



**REPUBLIC OF LIBERIA**  
**RECOVERY OF ECONOMIC ACTIVITY FOR LIBERIAN INFORMAL**  
**SECTOR EMPLOYMENT (REALISE) PROJECT**  
**CAPITOL BYE PASS**  
**MONROVIA-LIBERIA**



**TERMS OF REFERENCE (ToR)**  
**Social Cash Transfer (SCT) Data Collection and Enrollment River Gee County**

**I. Background**

The Government of Liberia has received funding from the World Bank, Swedish International Development Association (Sida) and the French Agency for Development (AFD) to implement the Recovery of Economic Activity for Liberian Informal Sector Employment (REALISE) Project. The Project Development Objective is to increase access to income-earning opportunities for the vulnerable in the informal sector in response to crises, expand income and livelihood support to poor and food-insecure households, and improve efficiency in managing social protection programs in Liberia. The REALISE project comprises six components namely: (i) Grant Support to Vulnerable Households to Revive or Start Small Businesses; (ii) Temporary Employment Support and Employability Development for Vulnerable Workers, (iii) Program Implementation, Capacity Building, and Coordination; (iv) Contingency Emergency Response Component (v) Community Livelihood and Agriculture Support, and (vi) Social Cash Transfer and Strengthening of the National Social Protection System. The REALISE Project is being implemented by the Ministry of Youth and Sports (MYS), Ministry of Gender, Children and Social Protection (MGCSP), and the Liberia Agency for Community Empowerment (LACE). Implementation of project activities is managed by a single Project Management Team (PMT) that sits outside of the implementing institutions and is comprised of consultants hired by them. The Ministry of Youth and Sports is responsible for overall coordination of the Project.

Component six (6) is divided into two sub-components: 6a and 6b. Sub-component 6a of the project will provide income support to poor and food-insecure households in selected counties, through the government's Social Cash Transfer (SCT) program, while sub-component 6b will support the strengthening of the national social protection system. These two overarching goals were operationalized in the Liberia Social Safety Nets Project (LSSNP), implemented by the MGCSP, which was closed on June 30, 2023. The SCT program is being expanded under subcomponent 6a to support targeted households in Grand Bassa, Grand River Gee, Rivercess, and River Gee Counties. The cash transfers is helping targeted households mitigate economic shocks, smoothen consumption over time, and enabling long-term human capital development. Furthermore, to facilitate the effective delivery of cash transfers and improve the targeting of social protection programs more broadly, the project is also strengthening the national social protection system, including the Liberia Household Social Registry (LHSR) and its digital information systems as well as digital payments.

The objective of sub-component 6b is to improve efficiency, enhance capacity, and strengthen the national social protection system through the continued development of the basic building blocks

of a safety net delivery system. This subcomponent is leveraging investments made under the LSSNP to contribute to the further development of social protection systems. Key support will include (a) increasing the use of the integrated Management Information System (iMIS) within the LHSR and continually improving it to allow for enrollment, payment delivery, grievance redress, M&E, and access management by multiple programs<sup>1</sup>; (b) strengthening the LHSR by using new data sources and exploring interoperability with other administrative databases in the country to improve coordination of social protection interventions across government institutions, civil society, and development partners; (c) exploring alternative approaches to LHSR data collection, case management, and enrollment modalities as a means of supporting sustainability; (d) as feasible, expanding data collection for the LHSR to areas not currently covered; and (e) assessing existing grievance redress mechanisms (GRMs) across both the REALISE parent project and the LSSNP and identifying the potential for streamlining and consolidation—including for cases of sexual and gender-based violence (SGBV)—to improve resolution times and accountability. These activities aim to improve the performance of the social protection delivery system and pave the way to a more adaptive system to support Liberia’s preparedness in responding to future shocks.

The Liberia Household Social Registry (LHSR) aims at establishing the building blocks of an efficient and effective social protection system. It provides a single database of potential and actual beneficiaries managed by the SRIS and an integrated MIS to enable outreach, intake and registration, determination of potential eligibility for one or more social programs, and other business process of social protection programs. The LHSR provides coordinated interventions outreach, uniform assessment and a common gateway of eligible households. The LHSR is made up of two parts: the Social Registry Information System (SRIS) and the Management Information System (MIS). These are described below:

- Social Registry Information System (SRIS):
  - The SRIS is an integrated system that is to be used for the collection of information related to potential beneficiaries in Liberia for eligible social protection programs. The SRIS consists of a web information management system and a mobile application for data collection through survey and processing of the data.
  - The SRIS supports outreach, intake, registration, and determination of potential eligibility for one or more social programs.
  - The SRIS Mobile Application is used to enroll households through survey. For every city/area where a survey needs to be conducted. Enumerators will use the mobile app for data collection from the field. The mobile application can be used in offline mode also for low or no internet areas. Data captured in offline mode can be synced at any time once the internet service is available.

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<sup>1</sup> Information system for cash transfers program management and for the social registry are developed and being expanded to enable the management of other social protection programs such as public works and business grants. The information system supports digital delivery of benefits to program beneficiaries as well as processing of grievances.

- The Management Information System (MIS)
  - The MIS provides program-specific management modules for enrolment, payment delivery, public works, SBS, grievance redress, Monitoring and Evaluation (M&E) and enable monitoring across participating programs.
  - Under the REALISE Project, the LHSR will support targeting and program management where applicable. For instance, beneficiaries' registration and e will be done using the SRIS for components 1, 2, 5 and 6a and while the MIS will be used for managing these programs.

The integrated MIS will benefit other Social Protection (SP) programs through its modular setup by enabling different programs to access and customize the system for the management of their interventions. The MIS has been integrated in such a way that enables the flow and management of information between SP programs to facilitate improvements in the efficiency of services and reduce duplication errors. The functionality and scalability of these systems has been tested through the Social Cash Transfer program implemented by the MGCSP.

For further development of the LHSR, the MGCSP is considering the lessons learned from previous data collection and household registration experiences and has introduced technological innovations and improvements to the operational procedures to accurately collect information on households and identify SP program beneficiaries. The key features and innovations that have been introduced include:

- a) Implementation of a Public Information and Awareness Campaign through community outreach to inform the public about the registration process. Such outreach, before the beginning of the data collection process in a community, will be critical to ensure the success of the process, and it must be tailored to therapy levels, cultural and ethnic differences, and accessibility to remote areas.
- b) Collection of a core set of socio-economic information from all individuals and households, which is used to identify beneficiaries for programs based on their level of living standard and other demographic details.
- c) Collection and use of biometrics to ensure effective identification of people and to decrease the chances of duplication.
- d) Collection and use of GPS location coordinates and photographic images of structures to enable better identification of households and to decrease the chances of duplication.
- e) Collection of critical community-level information to enhance Development and Social Protection Program planning.
- f) Implementation of Computer Assisted Personal Interviewing (CAPI) as a means of collecting core information both more rapidly and with more built-in quality controls. Data collection on tablets will replace paper-and-pen methods.

The implementation of the LHSR has followed a gradual roll-out strategy through which it is projected to cover the entire country in a phased approach. Phase 1 of LHSR data collection covered Maryland, Bomi, Bong, and Nimba counties and Phase 2 covered five districts in Grand River Gee County, and a pilot in urban area covered 8 communities in Montserrado and Margibi counties.

**For this non-consultancy assignment, activities are planned for the implementation of SCT beneficiary households' data collection, and enrolment in River Gee County.**

## **II. Objective of the Assignment**

1. The objective of this assignment is to conduct data collection and enrolment for 3,500 households for the SCT program in River Gee County. This will be achieved using proposed technological innovations and improvements in operational processes.
2. Along this line, the MGCSP is seeking an **Implementation Support Firm** that has the following expertise and capacity to:
  - a) Bench test an existing data collection software and a biometric collection solution tool and provide feedback to the Project Management Team (PMT) for any adjustments needed before commencing data collection; The intake instrument for data collection will be provided by the REALISE's Project Management Team (PMT).
  - b) Develop, bench-test and deploy surveys (e.g., log-sheets, supervision, back-checks, spot-checks, and household revisits forms) aimed at supporting the LHSR intake data collection, in line with the LHSR guidance, to ensure that the data collected is not missing from the LHSR server, is complete and high quality. Collect required data from targeted households, structures, and communities in eligible clans using the finalized data collection software(s) and tool(s);
  - c) Recruit and train all field staff (e.g., Community Oversight Committees, enumerators and enrolment personnels) on the data collection and SCT Program, their responsibilities and obligations as enumerators and enrolment personnels, Code of Conduct, good interpersonal and communication skills when working with poor and vulnerable populations in line with the human rights approach to social protection that will be shared by the PMT, as well as the Grievance Redress Mechanism. The enumerators and enrolment personnels must be capacitated with the required equipment and tools to collect household data, enroll beneficiaries, conduct couple financial planning and sync all data to the PMT server; and keep all records on the gadgets unless authorized by the PMT to delete. The implementation support firm is highly encouraged to recruit not less than 40% of the field staff from within the implementing county (River Gee). Prior to such recruitment, adequate awareness (not less than 7 days) must be made within the county to ensure qualified field staff are recruited for the activities.
  - d) Register and enroll SCT beneficiaries from selected eligible communities in River Gee County.
  - e) Perform Data Quality Control, Data Aggregation, and Enumerator Training and Management.
  - f) Perform data synchronization, data deduplication, and adjudication, according to the LHSR guidance and timeframe; this entails aligning and updating data, identifying, and eliminating duplicates, and ensuring accuracy and consistency of data to enhance reliability and usability.
  - g) Conduct Post Distribution Monitoring activities with a random sample of SCT beneficiaries.

- h) Work with the REALISE Project Management Team (PMT) to conduct all Public Information Campaign (PIC) activities (including distribution of flyers, posters, couple financial planning materials, etc) to inform, educate, and create awareness amongst project beneficiaries and stakeholders in River Gee County.
- i) Conduct joint Financial Planning intervention with all households living in the eligible communities. The intervention will happen during the time of enrollment into the cash transfer program and will involve helping couples plan together on how to spend their cash transfer.
- j) Collaborate with the PMT for tracking and reporting of grievances during data collection and registration, as well as case management.

3. For the LHSR data collection, a core set of demographic and socioeconomic data will be collected from all households through a **Census Approach**. This entails administering a house-to-house survey to register every household and collect demographic and socio-economic information that would help determine their eligibility for Social Protection Programs. The implementation support firm will ensure that at least 95% of the household surveys are correctly synced to the Liberia Household Social Registry (LHSR) server (and recaptured if missing or do not sync to the LHSR server), de-duplicated and adjudicated if necessary. The tool used for this survey will be referred to as the **Data Intake Form**, along with supporting forms (e.g., log-sheets, supervision, back-checks, spot-checks, household revisits forms).

4. **Biometric information** for all household members 16 years and above; and photographs for all household members 8 years and above will be collected during the house-to-house visits as part of the data intake form to enable better identification of households and to decrease the chances of duplication at this point during data collection. The implementation support firm will ensure that 90% of the households' surveys are with biometric information and photos of all eligible household members.

5. In addition, the implementation support firm will take **GPS coordinates** and **photographs** of all structures where these households live in using the **intake Form**.

6. The implementation support firm will also have responsibility for collecting critical community-level information to enhance Development and Social Protection Program planning. The community-level information will be collected using the **Community Mapping form** and will capture information such as the location of the community infrastructures or services and access to basic services outside the community.

7. The SCT registration, enrollment, and data collection processes comprise the following steps:

**A) Logistics Plan:**

A logistics plan should be prepared by the implementation support firm to cover the geographic areas of the eligible communities in River Gee as prescribed by the REALISE Project, and it will be part of the Inception Report which will be submitted to the REALISE's PMT during the process of planning phase. The logistics plan ensures the smooth

implementation of the field registration, enrolment, and data collection and must provide details about the following activities: (i) schedule and location of training workshops and stakeholder meetings (for example, with the Ministry of Gender, Children and Social Protection, Ministry of Youths and Sports, Liberia Agency for Community Empowerment, Liberia Institute of Geo-Information Services (LISGIS), and the World Bank); (ii) allocation of staff, which meets minimum qualifications and experience prescribed in this TOR per the entire activity; (iii) logistics for distribution of all required materials in the field (tablets, biometric devices, GPS, household ID cards, structural ID cards, stationary, power bank, financial planning materials, raincoat and boots, name tags, life jackets, mobile phone cards, a rainproof bag to protect equipment from damage, etc.); (iv) data quality assurance measures, including protocols for data validation, error identification, and resolution, as well as a protocol for the recovery of missing data if encountered; and (v) health and safety protocol for enumerators and enrollment personnel.

**B) Public Information Campaign:**

A key activity for the success of the process is a massive *Public Information Campaign (PIC)* through community outreach to inform the eligible communities and public about the registration processes for the SCT and LHSR data collection. Such outreach, before the start of the SCT and data collection process in a community, is critical to ensure the success of this type of approach and it must be tailored to the literacy levels, cultural and ethnic differences, and accessibility to remote areas. The PIC's effectiveness would be closely monitored and evaluated by the PMT in a timely manner with the objective of making necessary changes and adaptations along the way. The implementation support firm will be provided with PIC materials and guidance on PIC activities from the REALISE Project and will be expected to assist in the PIC implementation on the ground, given their direct engagement in communities. Furthermore, the implementation support firm will be required to provide a weekly report on the success of PIC and how it can be improved based on observations in the field.

Prior to the launch of the SCT data collection and enrolment processes in a community, the implementation support firm should assist the PIC implementation with community sensitization activities. The activities would include informing the community about the implementation modality, and the need for households to provide correct information. The implementation support firm will assist in carrying out the PIC at least 1-2 days prior to the launch of the data collection process in the community.

For the county, the implementation support firm, with the support of the PMT will contact the districts and community leaders of the area to seek their support in terms of information dissemination about the process, and request them to: a) make special announcements in respective local languages to reach every household in the community; b) place posters, brochures and information materials on walls of buildings including town hall, residential and non-residential structures in the cash transfer communities, among other activities that are deemed appropriate in the County.

**C) Development of Structure and Community-Level Databases:**

This activity should be undertaken by the implementation support firm during the house-to-

house visits in a specific community. The Intake Form will include sections that require the collection of structure-level information (GPS, photos, structure-ID-Card, key local landmarks) so that structures can be linked to the main household-level data collection process easily. The implementation support firm will be provided structure Identification cards to be pinned or nailed at visible location (preferably at the entrance) on the structure. Additionally, the implementation support firm will collect household-level information with a “tracking form” (structure photo, structure/LHSR-ID Card, GPS, household head name, geo-level information) in SurveyCTO or similar tool to help identify missing households, their location and to facilitate re-collection of the data if necessary.

#### **D) Data Collection Process:**

Enumerators will carry out house-to-house surveys in their assigned areas using SRIS mobile application developed by the project for collecting data. The implementation support firm will also distribute structure-ID card to each residential structure and LHSR-ID cards to each household in the structure during the house-to-house survey. The implementation support firm must exercise utmost caution and ensure that the same structure-ID card is not issued to more than one structure. Similarly, the implementation support firm must also ensure that the same LHSR-ID card is not issued to more than one household to avoid having duplicate structure-ID and LHSR-ID cards in the data collected. In the event of any duplicate structure-ID and LHSR-ID cards in the data collected, the implementation support firm will be responsible for replacement of such duplicate cards. The implementation support firm is requested to distribute and scan only fully functioning and scannable cards and return non-functioning cards to the PMT at the end of the data collection.

The available SRIS mobile app has the following features:

**(i)** Provides basic and complex skip instruction capabilities. Skip instructions allow the response to a particular question to determine whether the next question is relevant; **(ii)** Validation of the response, minimizing data-entry errors; **(iii)** ability to conduct at minimum two types of data consistency checks; **(iv)** Provide online and offline capabilities; **(v)** Capability for collecting fingerprint biometric to ensure effective identification of people and to decrease the chances of duplication. For that purpose, the tablets should be equipped with electronic fingerprint sensors, 10 individual plain impressions of separate fingers will be collected from every household member age 8 years and above; **(vi)** Capability for collecting photograph of each household member 8 years and above and their home (a single photograph should be taken of each household member as well as a single photograph of the household structure); **(vii)** Capability for collecting geo-location of households: the tablets should be equipped with GPS through which the geo-location of the interviewed households and other community structures, such as health clinics and schools, should be taken; **(ix)** Capability for recording information on mobile phone coverage within each community; **(x)** Capability to scan QR code.

The SRIS web app, will provide survey management module, to track, almost on real time, the performance indicators of the process and thus be able to take corrective measures while still working in the community; and the capability to perform an initial categorization of households based on data intake form information. The PMT will provide training to the

survey managers on the use of the SRIS web & mobile app. The Survey managers will be fully responsible to monitor data collection using the SRIS systems and make corrective actions where needed to advise the PMT on any potential issues with the software.

The implementation support firm will be required to provide electronic tablets and biometric devices, as well as any other equipment needed for operationalizing data collection.

MGCSP will provide the data collection software which can record biometric information data synchronization, QR code reading, data connectivity through SIM cards/VPN, and temporary storage.

The implementation support firm will be required to adhere to the data protection protocol by MGCSP to protect the access, usage and integrity of household data by field enumerators and staff that will be collecting, transferring, and assessing the household data in any form – to or from their CAPI devices and servers.

#### **E) SCT Enrollment Process:**

The implementation support firm will enroll households following the below steps:

Prior to household data collection in SCT River Gee communities, the implementation support firm will conduct community entry meeting with the community leadership to introduce and provide more details about the activities that are being carried out. The aims of the Community entry meeting(s) are to introduce the programs to the community, providing detailed explanations of the household registration processes, targeting & enrollment, couple financial planning, cash transfer process, grievance-redress mechanism, and National Identification and SIM registrations to community leaders and residents and seek permission to carry out the work. Community entry meeting(s) will take place on the same day as the household data collection and enrollment. However, in cases where the data collection and SCT enrolment are happening on separate days or conducted by different teams, there will be separate community entry meetings for each activity.

At the household data collection, the enumerators will sit one-on-one with each household and go through the process described below:

1. Verification of the number of household(s) in the structure, number of members for each household, household members present or absent, and identify the head and female responsible for each household.
2. Provide an over of the LHSR data collection by explaining the kind of information (i.e. basic information on each household members, assets ownership, nutrition, livelihood activities, photos, and biometric information, etc.) that will be collected from the household. The enumerator should also provide information of the SCT program including:
  - a) Explain the cash transfer payment amount, frequency, and mechanism; and reemphasize the fact that the transfers are unconditional.
  - b) Recipients will be encouraged to use the funds to improve their families' wellbeing.
  - c) Beneficiary rights and responsibilities
  - d) Grounds for termination of transfer due to a household becoming ineligible, removal or suspension.



- e) GRM process to enable beneficiaries to file complaints and grievances over any irregularities in the targeting process, including a toll-free Number for Complaints.
  - f) Household grant payments information: Beneficiaries will be informed to expect a text message stating how much they will receive in each transfer, how many payments they can expect to receive (with the note that everyone will receive a number of payments), and the timing of these payments.
  - g) How mobile money works in general, especially;
    - o How to register for mobile money (if they have not yet),
    - o How to check their wallet balance
    - o Where beneficiaries can go to cash-out,
    - o How to withdraw and receive physical cash from a mobile money agent
    - o Expected withdrawal fee (if they cash out full transfer)
  - h) Safety Information.
    - o Mobile money PIN safety,
    - o Traveling with and storing money,
    - o Agent fraud and other phone scams,
    - o Calling the REALISE hotline.
3. Nomination of a Trustee or Proxy: A beneficiary household will have the opportunity to nominate a Trustee or Proxy to receive the cash on behalf of the household. A Trustee or Proxy is someone who receives the cash transfer on behalf of a beneficiary household. Such person may register a SIM card with a network provider in his/her name and pledges to use the money for the benefit of the beneficiary household. A Trustee or Proxy can only exist in cases where the beneficiary is very old (60 years old and above), sick, underage (child-headed household), mentally or physically disabled, or otherwise unable to receive the social cash transfer themselves. Households that may not be able to register a SIM to receive the cash transfer due to lack of a valid identification card will not be allowed to get a trustee or proxy.
  4. National Identification Card: The project will work with the National Identification Registry (NIR) to register and issue national identification cards during enrolment in the SCT program to:
    - o All female responsible or cash recipients without the National Identification card
    - o Renew all female responsible or cash recipients whose national identification cards are expired.
  5. Distribution of Mobile Phones: The implementation support firm will be provided with mobile phones by the PMT for distribution to the cash recipients of each beneficiary household. In addition, the implementation support firm will work with a network provider to schedule or organize SIM cards registration and open mobile money wallets during enrolment. Phones and SIMs will be provided free of charge to all beneficiary households. However, during SIM card registration, the network provider's field agents may require beneficiary households to purchase voice call minutes (usually between \$200-\$250 Liberian Dollar) to keep their SIM cards active. Given that this program is in rural areas which may not have easy access to mobile network, we anticipate that some beneficiary households may be required to move to nearby communities with network connectivity for SIM card and mobile money registration activities. The implementation support firm will work with the beneficiaries and the network provider to select registration venues where network access is available and not more than 2 hours walking distance away from

recipient communities. The implementation support firm will inform the households to register their SIMs for mobile money with the same ID and the same name used during the intake/enrollment. Beneficiaries who selected a Trustee or Proxy during program intake will be informed that they may have their SIM registered in the Trustee or Proxy's name.

6. **Couple Financial Planning:** During community entry and registration survey, the implementation support firm will introduce to each beneficiary household the couples' financial planning and encourages them to jointly participate in the financial planning activities. Couples will be encouraged during community entry to remain at home to jointly plan their transfers with the help of the enumerators. During registration survey, the implementation support firm will further provide each couple with a clear understanding of the expected amount, number of transfers, and timing of the transfers. The implementation support firm will then help the couple to set goals for how to spend their transfers using printed materials designed to facilitate their planning (e.g. planning poster, planning certificate, and stickers indicating spending items), and the firm will capture these goals using a CAPI software for project records.
7. **Formation of Community Oversight Committees (COCs):** In each program communities, the implementation support firm will facilitate the formation and training of COCs. The beneficiary households will in consultation with the community leadership, nominate five (5) persons: the women leader, youth leader, a teacher, community chairman/chairlady, and a female beneficiary to serve as member of the COC. The COCs would then be trained and equipped in order to fulfil their responsibilities with regard to grievance redress. As a prerequisite, the COCs members must be able to read and write in English. They will be trained on the program and its rules, including the intended beneficiaries, the targeting process, and the payment amounts and dates.

#### **F) Data Synchronization, Validation, and De-Duplication Process**

Once a household registration is completed, the enumerator will synchronize the data gathered and send it to the Social Registry Information System (SRIS). For areas with limited connectivity, the data should be synced at the end of each day, or once the enumerator has reached an area with connectivity. The same process will be followed during enrolment of beneficiary households for the SCT program.

Data must not be deleted from the enumerators' tablets until its confirmed to be synced to the LHSR server. Once data have been synced to the server, the Implementation Support Firm must log onto the server to verify that the total data synced to the server tallies with the total data that have been collected by the field team. After syncing and confirmation, since tablets have limited storage, the data that is posted to central servers need to be deleted from the enumerators' tablets. It is also a mandatory design decision for data security, as well as backing up the data within 24 hours of submission. However, in the event that a field team claims to have submitted data but it is not found on the SRIS server, a thorough investigation should be conducted. To facilitate such investigation, the implementation support firm is encouraged to maintain a parallel form to collect main household-information (ID, Name, GPS, geo-level info, Photo) to compare with the LHSR data on the server for identification of missing households.

Once data has been uploaded to the SRIS and or the implementation support firm's servers, the process of fingerprint and variable-based deduplication, and adjudication should

commence immediately. This is to ensure a duplicate-free member database. All records marked as unique, after the deduplication process, will start the validation stage in which the consistency of the data will be verified. If inconsistencies are detected, the database administrator of the implementation support firm will check the data reported by the field teams and will provide feedback within three days of data submission, via mobile phones.

Data cleaning methodology: The implementation support firm will submit a data cleaning proposal which should include the following phases: (i) Screening Phase: To identify key oddities in the dataset via high-frequency checks and other means: lack of data (missing data); outliers, including inconsistencies; nonuniform patterns in distributions; and unexpected results and other types of inferences and abstractions; (ii) Diagnostic Phase: to clarify the true nature of these outliers, patterns, and statistics and; (iii) Treatment or Editing Phase: After identifying errors, missing values, and true (extreme or normal) values, what statistical or qualitative (phone calls or field visits) techniques or methodologies will be used to correct the anomalies identified during the screening and diagnostic phase. This should be done within five (5) working days after identifying the problem.

The implementation support firm will be responsible for reviewing reports and responding to queries on submitted data, reviewing data quality, daily progression, and area-wise segregation with a complete audit trail of each entry.

The implementation support firm will adjudicate data inconsistencies through the SRIS system (either with back-end cleaning or pushing incorrect surveys back to the field for corrections). All cleaning shall be completed within four weeks from the end of the data collection. Data will be considered cleaned and accepted upon final verification by REALISE's PMT.

## **G) Quality Assurance**

Under the guidance and supervision of the REALISE PMT, the contracted implementation support firm will develop and implement systematic quality assurance procedures to prevent unacceptable practices and to minimize errors in data collection.

This will include the following:

- a) Standardized supervision tools. All supervisors shall understand and use standard instruments to follow-up and monitor field activities, including spot-checking enumerators on their team on a rotating basis using a spot-check form.
- b) A separate team of back-checkers that revisit randomly selected households and verify some of the information collected from them in the main data collection exercise.
- c) Investigation and redress of data quality flags put forth by the PMT, including appropriate retraining or corrective actions taken with enumerators flagged as concerning.
- d) Regular internal discussions among field teams to assess progress and challenges and to provide updates to field protocols as needed to improve data quality.

- e) Documentation of processes. All supervisors should maintain continuous documentation of the achievements and solve any challenges as they occur and should not wait until the last moment;
- f) Weekly meetings with the REALISE's PMT to verify and validate progress to minimize bias and manipulation or error;
- g) The implementation support firm must identify ethical, practical, theoretical and methodological issues that need to be considered and how they will be addressed in this data collection process.
- h) MGCSP has sole copyright and ownership of all data and documentation resulting from the process.
- i) The implementation support firm must submit a weekly log of quality checks, issues found, and solutions adopted and by whom to the Social Registry.

#### **H) Post Distribution Monitoring (PDM)**

The implementation support firm will carry out regular monitoring activities for a random sample of at least 15 percent of beneficiaries, by administering the Post-Distribution Monitoring (PDM) form, provided by the REALISE's PMT, after the first, third and fifth quarterly transfer. The sampling strategy for the PDMs is to be agreed between REALISE's PMT, World Bank and the implementation support firm and noted in the inception report. The sample for the PDM will be determined by REALISE's PMT with technical assistance from the World Bank team and shared with the implementation support firm after each transfer.

#### **I) Grievance Redress Mechanism**

Ensure that grievances are recorded and resolved through the REALISE project grievance mechanisms platforms.

Note that the REALISE Project has a broader GRM and therefore the implementation support firm is expected to use this mechanism for handling of all complains during the data collection and SCT activities implementation. The PMT will create login credentials and train all staff and enumerators on how to handle grievances, Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA)/Sexual Harassment (SH) complaints in ways that prioritize the confidentiality, anonymity and interest of complainants and survivors.

### **8. The operational parameters to implement the SCT registration, enrolment and data collection process are:**

- a) One data intake form per household for all households. One or several households may reside in one structure. Strict adherence to the household definition as defined by LISGIS (Household is defined as "a person or a group of two or more persons (related or unrelated) who live together in the same house or compound, share the same housekeeping arrangements (eating and sleeping), are catered for as one unit, and recognize one person as the head".) is mandatory by the implementation support firm and enumerators/supervisors. The basic interview for all households is expected to last for an average of 60 minutes (household geo-reference, biometric, picture of the household

members, and data intake form interview) plus an average travel time of 5 minutes between structures in densely populated communities and 10 to 15 minutes for sparsely populated areas.

- b) One community basic services and resource mapping form per community. Time to complete this module will depend on the size of the community but is anticipated to be completed within a day.
- c) Couple financial planning activities completed by all SCT beneficiaries willing to participate to the activity.
- d) Mobile phones distributed to each SCT beneficiary household, cash recipients registered for NIR card, one (1) new SIM card registered in the name of cash recipient or a trustee where applicable, and mobile money wallet open on registered SIM.
- e) COCs formed and trained in each selected SCT communities and the list share with the PMT.
- f) Three (3) rounds of Post Distribution Monitoring activities conducted with an agreed sampled of SCT beneficiary households.
- g) Spot-checks and back-checks completed on sampled households by the supervisors and a separate team; respectively. to verify and validate data quality. The Spot-checks and back-checks for all sampled households are expected to last for an average of 10-15 minutes (involve taking GPS/photos of the structure, scanning LHSR IDs of households in the structure, and answering a handful of other questions about the structure or incomplete/pending households, etc.) plus an average travel time of 5 minutes between structures in densely populated communities and 10 to 15 minutes for sparsely populated areas.
- h) The implementation support firm is expected to commence data collection after training and field testing in the county as will be approved by the PMT based on agreed timeline.
- i) The enumeration teams are expected to work not less than 6 days a week with an effective working time per day of 8 hours.
- j) The number of enumerators and supervisors depends on local requirements. It is recommended that each enumeration team should be composed of a maximum of 4 enumerators per supervisor and have at least 2 enumerators that can speak the local dialects.
- k) When calculating the time that an enumeration team will spend in a community, it is recommended to add at least 15% of the time required for contingencies. For example, time may be required for community entry, waiting for absent household members/heads who have been sent for from nearby village, church/mosque, farm, sick bush, etc.

### **III. Scope of Services**

9. REALISE's PMT will supervise the entire data collection process. The following two main activities will be undertaken by the implementation support firm: SCT household data collection and Enrollment of 3,500 households in River Gee County.

## 10. *Data Collection*

Activities will include the following:

- a) Ensure all logistic requirements (assignment of human and material resources) to undertake the field data collection are in place.
- b) Develop operational, recruitment, training, and supervision plans.
- c) Recruit, contract, and pay the necessary staff for the collection of data and ensure timely and high-quality training for enumerators. At least 40% of the enumerators recruited must be residents of the targeted county.
- d) Prepare staff training curriculum, materials and guidelines for field staff, incorporating inputs from REALISE's PMT on the contents of the training.
- e) Set up and provide logistical support (transport, per-diem, etc.) to field staff while data are being collected.
- f) Distribute Public Information Campaign materials within their assigned geographic area.
- g) Collect household information by using the CAPI software designed for those purposes, as well as fill out the forms designed to control and monitor the process. This includes the data intake form for all households, as well as spot-check, back-check, and revisit forms.
- h) Conduct community mapping of access to basic services and natural resources for each community using the community mapping form
- i) Ensure the security and proper use of all equipment and hardware.
- j) When necessary and with the acquiescence of the PMT, adjust the process execution procedures according to the findings of the spot checks, back checks, feedback from the field teams and data quality reports. Spot-checks will be done by the supervisors of the implementation support firm. Back-checks will be done by a separate team from the implementation support firm that will revisit randomly selected households and verify some of the information collected from them in the main data collection exercise; additional back-checks may be carried out by the REALISE's PMT with technical assistance from the World Bank or another independent third party with data collection experience.
- k) Implementation of checks and controls designed together with REALISE's PMT to ensure the availability and quality of the information being collected during the implementation process and a protocol for returning to the field, if necessary, when data results missing from the LHSR server, errors for a particular form reach a certain threshold or cannot be corrected without direct contact with the respondent. For instance, having the variable "age" missing. The implementation support firm will in addition ensure continuous reporting, communication, and consultation on a weekly basis with REALISE's PMT and the World Bank technical team before, during, and post data collection (data analysis and cleaning) period.
- l) Ensure that data are maintained and stored in a manner that is fully confidential (Encryption, password protection, and secured transmission/sharing), so that no external individuals or institution can identify any specific personal or private information in the

data. Names, biometrics, pictures and any other direct or indirect identifier should only be made available to the REALISE's PMT.

- m) Distribute LHSR Structure and Households Identification Cards: The Liberia Household Social Registry (LHSR) card will enable uniquely identification of every household enumerated and therefore, make it easy for future referencing of the structures and household. Each structure and household will have a unique identification (ID) number to distinguish the LHSR exercise from other data collection activities. The LHSR ID card is comprised of alphanumeric characters and encrypted in a Quick Response (QR) code. Enumerators will be required to assign one ID card to each household within the structure being enumerated in no order or preference, (if the household do not consent to participate in the survey, enumerators should ask politely if they can still leave the LHSR structure and household IDs with the household for future reference;’ If they do not want the ID cards to be left for future reference, then this will be categorized as ‘rejected but and unassigned’). Enumerators will be required to capture photos of the card, making sure all the texts are visible. Enumerators should scan the QR code images attached and hand over the ID cards to the head of household, most preferably after scanning the codes. The implementation support firm must exercise utmost caution and ensure that the same structure-ID card is not issued to more than one structure. Similarly, the implementation support firm must also ensure that the same LHSR-ID card is not issued to more than one household to avoid having duplicate structure-ID and LHSR-ID cards in the data collected. In the event of any duplicate structure-ID and LHSR-ID cards in the data collected, the implementation support firm will be responsible for replacement of such duplicate cards. The implementation support firm is requested to distribute and scan only fully functioning and scannable cards and return non-functioning cards to the PMT at the end of the data collection.

- n) Any other activities as may be necessary for the success of the process.

## 11. ***SCT Enrolment***

The scope of services will consist of enrolment, SIM and National Identification cards registrations, couple financial planning, COCs formation and training, recording, and tracking of grievances, and post-distribution monitoring of households in River Gee County. The implementation support firm will work with the REALISE project team to enroll eligible beneficiaries. In this regard, the implementation support firm shall provide feasible options in the context of rural Liberia and, as relevant, utilize existing tools and mechanisms from the previous SCT program. The implementation support firm will manage all aspects of enrollment and ensure that beneficiary households are fully registered in a timely, efficient, and effective manner. The preferred transfer recipient will be the female member in the household with the most knowledge of or responsibility for household spending and decisions related to maternal and child health.

## **12. *Conduct Communication Activities***

The implementation support firm will work with the REALISE Project Management Team (PMT) to conduct all Public Information Campaign (PIC) activities to inform, educate, and create awareness amongst project beneficiaries and stakeholders in the implementation counties. Specifically, the implementation support firm will:

- Ensure that the works are properly branded under the government of Liberia.
- Distribute to all beneficiary and non-beneficiary communities Public Information Campaign materials produced by the PMT during data collection registration.
- Ensure all materials including jackets, backpacks, etc are adequately branded in the name of the REALISE Project
- Ensure that the PMT or its representative are present and participate in all county meetings at the beginning and during project implementation.
- All communication materials and messaging are approved by REALISE's PMT.

## **13. *Grievance Redress Mechanism***

Ensure that grievances are recorded and resolved through the REALISE project grievance mechanisms platforms.

## **14. *Software Solution and other logistics***

The PMT, on behalf of the implementing entities of the REALISE Project, will share:

- a) A complete technical solution conforming to the stated process in methodological framework and standard reporting for data, including photographic images, and biometric submissions at the REALISE's PMT
- b) An existing solution for field data and biometric collection/deduplication/adjudication.
- c) A web platform-based solution with secure controlled access. The system will be accessible via secured Internet connection and with relevant national and international laws concerning the storage and treatment of sensitive data.
- d) A Solution that includes an update functionality to allow approved updates on the database.
- e) A solution that includes a data exporting function. This concerns the transformation (e.g., sub-setting, aggregating, applying mathematical transformations, etc.) of data from the way in which it is captured by a CAPI package to a form in which it can be analyzed by a statistical software package. It allows a user to have control over what data are exported and their method of export, including mathematic transformations and variable and value labels in the languages of data collection. Data can be exported in any size.
- f) A solution that includes an enumeration management function to facilitate, manage and monitor field activities. It has inbuilt Key Performance Indicators (KPIs) to ensure effective operational productivity. It has functionality to assign/receive assignments; navigate, complete and review forms; track progress; and share outputs for management review.
- g) Include an analysis of required maps, information and tools for implementing use of GPS maps with localization of collected data.
- h) Mobile phones (3,500) for SCT beneficiaries' households.



- i) Couple financial planning materials (e.g. planning poster, planning certificate, and stickers indicating spending items).
- j) Printed LHSR identification cards for each targeted district in River Gee County. REALISE’s PMT will present to the implementation support firm prior to enumerators’ training approximately 9,000 LHSR identification cards for distribution to the structures and households during field registration.

The implementation support firm will however be required to:

- a) Provide tablets, biometric fingerprint scanners and SurveyCTO software required for data collection and processing.
- b) Ensure that all updates are logged and audited.
- c) Work with a network provider to ensure beneficiary households are issued SIM cards, register and open mobile money account on the SIM.
- d)

#### IV. Specific Activities and Deliverables

The implementation support firm is expected to undertake the following specific tasks and provide the following deliverables:

Specific Activities	Deliverables
<p><i>Logistics Plan, Data Collection and SCT Registration and Enrolment Proposal</i>, which shall comprise:</p> <p><b>General Information covering SCT data collection and enrolment</b></p> <ul style="list-style-type: none"> <li>▪ Details on core staff: provide CVs and biographic information that demonstrates the experience aligned to individual roles and responsibilities in the process.</li> <li>▪ Detailed timelines for implementation: indicating a list of activities (e.g.: staffing, development of instruments, field visits, registration, and enrolment) with a detailed timeframe for each activity.</li> <li>▪ Detailed information on how the enumeration teams will be organized and located.</li> <li>▪ A recruitment plan summarizing a detailed explanation on how the implementation support firm will recruit the staff necessary to perform and complete the work within the timeline.</li> <li>▪ Supervision plan: illustrating how the implementation support firm will deploy the core team to the field and monitor their staffs’ performance in data collection.</li> <li>▪ In-house and Field-testing plan: A proposal for conducting in-house and field-testing of the</li> </ul>	<p><b>Inception report</b> including a Logistics Plan, SCT data collection, and enrolment Proposal acceptable to the PMT</p> <p>2 weeks after contract signing.</p>

equipment, software & tools. This should include a timeline for implementation of field testing.

- Data management and security plan: detailing the processes to ensure that data collected will be safe and in line with data collection and dissemination ethical standards and best practices.
- Data cleaning methodology proposal.
- Procedures and protocols for data collection, data synching, de-duplication, supervision of data collection and recovery or recollection of missing data if encountered.
- Quality Assurance Plan
- Signed Code of Conduct for all staff of the implementation support firm involved in SCT enrollment and PDM, especially as it relates to SGBV/SEA/SH cases, risk monitoring responsibilities and reporting requirements.
- Pandemic Preparedness measures to safeguard beneficiaries and stakeholders in the event of an outbreak.
- Proposed protocols to handle/refer Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA)/Sexual Harassment (SH) complaints and alleged corruption cases.
- Protocol on health and safety measures during travels to the county, data collection, river crossing, riding motorbikes, etc.

**SCT Enrolment:**

- Review the REALISE POM and other relevant project documentation, including registration and enrolment codebooks, to be provided by the PMT
- Outline all processes and procedures to be undertaken to enroll beneficiaries under the SCT program. PMT reserves the right to audit the implementation support firm for compliance with these procedures via direct observation of fieldwork, spot-checks, surveys of beneficiaries and other key stakeholders involved in the process, etc. Any deviations from these approved processes require a written explanation from the implementation support firm as well as proposed remedies, as required to address any resulting grievances.

<ul style="list-style-type: none"> <li>▪ Communication strategy along with the implementation plan that covers enrolment, joint financial planning session to all beneficiaries, intentions of the program and suggested use of the cash benefit to improve family’s wellbeing.</li> <li>▪ Proposed Data Protection and Information Sharing Protocol.</li> <li>▪ Plans for Formation and training of Community Oversight Committees in targeted communities in River Gee.</li> </ul>	
<p><i>Software solution:</i></p> <ul style="list-style-type: none"> <li>▪ Bench test an existing data collection software, and a biometric collection solution tool based on the stated process in Methodological Framework and standard reporting for data, photographic images and biometric submissions and provide feedback to the PMT.</li> <li>▪ Design and bench-test supporting software solutions, including back-check, spot-check, household revisits forms and log-sheets.</li> <li>▪ Design a parallel form to collect main household-information (ID, Name, GPS, geo-level info, Photo) to compare with the LHSR data on the server for identification of missing households.</li> <li>▪ Design a parallel form to capture couple financial planning and other relevant data during SCT enrollment.</li> <li>▪ Presentation to and approval of a fully bench tested technical solution by REALISE’s PMT.</li> <li>▪ Timely and quality delivery of a bench tested solution before deployment in the field.</li> <li>▪ Technical support to enumeration teams during rollout for smooth and bug free running of the software.</li> <li>▪ Technical support for change management and any additional data reporting for the duration of implementation.</li> <li>▪ Provide all hardware required to perform the tasks of data collection and processing.</li> </ul>	<p>Bench test report and recommendations on Data Collection <b>Software Solution</b> acceptable to the PMT</p> <p>2 weeks after contract signing.</p> <p>The finalized software for all the supplemental forms to be collected outside of SRIS. The implementation support firm will submit 3 weeks after contract signing.</p>
<p><i>Field-testing:</i> The implementation support firm should conduct field-testing of the instruments per the field-testing plan.</p>	<p>Interview guide for field-testing acceptable to the PMT. This should be submitted three (3)</p>

	<p>weeks after contract signing.</p> <p>Field test documented and data from field test successfully transferred to the PMT. 4 weeks after contract signing.</p>
<p><i>Recruitment and Training of field staff:</i> The implementation support firm is responsible for training all field staff, Community Oversight Committee (COCs) and developing staff training curriculum, materials and guidelines for field staff and COCs. The REALISE’s PMT, as coordinator of the implementation, will be responsible for providing inputs and necessary support for the preparation of the training guidelines. The training plan should include instructions and guidance about the process; the management of the instruments used in the process; and the setup, logistics and the supervision of the process. Besides the process overview, the training should be hands-on and tailored to each specific task to be performed. In addition, the implementation support firm will:</p> <ul style="list-style-type: none"> <li>▪ Work with the REALISE project team to develop sensitization materials on program information and relevant functional digital literacy, suitable to the SCT beneficiaries.</li> <li>▪ The implementation support firm will, in each program community, facilitate the formation of COCs. The beneficiary households will in consultation with the community leadership, nominate five (5) persons: the women leader, youth leader, a teacher, community chairman/chairlady, and a female beneficiary to serve as member of the COC. The COCs would then be trained and equipped in order to fulfil their responsibilities with regard to grievance redress. As a prerequisite, the COCs members must be able to read and write in English. The implementation support firm shall train the COCs on the program and its rules, including the intended beneficiaries, how to handle grievances, the targeting process, and the payment amounts and dates.</li> </ul>	<p>Roster of recruited enumerators with their corresponding qualifications acceptable to the PMT. Two (2) weeks after contract signing.</p> <p>Training plan and manuals acceptable to the PMT. Three (3) weeks after contract signing.</p>
<p><i>Local Public Information Campaign:</i> based on the communication strategy and materials designed and prepared by the REALISE’s PMT, the implementation support firm should prepare a PIC implementation plan and deploy it.</p>	<p>PIC implementations plan acceptable to the PMT. Two (2) weeks after contract signing.</p> <p>Submission of weekly PIC reports on successfulness of PIC</p>

	and how it can be improved
<p><i>SCT Data collection, and enrolment and quality assurance:</i> the implementation support firm should complete data collection according to the timeline and should take the necessary measures to ensure the data gathered is of high quality. To successfully achieve this, the implementation support firm is required to develop a data quality assurance plan and will also establish and maintain regular communication with the REALISE’s PMT for progress updates on implementation. In addition, the implementation support firm will:</p> <ul style="list-style-type: none"> <li>▪ Enroll all households in selected communities into the SCT program, using a list of communities in River Gee and the Liberia Household Social Registry Mobile Application Intake tool provided by the PMT. Enrollment will include provision of mobile phone, registration of SIMs, opening of mobile money account for each beneficiary households, following the POM, SCT handbook, and consistent with any rules and regulations of the GoL.</li> <li>▪ As part of enrollment, the implementation support firm will confirm the household size of beneficiaries to enable benefit calculation.</li> <li>▪ Ensure that all enrollment data are sync with the shared enrollment/intake data with PMT for final review and approval.</li> <li>▪ Provide items needed for the designated recipients to retrieve payments during the enrolment process into the payment system (SIM cards, mobile phones, etc.).</li> <li>▪ Inform the beneficiaries on the SCT program of the payment process, how to use mobile money, expected transfer amount, payment schedule, how to lodge payment-related complaints, and any other information required by payment recipients including functional digital literacy and mobile money.</li> <li>▪ Provide payment processing of beneficiaries based on the payroll approved by REALISE’s PMT.</li> <li>▪ Create a list of market days and mobile money merchants and their location and submit to the PMT for approval before sharing with SCT beneficiaries.</li> </ul>	<p><b>Data Collection,</b> submission of quality assurance plan and all quality assurance documentation (i.e. quality assurance reports), data collection summary statistics acceptable to the PMT. [Quality assurance plan will be submitted two (2) weeks after contract signing. Thereafter, the implementation support firm will submit weekly quality assurance report to the PMT].</p> <p>Upon request, the implementation support firm will provide samples of data collected.</p> <p>Submit a protocol for corrective measures to be taken when enumerators systematically make repeated errors, including firing if errors continue after re-training/warnings or if errors involve falsifying data. [two (2) weeks after contract signing].</p> <p>Submit weekly log of all data corrections made to raw data.</p> <p>Submit as part of the weekly report HFCs adjudication methods and monitoring</p>

	<p>Daily data synchronization with the LHSR servers, and comparison with log-sheets to identify potential missing data.</p>
<p><i>Deliver joint financial planning session to all SCT beneficiary households:</i> A Joint Financial Planning intervention will be carried out with all households living in the eligible communities. The intervention will happen during the time of enrollment into the cash transfer program and will involve helping couples plan together on how to spend their cash transfer. Furthermore, the implementation support firm shall:</p> <ul style="list-style-type: none"> <li>• Work with REALISE’s PMT and the World Bank team to finalize the materials and scripts needed to carry out the Joint Financial Planning intervention.</li> <li>• Integrate the protocols around administering the Joint Financial Planning intervention into the training of field team.</li> <li>• . The implementation support firm will keep records of which households receive the Joint Financial Planning intervention and which do not.</li> <li>• Digitally capture (both as a picture and in survey format) what spending priorities were listed in the financial plan of each couple receiving the intervention and share with the REALISE’s PMT. This can be part of the implementation support firm’s enrollment form, or a separate, short CAPI form can be created with technical assistance from the World Bank task team.</li> </ul>	<p>Couple financial planning report with descriptive statistics on investment decisions by couples submitted to PMT not later than three (3) weeks after enrollment.</p>
<p><i>Utilize the REALISE Project’s GRM system during enrollment.</i></p> <ul style="list-style-type: none"> <li>• The implementation support firm shall utilize the REALISE Project grievance system to report or address complains of SCT beneficiaries and other persons or stakeholders affected by program or the implementation support firm activities, for example regarding the Mobile Money payment.</li> <li>• Keep a record of all complains received, complains logged in the MIS, complains resolved and those pending.</li> <li>• Work with the PMT to record, and resolve all grievances during enrollment and PDM activities using the REALISE Project grievance module in a timely manner.</li> </ul>	<p>Report on the number of cases received, number of cases logged into the MIS, description of the cases, resolved and pending submitted to PMT as part of the final enrolment’s report. [The report should be submitted not later than</p>

<ul style="list-style-type: none"> <li>Note that the REALISE Project has a broader GRM and therefore the implementation support firm shall work with the REALISE Project to coordinate reporting of all GRM cases accordingly. In particular, there should be agreed protocols and training of all the implementation support firm’s staff on how to handle Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA)/Sexual Harassment (SH) complaints in ways that prioritize the confidentiality, anonymity and interest of complainants and survivors.</li> <li>The above-mentioned cases of GBV/SEA/SH should be immediately reported (anonymously to protect privacy of survivors and to prevent retaliation) to the MGCSP and World Bank.</li> </ul>	<p>3 weeks after enrolment.</p>
<p><i>Carry Out Post-Distribution Monitoring (PDM):</i> The implementation support firm will conduct three (3) rounds of PDM after the first, third and fifth quarterly transfer and share the raw data with the REALISE PMT.</p>	<p>Submit to PMT all raw datasets from each round of PDM. [Two (2) weeks after each PDM].</p> <p>Provide analytic report from each round of the Post-Distribution Monitoring survey not later than three (3) weeks after the PDM field activities.</p>
<p><i>At the end of SCT data collection and enrolment, the implementation support firm will:</i></p> <ul style="list-style-type: none"> <li>Provide final cleaned community mapping data and intake data (including biometric, photos) for each community covered by the SCT registration, enrolment, and data collection. In addition, provide an updated community list (detailing if community was found, entered, completed, new community name (if any), or other relevant information.</li> </ul>	<p><b>Provide final cleaned community mapping data and intake data (including biometric, photos) for each community covered by the SCT data collection and enrolment report including community mapping data, data of enumerated structures and households, how the SCT data collection and enrolment have been carried out, description of</b></p>

	<p><b>problems found in the field and GRM cases and how they were resolved etc. Descriptive statistics of the data. Delivery of final report relating to the overall organization and execution of the SCT data collection and enrolment.</b></p>
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15. **The implementation support firm will be considered to have failed to comply with the terms of this assignment if**, based on a random and representative sample, it is determined that either: i) it is shown that 1% or more of the forms that are presented were filled without the implementation support firm having visited the household, ii) it is shown that 5% or more of the form is inconsistently completed, iii) more than 10% of the households’ surveys are without biometric information and photos of all eligible household members; iv) more than 10% of the households surveyed are without structure photos and GPS coordinates, v) 0.5% of the households enrolled into the SCT program are not from an eligible community. REALISE’s PMT will use its right to conduct its own checks on 100% of the interviews (in addition to the proposed checks by the implementation support firm in their own data quality assurance protocols). If the data does not meet the REALISE PMT’s requirements in terms of the integrity of data, the Project implementing entity (MGCSP) will reserve the right to request a repeat of the work or the option of not paying for the work done (being reimbursed for any initial payment).

**V. Qualifications and Skills:**

16. The implementation support firm must have the following key staff: Team Leader, Data Collection Coordinator, and Biometric Software Engineer.

17. In addition, the implementation support firm is expected to use the services of Supervisors and Enumerators.

18. For purposes of these terms of reference, the implementation support firm should follow the indicated qualification and skills for field staff; however, the implementation support firm’s proposal should also include clear descriptions, which comprise the experience and roles in the process along with the detailed CVs of the management team. If an implementation support firm is selected for this consultancy assignment, it is expected that the implementation support firm will mobilize the field staff indicated in their technical proposal. **If they wish to replace any member of the field staff, they must first obtain written permission from the REALISE’s PMT.**



*The implementation support firm must, as much as practicable, recruit and train the staff in the County of the SCT data collection and enrolment assignment. The implementation support firm must have not less than two (2) teams in the field. one or more teams per eligible clan to complete the SCT data collection and enrolment in time. Except for the team leader, the county must have all of the required staff.*

*Details of Staff Requirements are as follows:*

No	Position	Responsibilities	Qualifications/experiences
01	Team Leader:	<p>The Team Leader will oversee the overall project implementation aspects and coordinate the data collection and software solution activities/teams. The specific responsibilities include:</p> <ul style="list-style-type: none"> <li>a) Responsible for planning, tracking and reporting on project progress;</li> <li>b) Research project development options and provide analysis for direction;</li> <li>c) Ensure that the team(s) have appropriate work plans, product and technical specifications, and resources to deliver outputs;</li> <li>d) Lead business and technical analysis sessions to support development efforts to meet current and projected business needs;</li> <li>e) Align stakeholders on the data collection process, software solution business and system requirements;</li> <li>f) Provide expertise on the systems capabilities/limitations</li> </ul>	<p>The Team Leader must have at least a Master’s Degree in Economics, Statistics, Computer Science, Software Engineering or any related field and at least 5 years of experience in implementing large scale data collection and/or software development. S/he should be solution-oriented with excellent communication and managerial skills. Candidates must have strong interpersonal communication and organizational skills</p>

		as it relates to business operations/goals.	
02	<b>Biometric Software Engineer:</b>	<p>The Biometric Software Engineer will be responsible for developing system modules for the biometric devices. The specific responsibilities include:</p> <ul style="list-style-type: none"> <li>a) Ensure proper image/template extraction from the biometric scanners;</li> <li>b) Ensure biometric integration will other data collection components/modules;</li> <li>c) Ensure deduplication of the biometrics.</li> <li>d) Ensure the proper installation, configuration and operation and troubleshooting of biometric devices.</li> </ul>	<p>The Biometric Solution Developer must have a Bachelor’s degree in the field of Software Engineering or Electrical and Electronic Engineering or other relevant field or a diploma in Electrical and Electronic Engineering in combination with 3 additional years of relevant work experience will be accepted. At least 3 years’ experience in the design, implementation and installation of mobile biometric solutions. Three (3) years proven experience in template extraction &amp; matching and biometric deduplication. Experience with biometric matching systems and standards. Knowledge in trouble shooting and integration of biometric scanners with Android CAPI Devices.</p>
03	<b>Data Collection Coordinator</b>	<p>19. The Data Collection Coordinator is responsible for the staff, logistics and training, as well as for operationalizing the data collection process on behalf of the implementation support firm. The Data Collection Coordinator should be a senior staff of the implementation support firm.</p> <p>20. The specific responsibilities include:</p> <ul style="list-style-type: none"> <li>a) Responsible for the overall timely and accurate implementation of the data collection process.</li> </ul>	<p>Candidates should have at least a master’s degree in social sciences or any related field and at least 3 years of experience in similar jobs requiring personnel supervision and teamwork. Or a bachelor’s degree, with 5 years of experience in a similar role. Candidates must have strong interpersonal communication and organizational skills. Candidate must also have experience with CAPI and medium –to large-scale data collection/management.</p>

		<ul style="list-style-type: none"> <li>b) In-charge of training county coordinators, supervisors and enumerators;</li> <li>c) Ensure the successful implementation of the entire data collection process according to the operational plan;</li> <li>d) Ensure strict compliance with the methodologies and procedures established for data collection;</li> <li>e) Provide technical guidance and troubleshooting services to county coordinators;</li> <li>f) Regularly review the quality and quantity of data and ensure its accuracy;</li> <li>g) Facilitate universal coverage by maintaining close contact with county authorities, community leaders of all data collection areas.</li> </ul>	
<b>04</b>	<b>Supervisor</b>	<p>21. The Supervisor is responsible for managing the planning and execution of the data collection in one enumeration area and providing technical support to the enumerators during fieldwork. S/he will report to his/her respective county coordinator.</p> <p>22. Specific tasks to be carried out by the Supervisors are:</p> <ul style="list-style-type: none"> <li>a) Participate in training workshops to be prepared by the implementation support firm and get well acquainted with the data collection process;</li> <li>b) Undertake overall planning for the data collection in a specific enumeration area, as per the Operational Plan</li> </ul>	<p>23. Candidates should have at least a bachelor's degree in social sciences and at least 2 years of experience in similar jobs requiring personnel supervision and teamwork. Candidates must have strong interpersonal communication and organizational skills. Good knowledge of the community. Experience on the use of CAPI is an advantage.</p>

		<p>of the implementation support firm;</p> <ul style="list-style-type: none"> <li>c) Provide day-to-day guidance to enumerators and spot-check a share of their work;</li> <li>d) Distribute the materials and hardware needed by the team.</li> <li>e) Coordinate the logistics required.</li> <li>f) Ensure the safety and proper handling of hardware.</li> <li>g) Inform the county coordinator about the implementation of the data collection process.</li> <li>h) Maintain a close liaison with local community leaders, public representatives and government officials to ensure local ownership of the data collection process and universal coverage of households;</li> <li>i) Provide technical guidance to enumerators to ensure quality of the process;</li> <li>j) Organize and lead the daily debriefing meetings with the enumerators at the end of each day;</li> <li>k) Review completed surveys and ensure that enumerators have filled the form correctly at the end of each day's work before synching to the sever;</li> </ul>	
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		<p>l) Support with third level public information campaign activities in enumeration areas;</p>	
05	<b>Enumerators/Back-checkers</b>	<p>24. An enumerator is responsible for the filling of Data Intake Form with the CAPI method. They will interview household representatives and work closely with their colleagues in the enumeration area. Every enumerator will report to his/her supervisor.</p> <p>25. Specific tasks to be carried out by an Interviewer are to:</p> <ol style="list-style-type: none"> <li>a) Participate in training workshops to be prepared by the implementation support firm and get well acquainted with the data collection process;</li> <li>b) Conduct interviews with household heads/representatives and fill the Data Intake Form.</li> <li>c) Assure quality work by filling the form as completely as possible, and without any errors;</li> <li>d) Discuss in detail the observations and follow the suggestions by the Supervisor, in order to ensure quality of the data collected.</li> </ol>	<p>Candidates should have a minimum of a secondary school education and have excellent verbal and written communication skills. Ability to write and read English and at least one of the local dialects are also necessary. Experience on the use of CAPI is an advantage</p>
06	<b>Community Mapping Agents</b>	<p>The Community Mapping Agent is responsible for the filling of the Community Basic Services and Resource Access Mapping form with the CAPI method. They will collect information on access to basic services and natural resources for each community, including collection of GPS coordinates for</p>	

		<p>locations of basic services and natural resources and the availability of telecommunication network coverage in the community and its vicinity. Each agent will report to his/her supervisor.</p> <p>Specific tasks to be carried out by an Interviewer are:</p> <ul style="list-style-type: none"> <li>a) Participate in training workshops to be prepared by the implementation support firm and get well acquainted with the data collection process;</li> <li>b) Complete Community Basic Services and Resource Access Mapping;</li> <li>c) Complete structure listings in assigned community</li> <li>d) Assure quality work by filling the module and recording GPS coordinates as completely as possible, and without any errors;</li> <li>e) Discuss in detail the observations and follow the suggestions by the Supervisor, in order to ensure quality of the data collected.</li> </ul>	
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**Qualification Requirements for the implementation support firm**

To be considered for this activity, the implementation support firm must demonstrate capacity and capabilities in the following:

## 26. **Data Collection**

- a) Demonstrated experience in implementing high quality data collection processes in Liberia or other parts of Africa over the past 4 years. Experience should be demonstrated by providing a list of the Data Collection activities the implementation support firm has implemented and the manuals, protocols, reports that resulted from these surveys. At a minimum, bidders are required to submit the field manual of the most recent data collection process completed.
- b) A duly registered business entity and has been engaged in the business of providing consulting services that has not been declared ineligible to participate in any public tender in Liberia or elsewhere.
- c) Be an expert in fieldwork required for large-scale data collection processes.
- d) Strong capacity and experience in planning and organizing data collection logistics, including the design and implementation of protocols to ensure high quality data.
- e) Demonstrated experience in digital registration processes.
- f) Demonstrate skills in project management.
- g) Demonstrate willingness to report timely to PMT.
- h) Capacity to store and maintain data in a manner that protects respondent's identities.
- i) Must have track record of data cleaning and analysis skills.
- j) Demonstrated experience in data collection and household registration or related services in Africa.
- k) Be ready to assume work as soon as possible.
- l) Demonstrated experience in using the Social Registry Intake tool and Social Registry Information System (SRIS).

## **VI. Information to be provided by MGCSP**

MGCSP shall prepare introduction letters to the authorities of the county for SCT data collection and enrolment when necessary.

## **VII. Confidentiality and data ownership**

All data gathered remains confidential. The implementation support firm is obligated to adhere to data privacy and sharing guidelines as established and communicated by the governing authority, MGCSP. Its sole purpose is enrollment of households into the Liberia Household Social Registry and the Social Cash Transfer. No data or other information from this data collection will be released to third parties without the written approval of the MCGSP. The implementation support firm will turn over all data, data collection forms and other material to the MCGSP and will not retain any information or material after the survey data collection has ended.

## **VIII. Data privacy and protection**

The implementation support firm shall adhere to PMT protocols for data collection, storing and data sharing under the Social Registry. The risk of potential inappropriate use of households' information is mitigated by having all parties with access to households' data adhering to the Data Protection and Sharing Protocol. All households will also be administered an informed consent to ensure they understand the purpose of data collection and their rights with respect to these data.

## **IX. Pandemic Readiness protocol**

Given the recent outbreak of EBOLA and COVID-19, the REALISE Project have instituted some pandemic readiness measures to cover the Project's activities. See Annex I.

## **X. Code of Conduct**

All the implementation support firm's employees and sub-contractors, including enumerators, supervisors and community mapping analyst, must sign the Code of Conduct. See Annex II and III.

## **XI. Duration of Consultancy**

The implementation support firm shall work with the PMT for a period of 23 months commencing January 2025 through November 30, 2026.

## **XII. Reporting**

The implementation support firm shall report to the REALISE Project Coordinator through the Deputy Project Coordinator for Social Assistance.

In addition to the task listed above, the implementation support firm is also expected to deliver the following reports as part of the contractual obligation:

Type	Content	Frequency
SCT data collection in eligible community	The report shall include descriptive statistics on districts, clans, community covered, gender of household heads, GRM cases received, resolved, and pending	Weekly
List of nearby markets and days of the markets	List of nearby market days per community or clustered communities and available mobile money merchants with their contacts and locations details.	At the end of the SCT data collection
SCT Enrolment Completion Report	List of registered beneficiaries including name of household heads, cash recipients/trustee, household size, name of community, district, clan, registered SIM, series number of cell phone issued, and financial planning form, records of couple financial planning, GRM cases received, resolved, and pending,	Not later than 2 weeks after completing SCT registration and enrolment activities.



	list of COCs formed, problems and issues encountered and proposed solutions, etc.	
PDM Report	Provide raw datasets and basic analytic report from each round of the Post-Distribution Monitoring survey	15 days after completion of field activities for each PDM rounds
Data Collection Updates	Achievement of outputs, problems and issues related to implementation; proposed follow up and plan for next week	Every week, effective since contract signing date
Final Project Report	Consists of a report that notes successes, challenges, and lessons learned during the implementation of the whole Project.	At the end of the SCT data collection in River Gee County

**Non-compliance with reporting obligations above could result in contract cancellation.**

**XIII. Duty Station**

The implementation support firm will work in River Gee County.

**XIV. Financial Arrangements**

The Consultancy fee shall be paid per financial guidelines of the World Bank and Government of Liberia. Payment will be disbursed in installments as spelled out in the consultancy contract.

## **Annex I: Risk Mitigation**

The Implementation Support Firm shall put in place a risk mitigation plan detailing measures to be taken to safeguard materials received from the PMT and also issues relating to data loss, device malfunctioning or crashes, etc. The plan must include measures to be taken to prevent theft/loss or damage of the below items:

- Beneficiaries' mobile phones
- LHSR Cards (Structure and Household)
- Couple financial planning materials
- Communication materials

Furthermore, the implementation support firm must ensure that only households from an eligible community are enrolled into the SCT program. The firm must conduct due diligent and always insist on registering only households from an eligible community.

### **Splitting/gaming by households**

In the event of a household splitting or gaming to benefit from the program during enrolment, the firm must immediately report the case to the PMT for determination. At any point in time during implementation where it is noticed that a household split or gamed the enrolment process, such household/s will be re-constituted into their original households by the PMT. However, if it is investigated and found that the gaming was a deliberate action by the firm, the PMT may request the firm to reimburse or deduct from the service fees of the firm any cash transfer payment to households that are not from an eligible community.

### **Community name mismatch, and differences in names of communities**

The PMT will validate all community names and ensure the geographic information in the LHSR short intake form is updated to reflect the validated communities for the targeted county. However, in the event of any community mismatch or differences in community names, the community names provided by LISGIS will be taken except where such community/communities is/are not captured by LISGIS. In such case, the Firm should share all the necessary information about the community with the PMT for a decision to be made.

## **Annex II: Pandemic Readiness**

In the event of any outbreak of a health pandemic, the implementation support firm shall prioritize the safety and wellbeing of the SCT beneficiaries and the participating households. The implementation support firm shall put in place measure to prevent and mitigate the social risks and impacts of such pandemic on SCT beneficiaries, participating households, and communities. Such measures shall include but not limited to: (1) minimizing of face-to-face contact at all points of

service provision; (2) correct wearing of masks by the implementation support firm’s staff at all points of interaction with households; (3) avoidance of large gatherings of the implementation support firm’s staff and the households; the enforcement of spacing (2 meters) between the household members and the implementation support firm’s staff during registration and enrolment; (4) the provision of handwashing materials during payment and other engagement; (5) the use of the traditional media including radio and television for enforcement of pandemic related messaging; (6) the use of innovative technologies including SMS and social media; and (7) conduct of cash transfer payments through electronic payment. These measures are the minimum requirements, and the implementation support firm may exceed these in the inception report and approved by PMT.

### **ANNEX III: CODE OF CONDUCT FOR SERVICE PROVIDER**

#### **CODE OF CONDUCT FOR SERVICE PROVIDER**

We the Service Provider, \_\_\_\_\_, have signed a contract with **RECOVERY OF ECONOMIC ACTIVITY FOR LIBERIAN INFORMAL SECTOR EMPLOYMENT (REALISE) Project** for the implementation of \_\_\_\_\_ . These Works will be carried out in communities, in \_\_\_\_\_ . Our contract requires us to implement measures to address environmental and social risks related to the Works, including the risks of sexual exploitation, sexual abuse, sexual harassment, and any act of corruption.

*This Code of Conduct is part of our measures to deal with environmental and social risks related to the Works. It applies to all our staff, laborers, and other employees at the Work Site or other places where the Work is being carried out. It also applies to the personnel of each subcontractor and any other personnel assisting us in the execution of the Works. All such persons are referred to as “Service Providers” and are subject to this Code of Conduct.*

These reflect labor and human rights standards from the International Labor Organization, the Universal Declaration of Human Rights, Liberia labor law, and the WB ESS 2 on labor and working conditions.

This Code of Conduct identifies the behavior that we require from all Contractors/ Personnel/workers/PIU’s staff/Consultant/Service Providers supporting the project.

Our workplace is an environment where unsafe, offensive, abusive, or violent behavior will not be tolerated and where all people should feel comfortable raising issues or concerns without fear of retaliation.

## **REQUIRED CONDUCT**

Service Provider shall:

1. Carry out his/her duties competently and diligently.
2. Comply with this Code of Conduct and all applicable laws, regulations, and other requirements, including requirements to protect the health, safety, and well-being of other **Service Provider** and any other person.
3. Maintain a safe working environment including by:
  - a. ensuring that workplaces, machinery, equipment, and processes under each person's control are safe and without risk to health.
  - b. wearing required personal protective equipment.
  - c. using appropriate measures relating to chemical, physical and biological substances, and agents.
  - d. following instructions and good practices related OHS, EHS, and respect project community's values, and
  - e. following applicable emergency operating procedures.
4. Report work situations that he/she believes are not safe or healthy and remove himself/herself from a work situation that he/she reasonably believes presents an imminent danger to his/her life or health.
5. Treat other people with respect, and not discriminate against specific groups such as women, people with disabilities, migrant workers, or children.
6. Not engage in Sexual Harassment, which means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature with another Contractor's or Employer's Personnel.
7. Not engage in Sexual Exploitation, which means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but

not limited to, profiting monetarily, socially, or politically from the sexual exploitation of another.

8. Not engage in Sexual Abuse, which means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
9. Not engage in any form of sexual activity with individuals under the age of 18, except in case of pre-existing marriage.
10. Complete relevant training courses that will be provided related to the environmental and social aspects of the Contract, including on health and safety matters, Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH).
11. Not engage in any form of corruption e.g. (accepting compensation from beneficiaries for task performed on their behalf, soliciting and receiving benefits in cash or kind from beneficiaries during and after the sales of farm produce, not involved in cashout of beneficiary money from their sim card on their behalf, etc.).
12. Report violations of this Code of Conduct; and
13. Not retaliate against any person who reports violations of this Code of Conduct, whether to us or the Employer, or who makes use of the grievance mechanism for PIU/Consultant/Service Provider/Contractor's Personnel or the project's Grievance Redress Mechanism.

## **RAISING CONCERNS**

If any person observes behavior that he/she believes may represent a violation of this Code of Conduct, or that otherwise concerns him/her, he/she should raise the issue promptly. This can be done in either of the following ways:

Jesse H. Bengu  
Project Coordinator  
+231 886-083-538  
[jbengu@liberiasp.gov.lr](mailto:jbengu@liberiasp.gov.lr)

J. Abu Sanda  
Social Safeguard Officer  
+231 886-083-538  
[asanda@liberiasp.gov.lr](mailto:asanda@liberiasp.gov.lr)

**Hotline: 3344 | [complaint@liberiasp.gov.lr](mailto:complaint@liberiasp.gov.lr)**

The person’s identity will be kept confidential unless reporting of allegations is mandated by the country’s law. Anonymous complaints or allegations may also be submitted and will be given all due and appropriate consideration. We take seriously all reports of possible misconduct and will investigate and take appropriate action. We will provide warm referrals to service providers that may help support the person who experienced the alleged incident, as appropriate.

There will be no retaliation against any person who raises a concern in good faith about any behavior prohibited by this Code of Conduct. Such a retaliation would be a violation of this Code of Conduct.

### **CONSEQUENCES OF VIOLATING THE CODE OF CONDUCT**

Any violation of this Code of Conduct by Service Provider/any workers may result in serious consequences, termination and referral to legal authorities.

#### **FOR SERVICE PROVIDER:**

I have received a copy of this Code of Conduct written in a language that I comprehend and fully understand. I understand that if I have any questions about this Code of Conduct, I can contact (Hotline: 3344 | [complaint@liberiasp.gov.lr](mailto:complaint@liberiasp.gov.lr)) requesting an explanation.

**Name of Service Provider:** \_\_\_\_\_

**Name of Representative:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date: (month, day, year):** \_\_\_\_\_

Countersignature of an authorized representative of the Contractor:

**Name of Representative:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date: (month, day, year):** \_\_\_\_\_

**ATTACHMENT 1: Behaviors constituting Sexual Exploitation and Abuse (SEA) and behaviors and behaviors constituting Sexual Harassment (SH)**

**ATTACHMENT 1 TO THE CODE OF CONDUCT FORM**

**BEHAVIORS CONSTITUTING SEXUAL EXPLOITATION AND ABUSE (SEA) AND BEHAVIORS CONSTITUTING SEXUAL HARASSMENT (SH)**

**The following non-exhaustive list is intended to illustrate types of prohibited behaviors.**

(1) Examples of sexual exploitation and abuse include, but are not limited to:

- A Contractor's Personnel tells a member of the community that he/she can get them jobs related to the work site (e.g., cooking and cleaning) in exchange for sex.
- A Contractor's Personnel who is connecting electricity input to households says that he can connect women-headed households to the grid in exchange for sex.
- A Contractor's Personnel rapes, or otherwise sexually assaults a member of the community.
- A Contractor's Personnel denies a person access to the Site unless he/she performs a sexual favor.
- A Contractor's Personnel tells a person applying for employment under the Contract that he/she will only hire him/her if he/she has sex with him/her.

(2) Examples of sexual harassment in a work context

- Contractor's Personnel comment on the appearance of another Contractor's Personnel (either positive or negative) and sexual desirability.
- When a PIU/Consultant/Service Provider/Contractor's Personnel complains about comments made by another PIU/Consultant/Service Provider/Contractor's Personnel on his/her appearance, the other Contractor's Personnel comment that he/she is "asking for it" because of how he/she dresses.
- Unwelcome touching of a Contractor's or Employer's Personnel by another Contractor's Personnel. A Contractor's Personnel tells another Contractor's Personnel that he/she will get him/her a salary raise, or promotion if he/she sends him/her naked photographs of himself/herself.

## **ANNEX IV: CODE OF CONDUCT FOR BASIC LABOR CONDITIONS AND HUMAN RIGHTS**

This Code of Basic Labor Conditions and Human Rights represents the commitment of \_\_\_\_\_ (*insert company name*) to fundamental standards that make \_\_\_\_\_ (*insert company name*) the right place to work.

\_\_\_\_\_ (*insert company name*) prides its employees on its most vital asset. The individual and collective contributions of \_\_\_\_\_ (*insert company name*) people at all levels are essential to the success of the company.

In recognition of this, \_\_\_\_\_ (*insert company name*) has developed policies and practices designed to ensure that employees enjoy the protection afforded by the concepts set forth in this Code.

\_\_\_\_\_ (*insert company name*) is committed to the protection and advancement of human rights in its operations, and the concepts in this Code are generally derived from \_\_\_\_\_ (*insert company name*) policies and practices described in the Labor Management Procedure (LMP) prepared for the project. These reflect labor and human rights standards from the International Labor Organization, the Universal Declaration of Human Rights, Liberia labor law, and the WB ESS 2 on labor and working conditions.

### **Non-Discrimination and Harassment**

It is the policy of \_\_\_\_\_ (*insert company name*) to attract and retain the best-qualified people available without regard to race, color, religion, national origin, gender, sexual orientation, gender identity, age, veteran status, physical or mental disability, etc. Our non-discrimination policy applies to applicants as well as employees and covers all terms and conditions of employment, including recruiting, hiring, transfers, promotions, terminations, and total compensation benefits.

Discrimination or harassment based on any of the above factors is prohibited, as is retaliation against a person who has made a complaint or given information regarding possible violations of this policy.

### **Freedom of Association**

\_\_\_\_\_ (*insert company name*) recognize and respect the legal rights of the employee to join or not to refrain from joining any lawful organization of their own choosing. \_\_\_\_\_ (*insert company name*) is committed to complying with laws pertaining to freedom of association, privacy, and collective bargaining. The company's established belief is that the interests of \_\_\_\_\_ (*insert company name*)



and its employees/contractors are best served through a favorable, collective work environment, with direct communication between employees and management.

**Environment, Health, and Safety**

\_\_\_\_\_ (*insert company name*) is very much committed to as far as reasonably possible, providing services and products in a safe and responsible manner with due care to employees, customers, contractors, visitors, and the public. As a minimum requirement, the company shall meet its specific statutory legal, health, safety, security, and environmental obligations.

The goals across the organization are synonymous:

- Pursuit of no harm to people.
- Pursuit of protection of Health, safety, and security is managed with the same high regard as all other critical business activities.
- The pursuit of protection and preservation of the Environment is managed with the same high regard as all other critical business activities.

As such, a systematic approach to Environment, Security, and Health and Safety management is adopted to ensure compliance. In addition to any minimum legislative requirements, measurements and appraisals are taken on company performance, the objective of which is to ensure continuous improvement throughout the company.

Providing employees with a safe and healthy working environment, protecting the environment wherever we conduct business, and striving for excellence in safety, health, and environmental stewardship.

**Work Environment and Compensation**

\_\_\_\_\_ (*insert company name*) is committed to promoting a work environment that fosters communication, productivity, creativity, teamwork, and employee engagement. As a company, we seek to provide employees with compensation and benefits that are fair and equitable for the type of work and geographic location (local market) where the work is being performed, and competitive with other “world-class” companies.

**Hours of Work and Work Scheduling**

\_\_\_\_\_ (*insert company name*) establishes work shifts and schedules work as appropriate to meet business needs and to comply with applicable laws and/or collective bargaining agreements/employees handbook and codes of practice.

**Slavery, Human Trafficking, Forced Labor, and Child Labor**

\_\_\_\_\_ (*insert company name*) believes that the employment relationship should be voluntary, and the terms of employment must comply with applicable laws and regulations. We are therefore opposed to slavery, human trafficking, forced labor, and child labor. We are committed to complying with applicable laws prohibiting such exploitation.

\_\_\_\_\_ (*insert company name*) informs its employees, contractors, and vendors about this Code. We encourage our partners and vendors to adopt and enforce concepts like this Code. Employees who believe there may have been a violation of this Code report it through confidentially established channels. \_\_\_\_\_ (*insert company name*) may conduct assessments, as needed, to measure compliance. \_\_\_\_\_ (*insert company name*) will periodically review this Code to determine whether revisions are appropriate.

The purpose of this Code is to maintain zero tolerance for slavery, human trafficking, forced labor and child labor. The policy on human trafficking applies to all its employees as well as to any persons whose functions are related to \_\_\_\_\_ (*insert company name*) work.

Employees of \_\_\_\_\_ (*insert company name*) and Contractors whose functions relate to \_\_\_\_\_ (*insert company name*) operations shall not:

- Use forced labor in the performance of any work,
- Engage in human trafficking,
- Engage in commercial sex acts,
- Deny employees access to his/her immigration documents such as passports, driving licenses, etc.,
- Use misleading recruitment practices,
- Use recruiters that do not comply with the Labor Laws of Liberia or the law of the country/place where the recruitment takes place,
- Fail to provide a flight ticket to the destination or country of permanent residence at the end of the contract/employment,
- In the event of a violation of this policy, \_\_\_\_\_ (*insert company name*) may act against the violating employee or contractor including termination of the contract.

### **Expectations For Our Sub-contractors/Suppliers/Workers**

\_\_\_\_\_ (*insert company name*) is committed to the highest standards of ethical and business conduct as it relates to the procurement of goods and services and for doing work. Our relationships with our sub-contractors and/or suppliers, including our consultants and contract labor, are defined by contracts, which are based on lawful, ethical, fair, and efficient practices.

As a company, we have outlined our expectations for a basic code of conduct, together with our Statement of Corporate, Social Responsibility, and it is a must for all our subcontractors/suppliers and workers to adhere to these expectations.

Having read, and discussed ineptly, the above \_\_\_\_\_ (*insert company name*) Code of Conduct (dated \_\_\_\_\_),

I, \_\_\_\_\_, designation, do hereby certify that I have read, noted, and adhere to abide by the above \_\_\_\_\_ (*insert company name*) Code of Conduct.

Dated: \_\_\_\_\_

Signed: \_\_\_\_\_