

**Decentralized evaluation for evidence-based decision making**

WFP Office of Evaluation



**Decentralized Evaluation Quality Assurance System (DEQAS)**

**Terms of Reference**

**EVALUATION of**

**WFP's Livelihoods and Resilience Activities in Lebanon  
from 2016 to 2019**

**WFP Lebanon Country Office**

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## **Section 1: Introduction**

1. These Terms of Reference (TOR) are for the evaluation of the United Nation's World Food Programme's (WFP) livelihoods and resilience activities in Lebanon. This evaluation is commissioned by WFP's Lebanon Country Office (CO) and will cover the period from August 2016 until February 2019.
2. This evaluation is an activity evaluation and intends to assess the performance and lessons learned of the livelihoods and resilience activities in Lebanon. WFP Lebanon piloted livelihoods and resilience activities in 2016 and continued to increase the scale of the support from 2017 onwards covering the EMOP 200433, PRRO 200987 and most recently under the Country Strategic Plan (CSP) Outcome 2, Activity 3 and Activity 4. In 2018, the livelihoods and resilience activities were split under four pillars: 1. Rehabilitation and/or construction of small scale agriculture infrastructure, 2. Skills and Vocational trainings, value chain development and market linkages, 3. Reforestation and forest management activities, 4. Construction and rehabilitation of farmers' markets.
3. The decentralized evaluation is expected to generate learning to inform future programming, for the coming years in the framework of WFP's Country CSP. The evaluation presents a promising opportunity to understand the impact of WFP's livelihood activities in addressing the above gaps within the context of a large-scale refugee operation and being embedded in one of the largest humanitarian cash-based transfer (CBT) response in the world.

## **Section 2: Reasons for the Evaluation**

### **2.1 Rationale**

2. At the 2016 London Conference on Supporting Syria and the Region, governments of Germany, Kuwait, Norway and the United Kingdom, and the United Nations Secretary General, signed on to a statement in support of increasing support to communities hosting Syrian refugees while also working to provide education, training and economic opportunities for the refugees. Following this, Germany and WFP partnered to launch livelihood projects in Lebanon focused on both host communities as well as Syrian refugees.
3. Strategic Review of Food and Nutrition Security in Lebanon was conducted in 2016 and identified several gaps some of which WFP Lebanon intended to fill through the livelihoods and resilience activities. Some of these gap identified related to Livelihoods and resilience were: Lebanon's agricultural value chain is fragmented; smallholder farmers are not well connected to local markets and lack legal and financial support; Rising costs of land, urban sprawl and competition over land use have increased the costs of agricultural production, while scarcity of agricultural land has led to decreases in farmers' income; and smallholder farmers face increasing risks related to climate change.
4. Now that the livelihoods programme has been operational at scale for more than two years, WFP Lebanon has prioritized this intervention for an evaluation.

5. This evaluation of livelihood activities presents a promising opportunity to understand the impact of WFP’s livelihood activities within the context of a large-scale refugee operation in a middle-income country context.
6. The primary utility of this evaluation will be:
  - Provide information on the impact of the WFP livelihood projects in Lebanon, which can inform future programme priorities for the host government, development organizations and member states.
  - Provide information that can be related to development projects in other countries.

## 2.2 Objectives

7. Evaluations in WFP serve the dual and mutually reinforcing objectives of accountability and learning.
8. Learning – The evaluation can provide evidence-based findings to inform operational and strategic decision-making in Lebanon and other country contexts.
9. Accountability – The evaluation will assess and report on the performance and results of the WFP livelihoods and resilience activities in Lebanon. This will complement other ongoing evaluations in Lebanon, including: the CSP evaluation and the Lebanon case study in the “Series of Emergency School Feeding Evaluations’ commissioned by the WFP School Feeding Service.

## 2.3 Stakeholders

10. The evaluation will benefit many stakeholders including the participants of WFP projects and host communities, the host government, the UNCT and development partners in Lebanon, the WFP Lebanon Country Office, and other development partners who can learn from the Lebanon country context.

**Table 1: Preliminary Stakeholders’ analysis**

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
<b>WFP STAKEHOLDERS</b>	
<b>Lebanon CO</b>	Responsible for the planning and implementation of WP interventions at country level. Lebanon CO has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. The evaluation will also support in informing future planning and drafting the CSP. It is also will account internally as well as to its beneficiaries and partners for performance and results of its programmes.
<b>Regional Bureau Cairo (RBC)</b>	Responsible for both oversight of COs and technical guidance and support, the RB management and technical units such as Monitoring and Evaluation (M&E) and Resilience and Livelihoods unit in RBC has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply

	<p>this learning to other country offices. The Regional Evaluation Officer will directly support the CO management to ensure quality, credible and usefulness of the evaluation.</p>
<p><b>WFP Livelihoods &amp; Resilience unit (OSZPR) in Headquarter (HQ)</b></p>	<p>WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. The evaluation will be of interest to the Livelihoods &amp; Resilience unit (OSZPR) in HQ due to the scale and type of activities implemented in Lebanon. The technical unit will be consulted from the planning phase to ensure that key policies, strategic and programmatic considerations are understood from the onset of the evaluation.</p>
<p><b>Office of Evaluation (OEV)</b></p>	<p>OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralised evaluation stakeholders as identified in the evaluation policy.</p>
<p><b>WFP Executive Board (EB)</b></p>	<p>The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.</p>
<p><b>EXTERNAL STAKEHOLDERS</b></p>	
<p><b>Beneficiaries</b></p>	<p>Beneficiaries are one of the primary stakeholders in this evaluation as the results preview the impact of the intervention on their lives and living conditions. A total of 59,000 beneficiaries have been assisted in 2018 through livelihoods and resilience activities. As the ultimate recipients of assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. WFP interventions also included activities that focus on women and youth. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.</p>
<p><b>Government</b></p>	<p>The Government of Lebanon - In particular the Ministry of Agriculture (MoA), Ministry of Energy and Water (MoEW), the Ministry of Social Welfare (MoSW), ,the Ministry of Environment (MoE) and Ministry of Social Affairs (MoSA) has a direct interest in knowing whether WFP Livelihoods and resilience activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. In addition, regional stakeholders (Water Establishment Authority) and local authorities – such as municipalities and cooperatives- will also be key stakeholders in this process.</p>

<b>UN Country team (UNCT)</b>	<p>The UNCT's harmonized action should contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity level. WFP in Lebanon is coordinating with FAO, UNDP, UNIDO and ILO in planning and implementation of the livelihood activities. WFP is also part of Productive Sector Development Programme (PSDP), a joint programme of 7 UN agencies. Through the Livelihoods, working group in Lebanon WFP is able to find complementarities with the work of other UN agencies in the field of livelihoods and resilience. UNCT and UN agencies in Lebanon.</p>
<b>Non-Governmental Organizations (NGOs)</b>	<p>WFP in Lebanon implements most of the livelihoods and resilience activities through field level agreements with NGOs. Given the scale of the projects, WFP contracts at least 10 NGO cooperating partners to implement per year. The results of the evaluation are of interest to the NGO stakeholders as they are implementers of the activities and have vested interest in being informed on the results and lessons learned from the activities. The results of this evaluation might affect implementation modalities, strategic orientations and partnerships in the future. (Annex 7 List of partners, type of agreement and FLA budget by location)</p>
<b>Donors</b>	<p>WFP Livelihoods and resilience activities in Lebanon are voluntarily funded by the Federal Ministry for Economic Cooperation and Development (BMZ). These stakeholders have an interest in understanding whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes.</p>
<b>Private sector</b>	<p>Some of the livelihoods and resilience projects were implemented through WFP directly managed and supervised projects to implement the activity or build the asset. These contractors would have an interest in the evaluation as findings potentially could impact collaborations and open for new and/or expanded partnerships.</p>
<b>Evaluation firms and sectors</b>	<p>The evaluation should be of interest to evaluation professionals in Lebanon and the region. WFP has increasingly been engaging with regional evaluation network EvalMENA and the Lebanese Evaluation Association.</p>

### 3. Context and subject of the Evaluation

#### 3.1. Context

11. Seven years into the Syrian conflict, Lebanon remains at the forefront of one of the largest scale humanitarian crises of recent times. Lebanon hosts the highest per capita refugee population in the world, estimated at more than 25 percent of the country's overall population.<sup>1</sup> As per VASYR 2018, The Government of Lebanon (GoL) estimates that the

<sup>1</sup> Office of the United Nations High Commissioner for Refugees (UNHCR). Syria Regional Refugee Response Inter-agency Information Sharing Portal. Retrieved from <http://data.unhcr.org/syrianrefugees/country.php?id=122>.

country hosts 1.5 million Syrian refugees who have fled their country's conflict since 2011 (including nearly one million registered with UNHCR as of end of September 2018). The country has also shown exceptional commitment to and solidarity with people displaced by the war in the Syrian Arab Republic.

12. Lebanon is an upper-middle-income country in the high human development category. Its 2015 Human Development Index value of 0.769 positions the country at 67th of 188 countries and territories.<sup>2</sup> Poverty and income inequality are high, with significant regional disparities. Gender inequalities, resulting in disadvantages for and discrimination against women and girls, remain a significant impediment to social and economic development, with women's involvement in the labour force and political participation being substantially less than those of men.
13. The arrival of large numbers of refugees from the ongoing Syrian civil war has exacerbated Lebanon's economic and social challenges, placing a significant strain on resources and vulnerable Lebanese communities.<sup>3</sup> Public services are overstretched, with demand exceeding the capacity of institutions and infrastructure.
14. The Lebanese agriculture sector is a relevant driver for employment and rural development<sup>4</sup>. Agriculture accounted for 4 percent of Lebanon's Gross Domestic Product (CAS 2011) with year budget not exceeding 1 percent of government spending. Through its three interrelated dimensions (economic, social and environmental), the agricultural sector plays a vital role in the management of natural resources and contributes to sustainable development. Furthermore, the improvement of the agriculture sector is a prerequisite to socio-economic stability and environmental conservation. The sector employs 8 percent of the total labour force (2016). Agriculture is a primary source of income and employment in rural areas reaching up to 25 percent of the labour force. In addition, the development of the sector contributes to decreasing urban sprawl and limiting overutilization of natural resources in response to climate change impacts. As the agriculture sector has a critical role in sustaining livelihoods of both vulnerable Lebanese and Syrian Refugees; thus, enhancing the productivity of the agricultural sector, support for small holders has been identified as a key opportunity for Lebanon to achieve the Sustainable Development Goal 2 "Zero hunger".
15. As per the 2010 agricultural census conducted by MoA/FAO, 68% of the small holder farmers hold less than 10 Dunum (equivalent to 1 Hectare) of land which affects farmers investment capacities and their agricultural performance and productivity. In addition and according to the Strategic Review of Food and Nutrition Security in Lebanon conducted in 2016, the main challenges of the small holder farmers are: access to and

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<sup>2</sup> United Nations Development Programme (UNDP). 2015. Human Development Indicators. Retrieved from <http://hdr.undp.org/en/countries/profiles/LBN>.

<sup>3</sup> Economic and Social Commission for Western Asia (ESCWA). 2016. Strategic Review of Food and Nutrition Security in Lebanon. Retrieved from <https://reliefweb.int/report/lebanon/strategic-review-food-and-nutrition-security-lebanon-enar>; World Bank. 2013. Lebanon: Economic and Social Impact Assessment of the Syrian Conflict.

Retrieved from <http://documents.worldbank.org/curated/en/925271468089385165/pdf/810980LB0box379831B00P14754500PUBLIC0.pdf>.

<sup>4</sup> <https://www.economy.gov.lb/media/11893/20181022-1228full-report-en.pdf?fbclid=IwAR1D3dyuF33kZKS07CWomIijvLPFaOpA4Rb213Ve3PDbhchHF6ijsdcqRIQA>



availability of land, weak irrigation networks, fragmented land holding, lack of access roads to agriculture land, high costs for agricultural inputs, and a persistent gender gap with women at a disadvantage regarding land ownership, access to extension services, and improved agricultural technologies<sup>5</sup>.

16. Hence, increased investment in agriculture is regarded to improve the performance of the agriculture sector, which would contribute to boosting farmers' income and improving opportunities and livelihoods for smallholder farmers, creating adequate income generating and livelihoods opportunities for Lebanese and Syrian vulnerable men and women.
17. UNDP, FAO, UNIDO and other UN agencies and NGOs have been jointly working in enhancing the livelihoods and resilience of national Lebanese and Syrians since 2011. Following the onset of the Syrian crisis, short to medium term livelihoods and resilience activities are being planned and implemented based on the needs of the affected population and host communities. Government guidelines such as the Lebanon Crisis Prevention Plan, the United Nations Strategic Framework (2017–2020) and the Ministry of Agriculture (MoA) Strategy (2015– 2019) are setting the frame for the resilience and livelihood activities. Available funding for the Food security and livelihood sectors amounted to USD 62 and 248 million (as of September 2018). This represents 48% and 30% respectively of the required resources in 2018. The funding appeal for 2019 and 2020 for the food security sector remains unchanged (USD 508.6 million for each year). The livelihood sector appeal slightly increased in 2019 (from US207 to USD 214 million) and will likely decrease in 2020 (from USD214 in 2019 to USD 189 in 2020).
18. Food Assistance for Assets (FFA) is one of the key activities through which WFP delivers food assistance globally. From 2006 to 2010, FFA was the second largest of WFP food assistance activity, after general food distribution. In 2015, more than 10 million food insecure people benefited from FFA programmes across 52 countries. In 2017, WFP Lebanon country office launched its Food for Training (FFT) activities as part of its wider livelihood programme which were implemented in Akkar, Bekaa, North and Baalbek-Hermel. The main objectives of the FFT activities were to enhance the skills and employability of both Lebanese and Syrians, to improve their economic integration and to create income opportunities in order to enhance social cohesion between refugees and host communities on the long run. FFT trainings included for example Agro-food processing, carpentry, hand-made embroidery and sewing skills.
19. The WFP Strategic Plan 2017-2021 states that, "WFP works to strengthen the resilience of affected people in protracted crises by applying a development lens in its humanitarian response. The SP further states that, "WFP's mandate allows it to apply development tools and perspectives to its humanitarian responses, providing communities with early recovery and development-enabling interventions that help build resilience and

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<sup>5</sup>Strategic Review of Food and Nutrition security in Lebanon 2016 commissioned by WFP under the leadership of UN-Economic and Social Commission of Western Asia (ESCWA) and technical advice of the American University of Beirut.

contribute to productive opportunities over the long term...working collaboratively across institutional boundaries at the humanitarian–development and peace-building nexus, in line with the policy on WFP’s role in peace-building in transition settings, while ensuring that it does not deviate from the primacy of humanitarian principles.”

20. FFA activities fulfil two key objectives within WFP’s food security mandate. In the short term, the food assistance improves the food and nutrition security of vulnerable households by providing immediate access to food at times of shocks. In the longer term, the household and/or community assets created or rehabilitated contribute to different objectives depending on the specific contexts, such as early recovery, disaster risks reduction, resilience-building, climate change adaptation, safety-nets, or a combination of those.
21. Moving forward, WFP Lebanon CO has a vision to continue with the livelihoods and resilience activities with a focus geared towards building assets to enhance the local economy and bridge the shift from humanitarian assistance to development. Such activities will also be merged with the locally existing social safety nets programmes that aim at fighting rural poverty and increasing opportunities for the vulnerable rural Lebanese.

### 3.2. Subject of the evaluation

22. Since 2016, the WFP Lebanon livelihoods projects have worked to improve skills and capacity of both Syrian refugees and the vulnerable Lebanese population ensuring the populations’ resilience and sustainable livelihoods. WFP Lebanon piloted livelihoods and resilience activities in 2016 and continued to increase the scale of the support from 2017 onwards. The livelihoods and resilience projects expanded in scale but also broadened in the type of activities offered to the vulnerable beneficiaries qualified for these programmes.
23. More recently, WFP has aligned its strategy with the WFP CSP (2018–2020) for Lebanon and with the Government-endorsed Lebanon Crisis Response Plan (LCRP) (2017–2020), the United Nations Strategic Framework (UNSF) (2017–2020) and the Ministry of Agriculture (MoA) Strategy (2015–2019).
24. As of 2018, WFP is implementing livelihoods projects in line with the **second strategic outcome** in the CSP: *“Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2020”*. Strategic outcome 2 builds on access to food to strengthen the resilience of refugees and vulnerable Lebanese people by investing in their skills, assets and capacities. The plan focused on two activities to address the ongoing humanitarian crisis that has resulted from the Syrian refugee influx to Lebanon:

- **Activity 3- Food for Training (FFT):** Individual capacity strengthening activities (CBTs): WFP will provide conditional food assistance as an incentive to vulnerable Lebanese people and Syrian refugees to enhance their income opportunities, livelihoods and basic life skills, tailored to both urban and rural context.
- **Activity 4- Food for Assets (FFA):** Asset creation and livelihood support activities (CBTs): WFP will provide conditional food assistance for assets to strengthen cohesion between Syrian and Lebanese communities in partnership with local institutions and humanitarian partners, especially FAO and UNDP. This activity will involve community asset creation in different sectors applying participatory processes that engage partners, beneficiaries, national institutions and municipalities to address the specific needs, priorities, roles and workloads of women and men.

25. The livelihoods strategy has four pillars, each linked to a CSP outcome:

**Table 2: CSP strategic outcome, activity number and programme pillars**

<b>CSP Strategic Outcome</b>	<b>CSP Activity number</b>	<b>Programme Pillars</b>
<b>Strategic Outcome 2: Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2020</b>	Activity 3	Skills and Vocational trainings, value chain development and market linkages
	Activity 4	Rehabilitation and/or construction of small scale agriculture infrastructure
		Reforestation and forest management activities
		Construction and rehabilitation of farmers' markets

26. In 2018, WFP Lebanon CO has developed a strategy for 2019/2020 building on the experience from earlier phases that integrated different sectors contributing to individual, household, and community livelihoods and resilience directly or indirectly. This integrated approach will improve access to productive assets, forest conservation,

agriculture development, employment and entrepreneurship, as well as, skills development including linkages development with financial services and markets.

The strategy aims at achieving the following objectives:

- Addressing immediate food needs;
- Building individual and organizational capabilities to increase livelihoods opportunities and strengthening resilience;
- Transition from relief to development through appropriate context specific interventions in Lebanon.

27. For 2019/2020, the pillars were revised to be more inclusive of the types of activities conducted by WFP. Below is the list of pillars outlined in the 2019/2020 livelihoods strategy:

- Rehabilitation of Small Scale agricultural infrastructure, including farmers markets
- Forest Conservation and Reforestation
- Supporting agriculture systems and small holders
- Employability and Entrepreneurship development
- Tailored Programmes for Vulnerable Lebanese beneficiaries (including NPTP)

28. The 2019 Livelihood strategy is framed within the second strategic objective of WFP Lebanon's CSP. The proposed livelihood strategy will also contribute to achievement of the fourth strategic objective found in WFP Lebanon's CSP: "National institutions and International humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance". This would be done mainly through capacity building of the relevant ministries: Ministry of Agriculture (MoA), Ministry of Social Welfare (MoSW), Ministry of Electricity and Water (MoEW), Ministry of Environment and Ministry of Social Affairs (MoSA) both at national, regional and local level. In addition, the municipalities will be also be involved in the project cycle and their staff provided training on planning and continuation and sustainability of the implemented activities.

29. Under its Food for Training (FFT) program, WFP works on two main pillars: Women and Youth, and Agriculture/Market support. While the first pillar focuses on empowering women and youth through skills building, consequently expanding their access to educational and employment opportunities; the second pillar focuses on the provision of agriculture trainings supporting the growth and sustenance of markets, which would in turn support the creation of livelihoods opportunities. Capacitating cooperatives and farmers, through skills building, material support, and linkages to markets also falls within the scope of the second pillar.

30. WFP's livelihoods programmes through asset-creation and complementary training activities are built as a means of transforming the refugee crisis into a development opportunity under the FFA agriculture infrastructure programme. WFP is Building assets

for the community engaging Syrian refugees and Lebanese to complete these assets having dual purpose: rehabilitating/building assets for the benefit of the community but also supporting daily needs and livelihoods of vulnerable refugees and poor Lebanese.

31. Where WFP builds productive assets, which benefit the local communities such as the rehabilitation/construction of agricultural infrastructure, helps in increasing agricultural production. Similarly, Syrian refugees and vulnerable Lebanese are involved in the construction and rehabilitation of the assets receive cash assistance, which helps in addressing the food gap.
32. In addition, and in line with the Ministry of Agriculture's 40 Million Tree campaign, WFP in Lebanon has engaged under the FFA programme in forestry activities and their forest management related activities to increase the green cover in the country and improve on ecosystems and biodiversity.
33. Additionally, WFP has invested in market activities, construction and rehabilitation of fruits and vegetables markets in the various areas in Lebanon. Through FFA market linkages to farmers were provided. WFP also choose to pilot implementing FFA activities through WFP directly managing and supervising projects rather than Cooperating Partners (CPs).
34. Two implementation models were used for the FFA and FFT activities: some were implemented through WFP direct contracting of private contractors to implement the activity or build the asset, others were implemented through Field Level Agreements (FLAs) with CPs. This evaluation is envisioned to look at the efficiency of both implementation models. WFP activities are implemented with a range of cooperating partners who implement the activities (Annex 7 List of partners, type of agreement and FLA budget by location).
35. In addition, WFP collaborates with other UN agencies on projects and activities to maximize impact and compliment other activities in country. WFP is collaborating with FAO on the reforestation and forest conservation activities, working with women cooperative. WFP regularly attends the meetings of the Livelihood Working Group Meetings led by UNDP and coordinating for complementing the agricultural infrastructure built by WFP. WFP is coordinating with UNIDO and ILO on FFT component and UNIDO implemented FFT programmes in collaboration with WFP. Through the Livelihoods working group in Lebanon WFP can find complementarities with the work of other UN agencies in the field of livelihoods and resilience.
36. For all interventions (FFT and FFA), the Livelihoods programme aims at sustainably improving the access to food while enhancing skills, capacities and livelihood opportunities of targeted communities. The activities include partnering with local and international NGOs, Government institutions, various municipalities and other UN agencies.
37. One of the many goals of the Livelihoods programme is to maintain gender equality and equity in addition to inclusion for person with disability (PWD) throughout all stages of

the project development. This is ensured through programme design and various monitoring and evaluation activities performed by WFP, as well as, the cooperating partners.

38. In 2018, 47% of WFP's livelihood activities participants were women. Their participation was ensured through gender sensitive approach through the outreach process for selection of participants; selection of appropriate interventions according to the needs and preference of women, provision of facilities to the women during the implementation of livelihood activities (including protection, child care and transport) and involving them in gender responsive activities such as trainings on agro-processing, honey bee keeping.



# Livelihood Activities

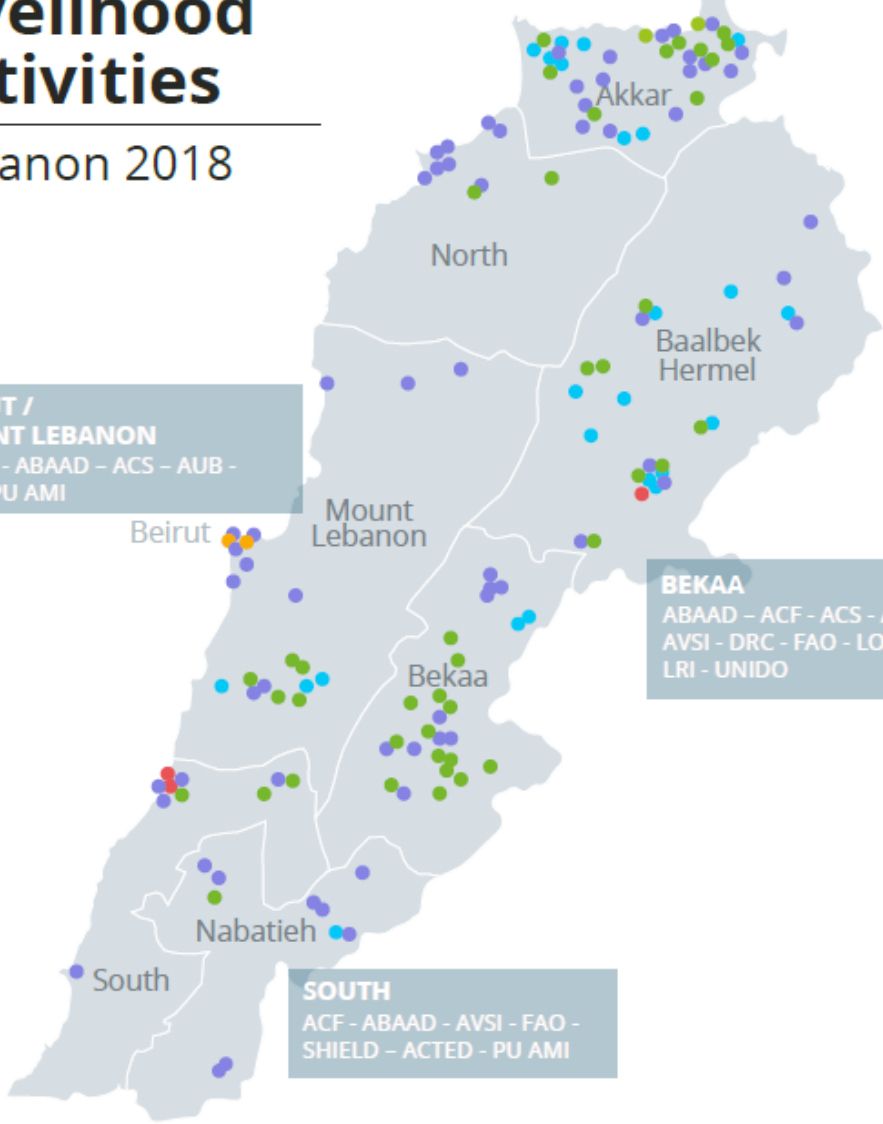
## Lebanon 2018

**BEIRUT / MOUNT LEBANON**  
ACTED - ABAAD - ACS - AUB -  
FAO - PU AMI

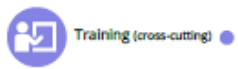
**NORTH**  
ACTED - ABAAD - AFDC - AVSI -  
DRC - FAO - HENR LEBRELIEF -  
LRI - PU AMI - SCI - UNIDO

**BEKAA**  
ABAAD - ACF - ACS - AUB -  
AVSI - DRC - FAO - LOST -  
LRI - UNIDO

**SOUTH**  
ACF - ABAAD - AVSI - FAO -  
SHIELD - ACTED - PU AMI



August 2018



**PARTNERS**

39. The logical framework of Activity 3 and Activity 4 of the CSP is annexed to the ToR with details on results envisioned (see Annex 6 CSP Logframe- Activity 3 and Activity 4).

## 4. Evaluation Approach

### 4.1. Scope

40. This evaluation will cover all the livelihoods and resilience activities conducted in 2016-2018, including projects in the following project documents: :

- EMOP 200433 (2012- 2016): The regional emergency operation (EMOP) to provide food assistance to vulnerable Syrian populations in Jordan, Lebanon, Iraq and Turkey affected by the events in Syria.
- PRRO 200987 (2017): Protracted Relief and Recovery (PRROs) to provide assistance to Vulnerable Syrian Refugees and Host Communities in Egypt, Iraq, Jordan, Lebanon and Turkey.
- Lebanon CSP (2018-2020): The plan focuses on four strategic outcomes to address the ongoing humanitarian crisis while continuing WFP's strategic partnership with the Government to achieve Sustainable Development Goals 2 and 17.

### 4.2. Evaluation Criteria and Questions

41. **Evaluation Criteria** As part of the evaluation support mission, the Lebanon CO with support from the Regional Evaluation Officer and the livelihood unit in headquarters, decided on a set of evaluation criteria. Given that this is an evaluation of a humanitarian activity, and how the livelihoods and resilience response has progressed over the years, the following criteria were selected: Relevance and Appropriateness; Efficiency; Effectiveness and Sustainability and Impact.<sup>6</sup>

42. **Evaluation Questions** Allied to the evaluation criteria, the evaluation will address the following key questions as outlined in Table 3, which will be further developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the livelihoods and resilience activities, which could inform future strategic and operational decisions.

43. The evaluation will analyse gender components in the full spectrum of the programme cycle of the projects.

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<sup>6</sup> For more detail see: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.alnap.org/what-we-do/evaluation/eha>



**Table 3: Criteria and evaluation questions**

Criteria	Evaluation Questions
<b>Relevance and Appropriateness</b>	<p>Were the livelihood project activities relevant to the challenges Lebanon faces nationally and in light of the refugee crisis?</p> <p>Were the activities chosen appropriate for, and supportive of, the participants and communities served?</p> <p>How well did WFP’s livelihood activities contribute to nationally owned strategies and solutions?</p> <p>How well did WFP’s livelihood activities contribute to reduction of social tensions, improved social cohesion and other peace-building outcomes?</p>
<b>Effectiveness</b>	<p>How effectively did the livelihoods interventions (per pillar) contribute to the stated objectives in the different project documents (EMOP, PRRO and CSP)?</p> <p>How cost effective were the different pillars per the identified challenges in the country?</p>
<b>Efficiency</b>	<p>Did WFP utilize its resources in an efficient way – ensuring the funding levels produced appropriate outcomes and outputs per the investment?</p>
<b>Impact</b>	<p>What is the primary and the secondary impacts of the livelihoods activities on the communities and with the participants?</p>
<b>Sustainability</b>	<p>Will WFP’s contribution to Lebanon and to the participants be sustainable over time?</p>

**4.3. Data Availability**

44. The evaluation team will have access to the corporate externally available documents such as the CSP, the EMOP, the Standard Project Report (SPR) and the Annual Country Report (ACR). WFP has run numerous evaluations on livelihoods and resilience policies and activities, which the team will have access to. In addition, they will have access to the WFP corporate guidance’s from HQ and RB.
45. the WFP Lebanon CO will also provide the evaluation team with the programme planning documents, the Field Level Agreements (FLAs), reports from the Cooperating Partners (CPs), the monitoring reports, output level data and the monitoring data sets for process

and outcome level data. Process monitoring data is gathered for all project sites on monthly basis and outcome-monitoring data is gathered for a sample of communities prior to the beginning of the activity and post completion. Disaggregated data on gender and age is captured through outcome monitoring.

46. Outcome monitoring is disaggregated by pillar as each of the pillars contribute to different outcomes. For FFA activities, WFP is monitoring for food security outcomes and the asset benefit indicator. For FFT activities, WFP is monitoring educational/knowledge outcomes and social cohesion. Due to the nature of the projects, the baseline and end-line outcome data collection takes place on a rolling basis.
47. In 2018 and due to programmatic planning difficulties, the outcome monitoring was not conducted at a representative level.
48. To capture impact of the livelihoods and resilience activities, the evaluation team will have to use mixed methods approach and conduct a round of data collection, based on a statistically significant sample. The evaluation is expected to look at direct impact of the livelihoods and resilience activities (beneficiaries, assets, communities) as well as the secondary impact of these activities.
49. WFP will also share national strategies, studies from other key entities, such as other UN agencies, protection specialised partners and cooperating partners. Concerning the quality of data and information, the evaluation team should:
  - a. Assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection.
  - b. Systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

#### **4.4. Methodology**

50. The methodology will be designed by the evaluation team during the inception phase. It should:
  - First and foremost, the methodology will focus on providing a simple, understandable, actionable, and common-sense approach to determining the quality, relevance and impact of WFP's livelihood activities.
  - Employ the relevant evaluation criteria- Relevance and Appropriateness; Efficiency; Effectiveness and Sustainability; Impact to evaluate the livelihoods and resilience activities. Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, including beneficiaries, etc.) The selection of field visit sites will also need to demonstrate impartiality and be statistically significant in terms of measuring the impact assessment.
  - Take into account the London Conference objectives and stated objectives of the main funder, the Government of Germany.
  - Humanitarian Principles of Humanity, Neutrality, Independence, and Impartiality;

- Evaluation team to decide on best approach for capturing impact- possibly capturing causality (experimental if possible, but if not possible then non-experimental approaches, such as theory-based evaluations, which do not require the use of counterfactual groups. Use of non-experimental approaches would need to triangulate quantitative with qualitative data);
- Using mixed methods (quantitative, qualitative, participatory etc. data) to ensure triangulation of information through a variety of means. Qualitative and quantitative data collection will need to be conducted to answer the impact level research questions;
- Apply an evaluation matrix geared towards addressing the key evaluation questions considering the data availability challenges, the budget and timing constraints;
- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders' groups participate and that their different voices are heard and used;
- Take into account WFP's approach to protection and AAP, as per, respectively, WFP's Policy on Humanitarian Protection and WFP strategy on AAP.

51. The evaluation findings, conclusions and recommendations must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for conducting gender responsive evaluation in the future. The evaluation through mixed methods is expected to capture GEEW results interviewing women and men, girls and boys separately, making use of gender-based focus groups or even conducting gender related case studies.

52. **Impartiality and independence:** Mechanisms to ensure the independence and impartiality of the decentralized evaluation include outsourcing the evaluation conduct to a third-party actor without connections to the design or implementation of the livelihoods and resilience activities in Lebanon and with full access to information, as well as the formation of the EC and the ERG. The EC members hold key competencies relevant to the programme, including the Head of Programme and Head of Livelihoods and Resilience unit and the Regional Evaluation Officer, while the ERG will include internal and external experts, primarily in the fields of Evaluation and livelihoods. The two groups will review and comment on the key deliverables throughout the evaluation; the TOR, the inception report and the evaluation report.

53. **Risks:** Risks related to the methodology include any major unforeseen political and/or security development, the availability of key competencies required for the Evaluation Team, availability and competing interests of EC and ERG members, difficulty meeting key counterparts and potential gaps in data that cannot be covered through primary data collection during the evaluation mission. Difficulty in articulating clearly the results from the programme. Delays in evaluation process and reporting.

54. To mitigate these risks, some flexibility about the timeline and means of data collection including remote solutions is accounted for. Exploring alternative options for data that is not possible to be collected. WFP will be following up closely with the evaluation team leader on progress to ensure timeliness of process. Regular online meetings between the Evaluation Manager and representatives of the Evaluation Team will be held throughout the process to address potential challenges at an early stage. Security clearances to be obtained in advance and WFP to communicate to other parties involved on the upcoming evaluation and their possible participation.

#### **4.5. Quality Assurance and Quality Assessment**

55. A quality report will be one that focuses on simple, well-articulated information assessing the quality, relevance and impact of WFP's livelihood activities in Lebanon.
56. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
57. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
58. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
59. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarter provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
- a. Systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
  - b. Recommendations on how to improve the quality of the final inception/evaluation report.
60. The evaluation manager will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/evaluation report. To ensure transparency and credibility of the process in line with the

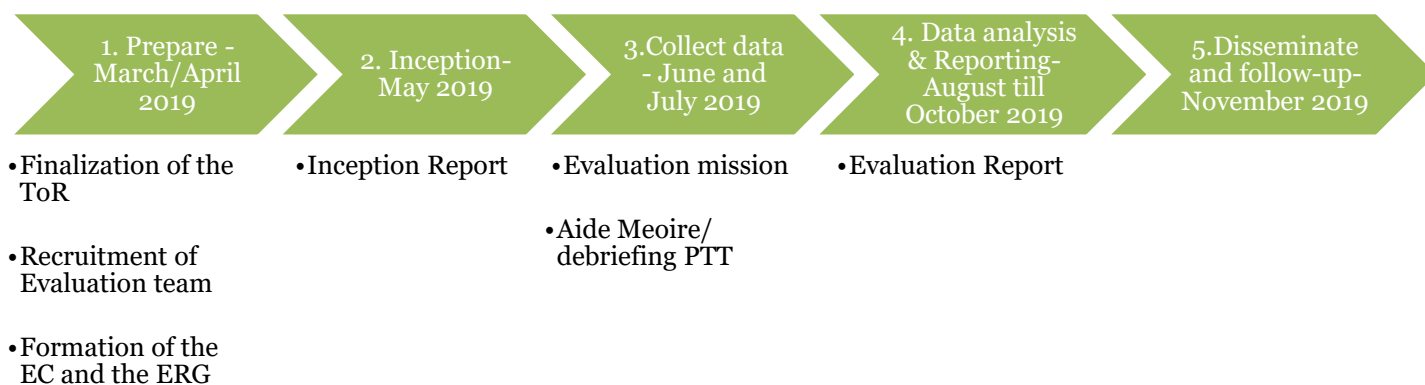
[UNEG norms and standards](#)<sup>[1]</sup>, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.

61. Concerning the quality of data and information, the evaluation team should systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.
62. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
63. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP's Directive CP2010/001](#) on Information Disclosure.
64. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

## 5. Phases and Deliverables

65. The evaluation will proceed through the following phases. The deliverables and deadlines for each phase are as follows:

**Figure 1: Summary Process Map**



66. **Preparatory phase:** The Evaluation Manager is responsible for deliverables in the preparatory phase, which includes finalisation of the TOR including external quality assurance mechanisms, the recruitment of an Evaluation Team and the formation of the EC and ERG. This phase is expected to be completed by mid-April 2019, although revisions to the TOR may take place during the inception phase.

[1] [UNEG Norm #7](#) states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

67. **Inception phase:** The Evaluation Team is responsible for conducting a comprehensive desk review of available data. The team should timely inform the Evaluation Manager about any identified information gaps to be addressed. Based on the overall assessment, the team should suggest revisions to the TOR if needed and prepare a draft inception report detailing the method and plan for the evaluation mission. Upon completed quality assurance mechanisms, the team will finalise the inception report, which is expected to be delivered in Microsoft Word-format in early June 2019.
68. **Evaluation phase:** The Evaluation Team will conduct field-level data collection, expected to take place during June and July 2019. The team will communicate regularly with the Evaluation Manager to prepare for the mission, including site visits, meetings with internal and external stakeholders, and a debriefing session at the WFP Lebanon CO at end of the mission to present preliminary findings.
69. **Data analysis and reporting:** The Evaluation Team is expected to deliver a final evaluation report in October 2019 based on the draft version feedback received following completion of the quality assurance protocol.
70. **Dissemination and follow-up:** The Evaluation Team should be available to present the final report, either on-site in Lebanon or through a conference call. Within the month following delivery of the final report, WFP Lebanon CO in November will be responsible to prepare their management response, to be made publicly available along with the report on WFP's external website.

## **6. Organization of the Evaluation & Ethics**

### **6.1. Evaluation Conduct**

71. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP evaluation managers. The team will be hired following agreement with WFP on its composition.
72. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the [code of conduct of the evaluation profession](#).
73. The evaluation will be conducted during the period April-November 2019.

### **6.2. Team composition and competencies**

74. The evaluation team is expected to include three members, including an experienced team leader, two livelihood and resilience experts and a data analyst. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR.
75. The team will be multi-disciplinary and include members who together include an appropriate balance of expertise and practical knowledge in the following areas:

- Two experts on livelihoods and resilience programme design ensuring they have sufficient experience in implementing such activities in middle income contexts similar to Lebanon,
  - One expert in impact-level data collection, analysis and reporting with at least 5 years of experience,
  - All team members should have strong analytical and communication skills, evaluation experience and familiarity with Lebanon and implementing livelihoods and resilience activities in middle income contexts.
  - At least one of the team member should be fluent in Arabic to ensure quality in primary data collection and ideally have previous WFP or related UN experience.
76. The Team leader will have technical expertise in one of the technical areas listed above as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills.
77. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
78. The team members will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.
79. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

### 6.3. Security Considerations

80. **Security clearance** where required is to be obtained from UN DSS.
- Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system's Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.<sup>7</sup>
  - As an 'independent supplier' of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants

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<sup>7</sup> Field Courses: [Basic](#); [Advanced](#)

contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel.

81. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP Lebanon CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
- The evaluation team follows in-country security guidance and avoids areas as per the security briefing upon arrival.
- The team members observe applicable UN security rules and regulations.
- Required approval from relevant authorities is timely organised e.g. for field visits in red and amber zones.

#### **6.4. Ethics**

82. WFP's decentralised evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

83. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

### **7. Roles and Responsibilities of Stakeholders**

84. A wide range of internal and external stakeholder stakeholders will play a role in the evaluation. In the WFP Lebanon CO:

- The **Lebanon CO Senior Management** will take responsibility to:
  - Assign an Evaluation Manager: Simon Renk and Hiba Audi
  - Compose the internal evaluation committee and the evaluation reference group (see below).
  - Approve the final Tor, inception and evaluation reports.
  - Ensure the independence and impartiality of the evaluation at all stages, including establishment of an Evaluation Committee and of a Reference Group (see below and [TN on Independence and Impartiality](#)).



- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
- Organise and participate in two separate debriefings, one internal and one with external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations
- The **Evaluation Managers (with support from the CO manager)**:
  - Manages the evaluation process through all phases including drafting this TOR
  - Ensures quality assurance mechanisms are operational
  - Consolidates and shares comments on draft TOR, inception and evaluation reports with the evaluation team
  - The evaluation managers have not been involved in the implementation of the livelihoods and resilience activities to be evaluated. The evaluation managers have been involved in developing the monitoring of the activities.
  - Ensures expected use of quality assurance mechanisms (checklists, quality support
  - Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
  - Organises security briefings for the evaluation team and provides any materials as required
- An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation. Annex 3 will provide the EC composition in detail.
- **An Evaluation Reference Group** will be formed by external stakeholder. The ERG members will review and comment on the draft evaluation products and act as key informants to further safeguard against bias and influence.
- **The Regional Bureau:** the RB will take responsibility to:
  - Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
  - Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
  - Provide comments on the draft TOR, Inception and Evaluation reports
  - Support the quality review and tracking of Management Response to the evaluation
  - While the Regional Evaluation Officer, Luca Molinas- Regional Evaluation Advisor will perform most of the above responsibilities, other RB relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.
  - Proactively share the content of the evaluation to inform WFP policies and country programmes.

- **Relevant WFP Headquarters divisions** will take responsibility to:
  - Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
  - Comment on the evaluation TOR, inception and evaluation reports, as required.
  - Proactively share the content of the evaluation to inform WFP policies and country programmes.
- **Other Stakeholders (Government, NGOs, UN agencies)** will provide the information and feedback on the collaboration during planning and implementing of the livelihood projects
- **The Office of Evaluation (OEV).** OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft ToR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.
- Roles and responsibilities in the ERG of Government partners, UN agencies, NGO partners, and reporting mechanisms for the evaluation will be defined in the preparation phase for the Decentralized Evaluation.

## **8. Communication and budget**

### **8.1. Communication**

85. To ensure a smooth and efficient process and enhance the learning from this evaluation, the Evaluation Team should place emphasis on transparent and open communication with key stakeholders in all phases. The team is encouraged to meet with as many internal and external stakeholders on-site as the evaluation mission timing and schedule allows and will facilitate a debrief to present preliminary findings at the end of the mission.
86. The team will communicate remotely on a regular basis with the Evaluation Manager who also will support requests for remote meetings with stakeholders outside of the data collection phase. The TOR and inception report will be shared internally and externally as per the membership of the EC and the ERG. The final evaluation report will be made publicly available on WFP's external website along with the management response. A communication plan will be developed by the Evaluation team and the Evaluation Manager to share learnings in the most efficient and relevant way.
87. The Communication and Learning Plan should include a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.

### **8.2. Budget**

88. The evaluation will be financed by the WFP Lebanon CO and the budget will cover the costs of hiring an external Evaluation Team utilising the Long-term Agreement option and

their related costs including travel, per diem, and field trips. The budget will be determined upon the contracting of an Evaluation Team and depend on factor such as the number and daily rates of the team members, the extent of primary data collection required etc.

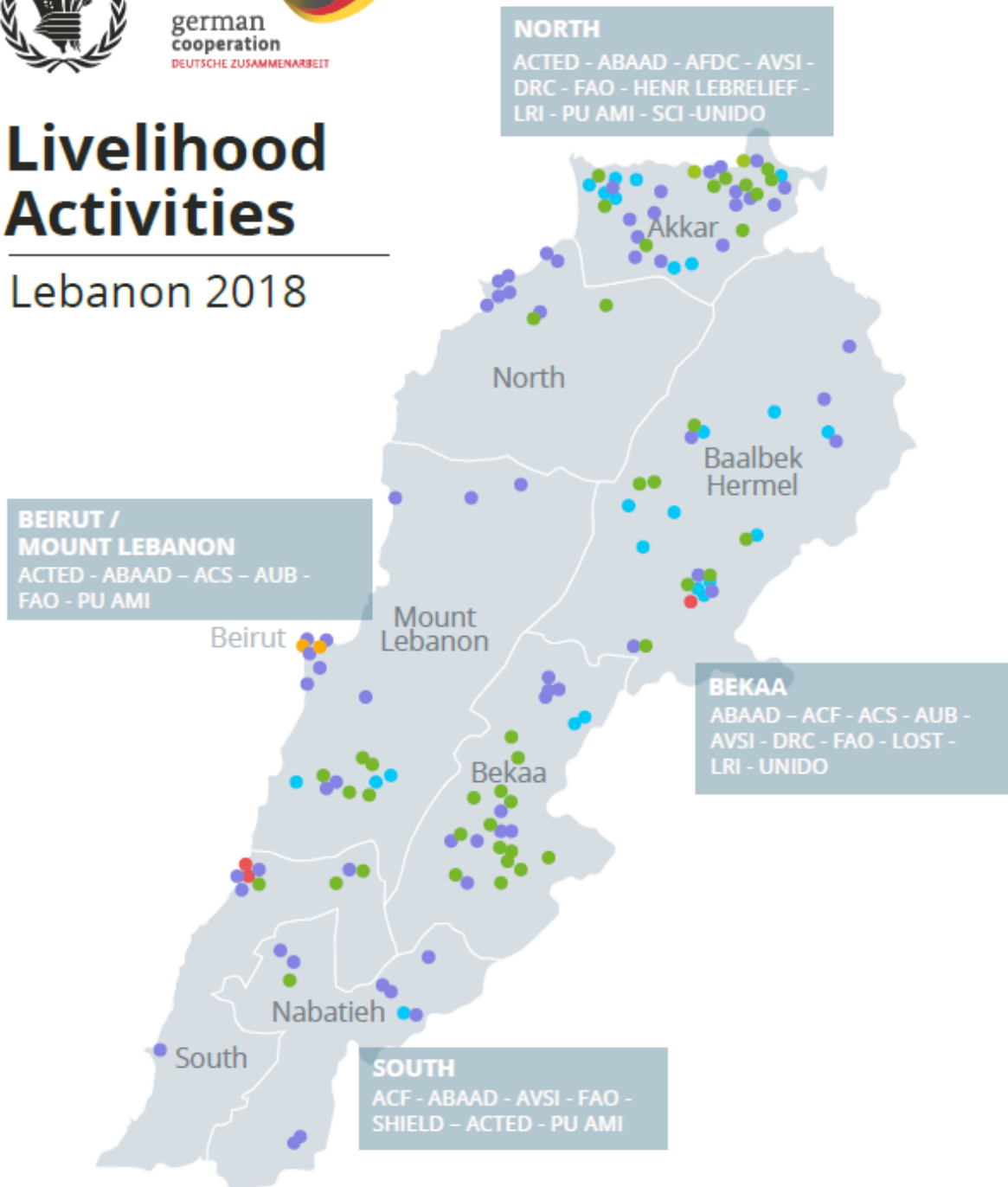
89. The budget covers any costs related to production of communication materials etc. The evaluation is expected to produce the following material: an inception report, a presentation following the inception report, the final report and a summary that explains the evaluation and main findings. The report will be translated to Arabic. Regional Bureau will support with costs of the evaluation, including travel and missions to Beirut.

Annex 1: Map of livelihood activities in 2018



# Livelihood Activities

Lebanon 2018



August 2018



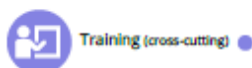
Market Construction



Forestry



Recycling



Training (cross-cutting)



Agricultural infrastructure

PARTNERS

## Annex 2: Evaluation Schedule

			<b>Phases, Deliverables and Timeline</b>	<b>Key Dates</b>
<b>EM</b>	<b>EC</b>	<b>ET</b>	<b>Phase 1 - Preparation</b>	
			Desk review, draft of TOR and quality assurance (QA) using ToR QC	March 2019, week 1
			Sharing of draft ToR with outsourced quality support service (DE QS)	March 2019, week 1
			Review draft ToR based on DE QS feedback	March 2019, week 2
			Circulation of TOR for review and comments to ERG, RB and other stakeholders	March 2019, week 3
			Review draft ToR based on comments received	March 2019, week 3
			Submits the final TOR to the internal evaluation committee for approval	March/April 2019, week 4/1
			Sharing final TOR with key stakeholders	April 2019, week 2
			<b>Selection and recruitment of evaluation team</b>	June 2019, week 3
<b>EM</b>	<b>EC</b>	<b>ET</b>	<b>Phase 2 - Inception</b>	
			Briefing core team	June 2019, week 4
			Desk review of key documents by evaluation team	July 2019, week 1
			Inception mission in the country (if applicable)	July 2019, week 2
			Draft inception report	July 2019, week 4
			Sharing of draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	July 2019, week 4
			Revise draft IR based on feedback received by DE QS and EM	August 2019, week 2
			Submission of revised IR based on DE QS and EM QA	August 2019, week 2
			Circulate draft IR for review and comments to ERG, RB and other stakeholders (list key stakeholders)	August 2019, week 2
			Consolidate comments	August 2019, week 3
			Revise draft IR based on stakeholder comments received	August 2019, week 3
			Submission of final revised IR	August 2019, week 4
			Submits the final IR to the internal evaluation committee for approval	September 2019, week 1
			<b>Sharing of final inception report with key stakeholders for information</b>	September 2019, week 1
<b>EM</b>	<b>EC</b>	<b>ET</b>	<b>Phase 3 - Data collection</b>	

			Briefing evaluation team at CO	September 2019, week 2
			<b>Data collection</b>	September 2019, week 2- October 2019, week 1
			<b>In-country Debriefing (s)</b>	October 2019, week 1
			<b>Phase 4 - Analyze data and report</b>	
			Draft evaluation report (ER) submitted to EM	October 2019, week 2
			EC review and comments	October, week 3
			Revise draft ER based on EC comments	October, week 4
			Sharing of draft ER with DE QS and quality assurance of draft IR by EM using the QC	October, week 4
			Revise and submit draft ER based on feedback received by DE QS and EM	November, week 1
			Circulate draft ER for review and comments to ERG and RB	November, week 1
			Consolidate and share comments with ET	November, week 2
			Revise and submit final draft ER based on stakeholder comments received	November, week 3
			EC reviews and approves final draft of ER	November, week 3
			<b>Sharing of final evaluation report with key stakeholders for information</b>	November, week 3
			<b>Phase 5 - Dissemination and follow-up</b>	
			Organize dissemination (internal/external, as applicable)	November, week 4
			Prepare management response	December, week 3
			<b>Share final evaluation report and management response with OEV for publication</b>	December, week 3

## Annex 3: Evaluation Committee Terms of References (TOR) and membership

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### Evaluation Committee Terms of References<sup>8</sup> (TOR) for WFP's Livelihoods and Resilience Activities in Lebanon from 2016 to 2019

#### Lebanon Country Office –March 2019

**Context:** WFP Lebanon country office is commissioning a decentralized activity evaluation on WFP's livelihoods and resilience activities in Lebanon from 2016 to 2019. This evaluation intends to assess the performance and lessons learned from the livelihoods and resilience activities in Lebanon. WFP Lebanon piloted livelihoods and resilience activities in 2016 and continued to increase the scale of the support from 2017 onwards. Livelihoods and resilience activities are grouped under four pillars: 1. Rehabilitation and/or construction of small-scale agriculture infrastructure, 2. Skills and Vocational trainings, value chain development and market linkages, 3. Reforestation and forest management activities, 4. Construction and rehabilitation of farmers' markets.

The decentralized evaluation is expected to generate learning to inform future programming, for the coming years in the framework of WFP's Country CSP. The evaluation presents a promising opportunity to understand the impact of WFP's livelihood activities in addressing the above gaps within the context of a large-scale refugee operation and being embedded in one of the largest humanitarian cash-based transfer (CBT) response in the world.

**Purpose:** The establishment of an EC for each decentralized evaluation is part of the impartiality provisions foreseen by WFP Evaluation Policy and Evaluation Charter (ED circular OED2016/007). The Evaluation Committee (EC) is a temporary group responsible for overseeing the evaluation process, making key decisions and reviewing evaluation products submitted to the Chair for approval. It helps ensuring due process in evaluation management and maintaining distance from programme implementers (preventing potential risks of undue influence), while also supporting and giving advice to the Evaluation Managers. Key decisions expected to be made by the EC relate to the evaluation purpose, scope, timeline, budget and team selection as well as approving the final TORs, inception report and evaluation report.

The overall purpose of the evaluation committee is to ensure a credible, transparent, impartial and quality evaluation process in accordance with WFP Evaluation Policy 2016-2021. It will achieve this by supporting the evaluation manager through the process, reviewing evaluation deliverables (TOR, inception report and evaluation report) and submitting them for approval by the DCD who will be the chair of the committee.

#### The composition of the evaluation committee:

- **Evaluation Chair-** management representative
- **Evaluation Manager (EM)-** Head of M&E/VAM- Simon Renk
- **Evaluation Manager (EM)-** M&E Officer- Hiba Audi
- **Member-** Head of Programme Unit- Kaori Uri
- **Member-** Head of Livelihoods Unit- Jehangir Khan
- **Member-** Regional Evaluation Officer- Luca Molinas
- **Member-** Livelihoods Officer (JPO)- Tina Madsen
- **Member-** Deputy Head of Field Office – Maria Rehaime
- **Member-** Livelihoods Associate- Nancy Hassan

**Responsibilities of the Evaluation Committee (EC):** The table below summarizes the areas of engagement and responsibilities with which the EC will be tasked throughout the evaluation process.

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<sup>8</sup> <https://docs.wfp.org/api/documents/fcb1b0d92f064849a2aeb8873b7ae9bc/download/>

**Time commitment:** The table also indicates the estimated number of days required by phase and main tasks, as well as the approximate timeframe within which inputs by the EC will be required.

<b>Input by Phase</b>	<b>Estimated time per EC member (excluding the EM)</b>	<b>Approximate dates</b>
<p><b>Phase 1: Planning</b></p> <ul style="list-style-type: none"> <li>• Evaluation Chair (DCD) nominates an Deputy Evaluation Chair and evaluation manager (s);</li> <li>• Decides and approves the indicative evaluation budget.</li> <li>• Decides the contracting method, well in advance to enable the evaluation manager to plan for the next phase of the evaluation.</li> </ul>	3 days	March 2019
<p><b>Phase 2: Preparation</b></p> <ul style="list-style-type: none"> <li>• Reviews the TOR on the basis of: <ul style="list-style-type: none"> <li>✓ The outsourced Quality Support service feedback;</li> <li>✓ Evaluation Reference Group (ERG)<sup>9</sup> comments;</li> <li>✓ The EM responses documented in the comments matrix;</li> </ul> </li> <li>• Approves the final TOR.</li> <li>• Approves the final evaluation team and budget</li> </ul>	3 to 4 days	April 2019
<p><b>Phase 3: Inception</b></p> <ul style="list-style-type: none"> <li>• Briefs the evaluation team including an overview of the subject of the evaluation;</li> <li>• Informs the design of the evaluation during the inception phase as key stakeholders of the evaluation;</li> <li>• Supports the identification of appropriate field visit sites on the basis of selection criteria identified by the evaluation team noting that the EC should not influence which sites are selected;</li> <li>• Reviews the draft IR on the basis of: <ul style="list-style-type: none"> <li>✓ The outsourced Quality Support service feedback and evaluation manager feedback</li> <li>✓ ERG comments</li> <li>✓ The Evaluation team responses documented in the comments matrix</li> </ul> </li> <li>• Approves the final IR</li> </ul>	3 days	May 2019
<p><b>Phase 4: Data Collection</b></p> <ul style="list-style-type: none"> <li>• Act as key informants during the data collection.</li> <li>• Act as sources of contextual information and facilitating data access as per the needs of the evaluation.</li> </ul>	3 days	May-June 2018

<sup>9</sup> <https://docs.wfp.org/api/documents/4a95fffb56934e50ade682b1b7c90d0b/download/>



<ul style="list-style-type: none"> <li>Attend the end of field work debriefing meeting, and support the team in clarifying/validating any emerging issues and identifying how to fill any data/information gaps that the team may be having at this stage.</li> <li>Facilitate access to stakeholders and information as appropriate</li> </ul>		
<p><b>Phase 5: Data Analysis and Reporting</b></p> <ul style="list-style-type: none"> <li>Review the draft Evaluation Report (ER) on the basis of: <ul style="list-style-type: none"> <li>✓ The outsourced Quality Support service and evaluation manager feedback</li> <li>✓ ERG comments</li> <li>✓ The Evaluation team responses documented in the comments matrix</li> </ul> </li> <li>Approve the final ER.</li> </ul>	3 days	July -September 2019
<p><b>Phase 6: Disseminate and Follow-up Phase</b></p> <ul style="list-style-type: none"> <li>Facilitate preparation of the management response to the evaluation recommendations</li> <li>Ensure that all follow-up actions adequately address the evaluation recommendations, include a specific timeline within which they can be realistically implemented and are allocated to a specific team/unit</li> <li>Approve the Management Response</li> <li>Disseminate evaluation results</li> <li>Ensure the evaluation report and the management response are publicly available</li> </ul>	3 days	October/November 2019

**Procedures of Engagement**

- The evaluation managers will notify the members of the time, location and agenda of meetings at least three days before the meeting and share any background materials for preparation.
- Approval can be made via email based on submission to the EC chair after endorsement by all EC members.
- EC meetings will be held face-to face and/or via electronic conference call/Skype and/or email depending on the need, the agenda and the context.

## **Annex 4: Membership of the Evaluation Reference Group**

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The member of the Evaluation Reference Group will include (to be confirmed):

- Senior staff to chair
- UNDP – (UNDP to nominate)
- FAO – (FAO to nominate)
- Food Security Coordinator (in-coming)
- Livelihoods coordinator (Gloria Di Marchi)
- Lebanon Evaluation Association (to be nominated)
- ESCWA (Senior livelihood expert)
- HQ Livelihoods/ Resilience unit
- RB Livelihoods/Resilience unit
- NGO – only a partner who is not under contract (e.g. Concern Worldwide)
- EMs will be the secretariat of ERG

## Annex 5: Acronyms

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Cash-based transfer (CBT)  
Cooperating Partners (CPs)  
Country Office (CO)  
Evaluation Committee (EC)  
Evaluation Reference Group (ERG)  
Evaluation Team (ET)  
Federal Ministry for Economic Cooperation and Development (BMZ)  
Food Assistance for Assets (FFA)  
Food for Assets (FFA)  
Food for Training (FFT)  
Gender equality and women's empowerment (GEEW)  
Headquarter (HQ)  
Lebanon Crisis Response Plan (LCRP)  
Ministry of Agriculture (MoA)  
Ministry of Agriculture (MoA)  
Ministry of Energy and Water (MoEW)  
Ministry of Environment (MoE)  
Ministry of Social Welfare (MoSW)  
Monitoring and Evaluation (M&E)  
Non-Governmental Organizations (NGOs)  
Office of Evaluation (OEV)  
Regional Bureau Cairo (RBC)  
Regional Bureau Cairo (RBC)  
Terms of Reference (TOR)  
UN Country team (UNCT)  
World Food Programme's (WFP)  
United Nations Strategic Framework (UNSF)  
WFP Executive Board (EB)  
WFP Livelihoods & Resilience unit (OSZPR)

## Annex 6: CSP Logframe- Activity 3 and Activity 4

<b>Strategic Goal 1</b> <i>Support countries to achieve zero hunger (SDG 2)</i>	
<b>Strategic Objective 1</b> <i>End hunger by protecting access to food</i>	
<b>Strategic Result 1</b> <i>Everyone has access to food (SDG target 2.1)</i>	
<b>National SDG targets and indicators:</b> LCRP Strategic Objective 4: Reinforce Lebanon’s economic, social and environmental stability	
<b>UNSF priorities</b> Core Priority 3: Lebanon reduces poverty and promotes sustainable development while addressing immediate needs in a human rights/gender-sensitive manner	
<b>Strategic outcome 2:</b> Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities, and livelihood opportunities by 2020. <i>Nutrition-sensitive: yes</i>	<i>Alignment to outcome category:</i> 1.1 Maintained/enhanced individual and household access to adequate food 1.1.1 Food consumption score disaggregated by sex of household head 1.1.2 Coping strategy index 1.1.3 Food expenditure share 1.1.6 Food consumption score – nutrition 1.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced asset base
<b>Output 2.1:</b> Targeted smallholder farmers receive training and technical support to increase their production and sales.	<i>Alignment to output category:</i> C. Capacity development and technical support provided
<b>Output 2.2:</b> Targeted vulnerable Syrian refugees and vulnerable Lebanese people receive conditional food assistance through CBTs to meet their basic food and nutrition needs.	<i>Alignment to output category :</i> A. Resources transferred
<b>Output 2.3:</b> Targeted vulnerable Syrian refugees and vulnerable Lebanese people receive training to build their marketable skills and strengthen their livelihoods in Lebanon and – for refugees – on their return to the Syrian Arab Republic, ensuring the equitable participation of both men and women.	<i>Alignment to output category:</i> C. Capacity development and technical support provided
<b>Output 2.4:</b> People living in targeted municipalities benefit from the creation and rehabilitation of community environmental and agricultural assets to build social cohesion, improve living conditions and stimulate economic opportunities. Other SDG output contributes to SDG 1.5	<i>Alignment to output category:</i> D. Assets created
<b>Activity 3:</b> Individual capacity-strengthening activities (CBTs)	<i>Alignment to activity category:</i> 8. Individual capacity strengthening activities
<b>Activity 4:</b> Asset creation and livelihood support activities (CBTs)	<i>Alignment to activity category:</i> 2. Asset creation and livelihood support activities

## Annex 7: List of partners and type of agreement by location

Partner	Description	Start date	End Date	Type of agreement	Location
ABAAD	Capacity building on GBV and Basic Life Skills	Mar-18	Dec-18	FLA	Beirut, Mt. Lebanon, Nabatieh, Bekaa and North
ACF	Construction of storm water drainage canal and rehabilitation of irrigation channels Amm: Market supported with POS in Khiam and Marj	Jan-18	Dec-18	FLA	Bekaa, South
ACF	Trainings on agriculture and sustainable agriculture practices	Jan-18	Dec-18	FLA	Bekaa, South
ACS	Training on rural product development (jams, vinegar ...)	Mar-18	Dec-18	FLA	Mt Lebanon
ACTED	Solid Waste Management Works at Water Retention Pond	Jan-18	Jun-18	FLA	North and Beirut
AUB	Digital Skills Training	Apr-18	Apr-19	MOU/UNJS	Bekaa, Mount Lebanon, North and South
AVSI	Agriculture Vocational training courses for vulnerable Syrian and Lebanese	Feb-18	Oct-18	FLA	Bekaa, North and South
LOST	irrigation canals Yamouneh, Deir Ahmar & Baalbeck	Jan-18	Jul-18	FLA	Bekaa (deir Ahmar & Yamouneh & Baalback)
LRI	Reforestation and forest Management activities in North (Akkar) and west Bekaa	Jan-18	May-18	FLA	Bekaa
PU-AMI	Market rehabilitation , cleaning irr channels	Jan-18	Jun-18	FLA	North, Chouf, Saida
PU-AMI	Training on sewing , cooking, child care ...	Jan-18	Jun-18	FLA	North, Chouf, Saida
UNIDO		Jan-18	Mar-18	Letter	North
WFP	Construction of irrigation pipe network (2.4 km)	Mar-18	Apr-18	FIDIC Green Book	Bekaa, Buddai
WFP	Consultant for feasibility assessment and design for the farmers' markets	May-18	Jun-18	FIDIC White Book	North, Bebnine and Bire
WFP	Construction of farmers' market	Jul-18	Dec-18	FIDIC Green Book	Bireh, North
WFP	Rehabilitation of farmers' market	Mar-18	Dec-18	FIDIC Green Book	Bebnine, North

WFP	equipment of community hall	Jul-18	Dec-18	FIDIC Green Book	Mhammara, Akkar
WFP	Irrigation scheme	Apr-18	Sep-18	FIDIC Green Book	Nahle (Bekaa)
WFP	Irrigation scheme	May-18	Oct-18	FIDIC Green Book	Menjiz (North)
LOST	Rehabilitation and Construction of 3437 m. of irrigation canals in Baalbeck , 1260 m. of agriculture road in harbata, R 650 m. of irrigation canal in nabha, 350 m. of irrigation canal in Younine, 3200 m. of irrigation pipeline in Boudai	Jun-18	Dec-18	FLA	Baalback, Harbata, Nabha, Younine (Bekaa)
PU-AMI	Construction of 1008 m. of irrigation canal & rehabilitation of 740 m. of agriculture road	Jun-18	Dec-18	FLA	Tal Meayan, Fnaydek (Akkar)
PU-AMI	Home-based ag. Production	Jun-18	Dec-18	FLA	Tal Meayan, Fnaydek (Akkar)
DRC	Ghzayleh: Rehabilitation of 1500 m. of agriculture road Hissa: Rehabilitation and construction of 1100 m of irrigation canal Hrar: Rehabilitation of 350 m. of agriculture road Kfar Zabad: 240 m of retaining wall, construction and rehabilitation of 1730 m of irrigation canal	Jun-18	Dec-18	FLA	Hrar, Hissa, Ghzayleh (Akkar) Kfarzabad (Bekaa)
DRC	Ghzayleh: Training on Agriculture and Food Processing Hissa: Training on Agriculture and water management Hrar: Training on agriculture practices Kfar Zabad: Training on construction and agricultural skills	Jun-18	Dec-18	FLA	Hrar, Hissa, Ghzayleh (Akkar) Kfarzabad (Bekaa)
SCI	Mhammara: Construction of 600m of irrigation canal Tal Abbas Gharbi: Construction 375m. and rehabilitation of 500 m. of irrigation canals	Jun-18	Dec-18	FLA	Tal Abbas, Mhammara (Akkar)
SCI	Mhammara: Training on Agriculture & Construction skills Tal Abbas Gharbi: Training on Agriculture & Construction skills	Jun-18	Dec-18	FLA	Tal Abbas, Mhammara (Akkar)
LebRelief	agr infr: IConstruction of 891m. irrigation canal, Rehabilitation of	Jun-18	Dec-18	FLA	Mqaitaa, Qaabrine (Akkar)

	1058 m. of existing agriculture road				
LOST	3200 m. of irrigation pipeline	Aug-18	Dec-18	FLA	Boudai (Baalbeck)
LOST	Trainings on agriculture skills and water management	Aug-18	Dec-18	FLA	Boudai (Baalbeck)
AUB	Agriculture trainings, skills building, material support and market linkages: small ruminant production (dairy and artisanal products);	Oct-18	Sep-19	MOU/UNJS	West Bekaa, Baalbeck, Zahle and Aley
PU-AMI	Market-based skills trainings, soft skills, professional tool kits distribution, job matching and coaching, on-the-job training placements, and business development support	Sep-18	Aug-19	FLA	Chouf, Baabda, Akkar, Saida
CCIAZ	Agricultural trainings, internships in agri-businesses, provision of professional agri tool kits	Oct-18	Sep-19	MOU/UNJS	West Bekaa, Baalbeck, Zahle
PCPM	Skills building for agricultural cooperatives on production, selling and marketing, strategic planning, and certification; trainings to municipal staff, agricultural committees, and	Aug-18	Jul-19	FLA	Jbeil, Baalbeck and Akkar
MAPS	Basic literacy and numeracy training, provision of start-up kits, on-the-job training (internships)	Aug-18	Jul-19	FLA	West Bekaa, Baalbeck, Zahle
SHIELD	Vocational Trainings and market linkages	Aug-18	Jul-19	FLA	South (Marjeyoun, Hasbaya, Jezzine, Bent Jbeil, Nabatieh, Tyre)
ICU	Agricultural trainings and capacity-building, and internships; professional agri kit distribution	Sep-18	Aug-19	FLA	Akkar, Koura, Jbeil, Chouf, Baalbeck, Hermel, Zahleh, Zahrani, Tyre, Nabatiyeh, Marjeoun, Hasbaya and Bent Jbeil
CARE	Enhancing profitability and productivity of targeted value chains through provision of business development services & in-kind support / upgrade	Sep-18	Aug-19	FLA	Tripoli, Jbeil, Nabatieh, keserwan
AMEL	Micro-Garden Trainings, skills based trainings to support community gardening in ITS and host community; improvement to production and productivity, as well as, enhancing access to existing market outlets	Oct-18	Sep-19	FLA	Baalback, Nabatieh, Zahle

SCI	Technical skills training, entrepreneurship, and gender sensitization for rural entrepreneurship	Oct-18	Aug-19	FLA	Akkar , West Bekaa and Baalbeck
ACS	forest management training	Aug-18	Apr-19	FLA	West Bekaa
AFDC	forest management training	Aug-18	Apr-19	FLA	north
SHIELD	Forestry	Apr-18	Dec-18	FLA	Nmeirieh Aramta
LRI	forest management training	Aug-18	Apr-19	FLA	Bekaa and North

End