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**Terms of Reference**

**Livelihoods Sector Working Group**

**Background**

After four years of generous welcome of people displaced by the Syrian crisis, Lebanon’s government and communities now face a critical test of stability. The Government of Lebanon (GoL), the United Nations (UN), Non-Governmental Organizations (NGOs) and other humanitarian partners jointly launched the Lebanon Crisis Response Plan (LCRP) in December 2014. This plan describes how the GoL and its partners will work together to reinforce stability through this crisis by addressing national and local service delivery systems while also meeting humanitarian needs.

The LCRP is based on nine sector strategies (including the strategic direction of the Child Protection and Sexual and gender based Violence task forces), which are implemented and coordinated by the GoL, the UN and NGOs. The Ministry of Social Affairs, UNHCR and UNDP assume the responsibility to coordinate the existing sectors in all field locations and in Beirut, and draws 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.

**Livelihoods Response Strategy**

The Government of Lebanon has identified job creation as a central priority[[1]](#footnote-1) to enable households, enterprises and communities to cope with and recover from the economic shock and changed economic environment. Interventions in the Livelihoods sector will be rooted in the Making Markets Work for the Poor (M4P) approach, which promotes the sustainability of economic gains. M4P aims to change the way market systems work in order to offer more opportunities and benefits to poor and vulnerable Lebanese persons, especially youth and women, and ultimately displaced Syrian women and men. The M4P approach is founded on enhancing the capacity of local service providers, as well as MSMEs, to increase employment opportunities and inclusive and sustainable economic development. The M4P approach also embeds the humanitarian “Do no harm” principle in limiting interventions that might distort markets.

The sector strategy is detailed in the LCRP and in the sector’s results framework and situation analysis. It aims at improving the ability of vulnerable groups, especially women and youth, and MSMEs to cope with and recover from the economic shock through stabilizing and improving income and revenue. The Livelihoods Sector Strategy is articulated around five outputs:

* Providing temporary rapid income generating activities for stabilization and improved local infrastructure based on community priorities.
* Strengthening the employability of vulnerable Lebanese groups through improving access to market information and (re) training in relevant vocational skills.
* Improving the capacity of the MSMEs sector to create jobs.
* Strengthening and upgrading competitive integrated value chains.
* Developping Policies, strategies and plans supporting job creation, MSMEs and livelihoods.

**Structure**

The Livelihoods Working Group (WG) is open to all humanitarian and stabilization operational partners intervening in the livelihoods sector, 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 and stabilization interventions.

The Livelihoods WG shall be led by the Ministry of Social Affairs and UNDP as per their leadership and specific accountability in the sector’s response, while the Ministry of Economy and Trade is a co-lead of the sector. One INGO member of the core group will also act as co-lead, with rotation every six month.

The Livelihoods WG will aim at meeting at least every six weeks. Invitation and agenda shall be sent by the Sector Leads and minutes of meetings should be circulated within one week of the meeting.

The livelihoods sector has field working established in Akkar, Tripoli, Bekaa, South, and Mount Lebanon (the later two joined with the Social Stability Working Group). In addition to the responsible UN agencies, the field Livelihoods WG in Beirut and/or the field may appoint a NGO/UN Agency representative as co-lead. The NGO/UN representative must be selected through a participatory and transparent process, and by wide agreement of the WG partners. The NGO/UN co-lead should be from an organization with (a) recognised technical expertise in the sector, (b) operational capacity in the sector in the geographic area covered by the WG, and (c) the willingness and capacity to commit time and resources to the co-lead responsibilities. The field WG may decide to have the NGO/UN co-lead on a rotation basis.

**Accountabilities**

Consistent with the Livelihoods sector strategy and its supporting sector results framework including Outcomes, Outputs and Targets in the LCRP, the sector (co-) leads are accountable to:

* The LCRP steering committee through the inter-sectoral coordination structure;
* The Working Group members;
* The field based working groups, which is based on a two-way accountability mechanism between the field and Beirut;
* The institutions and individuals benefiting from the sector interventions in line with the Humanitarian Accountability Principles;

**Responsibilities**

Sector leads share the following responsibilities:

**Establishment and Maintenance of Appropriate Sectoral Coordination Mechanisms**

* Ensure appropriate coordination with all humanitarian and stabilization partners (including governmental institutions and agencies, national and international NGOs, the International/national Red Cross, UN agencies, IOM and other organizations), through establishment/maintenance of appropriate sectoral coordination mechanisms (i.e. regularly scheduled working group meetings; use of inter-agency portal and mailing list to disseminate information), including working groups at the national and local level;
* Participate in field based meetings and ensure minutes of meetings are shared with all sector members including those based in the field;
* Secure commitments from partners in responding to needs and filling gaps, ensuring an appropriate distribution of responsibilities within the sectoral working group, with clearly defined focal points for specific issues where necessary;
* Ensure the complementarity of different humanitarian and stabilization actors’ actions;
* Ensure that sectoral coordination mechanisms are adapted over time to reflect the capacities of local actors and the engagement of development partners;
* Provide technical support/training to partners and promote capacity building;
* Engage sector/inter-agency Information Management structures in the implementation of the sector strategies;

**Planning, Assessments and Strategy Development**

* Ensure participatory planning, mid-term reviews and strategy development for the sector;
* Engage with the Joint Analysis Unit, the Information Management and Assessments Working Groups to ensure effectively coordinated needs assessments, gaps and capacities analysis, evaluation and impact assessments to maximize impact, prevent overlap and minimize gaps;
* Identify and 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, and advise accordingly;
* Provide inputs into the development of national and regional planning and reporting documents;
* Develop appropriate strategic documents, guidelines, SOPs and policies to implement the sector strategy;

**Attention to cross-sectoral priorities including gender**

* Participate in monthly inter-sectoral and inter-agency meetings and other relevant inter-agency processes to ensure that appropriate linkages are made with other sectors’ objectives and strategies;
* Reach out to other sectors (i.e. attending meetings of other sectors or engage Core Group members to represent if needed) to ensure effective cross sectoral links for an improved cross sectoral coordination;
* Identify and address cross-sectoral priorities;
* Ensure gender-sensitive programming and promote gender equality and ensure that the needs, contributions and capacities of women and girls as well as men and boys are addressed;
* Ensure that social stability principles are integrated in the sector strategies; programmes and activities through conflict sensitivity mainstreaming;

**Monitoring and Reporting**

* Use and promote Activity Info as the inter-sectoral reporting tool to monitor progress of the implementation of the sector strategy.
* Verify monthly data entry of sector partners and provide quality assurance of Activity Info data for the sector.
* Submit the monthly and quarterly sector dashboards every 15th day of the month following the reporting period. The dashboards monitor progress against key indicators and targets as set out in the LCRP sector strategies and results frameworks.

**Communication, Advocacy and Resource Mobilization**

* Identify core advocacy concerns, including resource requirements, and contribute key messages to broader advocacy initiatives of the HC and other actors;
* Advocate for donors to fund humanitarian actors to carry out priority activities in the sector concerned, while at the same time encouraging sectoral group participants to mobilize resources for their activities through their usual channels;
* Submit inputs into regular inter-agency communication products;

**Emergency preparedness**

* Ensure contingency planning, preparedness, and capacity building for new/seasonal emergencies;
* Participate in contingency planning and preparedness processes.
* Actively engage in the ERF (and where appropriate CERF) processes, incl. participate in the technical review of projects and ensure that they comply with sectoral priorities.

**Application of standards**

* Ensure that agreed in-country and global standards and guidelines are met;
* Ensure that the working group members are aware of relevant policy guidelines, technical standards and relevant commitments/policy changes that the Government has made;

**Inclusion of key stabilization and humanitarian partners**

* Ensure inclusion of key stabilization and humanitarian partners for the sector respecting their respective mandates and programme priorities. Special focus will be given to the inclusion of Lebanese institutions and organizations.

**Responsibilities of the Core Group**

The Livelihoods Core Group has been established for more in-depth review and guidance on matters of concern to the WG, and to enhance strategic direction, planning and inclusive decision-making.

The core group should not exceed a maximum of 14 members and should be collectively identified by the WG partners based on their level of (a) operational engagement in the response under the RRP, (b) representation of the various stakeholders in the sector, and (c) participation in sector working groups. Co-leads are *ex officio* members of the CG, and will report to the full membership of the WG on the work by the CG. The Livelihoods Core Group composition is as followed, and will be reviewed on a bi-yearly basis:

* Sector Coordinator (UNDP)
* Lead Government Ministry: MOSA
* Lead UN Agency: UNDP
* Co-lead Government Ministry: Ministry of Economy and Trade
* Other Ministries representatives: TBC
* 4 UN Agencies, among the following organizations, with rotation every six months: FAO, ILO, IOM, UNIDO, UNHCR.
* 4 INGOs representatives, among the following organizations, with rotation every six months: Action Contre la Faim, CONCERN, International Rescue Committee, Mercy Corps, OXFAM, Save the Children. One of these INGO will act as a co-lead, with rotation every six months.
* At least one local NGO representative, with possible rotation every six month: AlMajmoua.

Organizations that fail to attend more than two consecutive core group meetings will be automatically replaced as per the rotation system.

The CG will:

* Participate actively in the development of the sector strategy/review, 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;
* Participate in the drafting of sector guidelines, SOPs and policies;
* Monitor implementation of the sector’s objectives against the LCRP sector results frameworks and assist in the identification of significant gaps;
* Validate common processes related to the sector’s response, such as contingency planning, transition from in-kind to cash interventions, targeting, or use of common data collection and information management tools; and,
* Support internal and external evaluation of the sector, and sharing of lessons learned;
* Act as back-up to the sector leads in representing the sector at the request of the co-leads as required.

Decision in the core group will be taken by consensus. If consensus cannot be reached, decision will be taken through majority voting of members, except from the sector coordinator.

1. See: Government of Lebanon, *Lebanon Roadmap of Priority Interventions for Stabilization from the Syrian Conflict*, 12 October 2013; World Bank, *Lebanon - Good jobs needed : the role of macro, investment, education, labor and social protection policies (MILES) - a multi-year technical cooperation program.* 2012. [↑](#footnote-ref-1)