

GREEN, AGRI-FOOD TRANSFORMATION FOR ECONOMIC RECOVERY - GATE

TERMS OF REFERENCE

SENIOR CONSULTANT- FOCAL POINT (MINISTRY OF AGRICULTURE-MOA)

I. PROJECT BACKGROUND

The Republic of Lebanon represented (The Borrower) represented by the Council for Development and Reconstruction (CDR) as a representative to the Borrower will implement the Green, Agri-food Transformation for Economic Recovery (the “GATE” or “Project”), funded by the International Bank for Reconstruction and Development (IBRD or the World Bank or the Bank). The total project cost is Two Hundred Million United States Dollars (US\$ 200,000,000).

GATE Project aims to improve the resilience of farmers and Small and Medium Enterprises (SMEs) in the Lebanese agri-food sector. The project is designed to facilitate access to finance, support climate-smart investments, and restore critical infrastructure services to sustain and enhance the agricultural value chain. Through targeted interventions, it seeks to increase agricultural productivity, strengthen food security, and promote sustainable economic growth. The project is structured into key components focusing on value chain investments, infrastructure development, enabling regulatory improvements, and knowledge management.

The Project is structured into five main components, each designed to strengthen the resilience of Lebanon’s agri-food sector and support farmers and SMEs.

Component 1: Climate Smart Investments in Agri-food Value Chains (US\$71 million):

The objective of this component is to provide access to finance to strengthen the resilience and improve the competitiveness of farmers and SMEs involved in agri-food value chains. The component will promote climate smart practices, create higher value addition, improve links between farmers, agribusinesses and markets, and unlock diversification opportunities. The project will finance activities specifically designed to benefit women and seek to contribute to reducing some of the gender gaps identified in terms of access to finance, inputs, markets, technical capacity building activities, improved confidence and negotiation skills as well as addressing social norms through a carefully designed behaviorally informed outreach campaign, also targeting men.

Component 2: Climate-Smart Infrastructure and Services for Agri-Food Sector Development (US\$100 million):

The objective of this component is to restore service delivery, build operational capacity and ensure the sustainability and climate-resilience of public infrastructure underpinning the agri-food sector. It will be structured across two subcomponents: Subcomponent 2.1. Improving rural community infrastructure for agriculture; and 2.2. Restoring access and protecting agency-managed infrastructure and services underpinning agriculture.

Component 3: Improving the Enabling Environment and Restoring Support Services (US\$21 million)

The objective of this component is to restore and strengthen the capacity of sector institutions to support the recovery and transformation of the agri-food sector.

Component 4: Project and Knowledge Management (US\$8 million)

This component will support the coordination and management of the implementation of the project. It will finance overall project management, including inter alia: (a) coordination among different stakeholders; (b) monitoring and evaluation (M&E), including reporting climate benefits to the MoE to comply with the Paris Agreement reporting requirements; (c) project Environmental and Social Standards (ESS); (d) hiring of a gender specialist; (e) project fiduciary administration, internal controls, and audits; (f) communication and information activities, and (g) the establishment and maintenance of a grievance mechanism (GM) and a citizen's engagement mechanism. timely communication of results. This component will also finance a third-party monitoring (TPM) mechanism, as well as timely communication of results. In addition, the project will recruit a Service Provider (NGO) specialized in child labor prevention and response and who will be responsible for supporting the project in preventing, mitigating, monitoring, and responding to such risks during implementation. It will finance the development of an action plan to combat child labor and a roadmap to improve social protection for farmers.

Component 5: Contingent Emergency Response Component (CERC) (US\$0 million allocated initially)

This component will have zero funding allocation at the onset and will only be triggered in emergency circumstances; the project will support the preparation of a procedure manual governing the CERC operations.

Each component is designed to work together, ensuring a holistic approach to strengthening Lebanon's agri-food sector and supporting economic recovery.

In order to facilitate project implementation, the CDR is establishing a Project Coordination Unit (PCU), to be staffed by professionals, who will lead or support the achievement of the respective project component objectives.

Subcomponent 1.2 of the Project will be implemented by Kafalat which shall provide loans to eligible agribusinesses to finance investments, working capital, and technical services. Kafalat will maintain a Project Management Unit (PMU), staffed with financial and risk management experts, to handle loan disbursement, monitoring, and compliance with World Bank guidelines.

Subcomponent 2.1 of the Project will be implemented by the Green Plan. This sub-component involves investments in climate-smart infrastructure and services. It will work closely with municipalities and stakeholders to develop and prioritize projects such as hill lakes, road rehabilitation, and irrigation improvements. Green Plan will establish a dedicated PMU to oversee implementation and ensure proper coordination.

Consequently, CDR will be responsible for coordinating with both Kafalat and Green Plan and consolidating fiduciary aspects. While Green Plan and Kafalat will manage their respective components independently, CDR will facilitate alignment and coordination to ensure coherence across the project.

II. SCOPE OF WORK AND RESPONSIBILITIES

To ensure effective representation and engagement of the Ministry of Agriculture (MoA) in the governance, implementation, and monitoring of the GATE Project, a dedicated MoA Focal Point will be appointed. This role will guarantee MoA's leadership and ownership across all project activities, ensuring that interventions are fully aligned with national priorities and serve the agri-food sector directly. The Focal Point will also secure effective coordination with all implementing partners, promote smooth implementation by engaging MoA services and departments, and uphold the Ministry's overall governance responsibility throughout the project cycle.

The Focal Point will act as the liaison between the MoA, the Project Coordination Unit (PCU), the Steering Committee (SC), other line ministries and implementing partners engaged in the GATE Project.

The MoA Focal Point will:

- Represent the Ministry of Agriculture in all project meetings, including those of the PCU and SC.
- Ensure that project activities are consistent with the Project Development Objective (PDO) and directly contribute to the development of Lebanon's agri-food sector.
- Facilitate coordination and communication between MoA, its departments, other line ministries, agencies, and stakeholders involved in the project.
- Support the Minister of Agriculture in overseeing project-related matters and in ensuring MoA's ownership of the project outcomes for relevant components.

The MoA Focal Point will carry out the following duties:

Representation & Coordination

- Represent MoA in the Project Steering Committee (SC), Project Coordination Unit (PCU), Project Technical Committee, and other project and relevant meetings. Prepare and deliver MoA position notes as per MoA directives.
- Serve as the official liaison between MoA and other line ministries, development partners, and stakeholders engaged in the GATE Project.
- Ensure timely communication and information flow between the MoA, the PCU, and the SC.
- Convene internal MoA coordination meetings (minimum monthly) to align departmental inputs and follow up on actions.
- Ensure timely dissemination of SC and PCU decisions to MoA departments.

Strategic Alignment & Oversight

- Review project activities and outputs to ensure alignment with the PDO and MoA's strategic priorities.
- Provide technical, strategic and policy inputs from MoA to guide project planning, implementation, and monitoring.
- Work with MoA technical staff to integrate project activities into departmental work programs and ensure institutional linkages across MoA structures.
- Ensure that project activities generate measurable and sustainable impacts on the agri-food sector, and coordinate closely with line ministries and implementing partners to achieve these results.
- Ensure project activities integrate departmental workplans and result in sustainable outputs for the Ministry.

Internal Coordination & Linkages

- Coordinate with relevant MoA departments to ensure project activities are linked to existing structures, programmes, and strategies.

- Facilitate cross-departmental and institutional collaboration within MoA and its affiliated institutions to strengthen project ownership and sustainability.

Stakeholder & Partner Engagement

- In coordination with CDR, coordinate with all project stakeholders and implementing partners to ensure synergy, complementarity, and smooth implementation of activities in line with the project objectives.
- Coordinate with the Senior Technical Advisor at the MoA and facilitate inclusive consultation processes with farmers, cooperatives, private sector actors, and civil society to ensure their perspectives are reflected in project design and delivery.
- Promote public-private linkages (e.g., internship, pilot partnerships) and facilitate private sector participation in project activities.
- Promote transparency, accountability, and communication around project-supported activities involving MoA.

Monitoring & Reporting

- Monitor the progress of MoA-related project activities and report on key achievements, challenges, and recommendations.
- Ensure alignment with strategic and policy objectives of the MoA in coordination with the Senior Technical Advisor
- Ensure gender-sensitive and conflict-sensitive engagement in beneficiary selection and training activities.
- Prepare periodic briefs for the Minister of Agriculture on project progress, decisions taken, and follow-up actions required.
- Contribute to project progress reports and evaluations, particularly regarding MoA's role and achievements.
- Undertake any additional assignments requested by the Minister of Agriculture to enhance quality and effective delivery of GATE activities.
- Coordinate MoA contributions to grievance redress, environmental and social safeguards, and child-labor risk mitigation as needed.

III. QUALIFICATIONS AND SKILLS

- Advanced university degree in agriculture, agricultural economics, rural development, or related fields.
- Minimum of 12 years of professional experience, with proven expertise in agricultural policy, program development and institutional strengthening
- Strong knowledge of Lebanon's agri-food sector, related national policies, and institutional frameworks.
- Demonstrated experience in inter-ministerial coordination and stakeholder engagement.
- Excellent communication, negotiation, and coordination skills.
- Familiarity with World Bank project procedures, and safeguards is desirable.
- Strong communication, negotiation and report-writing skills.
- Proficiency in Arabic and English.

V. REPORTING LINE

- The Focal Point (Ministry of Agriculture) will report directly to the Minister of Agriculture and will work in close coordination with the Project Coordination Unit (PCU) and the Senior Technical Advisor. Activity reports and time sheet will be submitted to CDR on monthly basis.
- Operational day-to-day coordination is with the PCU.

VI. DELIVERABLES

The Focal Point will deliver the following:

1. **Monthly Minister's Brief** — concise (1–2 pages) summary of MoA progress, issues, and action requests 5th working day of each month.
2. **Quarterly Technical Note** — inputs for PCU/SC reporting (technical achievements, deviations, and recommended remedies).
3. **List of reviewed project documents including TOTs relevant to project activities.**
4. **Final Handover Report** — at assignment end, including lessons learned and recommendations for sustainability.
5. **Ad hoc outputs** — briefing notes/position papers as requested by the Minister.

VII. PERFORMANCE INDICATORS

Suggested KPIs for the Focal Point (for performance review):

- % of monthly briefs submitted on time (target: $\geq 95\%$).
- Demonstrated incorporation of MoA policy priorities into GATE activities, confirmed through Steering Committee/Ministerial feedback.
- Number of MoA technical inputs (memos) submitted on time for tendering (target: 100%) such as reviewed TORs, other documents
- Number of coordination meetings convened with MoA departments per quarter and with GATE implementing stakeholder (target for each : ≥ 1).
- % of MoA-related outputs signed off within the agreed timeframe (target: $\geq 90\%$).

VIII. DURATION OF ASSIGNMENT

The initial contract duration is 11 months, renewable subject to performance review. The role requires full-time engagement with flexibility to participate in meetings, missions, and consultations as needed.

IX. LOCATION

The position will be based at the Ministry of Agriculture Main Offices in Beirut, with occasional field visits as required.

X. ACCOUNTABILITY & ETHICS

- The Focal Point must maintain the highest standards of integrity, impartiality and confidentiality.
- Must declare any potential conflict of interest prior to contract signature and on a rolling basis.
- Must adhere to World Bank and Government of Lebanon rules regarding procurement, safeguards and data privacy.
- Must declare any work or consultancy undertaken outside of the assignment that could pose a conflict
- Must ensure that all actions and recommendations serve the public interest and the objectives of the GATE Project.