



## **Terms of Reference**

### **Food Security**

#### **Sector Coordination-Lebanon**

##### **Background**

Lebanon hosts the largest Syrian refugee population in the region. Since the outset of the influx in 2011, the Government of Lebanon and UNHCR have established an inter-agency (IA) mechanism to coordinate the humanitarian response. It now encompasses coordination within and across all sectors in all field locations and in Beirut, and has drawn on UN agencies' and NGO comparative expertise, supported by an integrated information management system. Each sector has a working group which is led by government, UN and NGO agency according to these terms of reference.

The aim of the Food Security sector (FSS) is to build stronger partnerships to support sustainable, comprehensive, locally-owned food security initiatives in Lebanon, drawing on both humanitarian and development funding streams, local expertise and leveraging the comparative advantages of a wide range of NGOs, civil society, private sector and international organizations.

Following the development of a new Regional Resilience and Response Plan (3RP), the existing Food Security needs to be reviewed to include the resilience in terms of strategic planning, interventions to respond to stakeholders needs. The FSSWG will include:

- ▶ Establish a joint food security sector between WFP, FAO and affiliated Ministries: Ministry of Social Affairs (MoSA) and Ministry of Agriculture (MoA)
- ▶ Strengthen linkages and coherence between humanitarian and developmental interventions;
- ▶ Base the coordination structure on a strong partnership approach;
- ▶ Seek adequate and stable funding; and,
- ▶ Reinforce situation analysis expertise and strengthen linkage between analysis and response.

##### **Structure**

The Food Security Sector Working Group (FSSWG) is open to all humanitarian and development operational partners intervening in Food Security; be they Government, UN/inter-governmental organisations, or non-governmental organisations (both national and international) that are abiding by established humanitarian principles in the delivery of their humanitarian interventions.

The proposed structure provides for accountable leadership, inclusive and varied technical core groups, and ensures a partnership-driven approach to support Government of Lebanon priorities. It will leverage existing expertise of UN organizations, NGOs and local authorities, and coordinate stronger sector analysis and response. When necessary, the leadership of the sector (WFP, FAO, MoSA, MoA and NGO co-chair will automatically constitute a core group representing the sector. Technical co-groups (i.e. food assistance modalities, food security analysis, agriculture, etc.) will be

formed as determined and agreed with the FSSWG members. These core groups will meet on an ad hoc basis to work on specific technical issues, thus feeding into the broader FSSWG discussions.

The FSSWG shall be co-led by the World Food Programme (WFP) and FAO, with the active participation and support of affiliated GoL Ministries (i.e MoSA and MoA), as per their leadership and specific accountabilities in the sector's response. In addition to the responsible UN agencies, the FSSWG may appoint an NGO representative as a co-chair to represent the interests of NGOs. The NGO co-chair must be a partner with (a) significant operational capacity in the sector, and (b) the capacity to commit time and resources to the co-chairing responsibilities. The NGO co-chair will be appointed on a 3-4 months rotation basis.

### **Aim of Food Security Sector Coordination**

To ensure an integrated policy and programmatic approach to food insecurity and vulnerability, aligned to Syrian Crisis Humanitarian Response strategy and the Government of Lebanon (GoL) established framework & policy.

### **Main Functions**

**1. Ensure effective and accountable leadership and strong partnerships-** The FSS will be co-led by FAO and WFP, and guided by the relevant GoL ministries with active input and participation from NGOs and other local expertise.

**2. Represent the food security community in humanitarian relief and development coordination fora** - Inter-Sector meetings led by UNHCR/RC - Relevant UNDAF working groups - Humanitarian Country Team Advocacy Working Group - Monthly Inter-Agency (AI) meetings and regular IA meetings donor and others as required.

**3. Facilitate and strengthen partnership amongst sector members to ensure coherence, cost effectiveness and ensure inclusiveness amongst all food security sector stakeholders**

**4. Share, learn and build upon best practices in food security, leveraging the expertise and experience of a wide range of stakeholders**

**5. Coordinate food security assessment planning, strategy and response**

**6. Develop benchmarks and indicators**

**7. Advocate for entire food security community, not just specific partners** Represent all sector members in the HCT Advocacy Working Group, other advocacy coordination initiatives and in donor fundraising.

**8. Support the strengthening of national/local systems**

**9. Inform and leverage both humanitarian and developmental policy with Food Security Sector planning and strategy inputs**

### **Objectives & Activities**

1. To ensure a well-coordinated food security sector response to the Syrian crisis in Lebanon:

- a. Promoting a platform for multi-stakeholder participation and a forum for overall food security coordination;
  - b. Promoting emergency preparedness and response across food security sector actors;
  - c. Identifying and filling gaps and eliminating overlaps;
  - d. Initiating processes of food security and vulnerability assessment and analysis. This includes contributing to multi-sector needs assessments;
  - e. Support internal and external evaluation of the sector;
  - f. Collaborate and work with other related sectors such as Nutrition, Health and WASH etc.;
  - g. Ensuring consideration and inclusion of cross-cutting issues (Protection, Age, Gender, Disaster Risk Reduction and Environment) in the sector's response.
2. To make decisions, prioritise, set parameters and plan for an effective food security response:
    - a. Leading strategic and contingency planning;
    - b. Identifying and agreeing on sector priorities;
    - c. Promoting common approaches or at least rationalization of approaches through, *inter alia* harmonisation of targeting criteria and assistance packages *etc.*; development guidance materials like SOPs; and ensuring assistance indicators are legitimate and consistent;
    - d. Discussing, developing, analysing and sharing relevant technical standards (including both minimum and maximum standards), and guidelines.
  3. To share information on the evolving context: needs, capacities, data and carry out joint food security advocacy within the emergency response in Lebanon:
    - a. Convening working group coordination meetings and promoting institutional networking among food security sector actors and with other sectors;
    - b. Identification and dissemination of common advocacy concerns and key messages to donors, government, refugees, Lebanese returnees, host communities and the wider public;
    - c. Sharing information between food sector actors and at cross-sectorial platforms;
    - d. Encouraging reporting of achievements within the Activity Info database, so as to facilitate accurate mapping of achievements, coverage and gaps;
    - e. Lobbying for humanitarian space among populations of concern.
  4. To mobilize resources and track funding:
    - a. Developing consolidated appeals, such as the Regional Response Plan;
    - b. Identifying priority objectives and clearing critical life-saving gap funding applications to other Humanitarian emergency appeals processes, such as ERF, Flash appeals or CERF funds;
    - c. Establishing reporting mechanisms to track funding and progress against planned interventions.
  5. To share capacities, resources and facilitate learning and capacity development
    - a. Promoting and encouraging knowledge sharing such as exchange of best practices and lessons learnt;
    - b. Identifying and facilitating workshops and training activities for sector members, particularly local NGOs.
  6. Troubleshoot and solve problems
    - a. Identifying problems and bottlenecks in the food security sector and collectively solving them.

### **Agreed Outputs**

1. Assessments and demographic data and estimates (projections);

2. Strategies and priority activities and priority population groups;
3. Vulnerability and targeting criteria;
4. Consolidated appeals and funding tracking;
5. Principles, Policies and Standards, including Standard Operating Procedures (SOPs) and technical guidelines;
6. Shared capacities and resources- technical capacity exchange, training and mentoring;
7. Information products, such as briefs and brochures;
8. Trouble-shooting and problem solving.

## **Methods and Procedures**

- ❖ Active NGOs shall be requested to volunteer co-chairing the FSSWG on a rotational basis. Co-leads can approach prospective NGO(s) and request them to assume the co-chairing role. The working group will then be asked to endorse/object to the appointment of the prospective co-chair in a full working group meeting;
- ❖ Monthly Food Security Sector WG meetings;
- ❖ Extra-ordinary/ad hoc meetings will be specially called for as deemed necessary by the sector leads in consultation with the NGO co-chair;
- ❖ Technical core group will be created as per needs assessment and following consultation with members
- ❖ Networking through informal contacts, bi-lateral meetings and exchanges;
- ❖ Joint missions, assessments and planning exercises;
- ❖ Joint fundraising processes;
- ❖ Progress and monitoring reports and briefs;
- ❖ Utilisation of all information management systems and tools, such as AI database extracted tools (e.g. pivot tables & dashboards), email, social media and hard copy information exchange and consultations;
- ❖ Use of cross-sector agency training, shared experts and “trouble-shooting” visits;
- ❖ Ad hoc appointment of short term task teams for in-depth review of pertinent issues and reporting back to the working group meeting.

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## **ANNEXES**

### **Annex 1: Operating Principles**

#### **1. Inclusiveness and cooperation:**

- With existing Food Security activities and coordination structures, including government;
- By building on local capacities whenever and wherever possible;
- By using participatory and community based approaches to drive sector planning-with all partners from national and local NGOs, INGOs, government, UN, academia, and civil society;
- By ensuring compatibility of activities whether, Emergency Response, Resilience, Early Recovery, Disaster Prevention or Risk Reduction;
- By encouraging partners to play an active role in the sector, and to uphold sector principles.

#### **2. Accountability:**

- To beneficiaries, government, donors and other sector partners;
- Through the use of common approaches and technical standards;

- By ensuring regular monitoring, evaluation and reporting of food security sector activities;
- By acting as a provider of last resort (subject to access, security and funding).

### **3. Adaptability:**

- To ensure coordination structures reflect changing needs and capacities in the sector, including transition or exit of the sector coordination.

## **Annex 2: Roles & Responsibilities**

While the WFP shall retain a full-time Sector Coordinator and manage the secretariat function, FAO shall appoint a senior official as co-lead, with a primary focus on leading the resilience/agriculture development/value chains component of the Sector Response Strategy.

**The Food Security Sector Coordinator and his/her FAO co-lead** will thus have the following responsibilities:

- ❖ Develop the sector strategy, including with respect to setting priority interventions, targets and indicators;
- ❖ Provide strategic oversight on the prioritization of resources within the sector and on the division of labour amongst the sector's partners;
- ❖ Monitor implementation of the sector's objectives against the RRP and assist in the identification of significant gaps;
- ❖ Draft sector work plan;
- ❖ Call for meetings, in consultation with the GoL co-lead and NGO co-chair;
- ❖ Share information about needs/gaps analysis to guarantee a common understanding by all partners of the sector's needs, to ensure that the strategy's objectives and targets are met;
- ❖ Encourage the use of common needs assessment and monitoring tools, and ensure timely and accurate reporting by all partners;
- ❖ Promote the regular review of the sector strategy, and oversee that partners' strategies are in line with the overall sector strategy and global standards specific to the sector;
- ❖ Consolidate inputs for the sector and provide them into the RRP and other regional processes;
- ❖ Ensure technical support is provided to partners;
- ❖ Participate in all inter-sectorial, inter-agency meetings and other relevant inter-agency processes to ensure that appropriate linkages are made with other sector's objectives and strategies, including establishing working relationships with other related sectors;
- ❖ Facilitate the relationship with relevant Government counterparts and the donor community, and identify common advocacy messages;
- ❖ Devise communication strategies towards beneficiaries; and
- ❖ Lead sector-wide contingency planning processes;
- ❖ Ensure the consideration of cross-cutting issues (e.g. Environment, Gender, Age, Protection, Early Recovery and Disaster Risk Reduction) in sector strategy;
- ❖ Encouraging sharing of lessons learnt workshops and training activities.
- ❖ Whilst reporting to WFP and FAO respectively, the Coordinator and FAO co-lead are also accountable to the Resident and Humanitarian Coordinator and the Humanitarian Country Team.

**GoL Ministry of Social Affairs (MoSA) and Ministry of Agriculture representatives** have the following responsibilities:

- ❖ Lead in providing links with government stakeholders, departments and public institutions;
- ❖ Provide guidance on government policy direction;
- ❖ Lead with advocacy on humanitarian access and prioritisation with government and public institutions, including municipalities;
- ❖ Actively co-lead resource mobilisation;
- ❖ Contribute to meetings planning.

**NGO co-chair** has the following responsibilities:

- ❖ Co-chair working group meetings;
- ❖ In collaboration with the sector lead, set the agenda for the monthly meetings;
- ❖ Bring in a 'balanced' perspective in sector coordination leadership, by representing NGO views in sector direction;
- ❖ Review minutes and quarterly work plans for the group;
- ❖ Co-chair the FSSWG meetings by leading discussions of the agenda items;
- ❖ Facilitate and improve information sharing within the FSSWG.