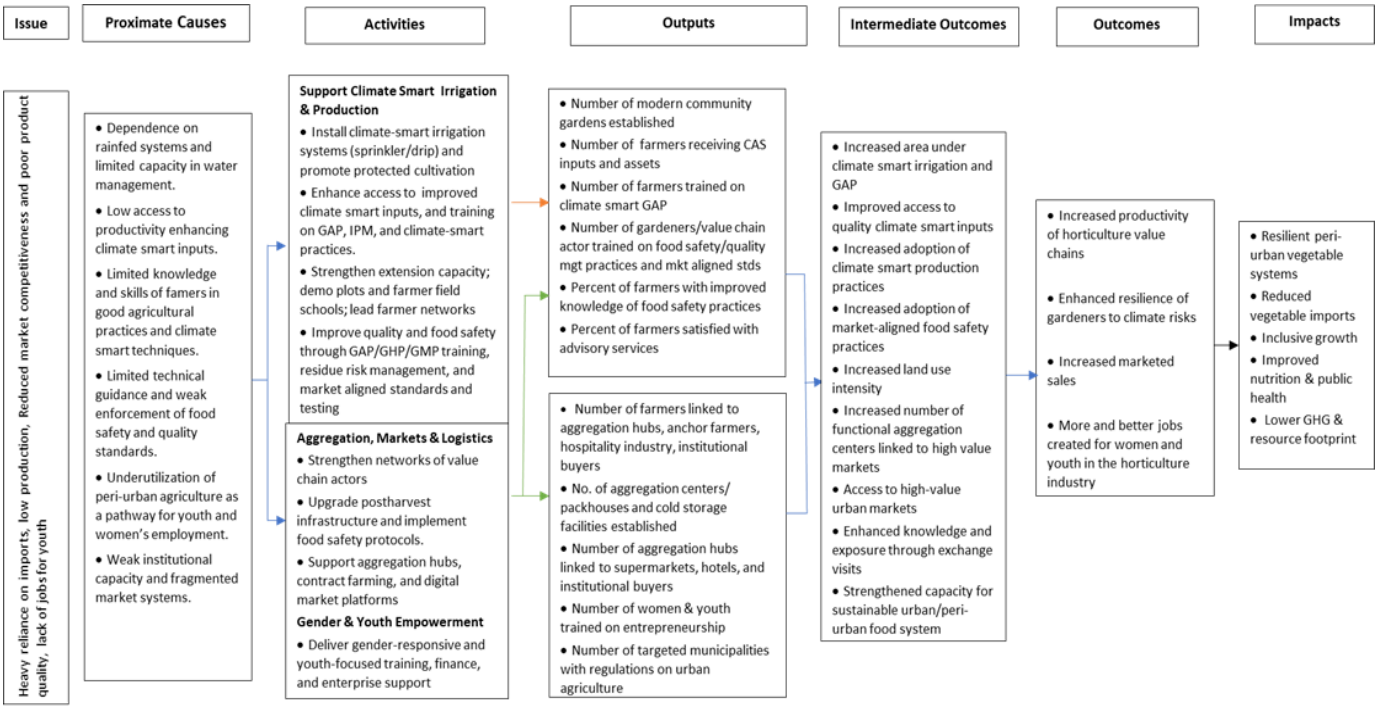
2. Project Development Objective and Key Indicators

2.1 Project Development Objective (PDO)

The objective of the Project is to enhance the productivity, resilience, and access to market by beneficiary women and youth vegetable farmers in selected urban and peri-urban communities in Liberia. This objective addresses Liberia's urgent need to reduce reliance on food imports, improve household nutrition, and empower marginalized groups, particularly women, youth, and persons with disabilities, through climate-smart, nutrition-sensitive agriculture.

Theory of Change and PDO Indicators

Figure 1: Theory of Change



Critical Assumptions: *(i) strong participation and sustained engagement of women and youth; (ii) supportive peri-urban land-use frameworks and effective cooperation from city authorities on land and water access; (iii) timely delivery of quality training, inputs, and advisory services; (iv) active private sector engagement and stable demand for safe, high-quality vegetables; (v) affordable operation and maintenance costs for irrigation and cold-chain systems; and (vi) a conducive and predictable policy and regulatory environment*.

2.2 PDO-Level Results Indicators

Indicator	Baseline	Target (End of Project)
Enhanced productivity		
Increase in productivity (yield of selected vegetable crops (disaggregated by product: Pepper, Onion, tomato, okra, papaya) (Percentage)	TBD at baseline	70% increase
Enhanced resilience		
Beneficiaries with enhanced resilience to climate risks (irrigation, improved land and water management system) (disaggregated by female); (Number)	0	7,500
Enhanced access to markets		

Share of beneficiaries who have reached and maintained sales agreements with high-value urban markets (Percentage	0	15,000
Increase in volume of market sales of selected vegetables by project supported producers (Percentage)	0	50
More and better Jobs created		
The estimated equivalent number of more and better-paid jobs" due to the operation (Number) (disaggregated by female and youth	0	15,000

3. Project Components and Activities

3.1 Component 1: Support for Development of Climate-Smart Modern Community Vegetable Gardens (US$3,900,420: JSDF = US$3,750,420; Beneficiaries = US$150,000) - Lead Specialists: *Crop Development Specialist* and *Infrastructure Specialist*

Objective: Establish climate-smart, nutrition-sensitive vegetable gardens that serve as demonstration hubs and production centers for women and youth farmers.

This component focuses on creating the physical and technical groundwork for production by establishing 30 state-of-the-art community gardens. Under this component, the project will provide support for the establishment of market-oriented, modern community vegetable gardens across 30 communities in six counties, including: (i) solar-powered, pressurized water systems; and, where feasible, pilot greenhouse systems with digital enhancements for selected youth entrepreneurs; (ii) construction of multipurpose sheds for use as packhouses, meeting spaces, and shelters, as well as sanitary facilities; and (iii) the formation and strengthening of gardeners' associations, including capacity building in organizational management and the installation, operation, and maintenance of irrigation systems.. Beneficiary targeting framework is elaborated in Annex 9 of this PIM. Land designated for community gardens and urban agriculture investments must be free of disputes or competing claims, and evidence of consent from relevant authorities and affected communities must be provided. The project will require documented evidence of lawful land availability, confirmation that the land is free of disputes or competing claims, consent from relevant authorities and affected communities, and assurance that project activities will not result in involuntary resettlement, land acquisition, restrictions on land use, or economic displacement.

The gardens will act as demonstration centers showcasing climate- and nutrition-smart vegetable cultivation techniques, such as drip irrigation, organic soil management, and integrated pest control.

Farmers, especially women and young people, will be trained in Good Agricultural Practices (GAPs), post-harvest handling, and certification requirements to promote food safety and improve marketability.

Criteria for Production Site Selection

The identification and approval of production sites will follow a transparent, participatory, and technically sound process. The following criteria will guide site selection (See Annex 10 of this PIM for details):

i) ***Proximity to Urban and Peri-Urban Markets:*** Sites must be within a reasonable distance of major consumption centers, including Monrovia and secondary cities. This proximity ensures that fresh vegetables can be transported quickly, reducing post-harvest losses and maximizing market opportunities.

ii) ***Availability or Accessible Land*** - Priority will be given to land that is communally owned, vested in traditional authorities, or easily accessible through family or community arrangements. This approach minimizes the risk of disputes and promotes collective ownership of the gardens.

iii) ***Clarity of land access safeguards*** – Communities need to provide documented evidence of lawful land availability, confirmation that land designated for community gardens and urban agriculture investments is free of disputes or competing claims, and evidence of consent from relevant authorities and affected communities. These measures provide assurance that project activities will not result in involuntary resettlement, land acquisition, restrictions on land use, or economic displacement.

iv) ***Environmental and Social Suitability*** - Sites will undergo screening with Environmental and Social (E&S) checklists to confirm they are free from risks like biodiversity loss, cultural heritage disturbance, or involuntary resettlement. Only those meeting safeguard standards will receive approval.

v) ***Infrastructure Accessibility*** - Sites with basic access roads, water sources, and potential for solar irrigation will be prioritized. This choice minimizes upfront costs and promotes long-term sustainability.

vi) ***Inclusivity and Equity Considerations*** - Chosen sites should demonstrate inclusivity by engaging women, youth, and persons with disabilities. Community consultations will verify that these vulnerable groups are not marginalized.

Site Selection Criteria: Sites shall be selected based on: (i) suitability of micro-climate for horticulture/vegetable production (ii) proximity to urban markets; (iii) availability of water sources suitable for irrigation; (v) land tenure security with documented community or government consent; (v) concentration of organized women and youth groups; and (vi) accessibility for input supply and produce evacuation.

Liberia's landscape spans four distinct topographical zones — the coastal plain, the inland plateaus, the rolling hills and upland interior, and the northern highland/savannah belt — each generating its own microclimate with different implications for vegetable production.

The matrix below describes each of Liberia's microclimate zone and the vegetables most suited to it:

Microclimate Zone	Key Counties	Rainfall	Temperatures	Most Suitable Vegetables
Coastal Plain (Equatorial)	Montserrado, Grand Bassa, Maryland	4,000–5,000 mm	24–30°C	Tomatoes, okra, peppers, leafy greens, water leaf, cassava leaves, Moringa
Inland Plateau & Rolling Hills (Tropical)	Margibi, Bomi, Bong, Grand Cape Mount	1,700–3,000 mm	27–32°C	Tomatoes, peppers, onions, cabbage, cucumbers, squash, cowpea, sweet potato
Dense Forest Interior	Sinoe, Grand Gedeh, Grand Kru	>2,000 mm	Moderate, stable	Bitter leaf, water leaf, African basil, wild spinach, cassava (forest margin)
Northern Highland & Savannah	Nimba, Lofa, Gbarpolu	1,300–1,700 mm	24–29°C (cooler at altitude)	Cabbage, carrots, garden peas, marrow, onions, Irish potato, cowpea

Key Activities

This component finances the establishment of 30 modern community vegetable garden sites across the six target counties. Each site will cover 5–10 hectares and be equipped with:

- Solar-powered irrigation systems designed (including greenhouses) for year-round production, with boreholes, elevated water tanks, fencing, (where necessary),
- Provide sanitary facilities to improve working conditions and ensure gender-sensitive infrastructure
- Multipurpose sheds (packhouses and meeting areas)
- Perimeter fencing and water storage infrastructure
- Input supply packages (certified seeds, fertilizers, and crop protection products)

Capacity Building Activities under Component 1:

- Training in Good Agricultural Practices (GAPs) tailored to smallholder women and youth
- Training in Climate-smart production techniques, including integrated pest management, soil health management, and water conservation
- Training in Nutrition-sensitive agriculture and dietary diversification
- Training in Business and financial literacy training for garden group leaders

Implementation Sequence:

- Site identification and verification (Month 1–3)
- Environmental and social screening and approval (Month 2–4)
- Land preparation and infrastructure works (Month 4–10)
- Input distribution and planting (Month 8–12)
- Ongoing training and technical assistance (throughout)

Expected Outputs:

- 30 operational gardens covering 300 ha.
- 3,000 trained women and youth farmers.
- 30 cooperatives established and functional
- Demonstration hubs showcasing climate-smart practices.
- Improved food safety and market competitiveness.

Sustainability Measures:

- Community ownership through cooperatives.
- Maintenance funds generated from user fees and revolving savings schemes.
- Technical backstopping by MoA extension services.

3.2 Component 2: Support for Farmer Organization, Institutional Strengthening, and Market Linkages (US$1,160,000: JSDF = US$790,000; Beneficiaries = US$370,000) - Lead Specialist: *Agribusiness and Value Chain Development Specialist* Objective: Transform fragmented smallholder production into a unified, market-driven agribusiness system that empowers women and youth. It addresses the organizational and market system dimensions of the project, seeking to turn production into sustainable business prospects by consolidating fragmented, small-scale vegetable farms into a unified, market-driven agribusiness system. Through empowering farmer organizations, enhancing aggregation and cold-chain infrastructure, and establishing lasting market connections, the project will support women and youth farmers in transitioning beyond subsistence farming to compete in Liberia's expanding urban food markets.

The component acknowledges that boosting productivity alone isn't enough if farmers struggle to access markets, organize collectively, or satisfy quality standards. As a result, it emphasizes strengthening institutions, developing businesses, and integrating markets to help farmers become not just producers but confident and capable entrepreneurs.

Key activities

Farmer Organization and Cooperative Development:

- Support the formation and registration of farmer cooperatives and producer groups
- Provide organizational capacity building, including governance training, record-keeping, and collective bargaining
- Linking groups to the Liberia Business Registry and relevant line ministries

Food Safety and Quality Standards:

- Training on post-harvest handling, hygiene, and food safety protocols
- Support for compliance with domestic market quality standards
- Introduction of grading, packaging, and branding for value-added products

Market Linkage Facilitation:

- Facilitation of contract farming arrangements between producer groups and off-takers (supermarkets, processors, hotels, school feeding programs)
- Establishment of community-level aggregation hubs
- Integration of digital market information platforms (e.g., mobile-based price and buyer information systems)
- Engagement of private sector actors, including agro-processors and exporters, to invest in the value chain

Matching Grants Framework

A Matching Grant Scheme (MGS) will be used to catalyze private investment in the establishment and operation of vegetable packhouses. Financing will be allocated competitively through a Matching Grant-cum-Equity-Loan (MGEL) mechanism, requiring beneficiaries to contribute equity alongside project support. Selection will be based on transparent criteria, including demonstrated financial, managerial, and technical capacity; experience in horticulture production, aggregation, processing, or marketing; and access to domestic, regional, or export market networks. The eligibility criteria, selection process, and implementation arrangements for accessing matching grants to support the packhouses defined in Annex 4 (Matching Grants) of this PIM.

Expected Outputs:

- 60 cooperatives and SMEs strengthened.
- 2 packhouses/aggregation centers with cold-chain units operational.
- 3,000 jobs created (60% women, 40% youth).
- Marketed vegetable sales increased fivefold (US$1.2M → US$6M).
- Digital market systems accessible to all cooperatives.

Sustainability Measures:

- Cooperative-managed revolving funds for facility maintenance.
- Long-term contracts with potential buyers.
- Integration of agribusiness modules into MoA extension services.
- Continuous training and mentorship programs.

3.3 Component 3: Project Management, Monitoring and Evaluation, and Knowledge Dissemination (US$530,000: JSDF = US$189,580 and Government of Liberia = US$340,420) - Lead Specialist: *Monitoring & Evaluation Specialist*

Objective: The component seeks to ensure effective project governance, fiduciary compliance, adaptive management, and knowledge sharing for replication and scaling.

A dedicated Project Implementation Unit (PIU) within the Ministry of Agriculture will handle daily management, procurement, financial reporting, and safeguards. It will work under the guidance of the

National Projects Steering Committee (NPSC) to ensure alignment with both national priorities and donor requirements.

A comprehensive Monitoring & Evaluation (M&E) system will be developed, featuring gender-disaggregated indicators and real-time, geotagged data collection via the Geo-Enabling Initiative for Monitoring and Supervision (GEMS). Baseline, midterm, and endline surveys will assess progress against PDO indicators. Knowledge sharing will involve policy briefs, case studies, and national workshops to highlight best practices.

It covers:

- PIU staffing, office operations, and coordination costs
- Develop **Annual Work Plans and Budgets (AWPBs)**
- Development and maintenance of the project Management Information System (MIS)
- Conduct of Baseline, midterm, and end-of-project evaluations
- Implement fiduciary systems (IPSAS-compliant FM, STEP procurement)
- Geo-Enabling Initiative for Monitoring and Supervision (GEMS) data collection
- Stakeholder workshops, field supervision, and learning events
- Preparation of project reports, case studies, and knowledge products
- Document and disseminate lessons learned through policy briefs, case studies, and workshops
- External audits

Expected Outputs:

- Fully functional PIU with trained staff.
- Transparent financial and procurement systems.
- Comprehensive M&E framework operational.
- Knowledge products disseminated nationally.

Sustainability Measures:

- Institutionalization of M&E tools within MoA systems.
- Integration of SUPAWEP lessons into national agricultural policy.
- Continued data collection and reporting through RETRAP structures.

Integration and Synergy:

- Component **1** builds the physical and technical foundation for production.
- Component **2** transforms production into sustainable business opportunities.
- Component **3** ensures accountability, learning, and replication.

Together, they create a coherent system of empowerment and resilience, ensuring that women and youth farmers **produce more, earn more, learn more, and lead more**.

Personal Data and Data Privacy

Personal data collected and processed under the Project, including beneficiary information for targeting, enrollment, geotagged registries, digital vouchers, monitoring and evaluation, grievance handling, and

gender/youth-disaggregated reporting, etc., will adhere to the principles of data minimization, purpose limitation, informed consent where appropriate, confidentiality, and restricted access. The Project will implement secure data management systems and safeguards to protect personal information from unauthorized access, disclosure, misuse, loss, or alteration. Data handling practices will be guided by applicable Liberian laws, regulations, and institutional requirements on data protection and privacy, including established procedures for reporting and responding to data breaches or misuse.

Project Cost and Financing

The project will be financed through a JSDF grant financing of US$4.7 million over the period of 4 years from 2026 to 2029. These resources will be complemented by co-financing from beneficiaries, who will mobilize resources consisting mainly of: (i) in-kind contributions (unskilled labor); (ii) cash contributions through matching grants under Component 2, and counterpart financing (in-kind by government) under component 3 mainly for staff cost and utilities. Table 1 provides a summary breakdown of project costs by component.

Table 1: Project Cost.

Project Components	**Project cost**	**Trust Funds**	**Beneficiaries /Counterpart**
Component 1: Support for Development of Climate-Smart Modern Community Vegetable Gardens	3,900,420	3,750,420	150,000
Component 2: Support for Farmer Organization, Institutional Strengthening and Market Linkages	1,160,000	790,000	370,000
Component 3: Project Management, Monitoring and Evaluation, and Knowledge Dissemination	530,000	189,580	340,420
Total Costs	**5,590,420**	**4,730,000**	860,420
Incremental Bank Cost		**270,000**	
Total Grand Financing		5,000,000	

4. Institutional and Implementation Arrangements

4.1 Overview

The Recipient for the Project is the Ministry of Finance and Development Planning (MFDP), representing the Government of Liberia, while the Ministry of Agriculture (MoA) serves as the Implementing Agency. Project implementation follows a three-tier governance structure: strategic oversight, technical coordination, and day-to-day management.

4.2 Inter-Ministerial National Project Steering Committee (I-MNPSC)

Composition: The Inter-Ministerial National Project Steering Committee (I-MNPSC), chaired by the Ministry of Agriculture, comprising representatives of relevant ministries, agencies, private sector, NGOs, and youth/women's organizations. The I-MNPSC shall meet at least twice annually. **Functions**:

- Provide overall strategic guidance and policy direction
- Review and approve Annual Work Plans and Budgets (AWPBs)
- Resolve inter-agency coordination issues
- Receive and review semi-annual progress reports

Meeting Frequency: The NSC shall meet at least twice per year (mid-year and end-year). Extraordinary meetings may be convened as required.

4.3 Ministry of Agriculture (MoA)

Role: Implementing agency with fiduciary accountability

- The MoA has overall institutional responsibility for project implementation and fiduciary accountability. The Minister of Agriculture or a designated Deputy Minister serves as the National Project Director.
- Ensures alignment with national agricultural priorities and donor requirements.
- Provides institutional support to PIU and county structures.

4.4 Project Implementation Unit (PIU)

The SUPAWEP PIU is embedded within the existing PIU established under the Rural Economic Transformation Project (RETRAP), housed at the MoA. This arrangement leverages existing systems, staff, and relationships to minimize start-up delays and reduce overhead costs.

Core PIU Staff:

Position	**Responsibilities**
Project Coordinator	Overall day-to-day project management; liaison with the World Bank and NSC
Program Officer	Supports NPC in coordination, reporting, and field monitoring.
Financial Management Specialist	Budget management, accounting, disbursement, financial reporting
Procurement Specialist	Procurement planning and execution per World Bank regulations
M&E Officer	Results tracking, data collection, MIS management, reporting
Social and Gender Specialist	Beneficiary engagement, gender mainstreaming, SEA/SH prevention, GRM
Environmental Specialist	Environmental screening, safeguards compliance, ESCP implementation
Agriculture/Technical Officer	Technical oversight of garden establishment, training, and FAO coordination
Infrastructure Specialist	Design and supervision of irrigation, greenhouses, packhouses, and related civil works.

Food Security Specialist	Nutrition assessments, food security monitoring, early warning systems.
Administrative/Accounts Assistant	Office management, filing, and logistical support

All PIU staff shall have documented terms of reference (ToRs) approved by the World Bank before deployment. No PIU staff member shall have a dual role that creates a conflict of interest in procurement or financial decision-making.

4.5 Food and Agriculture Organization (FAO)

FAO serves as the primary technical implementation partner. FAO's responsibilities include:

- Technical design and supervision of irrigation infrastructure and garden establishment
- Provision of specialized agronomic expertise and training curricula
- Support to M&E, baseline surveys, and data analysis
- Technical inputs to progress reports and knowledge products

A formal implementation agreement between the MoA and FAO shall govern the partnership, clearly specifying deliverables, timelines, reporting requirements, and financial accountability.

4.6 County-Level Implementation

At the county level, the MoA County Agriculture Officers (CAOs) serve as the primary government interface for field implementation. CAOs shall:

- Facilitate site selection and community consultations
- Coordinate with local authorities and community leaders
- Supervise field activities and report to the PIU
- Participate in M&E data collection

CAOs shall receive orientation on SUPAWEP objectives, activities, safeguards requirements, and the GRM before project activities commence in their counties.

Integration and Synergy

- NPSC ensures strategic oversight and policy alignment.
- MoA provides institutional accountability.
- PIU manages day-to-day operations with technical support from FAO.
- CAOs ensure local ownership and effective field implementation.

5. Financial Management

5.1 Principles

All financial management under SUPAWEP shall be undertaken in accordance with the International Public Sector Accounting Standards (IPSAS), the World Bank's Financial Management Guidelines,

Liberia's Public Financial Management Act (2009), and the provisions of the Grant Agreement. The PIU shall maintain financial management systems capable of: (i) recording all transactions accurately and in a timely manner; (ii) preparing financial reports in formats acceptable to the World Bank; (iii) safeguarding project assets; (iv) ensure that project funds are used for their intended purposes; (v) maintain a strong internal control environment to prevent fraud and corruption; and (vi) ensure compliance with both GoL and World Bank financial regulations.

The TOMPRO accounting system shall be reviewed and configured to reflect project components, financing categories, chart of accounts, reporting requirements, and monitoring indicators. Labor Management Procedures (LMP) shall be prepared and adopted in form and substance satisfactory to the Bank.

5.2 Designated Account

Project funds will be managed through a Dedicated Designated Account (DA) denominated in US Dollars, maintained at a commercial bank acceptable to the World Bank. The DA shall be used exclusively for eligible project expenditures as defined in the Grant Agreement.

Signatories: The DA shall require dual signatories — the Project Coordinator and the Financial Management Specialist — for all transactions above a agreed threshold.

5.3 Accounting System

The PIU shall use a computerized accounting system (to be agreed with the World Bank) to record all transactions. The chart of accounts shall align with project components, disbursement categories, and counterpart funding lines. All supporting documentation (invoices, contracts, delivery notes, payment vouchers) shall be maintained in an organized filing system and made available for review by the World Bank and auditors.

5.4 Budgeting and Annual Work Plans

An Annual Work Plan and Budget (AWPB) shall be prepared by the PIU for each fiscal year, submitted to the NSC for approval, and then to the World Bank for no-objection, no later than November 1 of each year during the implementation of the Project, or such later date as the World Bank may agree. The AWPB shall contain all eligible Project activities and expenditures planned for the following government fiscal year, including a specification of the source or sources of financing of all eligible expenditures. Specifically, AWPBs shall include:

- Planned activities by component and sub-component
- Estimated costs by expenditure category
- Procurement plan aligned with the AWPB
- Targets aligned with the results framework

5.5 Format for preparation of Annual Work Plan and Budget

i. The preparation of Annual Work Plans and Budgets may be formatted (in columnar form) to include:
ii. Description of activity;
iii. Estimated start date;
iv. Estimated completion Date;
v. Duration of Activity (In months);
vi. Person/Agency responsible;
vii. Estimated Cost of activity; and
viii. Means of Verification

Expenditures of the same type or category shall be grouped together as indicated in Ann of this manual. The groupings may be under Goods, Works, Consultants' services, Non-Consultancy Services and Training.

Content – Budget Statement

The narrative portion of the Annual Budget shall include the following sub-headings:

i. Brief background of the project including objectives;
ii. Donor funds required in the budget year;
iii. An overview of the previous year's performance;
iv. Funds expected in the current year matched against actual funds received;
v. Constraints/Challenges encountered in the current year; and
vi. Planned Activities for the budget year for which budgetary resources are required.

Budget Variance Analysis

On a quarterly basis, budgeted figures shall be compared with actual figures and the root cause of significant differences shall be determined and explained in the quarterly IFR. The determination of the cause of differences shall assist the Project Management Team to rectify adverse variances or avoid their re-occurrence.

Budget variance analysis shall ensure that project implementation is on track and project objectives shall be accomplished within the project implementation period. Furthermore, Budget Variance Analysis shall help in identifying:

i. Cost overruns; and
ii. Implementation delays by contractors and suppliers.

5.6 Disbursement

Disbursements shall follow the advance method (replenishment of the DA). Withdrawal applications shall be submitted to the World Bank with supporting documentation, including: (i) Statement of Expenditures (SOEs) for expenditures below agreed thresholds; and (ii) full documentation for contracts above thresholds. The PIU shall reconcile the DA monthly and submit bank reconciliation statements with each withdrawal application.

5.7 Internal Controls

The PIU shall maintain a functional internal control environment, including:

- Segregation of duties between authorization, recording, and payment functions

- Authorization matrices specifying approval levels for different expenditure types
- Physical asset registers and periodic asset verification
- Pre-audit of all procurement actions before contract award
- Regular internal reviews by the PIU Financial Management Specialist

5.8 External Audit

An independent external audit of the project accounts shall be conducted annually by an auditor acceptable to the World Bank. Audit reports and management letters shall be submitted to the World Bank within six months of the end of each fiscal year. The PIU shall prepare and monitor an action plan to address all audit findings.

5.9 Financial Reporting

The PIU shall prepare and submit to the World Bank:

- Interim Financial Reports (IFRs): Semi-annually, within 45 days of the end of each semester
- Annual Financial Statements: Audited, within six months of the end of each fiscal year

Sustainability Measures

- Institutionalization of IPSAS-compliant FM systems within MoA.
- Capacity building for PIU staff and county facilitators in financial management.

Integration of gender-responsive budgeting into MoA's long-term planning.

6. Procurement

6.1 Applicable Framework

All procurement financed by the JSDF grant shall be carried out in accordance with the World Bank's Procurement Regulations for IPF Borrowers (Seventh Edition, September 2025), the provisions of the Grant Agreement and this Project Implementation Manual. Procurement shall be guided by the principles of value for money, economy, efficiency, integrity, transparency, fairness, fit-for-purpose, and open competition, while ensuring equal opportunity for all eligible bidders, suppliers, contractors, and consultants. All procurement activities shall be planned, processed, and monitored through the World Bank's Systematic Tracking of Exchanges in Procurement (STEP) platform. The Procurement Specialist within the RETRAP/SUPAWEP PIU leads all procurement actions.

6.2 Procurement Planning

Procurement activities shall be based on the approved Procurement Plan prepared in STEP and aligned with the AWPB. The Procurement Plan shall identify procurement packages, estimated costs, procurement methods, review arrangements, implementation schedules, and responsible officers. The PIU shall review and update the Procurement Plan at least annually, or whenever implementation requirements change, subject to the World Bank's review and no objection where applicable. Appropriate

market engagement may be undertaken, where necessary, to improve procurement planning, promote competition, and enhance value for money. A Procurement Plan covering the first 18 months of the project shall be prepared before project effectiveness and uploaded to the STEP system. The Procurement Plan shall be updated at least annually and whenever project circumstances require. The Procurement Plan shall specify, for each contract:

- Description of the goods, works, or services
- Estimated cost
- Procurement method
- World Bank review type (prior or post)
- Expected dates for key milestones (advertising, bid opening, contract award, completion)

6.3 Procurement Methods

The selection of procurement methods shall follow the Procurement Regulations, taking into account the nature, value, risk, and complexity of each procurement. Common methods expected under SUPAWEP include:

- Goods and Works: Request for Quotations (RFQ) for low-value items; Request for Bids (RFB) for larger contracts; Direct Selection in exceptional, justified circumstances
- Consulting Services: Quality and Cost-Based Selection (QCBS) for significant consultancies; Consultant's Qualifications (CQS) for lower-value assignments; Individual Consultant (IC) selection for individual experts
- FAO Direct Implementation: Where FAO is engaged as a technical partner, procurement through FAO's internal systems is permissible subject to World Bank approval and compliance with applicable UN procurement rules.

6.4 Procurement Process

All procurement activities shall follow the procedures prescribed in the World Bank Procurement Regulations. Technical departments shall prepare Terms of Reference, technical specifications, and cost estimates, while the Procurement Specialist shall prepare the solicitation documents and manage the procurement process. Bid and proposal openings shall be conducted in accordance with the applicable procurement method, and evaluations shall be carried out by duly appointed Evaluation Committees using only the criteria specified in the solicitation documents. Contract awards shall be subject to the required approvals and the World Bank's prior review where applicable before contract signature.

6.5 Contract Management

Contract management shall commence immediately after contract signature and continue until final acceptance and close-out. The PIU shall monitor contractor and consultant performance, verify deliverables, manage contract amendments and extensions of time where justified, monitor contract securities, certify payments based on satisfactory performance, undertake inspections and acceptance of goods, works, and services, and maintain complete contract administration records (see annex 8c). All contract variations shall comply with the provisions of the signed contract and the World Bank Procurement Regulations.

6.6 Procurement Filing and STEP

The PIU shall maintain complete procurement records for every procurement activity, including procurement plans, solicitation documents, bids or proposals, evaluation reports, approvals, contracts, securities, correspondence, payment records, inspection reports, contract amendments, and completion certificates. Procurement records shall be maintained in both physical and electronic formats. All procurement activities and supporting documentation requiring submission to the World Bank shall be uploaded to STEP in a timely manner, and records shall be retained in accordance with applicable Government and World Bank record retention requirements.

6.7 Procurement Complaints

Procurement complaints shall be managed in accordance with the World Bank Procurement Regulations. All complaints shall be acknowledged promptly, reviewed objectively, and responded to within the prescribed timelines. The PIU shall maintain a register of procurement complaints and ensure that all complaints and their resolutions are properly documented. Where applicable, complaints relating to prior review procurements shall be communicated to the World Bank through STEP before further procurement actions are taken.

6.8 Procurement Integrity

All procurement activities shall be conducted with the highest standards of integrity, transparency, and accountability. Members of Evaluation Committees and all officers involved in procurement shall maintain confidentiality throughout the procurement process and declare any actual, potential, or perceived conflicts of interest before participating in procurement activities. PIU staff involved in procurement shall sign annual conflict-of-interest declarations. Fraud, corruption, collusion, coercion, obstruction, and other prohibited practices shall be managed in accordance with the World Bank's Anti-Corruption Guidelines and the provisions of the Financing Agreement. In particular, Allegations of fraud or misconduct in procurement shall be reported immediately to the World Bank's Integrity Vice Presidency (INT).

6.9 Procurement Performance Monitoring, Conflict of Interest and Fraud Prevention

The PIU shall establish and maintain a procurement performance monitoring system to ensure the timely implementation of procurement activities and compliance with the World Bank Procurement Regulations, the approved Procurement Plan, and this PIM. Procurement performance shall be monitored using key performance indicators (KPIs), including procurement processing times, adherence to procurement schedules, contract award and completion rates, STEP compliance, contract implementation progress, and timely resolution of procurement complaints.

The Procurement Specialist shall prepare periodic procurement implementation reports as part of the Project's quarterly and annual progress reports, highlighting progress, implementation challenges, and corrective actions. Procurement activities shall also be subject to World Bank implementation support missions, procurement post reviews, and audits. The PIU shall maintain complete procurement records and promptly implement agreed corrective actions to strengthen procurement performance, transparency, and accountability.

Sustainability Measures

- Capacity building for PIU staff and county facilitators in procurement procedures.
- Integration of procurement planning into MoA’s long-term systems.
- Adoption of digital procurement tracking tools for transparency

7. Monitoring, Evaluation, and Reporting

7.1 M&E Framework

The M&E system is designed to track progress toward the PDO, assess implementation quality, support adaptive management, and generate evidence for learning and knowledge dissemination. The system rests on three pillars: (i) routine progress monitoring; (ii) periodic evaluations; and (iii) geographic and remote sensing data via GEMS.

7.2 Roles and Responsibilities

The PIU M&E Officer leads the M&E function, supported by FAO and county-level Agriculture Officers. The World Bank task team provides oversight and technical guidance. The M&E Officer is responsible for:

- Maintaining the project MIS and ensuring data quality
- Coordinating baseline, midterm, and end-of-project surveys
- Compiling and verifying data submitted by county officers and FAO
- Preparing the M&E sections of progress reports
- Uploading georeferenced project data to the GEMS platform

7.3 Baseline Survey

A comprehensive baseline survey shall be completed within six months of project effectiveness. The survey shall establish baseline values for all PDO and intermediate results indicators, and shall include a gender-disaggregated household survey, a community-level assessment, and a mapping of existing farmer organizations and market linkages.

7.4 Reporting Schedule

Report	Frequency	Audience	Deadline
Monthly Progress Report	Monthly	PIU internal / MoA	10th of following month
Semi-Annual Progress Report	Every 6 months	World Bank / NSC	45 days after semester end
Annual Report	Annually	World Bank / NSC / JSDF	60 days after fiscal year end
Midterm Review Report	Once (Month 18–24)	World Bank / NSC	Per agreed schedule
End-of-Project Evaluation Report	Once (Month 48–54)	World Bank / NSC / JSDF	6 months before project close

7.5 Data Quality and Verification

The PIU M&E Officer shall conduct quarterly field verification visits to at least 20% of project sites to validate data reported by county officers. The World Bank task team shall conduct at least two implementation support missions per year, during which project data and documentation shall be reviewed.

Sustainability Measures

- Institutionalization of M&E tools within MoA systems.
- Integration of SUPAWEP lessons into national agricultural policy.
- Continued data collection and reporting through RETRAP structures.

8. Data Protection and Privacy Protocols

SUPAWEP activities will require the collection, storage, processing, and use of personal data to support beneficiary identification and enrollment, digital voucher administration, monitoring and evaluation, grievance management, and reporting on project outcomes, including gender- and youth-disaggregated results. Given the project's engagement with potentially vulnerable populations, the Project Implementation Unit (PIU) shall establish and maintain robust data protection and privacy protocols consistent with Liberia's Data Protection Act, the World Bank Environmental and Social Framework (ESF), and applicable good international practice.

The project will collect only data strictly necessary for implementation and accountability purposes. Data may include, as relevant, beneficiary names, sex, age, disability status, household composition, geospatial information, production and participation records, contact information, and grievance submissions. All personal data will be collected and processed solely for legitimate project purposes, including targeting, enrollment, service delivery, monitoring, evaluation, fiduciary oversight, and results reporting.

Access to personal data will be restricted to authorized personnel of the PIU, Ministry of Agriculture, implementing partners (including FAO), and the World Bank on a need-to-know basis. Data will be stored in secure, password-protected Management Information Systems (MIS) and other approved repositories with appropriate technical and administrative safeguards. Personal data will be retained only for as long as necessary to fulfill project objectives and statutory audit requirements, and in no case beyond the project period plus five years unless otherwise required by law.

Any sharing of personal data with third parties, including service providers, financial institutions, payment platforms, digital voucher operators, aggregators, or survey firms, shall be limited to the minimum information required for service delivery and shall be governed by written confidentiality and data protection agreements.

To mitigate privacy and cybersecurity risks, the project shall implement the following safeguards:

- Data minimization principles and informed consent procedures, as appropriate.
- Clearly defined access controls, confidentiality obligations, and user authorization protocols.
- Secure storage, encryption, and transmission of sensitive personal data.
- Protection of geolocation data and other information that may increase individual privacy risks.
- Enhanced confidentiality measures for grievances and any GBV/SEA/SH-related information, including restricted access and survivor-centered handling protocols.
- Procedures for detecting, reporting, investigating, and responding to data breaches, unauthorized access, or misuse of personal information.
- Regular staff training and awareness measures on data protection, privacy, and information security requirements.

These data protection measures shall be established and operationalized prior to the commencement of beneficiary registration, deployment of digital voucher systems, operation of project databases, or implementation of MIS enhancements. Compliance with these requirements will be monitored throughout project implementation and incorporated into the project's environmental and social risk management arrangements.

8.1 SUPAWEP Data Breach Response Policy

8.1.1. Purpose

The purpose of this policy is to establish procedures for identifying, reporting, managing, and responding to actual or suspected personal data breaches arising from SUPAWEP activities. The policy seeks to protect beneficiaries, project workers, and other stakeholders from harm resulting from unauthorized access, disclosure, loss, alteration, destruction, or misuse of personal data.

8.1.2. Scope

This policy applies to all personal data collected, stored, processed, or transmitted by the Project Implementation Unit (PIU), implementing partners, contractors, service providers, financial institutions, and any other entities handling personal data on behalf of SUPAWEP.

8.1.3. Definition of a Data Breach

A data breach includes any event resulting in the accidental or unlawful:

- Loss or destruction of personal data;
- Unauthorized access to personal data;
- Unauthorized disclosure of personal data;
- Alteration or corruption of personal data; or
- Unavailability of personal data required for project operations.

8.1.4. Incident Reporting and Escalation

Any project staff member, consultant, contractor, or partner who becomes aware of a suspected or confirmed data breach shall immediately report the incident to the PIU Data Protection Focal Point and Project Coordinator. The incident shall be documented in a Data Breach Register, including:

- Date and time of detection;
- Nature of the breach;
- Data categories affected;
- Estimated number of affected individuals;
- Potential risks and impacts; and
- Immediate corrective measures taken

8.1.5. Response Procedures

Upon notification of a suspected breach, the PIU shall:

a. Assess and Verify

- Determine whether a data breach has occurred.

- Assess the nature, scope, severity, and likely consequences of the incident.

b. Contain and Mitigate

- Secure affected systems and databases.
- Suspend compromised user accounts or access credentials where necessary.
- Prevent further loss, disclosure, or misuse of personal data.

c. Investigate

- Identify the root cause of the breach.
- Preserve relevant records and evidence for investigation.
- Determine affected individuals and data sets.

d. Notify

- Where required by applicable law, contractual obligations, or World Bank requirements, notify relevant authorities and affected individuals without undue delay.
- Provide clear information on the nature of the breach, likely risks, and measures being taken to address the incident.

8.1.6. Special Protection Measures

Breaches involving sensitive information, including geolocation data, disability-related information, grievance records, or GBV/SEA/SH-related information, shall receive the highest level of confidentiality and immediate escalation to senior project management. Access to such information shall be strictly limited to authorized personnel with a legitimate need to know.

8.1.7. Recovery and Corrective Actions

Following containment of the incident, the PIU shall:

- Restore affected systems and data from secure backups where appropriate;
- Strengthen technical and administrative safeguards;
- Update procedures and security controls to prevent recurrence;
- Provide refresher training to relevant personnel; and
- Monitor implementation of corrective actions.

8.1.8. Post-Incident Review

Within thirty (30) days of resolving a significant breach, the PIU shall conduct a lessons-learned review to assess:

- Causes of the incident;
- Effectiveness of the response;
- Residual risks;
- Required policy or system improvements; and
- Additional capacity-building needs.

Findings and corrective actions shall be documented and tracked to completion.

8.1.9. Responsibilities

The PIU Project Coordinator shall oversee implementation of this policy. All project personnel and partners handling personal data are responsible for complying with data protection requirements and promptly reporting any actual or suspected data breach.

8.1.10. Effective Date

This policy shall become effective prior to beneficiary registration, deployment of digital voucher systems, or operation of project management information systems and shall remain in force throughout project implementation and record-retention periods

8.2.1 Key Steps in Data Breach Response

a) **Identify and Report**
   - Immediately detect and report any suspected or actual data breach to the designated Data Protection Focal Point or Project Coordinator.
   - Record the incident in the Data Breach Register.

b) **Assess and Verify**
   - Determine whether a data breach has occurred.
   - Assess the nature, scope, affected data, and potential risks to individuals.

c) **Contain the Breach**
   - Secure affected systems, databases, or user accounts.
   - Take immediate steps to prevent further unauthorized access, disclosure, loss, or misuse of data.

d) **Investigate**
   - Identify the root cause of the breach.
   - Determine the categories of data affected, the number of individuals impacted, and the likely consequences.
   - Preserve evidence for review and accountability

e) **Notify**
   - Inform relevant authorities, project management, the World Bank, and affected individuals, as required by applicable laws and project requirements.
   - Provide clear information on the breach, associated risks, and corrective measures being taken.

f) **Recover and Mitigate**
   - Restore affected systems and data where necessary.
   - Implement corrective measures, strengthen security controls, and address vulnerabilities to prevent recurrence

g) **Review and Learn**
   - Conduct a post-incident review to assess response effectiveness.
   - Document lessons learned, update procedures, and provide additional staff training as needed.

8.3 Template: Data Breach Notification

Subject: Notice of Data Security Incident

Dear [Recipient],

We are writing to inform you of a data security incident identified on **[Date]** that may have affected certain personal information collected through SUPAWEP.

Upon discovering the incident, the Project Implementation Unit immediately secured the affected systems, initiated an investigation, and implemented measures to prevent further unauthorized access. The information involved may include **[types of data affected]**.

We are continuing to assess the incident and will provide further updates as necessary. If you have any questions or concerns, please contact:

[Name]
Data Protection Focal Point
Email: [Email Address]
Phone: [Phone Number]

We regret any inconvenience this may cause and remain committed to protecting your personal information.

Sincerely,

[Project Coordinator]
Project Implementation Unit (PIU)
SUPAWEP

9. Environmental and Social Safeguards

9.1 Applicable Framework

The project is subject to the World Bank's Environmental and Social Framework (ESF). The relevant Environmental and Social Standards (ESSs) include ESS1 (Assessment and Management), ESS2 (Labor and Working Conditions), ESS4 (Community Health and Safety), ESS5 (Land Acquisition), ESS8 (Cultural Heritage), and ESS10 (Stakeholder Engagement).

The Project shall be implemented in accordance with the Environmental and Social Commitment Plan (ESCP), dated September 11, 2026, and the Environmental and Social Standards (ESSs).

Applicable instruments:

The E&S instruments that will be adopted by the project include:

- PIU will develop a site specific Environmental and Social Management Plan (ESMP) outlining safeguard requirements for each individual activity.
- Integrated Pest Management Plan (IPMP) will be prepared. The objective of the IPMP is to promote the use of a combination of environmentally and socially friendly practices (hygienic, cultural, biological or natural control mechanisms and the judicious use of chemicals) and reduce reliance on synthetic chemical pesticides and ensure that health, social and environmental hazards associated with pesticides are minimized under the project and within acceptable limit

requirements of key stakeholders (i.e. Primary users among farmers and their immediate defendants/families).

- Resettlement Action Plan (RAP). Even though the project will not support any activities that will result in resettlement of people, ESS 5 has been triggered to ensure that an appropriate Resettlement Policy Framework (RPF) is put in place to guard against any unexpected effects on people being moved as a result of the project.
- The Stakeholder Engagement Plan (SEP)
- The Labor Management Procedures (LMP)
- The Grievance Redress Mechanism (GRM)
- A Gender Action Plan will address barriers faced by women and youth

9.2 Environmental and Social Commitment Plan (ESCP)

The ESCP sets out the specific commitments made by the Government of Liberia for environmental and social risk management. The PIU Environmental Specialist is responsible for tracking and reporting on ESCP implementation in every semi-annual progress report

The Environmental and Social Commitment Plan (ESCP), Stakeholder Engagement Plan and the Project Implementation Manual sets out the process for determining all compensations, voluntary donation of land or assets for use by the project. It includes a framework and process for any Resettlement Action Plan (RAP) required for any involuntary or compulsory acquisition of land. The Stakeholder Engagement Plan (SEP) outlines identification of stakeholders (primary and other interested parties), involvement in project planning and implementation, and medium by which information is disseminated during project life span. The Labor Management Procedure (LMP) provides the framework to address specific labor-related risks and impacts that are anticipated to occur during the project implementation. The GRM describes the process and responsibilities for recording, responding to and resolving grievances and complaints arising from project activities.

To mitigate environmental and social risks and impacts, and ensure information dissemination, the PIU will reference these documents (PIM, ESCP, SEP, LMP, GRM) throughout the SUPAWEP project implementation. The Project will hire Environmental Office, Social Safeguard Officer and Gender Specialist/Consultant to monitor and ensure compliance with Environmental and Social Standards, and to report environmental, social and GBV/SEA/SH issues that may arise during the project implementation; and a GRM Assistant will be hired to ensure a grievance reporting, and tracking system is in place and functioning. In addition, the PIU will ensure that Service Providers/Contractors adapt the World Bank and Government of Liberia environmental and social standards. The PIU will be responsible for implementation of the PIM, SEP, ESCP, LMP, and GRM.

9.3 Environmental and Social Standards (ESS)

Eight (8) of the ten (10) ESSs are considered relevant to the SUPAWEP project based on activities envisioned to be supported/undertaken during implementation.

For the implementation of the SUPAWEP project, the following eight (8) of the ten (10) ESSs are considered relevant.

i. Environmental and Social Standard 1: Assessment and Management of Environmental and Social Risks and Impacts;

ii. Environmental and Social Standard 2: Labor and Working Conditions;

iii. Environmental and Social Standard 3: Resource Efficiency and Pollution Prevention and Management;

iv. Environmental and Social Standard 4: Community Health and Safety;

v. Environmental and Social Standard 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement;

vi. Environmental and Social Standard 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources;

vii. Environmental and Social Standard 8: Cultural Heritage; and

Environmental and Social Standard 10: Stakeholder Engagement and Information Disclosure.

Assessment and Management of Environmental and Social Risks and Impact

The PIU will use E&S Screening Checklist indicated in PIM Annex to screen each project activity under Component 1 of SUPAWEP which primarily involves small-scale agricultural activities. The E&S screening checklist will be attached to beneficiaries' selection form. In addition, PIU will develop an Environmental and Social Management Plan (ESMP) outlining safeguard requirements for each individual activity. The Environmental and Social Safeguard Specialist will develop and standardize safeguard and environmental training manuals and provide training to PIU staff and Contractors, and beneficiaries to ensure avoidance or mitigation of environmental and social risks. These training courses will include waste management, occupational health and safety, etc., since Component 1 involves establishing 30 modern community gardens, Installing solar-powered irrigation systems, boreholes, elevated water tanks, fencing, and greenhouses. Multipurpose sheds will serve as packhouses and meeting spaces, while sanitary facilities will improve working conditions. To mitigate this risk and impact, all contractors' workforce will be trained and made aware of the importance of minimizing environmental harm such as avoiding disposal of wastes into the environment from project works, avoid impact biodiversity.

Labor and Working Conditions

The primary objective of the World Bank's Environmental and Social Standard (ESS 2&4) on 'Labor and Working Conditions and Occupational Health and Safety' is to promote sound worker-management relationships and enhance the development benefits of the project by treating workers in the project fairly while also providing them with safe and healthy working conditions. In this direction, the Project will ensure that community workers (beneficiaries) under Components 1,2,3,5 & 6 execute subproject activities in safe and healthy working conditions. This means the Project will provide the necessary protective gear and equipment, and occupational health and safety (OHS) training throughout project rounds. PIU will also ensure that Contractors adhere to the GoL's Labor Management Law for contracted workers as stipulated in the bidding document during the procurement process. This will include terms and conditions of employment including hours of work, wages, overtime, compensation and benefits,

holidays, leaves, etc. The procedures will set up measures to prevent and address harassment, intimidation or sexual exploitation, child labor, and forced labor.

Land Acquisition, Restrictions on Land Use and Involuntary Resettlement

The SUPAWEP project seeks to avoid or minimize involuntary resettlement as much as possible. However, the introduction of Component 1, which will engage beneficiaries in community level and establishing modern community gardens, requires land uptake. To mitigate the risks associated with land use, before activities begin, a validated MOU to demonstrate temporal voluntary donation of the land for implementation of activities shall be obtained and kept for records. Involuntary resettlement will be avoided or minimized where feasible. In the unlikely event where land acquisition or restrictions on land use cause physical displacement, site specific Resettlement Action Plans (RAPs) will be prepared and implemented to manage and monitor resettlement impacts.

Most of the lands required for this project is communal lands vested by a traditional authority or chief or family head or state depending on the location. If required, a Resettlement Framework (RF) will be developed to ensure that land acquisition procedure and local people's rights are appropriately addressed. Among the mitigation measures are the use of a checklist to ensure project screening for environment and social impacts, inclusion of vulnerable groups and consultations in the resettlement process. The project will seek to utilize existing farmlands.

Resource Efficiency and Pollution Prevention and Management

For Component 1 implementation, all contractors (e.g., Service Provider), workforce, community workers and beneficiaries will be trained and made aware of the importance of minimizing environmental harm such as avoiding disposal of waste into the environment from project work. PIU will raise awareness to ensure that all contractors, community workers and beneficiaries are aware of environmental responsibilities, as well as mitigation measures to protect the environment.

Community Health and Safety

The Infrastructure of Solar Irrigation Systems, Boreholes, Elevated Water Tanks, Fencing, and Greenhouses. E-Waste from Solar Panels and Batteries Solar panels, batteries, and pump components contain hazardous materials (lead, cadmium, lithium) that, when improperly disposed of at end-of-life, can contaminate soil and groundwater in the community. **Land Clearance and Habitat Disturbance** Installation of panels, pump stations, and pipe networks require clearing of vegetation and soil disturbance, potentially affecting local biodiversity. **Soil Erosion and Surface Runoff** Altered drainage patterns around pump stations and panel mounting structures can accelerate erosion, especially in Liberia's high-rainfall peri-urban zones. *Mitigation:* Design drainage channels to follow natural water flow lines. **Groundwater Depletion (linked to borehole abstraction below)** Solar-powered pumps increase extraction capacity significantly, risking over-abstraction of aquifers if not managed.

The PIU will integrate an E-Waste Management Plan (EWMP) into ESMPs. Segregate end of life e-waste from general solid waste. Community Safety Around Pump Stations Energized pump stations and exposed electrical components near residential and farming areas pose electrocution and accident risks, particularly to children. *Mitigation:* Fence all pump stations with lockable gates.

Biodiversity Conservation and Sustainable Management of Living Natural Resources

PIU will use the E&S checklists and procedures for identifying natural habitats and avoiding or mitigating possible impacts. All subproject proposals or forms will be screened, and EPA will be consulted to avoid the destruction of natural habitats.

Cultural Heritage

Since Component 1 will involve small-scale agricultural activities, there's a likelihood of encountering cultural resources during execution of these activities is very low because of the small-scale nature of the activities and the environment where they will be implemented. However, if chance find is encountered in any sites or artifacts of historical, cultural, archeological, or religious significance, all subproject activities in the vicinity of the find/feature/site will cease immediately. The contractor (e.g., Service Provider) responsible for a specific site will immediately notify the Coordinator of the PIU. The Coordinator of the PIU will then notify the relevant national authority immediately of the discovery. The relevant national authority will take charge of the findings, and institute the appropriate course of actions, including proper documentation, removal, and storage. An on-site finds storage area will be provided, allowing storage of any artifacts or other archaeological material recovered during the process. Lastly, work will only resume after the relevant national agency has completed its work and has given instruction to the PIU for the contractor to resume work.

Stakeholder Engagement and Information Disclosure

MOA have developed the SEP with specified procedures for disclosing relevant project information, identifying and responding to the informational needs and concerns of multiple stakeholders, and presenting opportunities for incorporating feedback from beneficiaries throughout implementation. The project will prioritize hosting consultations in close vicinity of those identified as most vulnerable inaccessible locations, providing access to and/or stipends for transportation, and conducting separate sessions for these groups, among others. Details of consultations conducted so far and additional consultations and stakeholder engagement proposed are reflected in the updated SEP.

Citizen engagement. The project explicitly seeks to support the engagement of targeted beneficiaries and other stakeholders through consultative processes and feedback mechanisms, which will help adjust the approach to economic inclusion and maximize benefits to vulnerable individuals and households. Engagements are an integral part of project implementation and have helped mitigate project risks. Feedback will be a continuous part of the implementation to allow course corrections and project modifications. The project will also conduct annual beneficiary satisfaction surveys throughout its life, which will be reflected and tracked through a beneficiary feedback indicator. Institutional Arrangements.

9.4 Environmental and Social Commitment Plan (ESCP)

The ESCP sets out the specific commitments made by the Government of Liberia for environmental and social risk management. The PIU Environmental Specialist is responsible for tracking and reporting on ESCP implementation in every semi-annual progress report.

9.5 Environmental Screening

Before any civil works commence at a community garden site, the PIU Environmental Specialist shall conduct an environmental and social screening using the approved screening checklist. Sites with significant environmental or social risks shall require a site-specific Environmental and Social Management Plan (ESMP), to be reviewed and approved by the World Bank before works begin.

9.6 SEA/SH Prevention and Response

Given the project context and the concentration of women beneficiaries, SEA/SH risk is rated Substantial. The PIU Social and Gender Specialist shall lead the following measures:

- Integration of a SEA/SH Code of Conduct into all contracts for workers and service providers
- Mandatory SEA/SH awareness training for all PIU staff, FAO field staff, and community facilitators
- Establishment of safe and confidential reporting channels within the GRM
- Referral pathways to appropriate survivor support services
- Regular monitoring and reporting of SEA/SH incidents (de-identified) to the World Bank

9.7 Labor Management Procedures

The PIU shall prepare and implement Labor Management Procedures (LMPs) covering all project workers, including PIU staff, contracted workers, and community workers. LMPs shall address: (i) terms and conditions of employment; (ii) non-discrimination and equal opportunity; (iii) occupational health and safety; and (iv) worker grievance mechanisms.

Monitoring and Reporting

- PIU specialists will conduct **quarterly site visits** to monitor safeguards compliance.
- Semi**-annual progress reports** will include updates on ESCP, ESMPs, and SEA/SH measures.
- The PIU will notify the World Bank within **48 hours** of any incident or accident, followed by a detailed incident report.

Sustainability Measures

- Capacity building for PIU staff, CAOs, and cooperatives on safeguards compliance.
- Integration of safeguards training into MoA extension services.
- Periodic **environmental and social compliance audits** to ensure continuous improvement.

10. Grievance Redress Mechanism (GRM)

10.1 Purpose

The GRM provides an accessible, transparent, and responsive channel for project-affected persons, beneficiaries, and other stakeholders to raise concerns, complaints, or suggestions related to project activities without fear of retaliation.

The project will build on existing GRM procedures and structures developed for the RETRAP project. The GRM has multiple access channels available to stakeholders including free hotline. The GRM is designed to address potential implementation errors, fraud, and other irregularities, and to continuously improve implementation and oversight procedures, and to gather and respond to feedback/complaints from parties affected by project implementation at the community, county, and national levels. It will be updated and maintained, and where necessary, new structures such as Grievance Redress Committee (GRC) will be established, and procedures and channels streamlined to respond to cases of sexual and gender-based violence (SGBV). The GRM will be established in the project affected counties, before commencement of engagement with beneficiaries. The project will endeavor to use referral pathways to

other national grievance redress mechanisms for complaints outside the jurisdiction of implementing agencies such as rape, physical assault, severe injury, and death.

Under the SUPAWEP Project, the GRM will be established to: (a) raise awareness on the project GRM processes, (b) deter fraud and corruption, and (c) gather beneficiary feedback and encourage project staff to be responsive to them, (d) mitigate inclusion and exclusion errors, (e) increase stakeholder involvement. The GRM will promote project workers and beneficiary responsibility and accountability. The PIU will assign staff to respond to and resolve grievances reported through the complaints reporting mechanism that will be instituted. All grievances will be recorded for timely resolution and ease of reporting. Under the GRM, Project and Community Workers will have distinct procedures for filing grievances as listed below. The GRM will also include Grievance Redress Committee (GRC) to amicably resolve and provide feedback to stakeholders and beneficiaries.

10.2 GRM Structure

Community Level: Community Grievance Focal Points (CGFPs) are designated at each garden site, trained to receive and log complaints, provide immediate resolution where possible, and escalate to the county level within five working days if unresolved.

County Level: The County Agriculture Officer (CAO) manages unresolved complaints escalated from community level, involving local authorities or technical staff as needed. Resolution target: 15 working days.

National Level: The PIU Social and Gender Specialist manages complaints escalated from the county level, coordinates with relevant ministries or the World Bank if required. Resolution target: 30 working days.

World Bank: Complainants who remain unsatisfied after exhausting project-level channels may contact the World Bank's Grievance Redress Service (GRS) or the Inspection Panel.

10.3 Complaint Channels

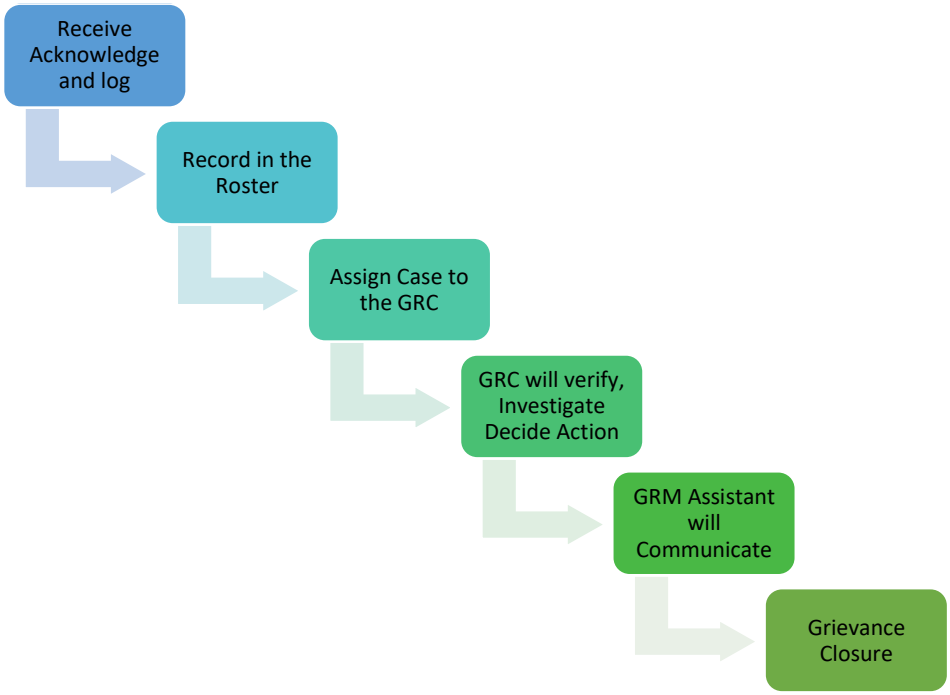
Complaints may be submitted via: (i) in-person at a CGFP or CAO office; (ii) a dedicated project telephone hotline; (iii) written submission to the PIU; or (iv) a digital complaints form (where internet access is available). All channels shall be publicized at project sites and in community meetings.

While more information will be provided in the GRM Manual, the main steps for resolving grievances under the SUPAWEP project are:

- **Step 1: Received and Acknowledge Grievance**- this is the entry step of all project- at the community level, form will be filled and submitted to GRM Assistant, when using the hotline, the GRM Assistant will record the case and thank the complainant.
- **Step 2: Record** -This will also be done by the GRM Assistant, field staff, SP or the complainants using roster.
- **Step 3: Assign case to the GRC**- After the case has been lodged into the MIS the GRM Assistant assigns the case to the GRC for investigation.

- **Step 4: GRC Verify, investigate, decide action and implement** the case is investigated at this level by the GRC. Decision and action from the investigation is implemented
- **Step 5: GRM Assistant communicates decision (Feedback)**. Following the decision on an appropriate mitigation measure, if the complainants is not anonymous, the GRC Officer communicates the decision taken by the GRC to the complainant for feedback.

Figure: General Steps in Resolving Grievance



10.4 Recordkeeping and Reporting

The PIU Social and Gender Specialist shall maintain a grievance log, tracking each complaint from receipt to resolution. Anonymized GRM data (number, type, status, and resolution time of complaints) shall be included in all semi-annual progress reports to the World Bank.

11. Knowledge Dissemination and Communication

11.1 Communication Strategy

The PIU shall develop a project communication and visibility strategy within three months of project effectiveness. The strategy shall cover: (i) outreach to target communities; (ii) engagement with media and public; (iii) JSDF and World Bank visibility requirements; and (iv) internal knowledge sharing within the MoA and across World Bank operations.

11.2 Knowledge Products

By project closing, the PIU (with FAO support) shall produce the following minimum knowledge products:

- At least five beneficiary case studies documenting the human stories of project impact
- A technical guidance note on climate-smart urban vegetable production in Liberia
- A policy brief summarizing lessons learned for the Government and donor community
- An end-of-project learning workshop report for wider dissemination

11.3 JSDF Visibility

All project outputs, events, and publications shall acknowledge JSDF and World Bank financing in accordance with the communication guidelines provided in the Grant Agreement and World Bank operational policies.

Japan Visibility Strategy

The visibility strategy aims to ensure clear and consistent recognition of the Government of Japan's support throughout project preparation, implementation, and knowledge dissemination. The strategy emphasizes both high-level visibility and community-level engagement, ensuring that Japan's contribution is acknowledged by key national stakeholders, beneficiaries, and the general public. The following visibility measures will be pursued:

a) High-level Visibility

- **Project Launch Event:** Subject to timely approval, the project will be launched around a period that will coincide with a possible visit by senior officials from the Embassy of Japan. The event will feature high-level participation from the Ministry of Agriculture (MoA), Ministry of Finance and Development Planning (MFDP), the Embassy of Japan, the World Bank, and beneficiary representatives,
- **Co-Branding:** All official project documentation, including training materials, presentations, progress reports, and knowledge products, etc., will display the Japan/JSDF logo in accordance with branding requirements. In addition, all project supported infrastructure (irrigation systems, shed and packhouses) at community and field levels will bear signages acknowledging Japan's financial support.
- **Joint Communications:** The Embassy of Japan and the World Bank will issue joint press releases at key milestones achievements (grant signing, launch, mid-term review, completion). Media appearances by embassy officials will be facilitated.
- **Project Completion Event:** All public-facing events to present project results, success stories, testimonials as well as the Implementation Completion Report (ICR) will be organized with participation from the Embassy of Japan, and will prominently acknowledge Japan's support.
- ***Digital and Media Outreach*:** A dedicated Project Webpage will be hosted on the MoA and RETRAP websites will display project updates, photos, video documentations, and stories showcasing Japan's support will be documented and disseminated through digital channels. Social media visibility will also be promoted. The webpage will feature Japan's logo.
- ***Continuous Coordination*:** A designated visibility focal point within the PIU will coordinate with the Embassy of Japan and JICA-Monrovia to ensure alignment of branding, messaging, and media engagement throughout the project lifecycle.

12. Sustainability Plan

12.1 Strategic Vision

The sustainability strategy for the Sustainable Urban and Peri-Urban Agriculture for Women Empowerment Project (SUPAWEP) is grounded in the principle that long-term impact depends on local ownership, institutional capacity, and market viability. The plan ensures that project benefits (improved productivity, resilience, and empowerment) persist beyond the project's life cycle.

SUPAWEP's sustainability vision is to build self-reliant, climate-smart horticultural communities led by women and youth that can sustain production, manage resources responsibly, and engage profitably in urban and peri-urban markets.

12.2 Institutional Sustainability

Key Strategy	Description	Expected Outcome
Integration into National Systems	Align SUPAWEP activities with the Ministry of Agriculture's ongoing programs under RETRAP and NADP to ensure continuity of support and policy backing.	Institutionalization of peri-urban horticulture within national agricultural planning.
Strengthening Cooperatives and SMEs	Build governance, financial management, and leadership capacity of farmer organizations and SMEs to operate independently.	Cooperatives function as self-sustaining business entities beyond project closure.
Local Government Engagement	County facilitators and decentralized MOA will be trained to oversee garden operations, land management, and extension services.	Decentralized management and accountability for sustainability.
Public–Private Partnerships (PPPs)	Facilitate partnerships with input suppliers, off-takers, and financial institutions to sustain market linkages.	Continuous investment and private-sector participation in vegetable value chains.

12.3 Financial Sustainability

Mechanism	Description	Outcome

Cost-Recovery Models	Introduce user fees for irrigation and greenhouse maintenance, managed by cooperatives.	Funds available for routine maintenance and reinvestment.
Revolving Funds and Savings Groups	Establish community savings and credit schemes to finance inputs and small equipment.	Access to microfinance for women and youth farmers.
Market-Driven Production	Link farmers to institutional buyers (hotels, supermarkets, schools, concessionaires) through contract farming.	Stable income streams and reduced dependency on donor funding.
Business Development Services	Train cooperatives in business planning, marketing, and financial literacy.	Enhanced entrepreneurship and profitability.

12.4 Environmental Sustainability

Focus Area	Action	Outcome
Climate-Smart Practices	Promote solar-powered irrigation, organic soil management, and integrated pest control.	Reduced carbon footprint and improved soil health.
Water Resource Management	Implement water-use efficiency protocols and community monitoring of boreholes.	Sustainable groundwater use and reduced depletion risk.
E-Waste Management	Develop an E-Waste Management Plan for solar panels and batteries.	Safe disposal and recycling of hazardous materials.
Biodiversity Protection	Screen sites using E&S checklists and consult EPA to avoid habitat destruction.	Conservation of local ecosystems and biodiversity.

12.5 Social Sustainability

Dimension	Action	Outcome
Gender Equity	Implement the Gender Action Plan to ensure women's leadership in cooperatives and equitable access to resources.	Women's empowerment embedded in local governance structures.

Youth Inclusion	Provide targeted training and mentorship for youth in agribusiness and technology.	Youth retention in agriculture and reduced urban unemployment.
Community Ownership	Engage communities in planning, monitoring, and evaluation through participatory approaches.	Strong sense of ownership and accountability.
Social Safeguards	Maintain active GRM channels for feedback and grievance resolution.	Trust and transparency between beneficiaries and institutions.

12.6 Technical Sustainability

Area	Action	Outcome
Capacity Building	Continuous training for farmers, extension officers, and cooperative leaders.	Sustained technical competence and innovation.
Knowledge Management	Document and disseminate lessons learned through workshops, manuals, and digital platforms.	Replication of successful models across Liberia.
Monitoring and Evaluation (M&E)	Institutionalize gender-disaggregated data collection and real-time monitoring via GEMS.	Evidence-based decision-making and adaptive management.

12.7 Policy and Replication

SUPAWEP will serve as a national model for peri-urban horticulture, informing future agricultural programs. Lessons learned will be incorporated into Liberia's National Agricultural Development Plan (NADP) and the ARREST Agenda for Inclusive Development (AAID). The Ministry of Agriculture will champion replication through policy briefs, capacity-building exchanges, and partnerships with other counties.

12.8 Exit and Transition Strategy

- **Final Year Transition Plan**: Gradual handover of assets and management responsibilities to cooperatives and local authorities.
- **Post-Project Support**: Continued technical backstopping through MoA extension services and RETRAP structures.
- **Sustainability Audits**: Conducted annually during the final two years to assess readiness for independent operation.

- **Knowledge Dissemination**: Publication of a "SUPAWEP Sustainability Toolkit" for replication in other counties.

12.9 Long-Term Vision

By integrating sustainability into all aspects- governance, finance, environment, and social inclusion- SUPAWEP aims to create a lasting legacy of empowered women and youth farmers, resilient communities, and a self-sufficient horticultural sector that bolsters Liberia's food security and economic growth.

Annexes

Annex 1: Project Results Framework (Full)

Project Development Objective: *To enhance the productivity, resilience and access to market by beneficiary women and youth vegetable farmers in selected urban and peri-urban communities in Liberia*

PDO Indicators					
No.	Indicator	Baseline	Yr 1	Yr 2	End of Project
Increased Productivity					
1	Increase in yield or value added per unit of selected vegetable crops (disaggregated by product: Pepper, Onion, tomato, okra, papaya, etc)	0	40	65	70
Increased Resilience					
2	Beneficiaries with enhanced resilience to climate risks (irrigation, improved land and water management system) (aggregated by gender) (Number)	0	5,000	7,000	7,500
	→ of which women (Number)	0	2,500	4,000	5,250
	→ of which youth (Number)	0	1,500	2,000	3,000
Increased Access to High Value Markets					
3	Share of beneficiaries who have reached and maintained sales agreements with high-value urban markets (Percentage)	0	10	30	50
4	Increase in volume of market sales of selected vegetables by project supported producers (Percentage)	0	10	30	50
More and Better Jobs Created					
5	The estimated equivalent number of more and better-paid jobs" due to the operation (Number) (disaggregated by women and youth	0	3,000	12,500	15,000
	→ of which women (Number)	0	3,000	6,500	7,500
	→ of which youth (Number)	0	2,500	6,500	7,500

Intermediate Results Indicators					
No.	Indicator	Baseline	Yr 1	Yr 2	End of Project
Component 1: Support for Development of Smart Modern Community Vegetable Gardens					
1	Area under climate-smart irrigation and/or Good Agricultural Practices (GAP) (Ha)	0	150	500	500

2	Producers reporting adoption of at least One (1) specified climate-smart agricultural practices (disaggregated by sex) (Number)	0	3,000	6,800	7,500
	→ of which women (Percentage)	0	2,100	4,800	5,500
	→ of which youth (Percentage)	0	900	2,000	2,000
3	Increase in cropping intensity in targeted agricultural areas (Percentage)	0	200	300	300
4	Participants reporting enhanced knowledge or exposure relevant to project objectives, following training, exchange visits/study tours (disaggregated by female and youth and type of knowledge/exposure) (Number)	0	30	60	75
5	People with strengthened food and nutrition security, disaggregated by gender (Disaggregated by gender)	0	5,000	8,000	14,000
Component 2: Support for Farmer Organization, Institutional Strengthening and Market Linkages					
6	Farmers with new or strengthened market/commercial linkages to aggregation hubs, anchor farmers, hospitality Industry or Institutional buyers resulting in at least one transaction (Number)	0	3,000	6,800	7,500
	→ of which women (Number)	0	2,100	4,800	5,250
	→ of which youth (Number)	0	900	2,000	1,875
7	Share of value chain actors demonstrating improved knowledge and compliance with food safety practices and market-aligned standards (Number)	0	20	60	70
8	Share of Beneficiaries who have reached and maintained sales agreements with high-value urban markets (Percentage)	0	20	70	80
Component 3: Project Management, Monitoring and Evaluation, and Knowledge Dissemination					
9	People benefiting from actions to advance gender equality (Number)	0	5,000	12,000	15,000
10	Share of beneficiaries that feel project investment reflected their needs disaggregated by gender (Percentage) (Percentage)	0	40	75	75
11	Grievances registered related to delivery of project benefits, actually addressed (disaggregated BY gender) (Percentage)	0	60	80	100

Annex 2: Annual Work Plan and Budget Template

COMPONENT 1:											
Sub-component 1.1:											
PDO	**Intermediate Outcome**	**Category of Activities**	**Activity Code**	**Activity Description**	**Deliverables at the end of activity**	**Start Date**	**Expected date of completion**	**Lead Person**	**Planned Inputs**	**Funding: IDA ($)**	**Comments**

Annex 3: Procurement Plan Template (STEP)

18 months Procurement Plan

Procurement Method/ Arrangement	Component	National Preference (yes/no)	Review by Bank (Prior / Post)	Expected Advertisement Date	Expected Bid Opening Date	Expected Contract Signature Date	Expected Completion Date	Comment	STEP NO.
INDV	I	No	Post	1-Aug-26	22-Aug-26	21-Sep-26	21-Nov-26	National Preference corrected to "No": not applicable to consulting services (Consultant selection under WB Procurement Regulations). Bid-open lead time extended to 3 weeks for adequate EOI/CV response.	
INDV	I	No	Post	1-Aug-26	22-Aug-26	21-Sep-26	21-Nov-26	National Preference corrected to "No" (not applicable to consulting services). Response period extended to 3 weeks.	
CQS	II	No	Post	8-Sep-26	8-Oct-26	22-Nov-26	21-May-27	Method revised from QCBS to CQS: assignment (support to municipal councils on by-laws/zoning) is standard advisory work, not highly complex/multidisciplinary; CQS is more proportionate and cost-effective. National Preference	

								corrected to "No". Timeline extended.	
CQS	III	No	Post	1-Aug-26	31-Aug-26	15-Oct-26	15-Dec-26	National Preference corrected to "No". EOI/selection lead time realigned	
DIR	III	No	Prior	N/A	15-Aug-27	14-Sep-27	13-Dec-27	To be conducted by GAC (single-source/DIR). National Preference corrected to "No" (n/a to consulting services).	
RFB-International	I	Yes	Prior	28-Oct-26	12-Dec-26	10-Feb-27	16-Oct-27	Review changed to Prior: at US$2,395,050 this internationally-advertised (RFB-International) works package exceeds the prior-review threshold for works under the Substantial risk rating, and is the largest and most technically complex package (integrated civil works plus specialized, largely imported irrigation technology). Prior review with Bank clearance of bidding documents, evaluation report, and contract award is therefore applied, and the applicable Liberia prior-review thresholds. Timeline retained: 45 days for bidding (ICB preparation	

								and minimum bidding period), 60 days for bid evaluation, internal review/approvals, standstill period, and contract signing. National Preference retained "Yes" (eligible works, conditions under the Procurement Regulations to be met).	
RFB-National	I	Yes	Post	28-Oct-26	27-Nov-26	11-Jan-27	12-Jul-27	Timeline realigned to realistic lead times	
RFQ-National	I	Yes	Post	15-Aug-26	29-Aug-26	12-Sep-26	11-Nov-26	RFQ (low value). Evaluation/award window extended to 14 days for realistic processing. National Preference retained "Yes" (eligible works).	
RFB-National	I	Yes	Post	14-Sep-26	14-Oct-26	13-Nov-26	11-Feb-27	CONSOLIDATED PACKAGE (items 9-12): greenhouse structures, solar-powered water system, drip irrigation, and ventilation/temperature-control equipment plus installation & training are technically interdependent and packaged as one integrated greenhouse system - improves competition, reduces transaction cost and clarifies single-supplier accountability for commissioning. Aggregate value	

								US$124,000 warrants RFB-National (was 4 x RFQ). Timeline set for a single supply-install-commission-train cycle.	
RFQ-National	I	Yes	Post	14-Sep-26	14-Oct-26	13-Nov-26	28-Dec-26	CONSOLIDATED PACKAGE (items 13 & 14): manual agricultural equipment and low-carbon vegetable production materials combined into a single goods package - attracts stronger competition and simplifies contract administration. RFQ-National maintained: the combined value of US$95,820 remains below the RFQ threshold for goods, so consolidation does not change the applicable method. National Preference "Yes" (eligible goods, conditions under the Procurement Regulations to be met).	
RFB-National	II	Yes	Post	14-Sep-26	14-Oct-26	13-Nov-26	12-Feb-27	Description revised to specify the actual materials and equipment to be procured in place of the generic wording. Timeline realigned. National Preference "Yes" (eligible goods).	

Annex 4: **Matching Grants Manual**

4.1. Purpose and rationale of the matching grant scheme

A Matching Grant Scheme (MGS) will be used to catalyze private investment in the establishment and operation of vegetable packhouses. Financing will be allocated competitively through a Matching Grant-cum-Equity-Loan (MGEL) mechanism, requiring beneficiaries to contribute equity alongside project support. Selection will be based on transparent criteria, including demonstrated financial, managerial, and technical capacity; experience in horticulture production, aggregation, processing, or marketing; and access to domestic, regional, or export market networks.

Matching Grants under Part 2(c) of the Project shall be capped at US$140,000. Beneficiaries must contribute a minimum cash percentage of the projected cost of construction of the packhouse. Disbursement shall follow milestone-based and verification-based procedures. Each Matching Grant Agreement shall include: (a) description of activities, outputs, and monitoring arrangements; (b) beneficiary cash contribution; (c) modalities of fund transfer; (d) obligations to maintain records and comply with Anti-Corruption Guidelines; and (e) Recipient's rights of inspection, information, and suspension/termination.

Eligible beneficiaries will include private enterprises and economic interest groups operating along targeted vegetable value chains, particularly in aggregation, cleaning, grading, packaging, processing, and trading. In addition to investment financing, the project will provide business advisory services, mentoring, skills development, and startup support tailored to the needs of participating enterprises and producer groups.

Project support under the MGS will primarily finance capital investments directly related to the establishment and operation of packhouses, including essential equipment, storage, handling, grading, packaging, and related facilities.

The MGS is designed to address critical market failures that constrain private investment in the horticulture sector, particularly limited access to finance. High borrowing costs often render commercially viable investments unprofitable, discouraging entrepreneurs with insufficient equity capital. At the same time, financial institutions have shown limited appetite for lending to micro, small, and medium enterprises, given the perceived risks of agricultural investments and the availability of lower-risk alternatives, such as government securities and import trading. By sharing investment costs and risks, the MGS will help crowd in private capital, accelerate value addition, and strengthen market linkages across targeted vegetable value chains.

4.2. Investments and activities to be supported by the matching grant

The MGS will support strategic private investments in the development and upgrading of vegetable packhouses, including associated solar-powered cold storage systems, warehouses, grading and sorting facilities, packaging units, and other post-harvest infrastructure required to improve quality, reduce losses, and strengthen market access.

The Scheme will finance: (i) the identification, preparation, appraisal, selection, and implementation of eligible investment subprojects; (ii) the construction, rehabilitation, or upgrading of facilities for aggregation, storage, preservation, processing, and marketing of horticultural produce; (iii) measures to strengthen compliance with quality, food safety, and market standards; and (iv) capacity-building activities aimed at fostering partnerships and enhancing the organizational and business capabilities of value chain actors, including farmers' organizations, aggregators, agro-processors, traders, and other agribusiness enterprises.

In parallel, the project will provide technical assistance, business development services, and operational support to participating enterprises to strengthen the commercial viability and sustainability of supported investments.

As a pilot initiative, the project aims to support the establishment and operationalization of two fully functional, market-oriented packhouses that meet accepted industry standards and serve as demonstration models for private sector-led investment in Liberia's horticulture value chains.

4.3. Eligibility Criteria and target beneficiaries

Subprojects will be financed under the MGS only if they satisfy the eligibility criteria and appraisal procedures set out in this manual and acceptable to the Association.

A proposed subproject shall be eligible for financing only if it:

- Contributes to project objectives by improving productivity, value addition, and marketability within the targeted value chains, while enhancing producers' access to domestic, regional, or export markets in the project areas;
- Is technically sound, economically viable, financially sustainable, socially inclusive, and environmentally acceptable;
- Complies with all applicable environmental and social requirements, including the preparation, approval, and implementation of any required environmental and social instruments prior to the commencement of activities; and
- Demonstrates clear potential to generate sustainable commercial outcomes and strengthen value chain competitiveness.

Eligible beneficiaries must:

- Be a legally registered business entity, cooperative, producer organization, economic interest group, or individual entrepreneur with the legal capacity to enter into binding agreements;
- Demonstrate adequate organizational, fiduciary, managerial, technical, and financial capacity to implement and sustain the proposed investment;
- Submit a satisfactory and financially viable business plan, including a financing plan, budget, implementation schedule, and expected development impact;
- Demonstrate the ability and commitment to provide a minimum of 55 percent of the total subproject cost through equity and/or other eligible resources; and
- Enter into a Matching Grant Agreement with the Ministry of Agriculture, setting out the rights, obligations, and performance requirements associated with grant financing.

Subprojects will be selected through a competitive process based on predefined criteria, including commercial viability, market access potential, technical feasibility, beneficiary capacity, contribution to project development objectives, and compliance with environmental and social requirements. Priority

will be given to investments that strengthen aggregation, post-harvest handling, cold-chain logistics, processing, packaging, and market linkages within the targeted horticulture value chains

4.4. Approach, terms and conditions of the grant

The project will adopt a Matching Grant-cum-Equity-Loan**)** approach, building on financing opportunities available through the SME financing mechanisms supported under the World Bank-financed Liberia Investment, Finance and Trade (LIFT) Project. The approach serves a dual objective: (i) stimulating private investment in the horticulture sector; and (ii) expanding access of emerging agribusinesses to sustainable financial services, particularly medium-term credit. By sharing investment costs and risks, the MGS is expected to act as a catalyst for stronger partnerships between MSMEs and financial institutions, reducing financing barriers for both borrowers and lenders.

The MGS will support commercially oriented investments requiring business-level management and operation, particularly investments in packhouse infrastructure and related post-harvest services. Financing will be structured on a **45:55** cost-sharing basis, comprising:

- **45 percent** project contribution through a non-reimbursable matching grant;
- **55 percent** beneficiary contribution, including:
    - **10 percent** equity contribution from the beneficiary; and
    - **45 percent** debt financing mobilized from financial intermediaries (FIs).

Access to matching grant financing will be contingent upon the beneficiary securing the required commercial loan and demonstrating formal contractual arrangements with farmer organizations or cooperatives participating in the project. This financing structure substantially reduces the debt burden faced by beneficiaries while maintaining prudent risk exposure for lending institutions. The matching grant lowers financing costs and improves investment viability, while the equity and loan components ensure beneficiary commitment, commercial discipline, and sustainability. Importantly, PFIs will retain full credit risk on their loan portfolios, thereby ensuring sound credit appraisal and investment selection.

The window will primarily support investments in sustainable packhouse services and agribusiness hubs that provide aggregation, grading, sorting, storage, packaging, marketing, and business support services to smallholder vegetable producers. The project will co-finance the establishment and operationalization of up to two modern packhouses for post-harvest handling and marketing of vegetables. Complementary support will include business incubation, technical assistance, market facilitation, and linkages between producer organizations, SMEs, off-takers, and financing institutions. Particular emphasis will be placed on supporting youth-led enterprises engaged in aggregation, logistics, and packhouse operations.

Subprojects will be implemented under a Matching Grant Agreement (or Service Grant Agreement, where applicable) entered into between the Ministry of Agriculture and eligible beneficiaries. The maximum grant amount for a private-sector beneficiary will be **US$140,000**.

Each grant agreement will specify:

- The scope of the subproject, including expected outputs, performance indicators, implementation arrangements, cost-sharing obligations, and monitoring and reporting requirements;
- The terms under which the grant will be provided on a non-reimbursable basis;
- The modalities for the transfer and use of grant proceeds;
- The rights of the Ministry of Agriculture to suspend, terminate, or recover grant funds in the event of non-compliance; and
- The obligations of beneficiaries to:
    - Implement subprojects with due diligence and in accordance with sound technical, financial, managerial, environmental, and social standards;
    - Comply with applicable procurement, fiduciary, environmental and social, and anti-corruption requirements;
    - Provide resources necessary for successful implementation;
    - Maintain adequate monitoring, evaluation, and financial management systems;
    - Prepare and submit periodic financial and technical reports, including audited financial statements when required;
    - Facilitate inspections, supervision missions, and audits by the Ministry of Agriculture and the Association; and
    - Provide any information reasonably requested regarding subproject implementation and results.

Through this blended financing model, the project will leverage private capital, strengthen access to finance, promote sustainable agribusiness growth, and accelerate the development of competitive horticulture value chains in Liberia.

4.5. Operational procedures and selection of sub-projects

The MGS will be implemented through participating PFIs, including commercial and community banks licensed and regulated by the Central Bank of Liberia and meeting eligibility criteria established by the project. The scheme will combine matching grants, beneficiary equity contributions, and commercial lending to mobilize private investment in the horticulture sector.

Funding will be allocated through a competitive process requiring beneficiaries to make a financial contribution through equity capital. Eligible investments will include the establishment and operation of packhouses, post-harvest handling facilities, storage and cold-chain infrastructure, packaging and grading facilities, logistics improvements, and commercial partnerships that strengthen market access and value addition within targeted vegetable value chains.

To enhance investment readiness, participating SMEs and producer organizations will receive technical assistance and business development support financed by the project. Business Development Service (BDS) providers will assist applicants in preparing bankable business plans, financial projections, and

loan applications for submission to participating FIs. FIs will apply their own credit appraisal procedures and financing criteria to assess loan applications and independently determine their eligibility for financing. Approved loans will be monitored and supervised directly by the PFIs, which will bear the full credit risk and be responsible for loan recovery. Assets financed through the scheme may serve as collateral for the associated loans.

The Matching Grant Scheme will operate under the following financing structure:

i. Submission of a bankable investment proposal for an eligible subproject, including the establishment or operation of a packhouse, to an accredited PFI;

ii. Preliminary approval of a commercial loan by the PFI covering up to **45 percent** of the investment cost under its own lending policies and risk assessment procedures;

iii. Confirmation of a beneficiary equity contribution of at least **10 percent** of the total investment cost;

iv. Approval of a matching grant equivalent to **45 percent** of eligible investment costs by the Matching Grant Review Committee; and

v. Procurement and installation of approved assets, including equipment, fittings, cold-chain facilities, and other infrastructure required for packhouse operations.

Applicants must demonstrate good financial standing, including the absence of loan defaults with financial institutions, and commit to participating in project-supported training programs in business management, financial literacy, and enterprise development.

Subproject Review and Approval Process

Upon receipt of a loan application, the participating PFI will assess the proposal against its lending requirements and determine whether it qualifies for financing. Where appropriate, applicants may access project-funded BDS support to strengthen their investment proposals before submission.

For investment proposals receiving preliminary loan approval, the PFI will submit a matching grant application to the project on behalf of the beneficiary. Applications will be evaluated by a Matching Grant Review Committee (MGRC) comprising representatives from both the public and private sectors. The Committee is expected to include representatives from:

- Ministry of Agriculture (including the Director of Agribusiness);
- Ministry of Commerce and Industry (a Director - Technical Level staff);
- Ministry of Finance and Development Planning (a Director - Technical Level staff);
- SUPAWEP/RETRAP Project Implementation Unit;
- Liberia Chamber of Commerce; and
- Private-sector agribusiness or food-processing experts.

The MGRC will assess applications against established eligibility, technical, financial, environmental, social, and commercial criteria and make decisions regarding grant awards. Priority will be accorded to investments that demonstrate strong market potential, sustainable business models, and clear linkages

to smallholder producers, with particular attention to youth-led enterprises and innovative agribusiness ventures.

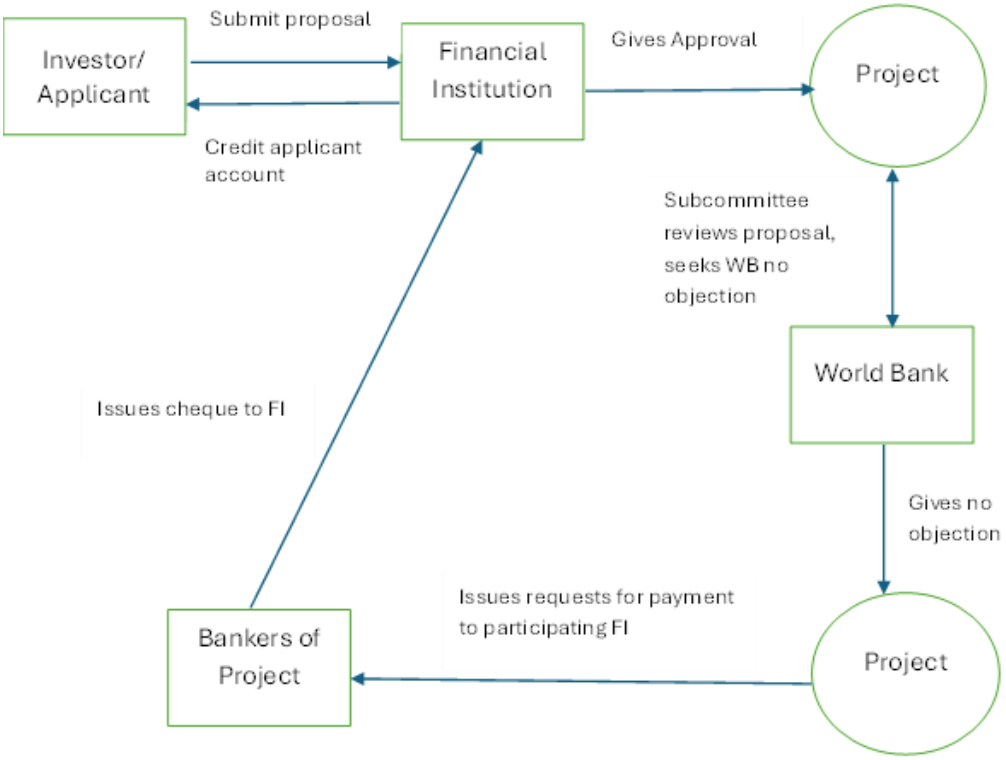
Disbursement and Oversight

Following approval, the MGRC will authorize the grant award and initiate the disbursement process. The Project Implementation Unit will complete the required review and approval procedures before authorizing release of funds. Grant proceeds will be transferred to the participating PFI, which will combine the grant resources with the beneficiary's equity contribution and loan financing to fund the approved investment.

To strengthen fiduciary controls, payments will, to the extent possible, be made directly to suppliers and service providers, rather than to beneficiaries. This arrangement will reduce fiduciary risk and ensure that funds are used exclusively for approved investment purposes.

Participating PFIs will submit regular reports on loan approvals, disbursements, portfolio performance, and recoveries. Overall monitoring and oversight of the Matching Grant Scheme will be the responsibility of the SUPAWEP Project Implementation Unit, which will track compliance, investment performance, and development outcomes throughout implementation

Figure 1: Flow Chart of Matching Grant Approval Process



4.6 Appendix 1: Matching Grant Contact Agreement

Between :

The Sustainable Urban and Peri-Urban Agriculture for Women Empowerment Project (SUPAWEP),
represented by the Project Coordinator,
Address: _____
Contact Details: _____
(Hereinafter referred to as "SUPAWEP")
And
[Name of Individual, Enterprise, Cooperative, or Firm], represented by _____,
Address: _____
Contact Details: _____
(Hereinafter referred to as "the Beneficiary" or "the Investor")
The Parties hereby agree as follows:

PREAMBLE
The Matching Grant Scheme (MGS) is a financing instrument established under SUPAWEP to promote investment, productivity, value addition, and market development within Liberia's horticulture sector. The Scheme is based on a cost-sharing principle through which eligible private enterprises, producer organizations, and agribusiness operators receive partial grant financing, upon making cash-based matching contribution, to support commercially viable investments that enhance production, post-harvest handling, processing, storage, packaging, and marketing of horticultural products.

The Parties acknowledge that the investment supported under this Agreement has been appraised and approved in accordance with the eligibility criteria, procedures, and requirements set forth in the Project Implementation Manual (PIM).

ARTICLE 1. OBJECTIVE OF THE AGREEMENT
The purpose of this Agreement is to define the terms and conditions governing the co-financing arrangement between SUPAWEP and the Beneficiary for the implementation of the subproject entitled: _____

located at: _____

The subproject shall be implemented in accordance with the approved business plan (including description of activities, outputs aligned with the project results framework, and monitoring arrangements, etc), financing plan (including beneficiary cash contribution), implementation schedule, and other documents forming part of this Agreement.

ARTICLE 2. DURATION
This Agreement shall become effective on the date of signature by both Parties and shall remain in force until completion of the subproject and fulfillment of all obligations under this Agreement, unless terminated earlier in accordance with its provisions.

The implementation period shall be:
_____ **months**, commencing on _____ and ending on _____.

ARTICLE 3. ELIGIBLE EXPENDITURES

Grant proceeds may only be used to finance expenditures directly related to the approved subproject and specified in the approved budget.

Eligible expenditures may include:

- Construction, rehabilitation, or upgrading of packhouses and related infrastructure;
- Solar-powered cold storage facilities;
- Warehouses, grading, sorting, and packaging facilities;
- Processing and post-harvest equipment;
- Installation and commissioning of approved equipment;
- Technical services directly linked to the investment;
- Other eligible expenditures expressly approved by SUPAWEP.

Any expenditure not included in the approved financing plan shall be ineligible for financing under this Agreement.

ARTICLE 4. SUPAWEP CONTRIBUTION

SUPAWEP shall provide a matching grant in the amount of:
US$ _____
(**Amount in words:** _____)
representing _____ **percent (%)** of the total eligible investment cost.
The grant shall be provided on a **non-reimbursable basis**, subject to compliance with the provisions of this Agreement.

ARTICLE 5. BENEFICIARY CONTRIBUTION

The Beneficiary shall contribute:
US$ _____
(**Amount in words:** _____)
representing _____ **percent (%)** of the total investment cost.
The Beneficiary shall provide counterpart financing in accordance with the approved financing plan, including any required equity contribution and financing mobilized from participating financial institutions.

ARTICLE 6. OBLIGATIONS OF SUPAWEP

SUPAWEP shall:

1. Provide grant financing in accordance with the approved financing plan and disbursement schedule;
2. Facilitate access to technical assistance, business development services, and advisory support where applicable;
3. Periodically inspect facilities financed under the grant
4. Monitor implementation of the subproject and provide implementation support as required;
5. Review progress reports and verify compliance with the requirements of this Agreement; and
6. Conduct supervision, monitoring, and evaluation activities throughout implementation.

ARTICLE 7. OBLIGATIONS OF THE BENEFICIARY

The Beneficiary shall:

1. Maintain an account with a recognized financial institution for purposes of managing subproject funds;
2. Provide the required counterpart financing in accordance with the approved financing plan;

3. Implement the subproject with due diligence, efficiency, and sound technical, financial, managerial, environmental, and social practices;
4. Use grant proceeds solely for their intended purpose;
5. Maintain adequate financial management, record-keeping, and internal control systems;
6. Comply with all procurement, fiduciary, environmental, social, and reporting requirements established by SUPAWEP;
7. Permit SUPAWEP, the Government, the World Bank, and their representatives to inspect project sites, records, accounts, and supporting documentation;
8. Participate in monitoring, supervision, audit, and evaluation activities as required;
9. Submit periodic technical and financial progress reports in the format and frequency prescribed by SUPAWEP; and
10. Maintain all assets financed under the subproject in good working condition and use them for their intended purpose during the agreed implementation period.

ARTICLE 8. FRAUD AND CORRUPTION

The Beneficiary shall comply with all applicable anti-corruption laws, regulations, and World Bank Anti-Corruption Guidelines.

Any evidence of fraud, corruption, collusion, coercion, obstruction, misuse of funds, or misrepresentation shall constitute grounds for suspension, termination, recovery of funds, and any other remedies available under applicable laws and regulations.

ARTICLE 9. ENVIRONMENTAL AND SOCIAL COMPLIANCE

The Beneficiary shall implement the subproject in accordance with all applicable environmental and social instruments and requirements, including, where relevant:

- Environmental and Social Management Plans (ESMPs);
- Labor Management Procedures (LMP);
- Pest Management Plans (PMP);
- Resettlement Policy Framework (RPF);
- Stakeholder Engagement Plan (SEP); and
- Any other environmental and social instruments applicable to the subproject.

The Beneficiary shall take all necessary measures to ensure compliance with these instruments throughout implementation.

ARTICLE 10. MONITORING, AUDIT, AND ACCESS TO INFORMATION

The Beneficiary shall:

- Maintain accurate records relating to the subproject;
- Retain all financial and supporting documentation for a period specified by applicable regulations;
- Provide SUPAWEP and the World Bank with access to records, financial statements, procurement documents, and implementation reports upon request; and
- Facilitate audits, reviews, inspections, and evaluations conducted by authorized representatives.

ARTICLE 11. SUSPENSION, TERMINATION, AND RECOVERY OF FUNDS

SUPAWEP may suspend, terminate, or require repayment of all or part of the grant if the Beneficiary:

- Fails to comply with the terms of this Agreement;
- Uses grant proceeds for unauthorized purposes;
- Provides false or misleading information;
- Fails to implement the subproject in accordance with the approved proposal; or
- Violates applicable fiduciary, environmental, social, procurement, or anti-corruption requirements.

ARTICLE 12. ATTACHMENTS

The following documents form an integral part of this Agreement:

1. Approved Business Plan;
2. Approved Project Proposal;
3. Financing Plan and Budget;
4. Procurement Plan (where applicable);
5. Environmental and Social Instruments (where applicable);
6. Implementation Schedule; and
7. Any other document agreed upon by the Parties.

For SUPAWEP

SIGNATURES

Signed at: _____
Date: _____

Name: _____
Title: _____

For the Beneficiary

Name: _____
Title: _____
Organization: _____
Signature: _____

Witnesses

1. _____ Signature: _____
2. _____ Signature: _____

Annex 5: Environmental and Social Screening Checklist

Purpose

The checklist is designed to identify potential environmental and social risks associated with SUPAWEP activities. It ensures compliance with the World Bank Environmental and Social Framework (ESF) and Liberia's national regulations while safeguarding women, youth, and vulnerable groups.

Screening Information

- **Garden/Cooperative Name:** _____
- **Location (Community/County):** _____
- **Date of Screening:** _____
- **Screening Team Members:** _____
- **Contact Person:** _____

Checklist Questions

A. Environmental Risks

- [ ] Will the garden involve land clearing or vegetation removal?
- [ ] Will it affect water resources (e.g., boreholes, irrigation, drainage)?
- [ ] Are pesticides or agrochemicals expected to be used?
- [ ] Could waste (solid, liquid, hazardous) be generated?
- [ ] Is the site prone to flooding, erosion, or other climate risks?
- [ ] Will construction activities (greenhouses, packhouses, fencing) cause dust, noise, or emissions?

B. Social Risks

- [ ] Will land acquisition or restriction of land use be required?
- [ ] Could the project affect vulnerable groups (women, youth, persons with disabilities)?
- [ ] Are there risks of exclusion or elite capture in beneficiary targeting?
- [ ] Could the project increase risks of **SEA/SH**?
- [ ] Will community health and safety be affected (traffic, machinery, water use)?
- [ ] Are there risks of child labor or unsafe working conditions?

C. Cultural Heritage

- [ ] Is the site near cultural or historical resources?
- [ ] Could project activities disturb sacred sites or graves?

D. Stakeholder Engagement

- [ ] Have community consultations been conducted?
- [ ] Were women, youth, and vulnerable groups actively involved?
- [ ] Is the grievance redress mechanism (GRM) known and accessible?

Screening Outcome

- **Risk Category:**
  - [ ] Low
  - [ ] Moderate
  - [ ] Substantial
  - [ ] High

- **Recommended Action:**
  - [ ] No further action (proceed with implementation).
  - [ ] Prepare site-specific **Environmental and Social Management Plan (ESMP)**.
  - [ ] Strengthen SEA/SH mitigation measures.

Signatures

- Screening Officer (PIU Environmental Specialist): _____
- Community Representative: _____
- County Agriculture Officer (CAO): _____
- Date: _____

Notes

- Screening must be completed **before any civil works commence**.
- Completed checklists will be filed at PIU and shared with the World Bank during supervision missions.
- All identified risks must be incorporated into the Environmental and Social Commitment Plan (ESCP).

Annex 6: Grievance Log Template

This template provides a standardized format for recording, tracking, and resolving grievances under SUPAWEP. It ensures that all complaints are documented, addressed within agreed timelines, and transparently reported to stakeholders.

Grievance Log Table

Grievance ID	**Date Received**	**Complainant Details *(optional for confidentiality)***	**Community / County**	**Nature of Complaint**	**Category *(e.g., Land, Gender, SEA/SH, Environment, Procurement, Other)***	**Level of Handling *(Community / County / National)***	**Actions Taken**	**Resolution Status *(Open / In Progress / Resolved)***	**Date Closed**	**Rem Foll Req**
SUP-GRM-001	12/8/2026	Anonymous	Montserrado	Delay in input distribution	Procurement	Community	Complaint logged by CGFP; escalated to CAO	Resolved	20/08/2026	Inpu deli mor ong
SUP-GRM-002	15/08/2026	Female farmer	Bong	Lack of access to irrigation	Infrastructure	County	CAO engaged PIU; site visit conducted	In Progress	TBD	Awa inst of s pum

Key Features

- **Unique ID:** Each grievance is assigned a sequential ID (e.g., SUP-GRM-001).
- **Confidentiality:** Complainant details may be anonymized, especially for **SEA/SH cases**.
- **Categorization:** Complaints are classified by type to enable trend analysis.
- **Escalation Levels:** Community → County → National → World Bank.
- **Timelines:** Resolution targets: 5 days (community), 15 days (county), 30 days (national).
- **Status Tracking:** Open, In Progress, Resolved.
- **Remarks:** Notes on follow-up actions or systemic issues.
- **Reporting**
- **Monthly:** CGFPs submit logs to CAOs.
- **Quarterly:** CAOs consolidate and submit to PIU.
- **Semi-Annual:** PIU includes anonymized grievance data in reports to the World Bank.
- **Sustainability Measures**
- Integration of grievance logging into **MoA extension services**.
- Periodic audits of grievance records to ensure compliance.
- Use of **digital grievance tracking tools** for real-time monitoring**.**

Annex 7: GBV/SEA/SH Code of Conduct for SUPAWEP

Purpose

To establish clear behavioral standards for all SUPAWEP staff, contractors, consultants, and community facilitators, ensuring the protection of women, youth, and vulnerable groups from sexual exploitation, abuse, and harassment.

Core Commitments

- **Zero Tolerance:** Any form of GBV, SEA, or SH is strictly prohibited.
- **Respect and Dignity:** All beneficiaries, especially women and youth, must be treated with respect.
- **Confidentiality:** Survivors' identities and complaints must be kept confidential.
- **Mandatory Reporting:** All staff are required to report suspected or confirmed cases immediately.
- **Accountability:** Violations will result in disciplinary action, including termination and referral to authorities.

Behavioral Standards

- **Prohibited Conduct:**
    - Sexual exploitation of beneficiaries (e.g., demanding sexual favors for inputs, jobs, or services).
    - Sexual harassment in any form (verbal, physical, digital).
    - Abuse of power or authority for personal gain.

- **Required Conduct:**
    - Maintain professional boundaries at all times.
    - Promote gender equity and inclusion in all activities.
    - Support survivors through referral pathways and non-discriminatory practices.

Implementation in SUPAWEP

- **Training:** All PIU staff, contractors, and community facilitators will undergo SEA/SH awareness and Code of Conduct training.
- **Integration:** The Code of Conduct will be annexed to all contracts and agreements.
- **Grievance Redress Mechanism (GRM):** SEA/SH complaints will be handled through confidential channels with survivor-centered referral pathways.
- **Monitoring:** PIU Gender Officer will track compliance and report quarterly to the World Bank.

Enforcement

- **Disciplinary Measures:** Immediate suspension pending investigation; termination for confirmed violations.
- **Referral:** Cases will be referred to the **Ministry of Gender, Children and Social Protection (MGCSP)** and law enforcement.

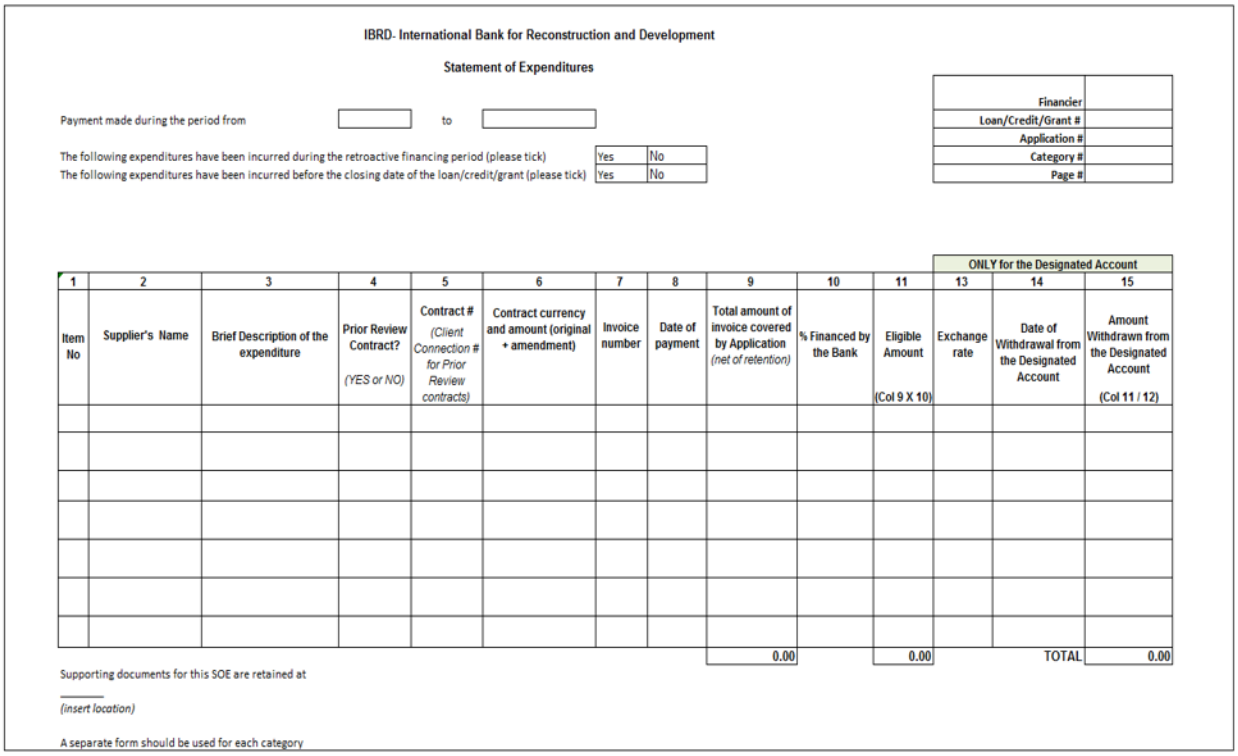
- **Reporting:** PIU will notify the World Bank within 48 hours of any SEA/SH incident.

Visibility and Awareness

- Posters and leaflets outlining the Code of Conduct will be displayed at all garden sites.
- Community sensitization sessions will ensure beneficiaries understand their rights and complaint channels.

Annex 8: Financial Reporting Templates (IFR, SOE)

Statement of Expenditure



IBRD- International Bank for Reconstruction and Development

Statement of Expenditures

Financier	
Loan/Credit/Grant #	
Application #	
Category #	
Page #	

Payment made during the period from ____ to ____

The following expenditures have been incurred during the retroactive financing period (please tick)	Yes	No
The following expenditures have been incurred before the closing date of the loan/credit/grant (please tick)	Yes	No

											ONLY for the Designated Account		
1	2	3	4	5	6	7	8	9	10	11	13	14	15
Item No	Supplier's Name	Brief Description of the expenditure	Prior Review Contract? (YES or NO)	Contract # (Client Connection # for Prior Review contracts)	Contract currency and amount (original + amendment)	Invoice number	Date of payment	Total amount of invoice covered by Application (net of retention)	% Financed by the Bank	Eligible Amount (Col 9 X 10)	Exchange rate	Date of Withdrawal from the Designated Account	Amount Withdrawn from the Designated Account (Col 11 / 12)
								0.00		0.00		TOTAL	0.00

Supporting documents for this SOE are retained at

_____

(insert location)

A separate form should be used for each category

MONTHLY BUDGET MONITORING WORKSHEET

Coding	Component Sub-component Activity	Approved budget	Current actual expenditure	Cumulative actual expenditure	% spent	Available budget balance	% budget available
1	**Component 1:**						
1.1	**Sub-component 1.1:**						
1.1.1.a	**Activity 1:**						
1.1.1.b	**Activity 2:**						
etc	**etc**						

NOTE:
This budget monitoring worksheet can also be produced by expense category, by funding source, or by budget line/account.

PETTY CASH REQUEST FORM

Date: _____ Requested by : _____
Name

Mode of payment _____
Signature

¤ Reimbursement
¤ Advance

Description of purchases (goods/services)	Unit price	Quantity	Total cost**	Budget/ Activity code	Explanation / Comments
TOTAL AMOUNT*					

_____ _____ _____
Approved by Processed by Payment received by
Financial Controller Receptionist/Logistics Assistant

* Total amount cannot exceed…..

** Attach supporting document (invoice, receipt, etc.).

Financial Report Template

Project Name

Sources and Uses of Funds As At Quarter Ended ……

	This Quarter	Year To Date	Cumulative (Since project started)
Fund Receipts:			
Opening Balance			
Receipts:			
Donor/Source 1			
Donor/Source 2			
Direct Payments			
Donor/Source 1			
Donor/Source 2			
Donor/Source 3			
Net Receipts			
Uses of Funds			
Component 1			
Component 2			
Component 3			
Total Uses of Funds			
Excess of Receipts over Uses			
Closing Balance			

Note: Include direct payments as expenditures within appropriate categories and components. This facilitate reporting on total fund used during the period

Statement of Fund Status
Year Ended …….

US$ US$

Investments		xx
Cash at Bank	xx	
Net Current Assets		xx
Net Assets		**xxx**
Grant Account		xx
Advance Payable		xx
Funded By		**xxx**

The investment may be analyzed into the various Categories of Expenditures for comparison with the Bank's record on such expenditures.

Designated Account

Activity Statement for Quarter/Year Ended ……..

Quarter Ending …….
Fiscal year Ended ……

	Source 1	Source 2	Source 3
Opening Balance as at ……			
Replenishments Received during Quarter/Year			
Total Advance Received			
Less Advance Recovered			
Outstanding Advance			

Represented by:

Closing DA Balance as at
……..

Eligible Expenditures paid in the period
Advance accounted for by
……

Statement of Uses of Funds
By Activity within Component for Quarter Ending ……

Item No.	Activities Within Components	Project Allocation	Annual Budget	Current Quarter Expenditure			Year to date Expenditure	% Budget Utilization	(from beginning) Expenditure	% Project Fund Utilization
				Budget	Actual	Variance				
		1	2	3	4	5	6	7=(6/2) x 100	8	9=(8/1) x 100
		$	$	$	$	$	$		$	
1.00	**Component 1**									
1.10	Activity 1									
1.20	Activity 2									
	Sub-Total									
2.00	**Component 2**									
2.10	Activity 1									
2.12	Activity 2									
	Sub-Total									
3.00	**Project Management**									
3.10	operating cost									
3.20	Monitoring and evaluation									
3.30	Audit									
	Sub-Total									

Schedule of Outstanding

Project Name:

Schedule of Financial Assets Commitments

Quarter Ending …….

Item No.	Date of Receipt	Asset Type	Asset Description	Contract Description	Contract Amount $	Asset Value/Cost	Contractors Name	Identification Number	Date of Expiration	State of Completion	Payments To Date Amount $	Asset Location	Outstanding Commitment Amount $	Assignee	Retention Amount $	Source of Funding	Source of Funding

Annex 2

Statement of Expenditure	Date:	Application No.:	Summary Sheet No.: .....
Summary Sheet			
	Category or Sub-Project No.:.....	IBRD Loan, IDA Credit or Co-financier Ref No.:	

Item No.	Name and Address of Contractor, Consultant, Supplier	Contract or Purchase Order no.	Brief Description of Goods, Works or Services	Currency and Total Amount of Contract	Total Amount of Invoices covered by Application	% Eligibility	Amount Eligible for Financing	Amount Paid From SA	Remarks (No Objection dates etc.)	Date of Payment
								US $		
				Totals	-		-	-		

Project Name

Summary Sheet Transaction
Schedule of Fund Withdrawals

Date	Application Ref.	Application Amount ($)	Mode of Disbursement	Fund Source	Value Date

Reporting Format: Internal Audit

The audit report will be in the form of a Management Letter (including an Executive Summary, highlighting key issues for management) which will inter alia have the following sections:

• Objective of the audit;
• Methodology of the audit;
• The status of implementation of the financial management records, system and controls;
• The status of compliance of the previous audit report, including major audit observations pending compliance;
• The key areas of weaknesses, needing improvement
• Recommendations for improvements; and the comments from the Project Implementation Unit (PIU) and concerned officers must be incorporated in the report as Management comments.

Format for executive summary

Para No.	Major Observations Implication with	Implication with risk involved	Recommendations for improvement	Auditee's Comments or Agreed Actions	Timeline

Internal Audit Coverage Report

The internal auditor needs to annex this checklist with the internal audit report specifying the coverage of observations taken.

Internal Audit Checklist format

Internal Audit Checklist			
No.	Assessment Parameters/Internal Checks/Controls	Observation	
A	**Payments and receipts**	**Major**	**Minor**
1	Are the payments for expenditures in line with the approved annual work plan?		
2	Are the payments properly approved in line with the financial delegation		
3	Are the supporting documents filed properly and easily accessible		
4	Is there a serial control over payment, receipt and journal vouchers		
5	Are the expenditures/ payments charged to the correct code and head of expenditure		
6	Is the system generated voucher used as the basis for approval of payment		
7	are payments being processed within reasonable time (6 working days) at PMU level		
B	**Withdrawal Application**		
1	Are all signatories available to sign		
2	Are applications being signed on time (within 4 working days)		
3	Is client connection easy to assess		
C	**Fund Flow**		
1	Are there any delays in receiving funds from the WB to DA and from DA to operational accounts or to recipients? Has the project or any component been out of funds in the last half a year?		
2	Whether the PMU is transferring the funds to counties electronically or by physical transfer?		
3	What is the average frequency of fund transfer in a year?		
4	Comment on some process flow improvements that can be made.		
D	**Overall Monitoring of advances**		
1	Is the system for monitoring and control of advances adequate		
2	Are there a large number of advances overdue		
3	Is there an ageing report generated for review by the project director on a periodic basis		
E	**Operation of bank account.**		

1	How many Bank accounts are being maintained and are Bank reconciliations carried out on a monthly basis?		
2	Are there any un-reconciled or un-accounted for balances		
3	Are payments made by crossed cheque/ draft?		
4	Is there adequate physical control over cash, receipt book and blank cheque books		
F	**Fixed Assets**		
1	Have the procurement procedures prescribed in the Procurement Manual followed for procurement of assets purchased.		
2	Are these supported by adequate and valid supporting documents		
3	Are the assets procured documented in the fixed assets register giving its location etc.		
4	Carry out a sample verification of fixed assets		
	Are assets received in kind also recorded in the fixed asset register giving the date of receipt, location etc.		
5	Has the purchased material been entered in the stock register? Is it up to date and physical stock in agreement with book balances?		
G	**Purchase of Goods & Services**		
1	Have the procurement procedures prescribed in the Procurement Manual followed for procurement of goods & services		
2	Are these supported by adequate and valid supporting documents		
3	Where goods are procured are these correctly recorded in the inventory register?		
4	Carry out a sample verification of inventory		
5	Are goods received in kind also recorded in the inventory register? Do the physical balances agree with the book balance? Comment on the variance if any.		
H	**Accounting**		
1	Is the accounting manual operational and up to date		
2	Are there any constraints in using the system		
3	Are back up processes adequate		
4	Have the financial reports for the previous quarter generated from the system and sent to WB in a timely manner		
I	**Procurement process**		
1	Have the procurement procedures prescribed in the Procurement Manual followed by the		

	project for procurement of goods/works/contract of staff etc.		
2	Are these supported by adequate and valid supporting bidding, approval of competent authority, supply order etc. documents?		
3	Are the goods/works/contract of staff etc procured documented in the relevant stock/work/personal registers/files giving its quantity receive/issue/balance etc.		
4	Carry out a sample verification of goods/works/contract of staff etc		
5	Is physical stock in agreement with book balances?		
J	**Staff Advances (travel/ others)**		
1	Staff advances paid to staff is in accordance with the staff rules & for the purpose within rules.		
2	The settlement of staff advances are as per the operational rule of the programme.		
3	A status report on the pending staff advances for more than three months old with an opinion on what amount could be considered receivable has been obtained		
4	Comment on the staff advances rules, whether rules are in accordance with PIM and/or if they need amendment.		
	Other Issues (tax, payroll, segregation of duties etc)		

Annex 9: Beneficiary Targeting Framework: Selection Criteria and Weighted Scoring/Ranking System

1. Purpose and Basis

This framework operationalizes beneficiary targeting for SUPAWEP and responds to the World Bank review comments on the PIM: the comment that beneficiary targeting and selection criteria are not defined, requiring community-level selection criteria and household-level eligibility criteria; the comment requesting scoring criteria for each category of farmer selection; the requirement to exclude disputed lands, shrines and sacred sites; and the comment on water resource management for irrigation. It defines, for each of six applicant categories, the pass/fail eligibility requirements, the weighted selection criteria, and the scoring and ranking method. The companion Excel workbook, SUPAWEP Beneficiary Selection Criteria and Scoring, is the working tool with the same criteria and automatic score and rank calculation.

The six categories are: (1) communities applying to host one of the 30 garden sites; (2) individual women farmers, who will constitute at least 60 percent of beneficiaries; (3) youth farmers aged 18–35, at least 40 percent of beneficiaries; (4) persons with disabilities, through a dedicated inclusive-access window; (5) farmer groups and cooperatives; and (6) SMEs applying for aggregation, cold chain and matching-grant support under Component 2.

2. Selection Process, Committee and Quotas

Selection follows nine steps. First, a public announcement and open call are made in each target community through community meetings, radio, and MoA County offices. Second, applications are received on the standard forms. Third, the county selection committee screens each application against the eligibility requirements (Part A of each category), all of which must be met. Fourth, the committee scores each eligible applicant against the weighted criteria (Part B). Each member scores independently before a consensus score is recorded. Fifth, applicants are ranked by weighted score, and a provisional list is drawn, respecting the 60 percent women and 40 percent youth quotas and the inclusion of persons with disabilities. Sixth, the provisional list is validated at a public community meeting. Seventh, a grievance window of ten working days is open through the project Grievance Redress Mechanism. Eighth, the PIU and MoA give final approval. Ninth, selected beneficiaries are registered in the MEIS with their unique beneficiary ID.

The county-level selection committee comprises the MoA County Coordinator (chair), the SUPAWEP garden facilitator, a community or traditional leadership representative, a women's group representative, and a youth representative, with the Safeguards Specialist joining for site screening and the Gender Officer for the persons-with-disabilities window. Any member with a conflict of interest recuses themselves, and the recusal is recorded in the minutes.

Ties are broken in the following order: higher vulnerability score; female applicant; younger applicant; and, finally, a publicly conducted lottery at the community validation meeting. All scoring sheets are retained by the PIU as part of the project records and are subject to audit and World Bank review.

3. Scoring and Ranking Method

Each criterion is scored on a five-point scale: 1 (very weak), 2 (weak), 3 (adequate), 4 (good), 5 (excellent). The weights for each category sum to 100. The weighted score is calculated as the sum of each criterion's weight multiplied by its score, divided by five, yielding a percentage of the maximum possible score. An applicant who fails any eligibility requirement receives no score and is not ranked. The weights presented in this framework are draft proposals for validation by the PIU and the World Bank task team before the first selection round; they may be adjusted, provided each category's weights continue to sum to 100.

4. Category 1 — Community / Garden Site Selection

Part A — Eligibility requirements (pass/fail; all must be met)

No.	Eligibility requirement	Means of verification
1	Land of at least 5 hectares available with documented community consent and secure tenure arrangement	*Signed community land consent form; tenure documentation*
2	Land free of disputes, shrines, sacred or cultural heritage sites, and gravesites	*Community attestation; chiefs/elders confirmation; safeguards screening*
3	No involuntary resettlement or displacement of current users required (ESS5 screening)	*E&S screening checklist cleared by Safeguards Specialist*
4	Year-round water source available or developable (borehole potential confirmed)	*Hydrogeological / water resource assessment*
5	Community formally applied and committed to in-kind contribution (labor, security)	*Signed community application and commitment form*
6	Site accessible by road in all seasons	*Field verification report*

Part B — Weighted selection criteria (scored 1–5)

Code	Criterion	Description and means of verification	Weight (%)
C1	Water resource availability and irrigation potential	*Yield of water source, reliability across dry season, suitability for solar pumping; per water resource assessment*	15
C2	Land suitability	*Soil fertility, topography, drainage, contiguous area within the 5–10 ha design range; agronomic assessment*	15
C3	Proximity and access to markets	*Distance/time to supermarkets, hotels, concessionaires, institutional buyers and urban demand centers*	15

Code	Criterion	Description and means of verification	Weight (%)
C4	Concentration of potential women and youth beneficiaries	*Number of women and youth engaged or interested in vegetable farming within the catchment; population density*	10
C5	Presence of existing farmer groups or organizations	*Active groups, cooperatives or clubs that can anchor mobilization*	10
C6	Community commitment and contribution	*Strength of commitment to labor, security, governance participation, and garden management*	10
C7	Environmental and social risk profile	*Low flood/erosion risk, no biodiversity or heritage sensitivity; lower risk scores higher*	10
C8	Accessibility and logistics	*Road condition, distance to input suppliers and extension services*	5
C9	County-level balance and equity	*Contribution to equitable geographic distribution of the 30 gardens across target counties*	5
C10	Government and MoA presence	*Availability of county extension staff and government support services*	5
	Total		**100**

5. Category 2 — Individual Women Farmers (60% of beneficiaries)

Part A — Eligibility requirements (pass/fail; all must be met)

No.	Eligibility requirement	Means of verification
1	Woman aged 18 years or above	*National ID, voter card or community attestation of age*
2	Resident of the applying community for at least one year	*Community leadership attestation*
3	Actively engaged in, or credibly committed to, vegetable farming	*Field verification; community validation*
4	Willing to join the garden cooperative and abide by the garden constitution and rules	*Signed commitment form*
5	Commits the required in-kind contribution (labor time)	*Signed commitment form*
6	Only one plot application per household	*Cross-check of beneficiary register*

Part B — Weighted selection criteria (scored 1–5)

Code	Criterion	Description and means of verification	Weight (%)
C1	Engagement and experience in vegetable production	*Years and scale of current/previous vegetable farming; verified by field visit*	20
C2	Vulnerability status	*Female-headed household, household member with disability, no regular income source, number of dependents; per socioeconomic screening form*	20
C3	Labor availability and continuity	*Time realistically available for garden work across the season*	15
C4	Commitment to cooperative membership and garden rules	*Quality of engagement in mobilization meetings; references from community*	15
C5	Willingness to adopt climate- and nutrition-smart practices	*Interest in training, GAPs, certification and new technologies*	15
C6	Basic skills	*Farming skills, literacy/numeracy or record-keeping ability supporting participation*	10
C7	Young woman (aged 18–35)	*Affirmative points supporting the youth quota*	5
	Total		**100**

6. Category 3 — Youth Farmers, aged 18–35 (40% of beneficiaries)

Part A — Eligibility requirements (pass/fail; all must be met)

No.	Eligibility requirement	Means of verification
1	Aged 18–35 years at the time of application	*National ID, voter card or attestation*
2	Resident of the applying community for at least one year	*Community leadership attestation*
3	Demonstrated interest or engagement in vegetable farming or agripreneurship	*Application statement; community validation*
4	Willing to join the garden cooperative and abide by garden rules	*Signed commitment form*
5	Commits the required in-kind contribution (labor time)	*Signed commitment form*

Part B — Weighted selection criteria (scored 1–5)

Code	Criterion	Description and means of verification	Weight (%)
C1	Interest and engagement in vegetable farming / agripreneurship	*Current activity or credible plan; motivation assessed at interview*	20
C2	Unemployment and vulnerability status	*Unemployed or underemployed; out-of-school; household vulnerability*	20
C3	Labor availability and continuity	*Availability across the full production season; risk of migration/drop-out*	15
C4	Commitment to cooperative membership and rules	*Participation in mobilization; references*	15
C5	Innovation and adoption orientation	*Willingness to adopt climate-smart practices, digital tools, record keeping*	15
C6	Basic education and skills	*Literacy/numeracy or vocational/agricultural training*	10
C7	Young woman applicant	*Affirmative points reinforcing the 60% women target within the youth quota*	5
	Total		**100**

7. Category 4 — Persons with Disabilities (inclusive-access window)

Part A — Eligibility requirements (pass/fail; all must be met)

No.	Eligibility requirement	Means of verification
1	Person with disability (self-declared and community-confirmed, or certified)	*Disability certification where available; community attestation*
2	Resident of the applying community	*Community leadership attestation*
3	Able to participate with reasonable accommodation, directly or with a designated household support person	*Participation plan agreed with facilitator*
4	Willing to join the garden cooperative and abide by garden rules	*Signed commitment form*

Part B — Weighted selection criteria (scored 1–5)

Code	Criterion	Description and means of verification	Weight (%)
C1	Interest and engagement in vegetable production	*Current activity or credible commitment; interview*	25

Code	Criterion	Description and means of verification	Weight (%)
C2	Vulnerability status	*Income insecurity, dependents, severity of exclusion from economic opportunity*	25
C3	Participation arrangement	*Feasibility of the accommodation/household support plan for sustained participation*	20
C4	Commitment to cooperative membership and rules	*Engagement in mobilization; references*	15
C5	Willingness to be trained in climate- and nutrition-smart practices	*Interest in training and certification*	15
	Total		**100**

8. Category 5 — Farmer Groups and Cooperatives

Part A — Eligibility requirements (pass/fail; all must be met)

No.	Eligibility requirement	Means of verification
1	Registered cooperative/farmer group, or formally committed to register within 6 months	*Registration certificate or signed undertaking*
2	At least 60% women membership and demonstrable youth participation	*Verified membership roster*
3	Operating in, or formed from, a selected project community	*Community confirmation*
4	No record of misuse of funds under previous programs	*Reference checks; CDA/MoA records*

Part B — Weighted selection criteria (scored 1–5)

Code	Criterion	Description and means of verification	Weight (%)
C1	Membership composition and inclusiveness	*Share of women (target 60%), youth (target 40%) and persons with disabilities on the roster*	20
C2	Governance	*Constitution/bylaws, elected leadership, minutes of meetings, internal controls*	15
C3	Financial management capacity	*Basic records, bank/mobile-money account, savings culture, audit readiness*	15
C4	Track record in vegetable production or marketing	*Verified past activity and performance*	15
C5	Business plan quality and viability	*Realism of production, aggregation and marketing plan submitted with application*	15

Code	Criterion	Description and means of verification	Weight (%)
C6	Member commitment and contribution capacity	*Ability to mobilize the required beneficiary contribution*	10
C7	Existing market linkages	*Relationships with buyers, transporters, input suppliers*	10
	Total		**100**

9. Category 6 — SMEs (Aggregation, Cold Chain and Matching Grants, Component 2)

Part A — Eligibility requirements (pass/fail; all must be met)

No.	Eligibility requirement	Means of verification
1	Legally registered business in Liberia	*Business registration certificate; tax clearance*
2	Operating in, or with a credible plan to enter, the vegetable value chain	*Business profile and plan*
3	Able to meet the required matching contribution under Component 2	*Bank statement or financing evidence*
4	Willing to comply with project environmental, social and labor requirements	*Signed E&S undertaking*
5	No record of fraud, debarment or fund misuse	*Reference and debarment checks*

Part B — Weighted selection criteria (scored 1–5)

Code	Criterion	Description and means of verification	Weight (%)
C1	Benefit to project farmers	*Projected off-take volumes from project gardens, number of farmers served, jobs created for women and youth*	25
C2	Business plan viability	*Market analysis, financial projections, sustainability beyond the grant period*	25
C3	Financial capacity and matching contribution	*Financial health and readiness of the counterpart contribution*	20
C4	Technical capacity	*Experience/equipment in aggregation, cold chain, logistics or processing*	15
C5	Women and youth ownership or leadership	*Share of ownership/management held by women and youth*	10
C6	Environmental and social readiness	*Capacity to implement E&S and labor management requirements*	5

Code	Criterion	Description and means of verification	Weight (%)
	Total		**100**

10. Records and Accountability

Completed scoring sheets, eligibility screens, committee minutes, community validation records, and grievance logs constitute the audit trail for each selection round. The M&E Unit enters each round's outcome into the MEIS, reports selection statistics (applications received, eligibility pass rates, scores, quota compliance) in the quarterly progress report, and flags any deviations from the quotas or the process for management action. The framework is reviewed after the first selection round and at the Mid-Term Review, and any revisions are documented and cleared with the World Bank.

Annex 10: Community Garden Site Selection Checklist

Purpose

To provide a standardized tool for evaluating and selecting suitable sites for SUPAWEP community gardens. The checklist ensures that sites meet technical, environmental, social, and gender-inclusive criteria and align with project objectives and safeguards.

Site Information

- Community / County: _____
- Proposed Site Location (GPS coordinates): _____
- Date of Assessment: _____
- Assessment Team Members: _____
- Community Contact Person**:** _____

Checklist Criteria

A. Technical Suitability

- [ ] Minimum size of 5–10 hectares available (expandable to 300 ha total across sites).
- [ ] Secure land tenure or community agreement for project use.
- [ ] Access to reliable water source (borehole, river, or groundwater).
- [ ] Suitable soil quality for vegetable production (fertility, drainage).
- [ ] Accessibility by road for transport of inputs and outputs.

B. Environmental Considerations

- [ ] Site is not located in protected areas, wetlands, or critical habitats.
- [ ] No significant risk of flooding, erosion, or climate hazards.
- [ ] Potential for climate-smart irrigation (solar pumps, elevated tanks).
- [ ] Waste management measures feasible (composting, safe disposal).

C. Social and Gender Inclusion

- [ ] Community willingness and commitment to participate.
- [ ] Women and youth groups actively engaged in site selection.
- [ ] No risk of elite capture or exclusion of vulnerable groups.
- [ ] Accessibility for persons with disabilities.
- [ ] Community acceptance of gender-sensitive infrastructure (sanitary facilities, meeting sheds).

D. Safeguards Compliance

- [ ] Environmental and Social Screening completed.
- [ ] No involuntary resettlement required (or RAP prepared if necessary).
- [ ] SEA/SH risk mitigation measures integrated.
- [ ] Stakeholder consultations conducted and documented.
- [ ] Grievance Redress Mechanism (GRM) accessible to community.

E. Market Linkages

- [ ] Proximity to aggregation centers, cold-chain facilities, or urban markets.

- [ ] Potential for contract farming with supermarkets, hotels, or institutional buyers.
- [ ] Digital connectivity for market information platforms.

Screening Outcome

- **Recommended Action:**
  - [ ] Site approved for garden establishment.
  - [ ] Site requires additional safeguards (ESMP, RAP, SEA/SH plan).
  - [ ] Site rejected (unsuitable).

Signatures

- **Assessment Officer (PIU Crop/Infrastructure Specialist):** _____
- **Community Representative (Women/Youth Leader):** _____
- **County Agriculture Officer (CAO):** _____
- **Date:** _____

Notes

- This checklist must be completed **before any civil works or input distribution**.
- Approved checklists will be filed at PIU and shared with the World Bank during supervision missions.
- Sites failing to meet minimum safeguards or inclusion criteria will not be considered.

Annex 11: PIU Staff Terms of Reference

A. **Terms of Reference (TORs) for Project Implementation Unit (PIU) staff**

Terms of Reference: National Project Coordinator (NPC)

Position Description

The National Project Coordinator (NPC) will serve as the overall leader and manager of the **SUPAWEP Project Implementation Unit (PIU)**, based in Monrovia. The NPC will ensure effective and efficient coordination of all project activities, in full compliance with the World Bank's Environmental and Social Framework (ESF), fiduciary requirements, and the Government of Liberia's regulations. The NPC will provide strategic oversight, technical guidance, and managerial leadership to guarantee that SUPAWEP achieves its Project Development Objective (PDO) of improving productivity, resilience, and market access for women and youth vegetable farmers.

Scope of Services

The NPC will be responsible for the following:

1. **Leadership and Oversight**
   - Provide overall supervision, managerial leadership, and accountability for SUPAWEP implementation.
   - Exercise oversight responsibility for all PIU staff, consultants, and service providers.
   - Ensure timely delivery of project outputs and achievement of agreed milestones.
2. **Planning and Coordination**
   - Lead the preparation of **Annual Work Plans and Budgets (AWPBs)** and quarterly work plans, submitting them to the Minister of Agriculture and World Bank TTL for review and approval.
   - Coordinate with sector players, government agencies, and development partners to ensure alignment with national priorities.
   - Conduct regular field visits to project sites to monitor progress, provide technical advice, and strengthen stakeholder engagement.
3. **Reporting and Communication**
   - Prepare and submit **quarterly, semi-annual, and annual progress reports** to the Minister of Agriculture and World Bank TTL.
   - Actively participate in supervision missions, mid-term reviews, and completion missions.
   - Provide timely updates to stakeholders, including the National Steering Committee, on project status and challenges.
4. **Fiduciary Oversight**
   - With support from the Financial Management Specialist, ensure project funds are disbursed properly and in compliance with agreed protocols.
   - Monitor expenditures against approved budgets and financing agreements.
   - Ensure procurement processes follow World Bank regulations and Government of Liberia procedures.
5. **Human Resource and Contract Management**

- Draft TORs for key staff and contractors in collaboration with subject matter specialists.
- Oversee recruitment of consultants and firms to conduct activities outlined in the PIM and AWPB.
- Ensure quality and timely service delivery by all project personnel and service providers.

6. **Monitoring and Adaptive Management**
   - Review field reports and supervision mission recommendations, ensuring timely implementation of corrective actions.
   - Monitor project disbursement levels and ensure achievement of PDO indicators.
   - Facilitate adaptive management by integrating lessons learned into ongoing implementation.
7. **Stakeholder Engagement**
   - Coordinate presentations of project status reports to the National Projects Steering Committee.
   - Ensure effective collaboration with county authorities, farmer organizations, and private sector actors.
   - Strengthen partnerships with national and foreign investors to promote sustainability.

Key Qualifications and Experience

- **Education:** Master's degree in Program Management, Agribusiness, Business Administration, Agriculture, Agricultural Economics, or related fields.
- **Experience:**
  - Minimum 5 years in project management, agribusiness operations, or donor-funded project implementation (preferably World Bank projects).
  - Strong understanding of agricultural value chains and multi-sectoral approaches to competitiveness.
- **Skills:**
  - Proven leadership and team management abilities.
  - Strong analytical and problem-solving skills.
  - Excellent oral and written communication in English.
  - Proficiency in Microsoft Office and project management tools.
  - Strong networking and stakeholder engagement skills.
- **Attributes:**
  - Self-motivated and able to work under difficult conditions with minimal supervision.
  - Culturally sensitive and tolerant.
  - Results-oriented with ability to deliver within time and budget.

Performance Criteria

- Timely submission of required reports and documents to MOA and World Bank.
- Execution of recommendations from supervision missions within stipulated deadlines.
- Achievement of project milestones as per work plan and budget.
- Effective disbursement and utilization of project funds.
- Dissemination of project reports and updates within agreed timeframes.

Terms of Reference: Program Officer (PO)

Position Description

The Program Officer will be based in the SUPAWEP Project Implementation Unit (PIU) in Monrovia and will work under the direct supervision of the National Project Coordinator (NPC). The PO will provide operational and technical support to ensure that SUPAWEP activities comply fully with World Bank and Government of Liberia requirements. The role is central to maintaining effective coordination, timely reporting, and smooth project management.

Scope of Services

The Program Officer will be responsible for the following:

1. **Coordination and Support**
   - Assist the NPC in coordinating and supervising all SUPAWEP activities.
   - Ensure smooth collaboration between World Bank-funded projects and Ministry of Agriculture initiatives.
   - Support the NPC in organizing monthly progress review meetings and preparing updates for stakeholders.
2. **Planning and Reporting**
   - Contribute to the preparation of **Annual Work Plans and Budgets (AWPBs)** and Procurement Plans (PPs).
   - Assist in drafting quarterly and annual progress reports for submission to the Minister of Agriculture and World Bank TTL.
   - Provide inputs into reports from field visits and supervision missions, ensuring recommendations are implemented.
3. **Field Monitoring and Technical Support**
   - Establish monitoring schedules and conduct field visits to project sites.
   - Provide technical advice to staff, cooperatives, and beneficiaries to strengthen implementation.
   - Document lessons learned and challenges from field activities for adaptive management.
4. **Contract and Resource Management**
   - Support the NPC in preparing, negotiating, and executing agreements with service providers and implementing entities.
   - Assist in the recruitment of consultants and firms to carry out activities outlined in the PIM and AWPB.
   - Monitor service delivery to ensure quality and timeliness.
5. **Stakeholder Engagement**
   - Support the NPC in preparing project status reports for the National Steering Committee (NSC).
   - Facilitate communication between the PIU, county authorities, and farmer organizations.

- Strengthen partnerships with private sector actors to promote sustainability.

6. **Cross-Cutting Responsibilities**
   - Ensure compliance with fiduciary, environmental, and social safeguards in collaboration with relevant specialists.
   - Promote gender and youth inclusion in project activities.
   - Contribute to knowledge sharing and dissemination of project results.
7. **Key Qualifications and Experience**
   - **Education:** Master's degree in Program Management, Agribusiness, Business Administration, Agriculture, Agricultural Economics, or related fields.
   - **Experience:**
     - ❖ Minimum 10 years in project management, agribusiness operations, or donor-funded project implementation (preferably World Bank projects).
     - ❖ Strong understanding of agricultural value chains and competitiveness strategies.
   - **Skills:**
     - ❖ Excellent oral and written communication in English.
     - ❖ Strong analytical and problem-solving abilities.
     - ❖ Proficiency in Microsoft Office and project management tools.
     - ❖ Strong interpersonal and networking skills, particularly with private sector actors.
8. **Attributes:**
   - Self-motivated and able to work under difficult conditions with minimal supervision.
   - Results-oriented with ability to deliver within time and budget.
   - Culturally sensitive and tolerant.
9. **Performance Criteria**
   - Timely submission of required reports and documents to MOA and World Bank.
   - Execution of recommendations from supervision missions within stipulated deadlines.
   - Achievement of project milestones as per work plan and budget.
   - Effective disbursement and utilization of project funds.
   - Dissemination of project reports and updates within agreed timeframes

Terms of Reference: Financial Management Specialist (FMS)

Position Description

The Financial Management Specialist (FMS) will be based in the SUPAWEP Project Implementation Unit (PIU) of the Ministry of Agriculture. The FMS will ensure that all financial transactions comply with the World Bank's Financial Management Manual for IPF Operations, Liberia's Public Financial Management Act (2009), and the Grant Agreement. The role is central to safeguarding project assets, ensuring transparency, and maintaining stakeholder confidence.

Scope of Services

The FMS will be responsible for the following:

1. **Financial Planning and Budgeting**
    - Lead the preparation of **Annual Work Plans and Budgets (AWPBs)** in collaboration with PIU staff and implementing partners.
    - Ensure gender-responsive allocations for women, youth, and persons with disabilities.
    - Submit consolidated budgets to the National Project Steering Committee (NPSC) and World Bank for approval.
2. **Accounting and Fund Management**
    - Maintain a **computerized accounting system** aligned with project components and disbursement categories.
    - Record all transactions accurately and in a timely manner.
    - Manage the **Designated Account (DA)**, ensuring proper authorization and reconciliation.
3. **Disbursement and Reporting**
    - Prepare withdrawal applications and Statements of Expenditure (SOEs) for submission to the World Bank.
    - Ensure timely replenishment of the DA and proper documentation of expenditures.
    - Prepare **Interim Financial Reports (IFRs)** semi-annually and **Annual Financial Statements** within six months of fiscal year end.
4. **Internal Controls**
    - Establish and maintain a robust internal control environment, including segregation of duties, authorization matrices, and asset registers.
    - Conduct pre-audit of procurement actions before contract award.
    - Monitor compliance with fiduciary procedures and prevent fraud or misuse of funds.
5. **External Audit and Compliance**
    - Facilitate annual external audits by auditors acceptable to the World Bank.
    - Prepare management responses and action plans to address audit findings.
    - Ensure compliance with both Government of Liberia and World Bank financial regulations.
6. **Capacity Building**

- Train PIU staff, county facilitators, and cooperatives in financial literacy and accountability.
- Promote institutionalization of IPSAS-compliant financial systems within MoA.

Key Qualifications and Experience

- **Education:** Master's degree in Accounting, Finance, Business Administration, or related fields.
- **Experience:**
    - Minimum 7 years in financial management of donor-funded projects (preferably World Bank).
    - Proven experience in IPSAS-compliant accounting and reporting.
- **Skills:**
    - Strong analytical and problem-solving skills.
    - Proficiency in computerized accounting systems and Microsoft Office.
    - Excellent oral and written communication in English.
- **Attributes:**
    - High integrity and accountability.
    - Ability to work under pressure and meet deadlines.
    - Strong interpersonal and team-building skills.

Performance Criteria

- Timely submission of IFRs and audited financial statements.
- Compliance with fiduciary procedures and World Bank covenants.
- Effective management of project funds and DA reconciliations.
- Execution of audit recommendations within stipulated deadlines.
- Evidence of strengthened financial capacity within PIU and cooperatives.

Terms of Reference: Procurement Specialist

Position Description

The Procurement Specialist will be based in the **SUPAWEP Project Implementation Unit (PIU)** within the Ministry of Agriculture. The Specialist will ensure that all procurement activities are conducted in strict compliance with the **World Bank's Procurement Regulations for IPF Borrowers**, Liberia's procurement laws, and the **Grant Agreement**. The role is central to ensuring transparency, efficiency, and accountability in the acquisition of goods, works, and services under SUPAWEP.

Scope of Services

The Procurement Specialist will be responsible for the following:

1. **Procurement Planning**

- Lead the preparation and updating of the **Procurement Plan**, ensuring alignment with the Annual Work Plan and Budget (AWPB).
- Upload and maintain procurement activities in the **Systematic Tracking of Exchanges in Procurement (STEP)** system.
- Ensure timely planning to avoid delays in project implementation.

2. **Procurement Execution**

- Manage procurement processes for goods, works, and consulting services in line with World Bank regulations.
- Prepare bidding documents, Requests for Proposals (RFPs), and evaluation reports.
- Ensure fair, competitive, and transparent selection of suppliers, contractors, and consultants.
- Facilitate contract negotiations and ensure timely contract awards.

3. **Compliance and Oversight**

- Ensure all procurement activities comply with World Bank prior/post review requirements.
- Maintain safeguards against conflict of interest, fraud, and collusion.
- Report any allegations of misconduct to the appropriate authorities, including the World Bank's Integrity Vice Presidency (INT).

4. **Contract Management**

- Monitor contract implementation to ensure timely delivery of goods, works, and services.
- Track contract performance, amendments, and payments.
- Provide technical support to PIU staff and implementing partners on contract administration.

5. **Capacity Building**

- Train PIU staff, county facilitators, and cooperatives on procurement procedures.
- Promote institutionalization of transparent procurement practices within MoA.

6. **Record Keeping and Reporting**

- Maintain complete procurement records, including solicitation documents, bids, evaluation reports, contracts, and amendments.
- Ensure records are retained for at least **ten years after project closure**.
- Prepare procurement sections of progress reports for submission to the World Bank and NPSC.

Key Qualifications and Experience

- **Education:** Master's degree in Procurement, Supply Chain Management, Business Administration, or related fields.

- **Experience:**
    - Minimum 7 years in procurement management of donor-funded projects (preferably World Bank).
    - Proven experience in STEP system use and World Bank procurement methods.
- **Skills:**
    - Strong knowledge of procurement regulations and contract management.
    - Excellent analytical and negotiation skills.
    - Proficiency in Microsoft Office and procurement software.
- **Attributes:**
    - High integrity and accountability.
    - Ability to work under pressure and meet deadlines.
    - Strong interpersonal and team-building skills.

Performance Criteria

- Timely preparation and updating of Procurement Plans.
- Compliance with World Bank procurement regulations and review requirements.
- Transparent and competitive procurement processes.
- Timely contract awards and effective contract management.
- Accurate and complete procurement records maintained.

Terms of Reference: Crop Development Specialist

Position Description

The Crop Development Specialist will be based in the **SUPAWEP Project Implementation Unit (PIU)** in Monrovia, with regular travel to project counties. The Specialist will provide technical leadership in crop selection, agronomic practices, and value chain development, ensuring that interventions are climate-smart, nutrition-sensitive, and commercially viable. The role is central to achieving SUPAWEP's objective of improving productivity, resilience, and market access for women and youth vegetable farmers.

Scope of Services

The Crop Development Specialist will be responsible for the following:

1. **Agro-Ecological Integration**
    - Integrate and promote **climate-smart and agro-ecological practices** across all project sites.
    - Ensure crop production systems balance commercial viability with environmental sustainability.

- Provide technical advice on soil fertility management, integrated pest management, and water-efficient practices.

2. **Crop Selection and Climate Resilience**
   - Identify crops most suited to local agro-ecological contexts and resilient to climate variability.
   - Recommend diversified cropping systems that enhance nutrition and reduce risk.
   - Support counties in selecting commodities with comparative advantage for value chain development.
3. **Value Chain Development**
   - Conduct desk reviews of existing government and partner interventions in vegetable value chains.
   - Collaborate with other specialists to update value chain assessments, including:
     - ❖ Agronomic production profiles.
     - ❖ Land ownership and use practices.
     - ❖ Stakeholder mapping and functional analysis.
     - ❖ Climate change implications.
     - ❖ Economic opportunities for value addition.
   - Provide technical inputs into business plans and investment proposals for cooperatives and SMEs.
4. **Policy and Institutional Analysis**
   - Assess policy and institutional conditions necessary for enabling value chain development.
   - Advise on reforms and institutional strengthening to support sustainable crop production.
   - Ensure alignment with Liberia's **National Agricultural Development Plan (NADP)** and **ARREST Agenda for Inclusive Development (AAID)**.
5. **Capacity Building and Knowledge Sharing**
   - Document and disseminate **good agronomic practices** for climate resilience.
   - Train farmers, cooperatives, and extension staff on crop management, GAPs, and certification.
   - Facilitate access to timely information and research findings to support innovation.
   - Provide technical support services to improve efficiency and product quality.
6. **Monitoring and Evaluation**
   - Conduct farm visits to collect data on crop yields, production practices, and adoption of innovations.

- Contribute to quarterly, bi-annual, and annual progress reports.
- Provide inputs into mid-term and end-line evaluations.

7. **Cross-Cutting Responsibilities**
    - Ensure gender and youth inclusion in crop development activities.
    - Promote nutrition-sensitive agriculture by prioritizing vegetables that improve dietary diversity.
    - Collaborate with livestock, infrastructure, and agribusiness specialists to ensure integrated approaches.

Key Qualifications and Experience

- **Education:** Master's degree in Biological Sciences (Plant Breeding, Agronomy, Environmental Science, or related fields).
- **Experience:**
    - Minimum 5 years in applied crop improvement and production.
    - At least 3 years in agro-ecology/agrobiodiversity and climate-smart agriculture.
    - Proven experience working with farmers and organized groups.
    - Familiarity with climate change adaptation strategies in agriculture.
- **Skills:**
    - Strong analytical and problem-solving abilities.
    - Excellent communication and facilitation skills.
    - Ability to manage high workloads and deliver under pressure.
    - Experience working with international organizations and donors in multicultural settings.

Deliverables

- Crop selection and value chain assessment reports for each county.
- Technical guidelines on climate-smart agronomic practices.
- Training modules and workshops delivered to farmers and cooperatives.
- Quarterly and annual progress reports with crop yield and adoption data.
- Contributions to knowledge products and policy briefs.

Terms of Reference: Infrastructure Specialist

Position Description

The Infrastructure Specialist will be responsible for planning, coordinating, and supervising all civil works and infrastructure activities under the **Sustainable Urban and Peri-Urban Agriculture for Women Empowerment Project (SUPAWEP)**. The role ensures that investments in irrigation, greenhouses, packhouses, water supply, and related facilities are designed, procured, and

implemented to the highest technical, environmental, and social standards. The Specialist will work closely with the Ministry of Agriculture (MoA), county facilitators, the Project Implementation Unit (PIU), and relevant government agencies to deliver climate-smart, gender-responsive, and sustainable infrastructure solutions.

Scope of Services

The Infrastructure Specialist will provide technical leadership and oversight for all infrastructure activities under SUPAWEP, including:

1. **Design and Planning**
    - Lead the design of **solar-powered irrigation systems, boreholes, elevated water tanks, fencing, greenhouses, multipurpose sheds, and sanitary facilities** for 30 community gardens (totaling 300 hectares).
    - Ensure designs comply with international civil engineering standards and World Bank environmental and social safeguards.
    - Integrate **gender-sensitive features** (e.g., safe water points, sanitation facilities, accessible structures) into all infrastructure.
2. **Procurement and Contract Management**
    - Collaborate with the Procurement Specialist to prepare **TORs, bidding documents, RFPs, and bid evaluation reports** for civil works and goods.
    - Ensure procurement processes follow **World Bank Procurement Regulations (2016, revised 2020)** and STEP tracking.
    - Review contractor submissions (designs, shop drawings, material samples) for compliance with specifications.
3. **Construction Supervision and Quality Assurance**
    - Conduct site inspections to verify **quality, quantity, and timeliness** of works.
    - Prepare and/or validate payment certificates for contractors and service providers.
    - Maintain daily construction surveillance logs and report non-conformities to the Project Coordinator.
    - Provide **digital photographic records** and weekly/monthly progress reports.
4. **Environmental and Social Safeguards**
    - Work with the RETRAP Safeguards Specialists to ensure mitigation measures are implemented.
    - Monitor compliance with the **Environmental and Social Management Plans (ESMPs), PMP, and LMP.**
    - Ensure contractors adopt safe waste management practices, including **e-waste disposal for solar panels and batteries**.
5. **Capacity Building and Knowledge Transfer**

- Facilitate training modules on **water management, irrigation maintenance, and infrastructure operation** for communities, county staff, and cooperatives.
- Contribute technical content to project progress reports and knowledge dissemination activities.

6. **Coordination and Reporting**
    - Liaise with county and district agriculture officers, PIU staff, and stakeholders to ensure smooth implementation.
    - Actively participate in World Bank project implementation support missions.
    - Provide quarterly, bi-annual, and annual reports on infrastructure progress, challenges, and recommendations.

Key Qualifications and Experience

- **Education:** BSc in Civil Engineering (Master's degree preferred).
- **Experience:** Minimum 10 years in infrastructure project design and management, with at least 3 years working on donor-funded projects (World Bank, AfDB, IFAD).
- **Skills:**
    - Proven expertise in irrigation, greenhouse, and agricultural infrastructure.
    - Strong knowledge of international civil engineering codes and standards.
    - Experience with environmental and social safeguards in infrastructure projects.
- **Attributes:**
    - Commitment to gender equity and inclusion.
    - Strong communication and stakeholder engagement skills.
    - Ability to work independently and deliver under tight timelines.

Deliverables

- Detailed designs and specifications for all SUPAWEP infrastructure.
- Procurement packages and bid evaluation reports.
- Weekly, monthly, and quarterly construction progress reports with photographic evidence.
- Training modules and workshops delivered to communities and staff.
- Final infrastructure completion report with sustainability recommendations.

Terms of Reference: Food Security Specialist (FSS)

Position Description

The Food Security Specialist will be based in the **SUPAWEP Project Implementation Unit (PIU)** in Monrovia, with regular travel to project counties. The Specialist will lead food security and nutrition assessment, monitoring, and response activities, ensuring that SUPAWEP contributes to building resilient, nutrition-sensitive food systems. The role is central to strengthening early warning

systems, integrating nutrition into agricultural interventions, and supporting rapid responses to food security challenges in Liberia's urban and peri-urban communities.

Scope of Services

The Food Security Specialist will be responsible for the following:

1. **Food Security Monitoring and Early Warning**
    - Coordinate the monitoring of food security indicators, including market prices, rainfall, crop yields, and livestock data.
    - Strengthen early warning systems and crisis preparedness planning at national and county levels.
    - Ensure timely documentation and integration of data into the project's MIS and national food security portals.
2. **Nutrition-Sensitive Programming**
    - Spearhead nutrition assessments and integrate nutrition considerations into all stages of SUPAWEP activities.
    - Design and implement nutrition-sensitive interventions that improve dietary diversity and reduce malnutrition.
    - Oversee the development of a **Nutrition Policy** and update the Ministry of Agriculture's Food Security and Nutrition Strategy.
3. **Data Collection, Analysis, and Dissemination**
    - Design surveys and assessments using standard tools (e.g., IPC, Sphere Standards, Coping Strategies Index).
    - Process and analyze food security data using statistical software (SPSS, STATA, Excel).
    - Disseminate results to stakeholders and contribute to national, regional, and global food security initiatives.
4. **Capacity Building and Knowledge Sharing**
    - Develop training materials and conduct workshops to build stakeholder capacity in food security monitoring and reporting.
    - Train county facilitators, cooperatives, and SMEs in nutrition-sensitive practices.
    - Promote knowledge sharing through policy briefs, case studies, and workshops.
5. **Coordination and Partnerships**
    - Represent SUPAWEP in national food security and nutrition clusters, stakeholder forums, and government agencies.
    - Collaborate with the Ministry of Agriculture, PIU specialists, and development partners to ensure emergency interventions link to long-term programming.
    - Facilitate productive alliances between farmer groups, agribusinesses, and institutional buyers to strengthen food systems.

6. **Rapid Response and Crisis Preparedness**
    - Ensure rapid response to emerging food security and nutrition issues.
    - Support contingency planning and emergency interventions that build resilience.
    - Provide technical advice on food aid management, logistics, and distribution when required.

Key Qualifications and Experience

- **Education:** University degree in Economics, Agricultural Economics, Statistics, Social Sciences, or related fields.
- **Experience:**
    - Minimum 5 years in humanitarian and development assistance, with focus on food security and nutrition.
    - Strong background in situational analysis (IPC, HEA, HLS) and livelihoods assessments.
    - Experience in emergency food aid management and nutrition programming.
- **Skills:**
    - Proficiency in statistical software (SPSS, STATA, Excel).
    - Strong analytical, report-writing, and presentation skills.
    - Excellent interpersonal and negotiation skills.
    - Ability to travel and work in diverse cultural contexts.
- **Attributes:**
    - Hands-on, action-oriented approach.
    - Commitment to nutrition-sensitive agriculture and food system resilience.
    - Excellent command of written and spoken English; knowledge of local dialects an advantage.

Deliverables

- Food security monitoring reports and early warning bulletins.
- Nutrition assessment reports and policy recommendations.
- Training modules and workshops delivered to stakeholders.
- Quarterly and annual reports on food security and nutrition outcomes.
- Contributions to national food security and nutrition strategies.

Terms of Reference: Environmental Specialist

Position Description

The Environmental Specialist will be based in the **SUPAWEP Project Implementation Unit (PIU)** in Monrovia, with regular travel to project counties. The Specialist will provide technical leadership and oversight of all environmental safeguards functions under SUPAWEP, ensuring compliance with the World Bank's Environmental and Social Standards (ESSs), and the project's Environmental and Social Commitment Plan (ESCP). The role is critical to embedding sustainability, resilience, and inclusivity into SUPAWEP's infrastructure and agricultural interventions.

Scope of Services

The Environmental Specialist will be responsible for the following:

1. **Safeguards Compliance and Oversight**
    - Ensure SUPAWEP is implemented in accordance with ESSs and the ESCP.
    - Lead the preparation, implementation, and monitoring of the **Environmental and Social Management Framework (ESMF), Environmental and Social Management Plans (ESMPs), and Pest & Pesticides Management Plan (PPMP)**.
    - Serve as the main contact for environmental safeguards, liaising with the World Bank Environmental Team
2. **Screening and Risk Management**
    - Conduct environmental and social screening of subprojects to identify risks and impacts.
    - Prepare screening reports and Terms of Reference for ESMPs for World Bank review and clearance.
    - Ensure contractor obligations are incorporated into bidding documents and contracts.
3. **Monitoring and Reporting**
    - Undertake site inspections to verify compliance with safeguards instruments.
    - Prepare regular monitoring reports on environmental, social, health, and safety (ESHS) performance.
    - Ensure timely reporting of incidents or accidents (within 48 hours) and facilitate incident investigations.
    - Contribute to quarterly, semi-annual, and annual progress reports with environmental performance data.
4. **Capacity Building and Awareness**
    - Organize training for PIU staff, County Agricultural Offices (CAOs), cooperatives, and contractors on safeguards compliance.
    - Build awareness of environmental management among partner organizations and beneficiary communities.
    - Mentor county-level environmental officers to strengthen local capacity.
5. **Coordination and Knowledge Sharing**

- Collaborate with the Gender & Inclusion Specialist, Social Development Specialist, and other PIU staff to ensure integrated implementation of safeguards instruments (ESMF, ESMPs, SEP, LMP, GRM).
- Facilitate stakeholder engagement and disclosure of safeguards documents.
- Support preparation of environmental audits and contribute to updates of the Project Implementation Manual (PIM) and Annual Work Plan and Budget (AWPB).

6. **Sustainability and Innovation**
   - Promote climate-smart and environmentally sustainable practices in vegetable production and infrastructure development.
   - Ensure safe management of waste, including **e-waste from solar irrigation systems**.
   - Document lessons learned and best practices for replication across Liberia.

Key Qualifications and Experience

- **Education:** Master's degree in Environmental Science, Natural Resource Management, or related fields. A degree in agribusiness, agricultural economics, or program management is an added advantage.
- **Experience:**
  - Minimum 5 years in environmental management or safeguards development.
  - Experience with donor-funded projects (World Bank, AfDB, IFAD) and private sector engagement.
  - Strong understanding of agricultural value chains and environmental management in agriculture.
- **Skills:**
  - Proven ability to design and implement safeguards frameworks.
  - Strong analytical, negotiation, and communication skills.
  - Experience in training and capacity building.
  - Ability to manage multiple tasks under pressure and deliver results.
- **Attributes:**
  - Commitment to sustainability and inclusivity.
  - Ability to work collaboratively across diverse stakeholders.
  - Excellent command of written and spoken English.

Deliverables

- Environmental screening reports and safeguards instruments (ESMPs, ESIAs, PPMP).
- Quarterly and annual environmental monitoring reports.
- Training modules and workshops delivered to PIU staff, cooperatives, and contractors.
- Incident and accident reports submitted within required timelines.

- Contributions to PIM updates, AWPBs, and knowledge products.

Terms of Reference: Gender Officer

Position Description

The Gender Officer will be based in the **SUPAWEP Project Implementation Unit (PIU)** in Monrovia, with regular travel to project counties. The Officer will lead the coordination, implementation, and monitoring of gender and social risk management activities, ensuring that SUPAWEP is implemented in accordance with the World Bank's Environmental and Social Standards (ESSs), GOL and the project's Environmental and Social Commitment Plan (ESCP). The role is critical to embedding **gender equity, disability inclusion, and social safeguards** into all project interventions.

Scope of Services

The Gender Officer will be responsible for the following:

1. **Safeguards and Risk Management**
    - Assess social risks and impacts of project activities, including potential displacement, land acquisition, and involuntary resettlement.
    - Conduct social screening and prepare reports and Terms of Reference for World Bank review.
2. **Gender and Disability Inclusion**
    - Lead the implementation of the **Gender Action Plan**, ensuring women and youth are equitably included in project benefits.
    - Promote disability inclusion across all project activities, ensuring accessibility in infrastructure and participation in training.
    - Facilitate awareness campaigns and training on gender equity, GBV/SEA/SH prevention, and inclusive practices.
3. **Coordination and Collaboration**
    - Liaise with the Ministry of Agriculture, Ministry of Public Works, Ministry of Commerce, EPA, and county authorities on social risk management.
    - Collaborate with the Environmental Specialist, Social Development Specialist, and other PIU staff to ensure integrated safeguards implementation.
    - Engage civil society organizations and decentralized institutions to strengthen community participation.
4. **Monitoring and Reporting**
    - Monitor compliance with RAPs, ARAPs, ESMPs, and gender action plan requirements through field visits.
    - Prepare monthly, quarterly, and annual reports on social performance, gender inclusion, and grievance redress.

- Ensure timely reporting of incidents or accidents (within 48 hours) and facilitate incident investigations.

5. **Capacity Building and Awareness**
    - Develop and deliver training programs on World Bank ESF and ESSs, gender mainstreaming, and social safeguards.
    - Build capacity of PIU staff, county facilitators, and cooperatives in gender equity and grievance redress mechanisms.
    - Promote awareness of community health and safety, worker safety, and social risk mitigation.
6. **Grievance Redress and GBV/SEA/SH Prevention**
    - Establish and operationalize the **Grievance Redress Mechanism (GRM)**, ensuring timely resolution and documentation of grievances.
    - Facilitate the development of a GBV/SEA/SH response action plan, including case management and referral pathways.
    - Monitor and report on the status of grievances and GBV/SEA/SH cases, ensuring confidentiality and survivor-centered approaches.
7. **Knowledge Sharing and Stakeholder Engagement**
    - Facilitate disclosure of social safeguards documents (ESIAs, ESMPs, RAPs/ARAPs) to stakeholders.
    - Conduct consultations with communities and stakeholders before subproject appraisal.
    - Organize citizen surveys to capture feedback and improve project implementation.

Key Qualifications and Experience

- **Education:** Master's degree in Social Sciences, Development Studies, Gender Studies, or related fields.
- **Experience:**
    - Minimum 5 years in social assessment, gender mainstreaming, and safeguards implementation.
    - Proven experience with World Bank safeguards policies (OP 4.12, ESF, ESSs).
    - Familiarity with Liberia's land laws, compulsory acquisition procedures, and EPA regulations.
- **Skills:**
    - Strong analytical, problem-solving, and leadership skills.
    - Excellent communication and facilitation abilities.
    - Experience in grievance redress mechanisms and GBV/SEA/SH prevention.
    - Ability to work under pressure and manage multiple tasks.

Deliverables

- Social screening reports and safeguards instruments (RAPs, ARAPs, gender action plan).
- Quarterly and annual social performance reports.
- Training modules and workshops delivered to PIU staff, cooperatives, and county facilitators.
- Operational grievance redress mechanism with documented cases and resolutions.
- GBV/SEA/SH response action plan and monitoring reports.

Annex 12: Map of Target Counties

