



EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE
LEBANON: AN EVALUATION OF WFP'S COUNTY STRATEGIC PLAN
(2016-2018)
Dated: May 24, 2019

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1. Background

1. The purpose of these terms of reference (TOR) is to provide key information to stakeholders about the proposed Lebanon Country Strategic Plan Evaluation (CSPE, 2016-2018), to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR is structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP assistance in Lebanon and defines the scope of the evaluation; Chapter 4 identifies the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information such as a detailed timeline.

1.1. Introduction

2. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan.

1.2. Country Context

Socio-Economic

3. With the population of 6 million, Lebanon is a densely populated country located on the east coast of the Mediterranean Sea, bordering Syria to the north and east, Israel to the south, and Cyprus to the west across the Mediterranean Sea (see [Annex 1](#)).² Lebanon is currently ranked as an upper-middle-income country. During 2016-2017, the Gross Domestic Product (GDP) expanded from 1.6% to 2%.³ The agriculture sector is relatively small contributing 4% to GDP. An estimated 3% of the labour force is employed in the farming community.⁴ For 2017, Lebanon's Human Development Index was 0.757, indicating a high level of human development and life expectancy of 76.3⁵, positioning it at 80 out of 189 countries.⁶

4. Nonetheless, poverty and income inequality remain high with wide geographic disparities aggravated by volatile geopolitics and regional security conditions.⁷ Lebanon has also struggled to reduce widespread poverty, estimated at 27%, with considerable variation due to unevenness of economic growth and development.⁸ In Lebanon, most of the poor are located in urban areas, in small pockets of dense poverty in the suburbs of large towns⁹ and its high wealth inequality is reflected in a Gini coefficient of 86.1.¹⁰ There have been frequent and mostly political shocks, such as the ongoing Syrian crisis, the 2006 conflict with Israel and the Lebanese Civil War (1975 – 1990).

1 WFP Lebanon Country Strategic Plan (2018-2020)

2 World Bank Population Data, downloaded December 2018

3 <https://tradingeconomics.com/lebanon/gdp-growth-annual>

4 [Lebanon: Promoting Poverty Reduction and Shared Prosperity](#), World Bank, 2015

5 WHO: <http://apps.who.int/gho/data/node.cco.ki-LBN?lang=en>

6 Briefing note for countries on the 2018 Statistical Update, UNDP, 2018

7 <https://www1.wfp.org/countries/lebanon>

8 [Lebanon: Promoting Poverty Reduction and Shared Prosperity](#), World Bank, 2015

9 Of the poor population overall, 27.3 percent was concentrated in relatively affluent Mount Lebanon, and 38 % was concentrated in the North; 46% of the extremely poor population was located in the North. Lebanon Promoting Poverty Reduction and Shared Prosperity, 2016, E.L. Borgne, T.J. Jacobs, World Bank Group

10 Credit Suisse. 2016. Global Wealth Databook. Retrieved from <http://publications.credit-suisse.com/tasks/render/file/index.cfm?fileid=AD6F2B43-B17B-345E-E20A1A254A3E24A5>

5. As of October 2017, 1.5 million Syrians,¹¹ about a quarter of the Lebanese population, have taken refuge in Lebanon straining its public finances, service delivery, resources and affecting vulnerable communities.^{12,13} Women and children account for 80%, of which 54% – with equal numbers of girls and boys – have been under 18 years old.¹⁴ They include 998,000 Syrian refugees registered with UNHCR, 69%¹⁵ living below the poverty line and living in overcrowded shelter and hygiene facilities, 34,000 Palestine Refugees from Syria, and a pre-existing population of 278,000 Palestine Refugees in Lebanon. Around 87% of the 18,200 non-Syrian and non-Palestinian refugees mainly refugees from Iraq and Sudan) experienced some degree of food insecurity.¹⁶ Subsidized primary healthcare service is available to 1.5 million vulnerable Lebanese as well as the Syrian refugees. The affected populations in Lebanon have experienced a gradual shrinking of space for livelihoods and income-generation.¹⁷

6. Relevant national development strategies and plans include the 2011 National Social Development Strategy of Lebanon.¹⁸ The refugee response has been addressed through the Lebanon Crisis Response Plan (LCRP 2017–2020) overseen by the Ministry of Social Affairs. Priorities of the Ministry of Agriculture Strategy (2015-2020)¹⁹ and the LCRP include: i) provision of critical food assistance to food-insecure refugees and host communities; ii) promotion of investments in agriculture to improve opportunities and livelihoods for small-scale farmers; iii) creation of adequate job and livelihood opportunities for men and women; iv) support to national and local food security systems; and v) strengthening of social safety nets and social protection to promote stabilization.²⁰

Food and Nutrition Security

7. In Lebanon, 80% of the country's food needs are imported every year²¹, Syrian refugees are legally permitted to work in agriculture, construction and environment sectors, while they have been traditionally engaged as seasonal workers before the Syrian crisis.²²

8. Lebanon is ranked low on the Global Hunger Index, with a score of 7.1 in 2016.²³ Vulnerable populations among Syrian refugees, Lebanese, and Palestine refugees from Syria, have seen their level of food security significantly worsen. One third (34%) of Syrian refugee households remained moderately to severely food-insecure.²⁴ The food insecurity of vulnerable families also has a negative impact on the nutrition of their children and infants, particularly as exclusive breastfeeding rates are low among the Lebanese community.²⁵

11 Lebanon Crisis Response Plan 2017- 2020 (2018 update).

12 [The World Bank In Lebanon- Overview](#), 2018

13 Strategic Review of Food and Nutrition Security in Lebanon, <https://reliefweb.int/report/lebanon/strategic-review-food-and-nutrition-security-lebanon-enar>

14 of which 487,723 are aged between age 3 and 18 years

15 Vulnerability Assessment of Syrian Refugees in Lebanon (VASyR), 2018, UNHCR, UNICEF, WFP

16 UNHCR; 2017; Vulnerability Assessment for Refugees of Other Nationalities in Lebanon - VARON 2017. <https://data2.unhcr.org/en/documents/details/64387>

17 Lebanon Crisis Response Plan 2017- 2020 (2018 update), also see <http://reporting.unhcr.org/node/2520?y=2018#year> where the number has been declining by 1% between 2015-2017.

18 National Social Development Strategy of Lebanon, 2011.

19 <http://www.agriculture.gov.lb/Arabic/NewsEvents/Documents/MoA%20Strategy%202015-19%20-%20English-for%20printing.pdf>.

20 <https://reliefweb.int/report/lebanon/lebanon-crisis-response-plan-2017-2020-2018-update>

21 <https://reliefweb.int/report/lebanon/strategic-review-food-and-nutrition-security-lebanon-enar>.

22 The Syrian Refugee Crisis: Labour Market Implications in Jordan and Lebanon, European Commission, 2016

23 International Food Policy Research Institute (IFPRI). 2016. Global Hunger Index.

24 (VASyR), 2018

25 Lebanon Crisis Response Plan 2017- 2020 (2018 update)

9. While the prevalence of undernourishment in Lebanon has been less than 5%,²⁶ population is shifting away from a micronutrient-rich diet towards a diet that is high in energy, sugar and fat. This trend has increased the risk of chronic diseases, which can fuel further food insecurity by creating competing demands between healthcare expenditure and food expenditure, as well as reducing labour force participation.²⁷

Humanitarian Protection

10. Lebanon hosts the highest refugee per population ratio. Lack of legal residency and limited self-support opportunities, compounded by depletion of savings and assets, have led them to resorting to negative coping strategies, including begging, protracted debt, child labour and early marriage of girls. Sexual and gender-based violence remains one of the main protection concerns affecting Syrian, Lebanese, and Palestinian women, girls, men and boys.²⁸

11. The refugees remain exposed to risks of exploitation and harassment from employers, neighbours, host communities, authorities and landlords. Around 4% of Syrian refugee households reported experiencing insecurities curtailing their freedom of movement. Harassment has been more common in female-headed households, while male-headed households reported more incidents of physical abuse.²⁹ The National Poverty Targeting Programme assessment in 2017 indicated 9% of 105,000 Lebanese households, 14% of the assessed Syrian refugees and 10% of the Palestine Refugees from Syria had a physical or intellectual disability.^{30,31}

Education

12. Protracted nature of the refugee crisis and the high demand for schooling have strained the quality, availability and access to education for both host communities and refugee children. In addition, gender gap in educational attainment is wide. Lebanon ranks 108th in the educational attainment category, even though it is first in girls' enrolment in secondary and tertiary education.³² In 2017/2018 school year, at national level, 70% of children aged 6-14 were enrolled in school, while there was a notable regional disparity in enrolment.³³ Completion remained a challenge indicating only 12% of adolescents aged 17-19 having completed grade nine. Boys were less likely to be in secondary school than girls, for students aged 12-17. Refugees continue to cite the cost of education as the biggest barrier.³⁴ The Ministry of Education and Higher Education (MEHE) has prioritized equitable access to opportunities within the public education system,³⁵ through the launch of the Reaching all Children with Education – RACE – initiative.

26 FAO 2015. The State of Food Insecurity in the World. <http://www.fao.org/hunger/en/>

27 Strategic Review of Food and Nutrition Security in Lebanon, ESCWA, 2016

28 Lebanon Crisis Response Plan 2017- 2020 (2018 update). VASyR, 2018, Twenty-nine percent of girls aged 15 to 19 were married at the time of the survey, an increase of 7% since 2017

29 VASyR, 2018, Using violence against children, either psychological or physical, continues to be a major issue, with nearly three quarters (73%) of children having experienced.

some form of violent discipline

30 ibid

31 Survey on the Socioeconomic Status of Palestine Refugees in Lebanon, 2015, American University of Lebanon, United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

32 World Economic Forum. Global Gender Gap Report 2016, <http://reports.weforum.org/global-gender-gap-report-2016/economies/#economy=LBN>

33 Kinder Garden to Grade 9 (age 14): Reaching all Children with Education (RACE) Fact Sheet, April 2018

34 Lebanon Crisis Response Plan

35 World Bank. 2016. Lebanon: Support to Reaching All Children with Education (RACE 2) Program for Results Project. <http://documents.worldbank.org/curated/en/980641475200856910/Lebanon-Support-to-Reaching-All-Children-with-Education-RACE-2-Program-for-Results-Project>.

Gender

13. While the Lebanese Law and the Constitution states men and women enjoy equal rights in social and economic spheres, a wide gender inequality still exists in accessing opportunities for decision making at political, economic, and social levels³⁶. According to UNDP, in 2017, Lebanon had a Gender Inequality Index of 0.381 placing it the 85th highest globally.³⁷ Lebanon ranks 135th of 144 countries in the World Economic Forum Global Gender Gap Report.³⁸ Lebanon ranked 183rd of 193 countries in women's participation in politics with women holding only 3% of seats in the national parliament.

14. According to UNFPA, there is inequality in participation of women in the labor force, 25% compared with 75% for men. Men are the main income earners, with women primarily responsible for unpaid care and domestic work. This gender-based division of labour restricts women's opportunities for economic participation and empowerment. Economic challenges in Lebanon, along with displacement, instability and poverty, have: i) challenged traditional gender norms; ii) been associated with increased rates of domestic violence; and iii) led women and children to pursue negative coping strategies such as child labour, foregoing opportunities, forced and child marriage, to meet household needs. The rate of early, forced and child marriage among Syrian refugees in Lebanon is estimated at 24% for girls aged 15 to 17 –fourfold increase from before the Syrian crisis.³⁹

International Assistance

15. During the period 2015-2017, Lebanon has received a yearly average US\$ 1.1 billion net Official Development Assistance (ODA). The proportion of net ODA per GDP increased from 2% to 2.5%. The top five ODA funding sources are Germany, EU, UK and USA, -, followed by the Arab Fund, Norway and Canada. Main humanitarian donors have comprised of Australia, Canada, Denmark, Estonia, France, European Commission, Germany, Italy, Japan Kuwait, Republic of Korea, Mexico, Norway, Switzerland, UK and USA.

16. The United Nations Strategic Framework (UNSF 2017–2020), the UN cooperation framework in Lebanon, leverages the expertise, capacity and resources of the United Nations to support the Government's priorities. It is the result of consultations carried out by the various members of the UN family in Lebanon with various national authorities to ensure its alignment with national priorities.

17. It replaces the United Nations Development Assistance Framework (UNDAF 2010-2016) and covers the period 2017 to 2020. The UNSF presents the key shared objectives of the UN system, the areas in which it intends to support the Government of Lebanon and its people, and the expected outcomes of its assistance. Launched by the UN System in Lebanon and the Lebanese Government in December 2016, the UNSF priorities are: i) strengthening domestic security, the rule of law and social cohesion; ii) promoting good governance and inclusive participation; and iii) reducing poverty and

36 United Nations Strategic Framework, Lebanon 2017-2020

37 <http://hdr.undp.org/en/composite/GII>

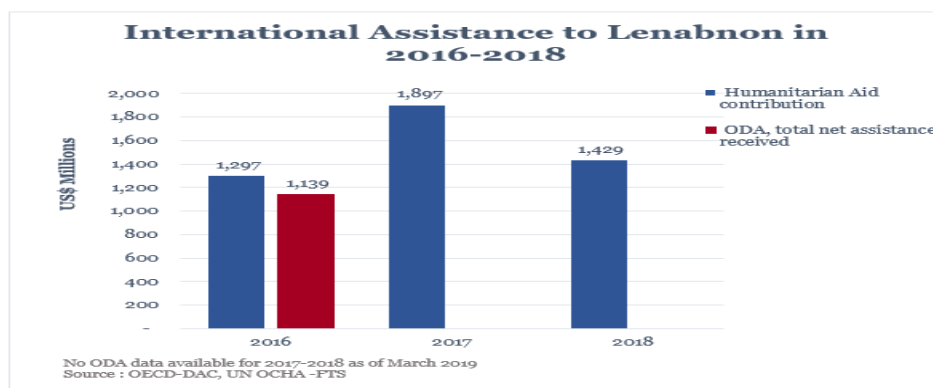
38 World Economic Forum. Global Gender Gap Report 2016.

39 United Nations Population Fund (UNFPA). 2016. Gender Based Violence Against Women and Girls Displaced by the Syrian Conflict in South Lebanon and North Jordan: Scope of Violence and Health Correlates

<http://reliefweb.int/report/lebanon/gender-based-violence-against-women-and-girls-displaced-syrian-conflict-south-lebanon>.

promoting sustainable development while addressing immediate needs – this pillar of the UNSF is co-led by WFP and UNICEF.⁴⁰

Figure 1: International Assistance to Lebanon (2016-2018)



2. Reasons for the Evaluation

2.1 Rationale

18. CSPEs have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, other than ICSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The results of this evaluation will be used to inform the preparation of the next WFP Lebanon Country Strategic Plan which will be presented to the WFP Executive Board in November 2020.

2.2 Objectives

19. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country level strategic decisions, specifically for developing the next CSP Plan and 2) provide accountability for results to WFP stakeholders.

2.3 Stakeholders and Users of the Evaluation

20. The evaluation will seek the views of, and be useful to, a broad range of WFP’s internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The main stakeholder and users of the evaluation are the WFP Country Office, Regional Bureau in Cairo (RBC), Headquarters technical divisions, the Executive Board (EB), the beneficiaries, the Government of Lebanon, Non-Governmental Organizations (NGOs), donors, the UN Country Team and WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in [Annex 4](#).

⁴⁰ UNSF (2017–2020)

21. In the context of Lebanon, the CSPE will seek the perspectives of partners on WFP's role. The CSPE can provide useful lessons for enhancing synergy, coordination and collaboration. National government partners comprise ministries such as Ministry of Social Affairs, Ministry of Agriculture, and Ministry of Education and Higher Education. This CSPE should enable policy makers to sharpen their view of opportunities for synergies and coordination to support national strategies; and ensure that WFP's future contributions are best attuned to national needs and policy – within any future CSP and UNSF.

22. WFP works closely with the United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), Food and Agricultural Organization (FAO), United Nations Development Programme (UNDP), United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), Office for Coordination of Humanitarian Affairs (OCHA), Humanitarian Country Team (HCT), and the UN Country Team. In addition, WFP partners with multilateral and bilateral donors in the design, funding and coordination of delivery of food and technical assistance.

23. Cooperating partners are organizations with which WFP has collaborated directly in the implementation of its activities. Over the course of the CSP they have included the Lebanon Cash Consortium, local authorities, civil society organizations as well as national and international NGOs. The evaluation is expected to enable enhancement for partnerships between WFP and cooperating partners, clarifying mandates and roles and accelerating progress towards replication and hand-over.

24. WFP beneficiaries are the most important stakeholder group of all: comprising sub-group beneficiaries such as socioeconomically vulnerable and food insecure households, refugees, children under five, pregnant and lactating women, farmers, school children and participants in livelihoods activities. Data disaggregation by sex, gender sensitive stakeholder assessment, understanding of differences in gender roles, and Data disaggregation by Syrians vs. vulnerable Lebanese are particularly important for the CSPE.

3. Subject of the Evaluation

3.1. WFP Assistance in Lebanon

25. WFP has been operating in Lebanon since 2012 to help vulnerable Lebanese and refugees, primarily Syrian, ensure their food and nutrition security as well cover essential needs. Annex 1 provides information on WFP presence in Lebanon⁴¹ As such during 2016 and 2017, WFP and its partners have supported the Government in responding to the refugee crisis as part of the regional operations to respond to the Syrian L3 crisis – EMOP 200433 and PRRO 200987 – by delivering life-saving food assistance and support to essential needs, promotion of gender equality, and livelihood support while assisting the government social safety nets and humanitarian delivery platforms. (see [Table 2](#)).

26. In 2017, WFP Lebanon developed its first CSP (2018-2020) guided by WFP current strategic plan, the CSP Policy and the IRM. The CSP reconciles potential scenarios for Lebanon and the Syrian refugee crisis and envisions a degree of flexibility for WFP to adapt its vision for 2018–2020 to the changing context and emerging

⁴¹ WFP has its main office in Beirut, and 3 sub offices – Qobayat, Beirut, and Zahle has 163 staff in Lebanon, the majority being Lebanese nationals.

opportunities. These include potential future returns of refugees to the Syrian Arab Republic, graduation of certain groups of refugee beneficiaries.

27. Given the deterioration in living conditions and livelihoods, the response to the Syrian crisis has focused on addressing immediate needs. However, there is growing demand for a response that mitigates the socio-economic impacts of the crisis by linking immediate assistance to investments in longer-term productivity, resilience and social safety nets with other major stakeholders.

28. The CSP continues the gradual shift towards resilience-building and livelihoods activities articulated under the protracted relief and recovery operation in a manner that benefits all participants equitably. It contributes to strengthening systems, developing common delivery platforms and introducing innovations with other actors to increase the efficiency, equity and effectiveness of humanitarian and development assistance in Lebanon. The CSP will also strengthen national capacities to manage the humanitarian crisis with a view to preparing for hand-over while ensuring that system improvements benefit vulnerable Lebanese communities sustainably.

29. In January 2018, WFP began implementing the CSP which has a total budget of US\$ 890 million over three years from 2018 to 2020. WFP plans to meet its commitment to allocating 15% of all project funds to gender-equality activities. The CSP is aimed at aligning with the LCRP, 2017-2020, endorsed by the Government of Lebanon, the UN Strategic Framework (2017-2020), and the Ministry of Agriculture Strategy (2015-2019). Reflecting the strategic shift, in line with the recommendations of the Regional Refugee and Resilience Plan, WFP planned to incorporate resilience into its interventions to ensure sustainability and strengthen its programme. As recommended in the 2014 evaluation of the Syrian response, the CSP introduced capacity-strengthening support to enhance Lebanon's capacity for managing the Syrian crisis and future shocks. WFP supports Lebanon to reach SDG Goal 2 on Zero Hunger and to foster social cohesion and stability.

30. The CSP focuses on the following 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. Sections 3.2 and 3.3 of the CSP document ([Annex 10](#)) provide detailed information on outcomes, outputs and activities.

Table 1: FOOD AND CBT BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY		
Strategic outcome	Activity	Total*
1. Food-insecure refugees – including school-age children – and crisis-affected host populations have access to life-saving, nutritious and affordable food throughout the year.	1: Unconditional food assistance for 12 months each year through CBTs to: i) Syrian refugee households; and ii) Palestinian refugees from the Syrian Arab Republic	526,000
	2: Conditional food assistance for education: i) cash for education; and ii) school meals	153,000
2. Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2020.	3: Conditional food assistance to support training of Syrian refugees and vulnerable Lebanese people, and enhance their livelihoods and income opportunities	9,000
	4: Conditional food assistance for assets to strengthen cohesion between Syrian and Lebanese communities, improve living conditions and stimulate local economic opportunities	79,688
3. Vulnerable populations in Lebanon are enabled to meet their basic food needs all year long.	5: Unconditional food assistance for 12 months each year through CBTs for vulnerable Lebanese households	48,000
4. National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance.	6: Enhanced use of WFP's cash platform to support the broader humanitarian community, support to strengthen the capacities of national ministries to design and implement efficient and effective programmes	N/A
Total		622,338*

* Total number of beneficiaries excluding overlaps.

Funding

31. From 2016-2018, WFP Lebanon was funded 71%. Main donors include Germany (47%), USA (25%), UK (12%), European Commission (4%), and UN funds (3%).⁴²

Staffing

32. As of April 2019, the Country Office had approximately 163 staff, the majority being Lebanese nationals 75 females (46%) and 88 males (54%). Of these, 74% are based in Beirut main office, 26% in Kobayat sub-office.⁴³

33. In terms of specific activities, WFP's Cash-based Transfers (**CBTs**) runs an **e-card system** as its primary form of food and other assistance for vulnerable Syrian refugees and Lebanese communities who cannot meet their basic food and essential needs. E-cards are loaded each month and can be used to buy food in any of the 400 contracted shops across Lebanon or withdraw from any ATMs in Lebanon. The system allows beneficiaries to choose the makeup of their meals and other basic needs, gives them access to fresh produce and significantly boosts the local economy. WFP partners with UNHCR and UNICEF on the Lebanon One Unified Inter-Organizational System for e-Cards (LOUISE), which harmonizes the delivery of CBTs for different programmes and modalities through a single platform.

⁴² WFP FACTory - CO Resource Overview, Lebanon CSP

⁴³ <https://opweb.wfp.org/country/mng/?UNC=422>

34. **School meals:** WFP partners with the Ministry of Education and Higher Education to address the lack of education opportunities for Lebanese and Syrian primary school students and to prevent the loss of a generation. By distributing locally-sourced ready-to-eat snacks, WFP addresses short-term hunger and provides an incentive for children to enroll and remain in school.

35. Through **food assistance for assets (FFA)**, both vulnerable Lebanese and Syrian communities are engaged in the building or rehabilitation of infrastructures that can help them reduce the impact of climate change and strengthen livelihoods, making participating individuals, their families and communities more resilient to shocks.

36. **Food assistance for training (FFT):** WFP provides conditional food assistance to vulnerable Lebanese and Syrian refugees to build skills that they can use to improve their income opportunities and livelihoods. It also helps smallholder farmers access markets for their produce and promotes agro-food processing cooperatives run by women. WFP leverages its cash transfers platform, response expertise and links with key ministries, UN agencies and other organizations to assist Lebanese institutions in building social protection programmes.

37. **Safety Net:** WFP provides food assistance to vulnerable Lebanese under the National Poverty Targeting Programme (NPTP) through provision of food e-card to targeted vulnerable Lebanese as well as through capacity building of Ministry of Social Affairs to administer this programme. E-cards are loaded each month and can be used to buy food in any of the WFP-contracted shops across Lebanon.

38. During the period covered by this evaluation, the following WFP evaluations have been completed or ongoing: i) [Corporate Emergency Evaluation - Syria L3 +5](#); ii) the country office has commissioned [the evaluation of WFP's livelihoods and resilience activities in Lebanon \(2016-2019\)](#); and iii) WFP School Feeding Division has commissioned a decentralized evaluation series of [WFP school feeding in emergencies in Lebanon \(2015-2019\)](#).

Table 2. WFP activities in Lebanon (2016 - 2018)⁴⁴

	Pre 2016	2016	2017	2018
Lebanon relevant events	<p>Apr 2014 - UNHCR reported Syrian refugees in Lebanon passed 1 million.</p> <p>Jan 2015 - New restrictions on Syrians entering Lebanon</p>	<p>Jun 2016 - Suicide bombings in Al-Qaa, aggravate strained relations between Lebanese and Syrian refugees.</p>	<p>June 2017 - New electoral law approved by Parliament.</p> <p>Jul 2017 - Hezbollah and the Syrian army military operation to dislodge jihadist groups from the Aarsal area.</p> <p>Nov 2017 - Prime Minister Hariri resigns. He withdraws his resignation in Dec 17.</p>	<p>May 2018 - 1st parliamentary elections in nine years. Prime Minister Hariri won 3rd term.</p>
WFP response main phases	Syria Crisis Regional Response			Lebanon Country Strategic Plan
WFP operations in Lebanon	Regional EMOP 200433 (Jul 2012- Dec 2016) Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq, Turkey, and Egypt Affected by Conflict in Syria			
			Regional PRRO 200987 (Jan - Dec 2017) Assistance to Vulnerable Syrian Refugees and Host Communities in Egypt, Iraq, Jordan, Lebanon and Turkey	
				CSP LBO1 (Jan 2018 - Dec 2020) Lebanon Country Strategic Plan
WFP strategic frameworks/policies, programmes and evaluations updated/approved in 2016-2018	2014-2017 WFP Strategic Plan Framework for WFP's efforts towards achieving a world with Zero Hunger. Focus on food assistance reaffirmed			
			WFP Strategic Plan 2017-2021 , focus on Integrated Road Map introduced to achieve the SDGs	
			Policy on Country Strategic Plans approved	
			Environmental Policy approved	
			Climate Change Policy approved	
			Nutrition Policy approved	
				WFP Oversight Framework approved
	Evaluation of WFP's Regional Response to the Syrian Crisis (2011-2014)			
			Evaluation of the WFP Humanitarian Protection Policy	
			Evaluation of WFP's Support for Enhanced Resilience	

3.2. Evaluation Scope and Criteria

39. The evaluation will cover all of WFP's activities (including cross cutting results) for the period from 2016 to early 2019. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board, as well as any subsequent

⁴⁴ Government was not formed until early 2019

approved budget revisions. In this connection, the focus will be on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative.

40. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, sustainability as well as connectedness, coherence and coverage as applicable. It will also analyse WFP partnership strategy, including WFP strategic positioning in complex and dynamic contexts, particularly in relations to national governments and the international community. The evaluation will also give attention to assessing adherence to humanitarian principles, protection issues and accountability to populations affected by WFP’s assistance.

41. The CSPE will primarily cover emergency preparedness and response, livelihoods, resilience, social safety nets, school feeding, nutrition and related national capacity strengthening. Specifically, the CSPEs will focus on assessing Activities 1, 5 and 6 in the CSP, introduction of unrestricted cash modalities, the role of WFP in relation to the LOUISE platform and its Inter-Agency engagement and activities such as the LCRP; and the dimension of data sharing and its impact on WFP operations in Lebanon. The CSPE evidence is expected to inform on future opportunities on and the way forward in these areas.

42. The evaluation will analyse if and how gender equality and women’s empowerment were considered in the CSP design and implementation guided by the WFP Gender Policy, identifying any gaps and proposing areas for improvement.

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

43. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop and tailor them in a detailed Evaluation Matrix during the inception phase, considering gender differences in beneficiaries’ roles disaggregated by sex and age.

EQ1 – To what extent is WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Lebanon?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?

2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

4.2. Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

44. Several issues could have implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and or limited availability of monitoring data;
- the security situation of the country and its implications for the coverage of field visits during the main mission;
- the time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

45. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified:

46. The CSP does not have a theory of change and does not indicate baselines of outcome indicators. While the CSP period covers the period from 2018 to 2020, only half of this period can be assessed. Given a relatively long lead time to prepare and

approve the next CSP in Lebanon, only 2018 and first quarter of 2019 of the CSP, and 2016-2017 activities that have continued into the current CSP will be evaluated. Monitoring data sets, standard performance reports, and qualitative assessment relevant to WFP's work are available for 2016 to 2018.

47. Additional challenges will include systematic longitudinal study and especially evaluating efficiency, sustainability of WFP outputs and results, gender inequality and women empowerment, capacity development, resilience, humanitarian principles and protection issues. Complete and consistent baseline and yearly trend data sets on these areas since 2016 are not available. There are inconsistencies of data sets and differences corporate indicators prior to 2018.

48. The evaluation team is required to undertake further evaluability assessment of the adequacy and quality of data when developing the evaluation matrix and data collection strategy; identifying alternative approaches for data collection and designing a strong methodology to analyse data rigorously.

49. There are relevant evaluation reports that the CSPE can use as secondary sources of evidence, e.g. corporate emergency evaluation of the WFP regional response to the Syrian crisis and strategic evaluation of the pilot country strategic plans ([Annex 7](#)).

50. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations.

4.3 Approach and Methodology

This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.

51. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017-2021, with a focus on supporting countries to end hunger (SDG 2).

52. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

53. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDG, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes

impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

54. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including⁴⁵: desk review⁴⁶, semi-structured or open-ended interviews, closed answers questionnaires, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

55. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

56. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

57. WFP's evaluation quality assurance system calls for carrying out gender responsive evaluations, including the identification and analysis of disaggregated gender roles and dynamics, guided by WFP Gender Policy objectives and action plan, inequalities, discriminatory practices and unjust power relations. For gender to be successfully integrated into an evaluation it is essential to assess:

- the quality of the gender analysis that was undertaken before the CSP was designed.
- whether the results of the gender analysis were properly integrated into the CSP implementation.

58. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on

⁴⁵ There is no sequence or order of priority in the techniques listed.

⁴⁶ Annex 10 provides a list of key reference documents to be reviewed, including previous evaluations and studies that could be used as a secondary source of evidence.

mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender Marker levels for the Country Office.

59. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the draft final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate gender sensitive recommendations and technical annex. The evaluation will give strong attention to assessing adherence to humanitarian principles, protection issues and accountability to affected populations of WFP's response, and on differential effects on men, women, girls, boys and other relevant socio-economic groups. The team should propose a methodology on assessing accountability to affected populations and engaging the affected populations through communication processes in which they are able to ask questions, provide feedback and contribute to discussions about how WFP assistance has affected their lives, and that provisions should be made to capture this through use of local consultants and local languages.

60. During the inception phase, the evaluation team should prepare annexes covering formulation of detailed evaluation matrix and data collection instruments for each type of stakeholders. The CSPE will coordinate the timeline planning with the evaluation series on WFP school feeding in emergencies and protracted crises that includes Lebanon (2015-2019) and the evaluation of WFP's livelihoods and resilience activities in Lebanon (2016-2019).

4.4 Quality Assurance

61. WFP's evaluation quality assurance system sets out processes with in-built steps and templates for evaluation products based on standardised checklists. The system will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the Evaluation Manager and by the Senior Evaluation Specialist. The OEV Evaluation Manager and the Senior Evaluation Officer will conduct the first and second level quality assurance respectively. This quality assurance process 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. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout phases.

62. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

5. Organization of the Evaluation

5.1. Phases and Deliverables

63. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. [Annex 2](#) presents a more detailed timeline. The CO and RBC have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making, so that the evidence generated by the CSPE can be used effectively.

Table 4: Provisional Timeline Overview

Phases	Dec 2018- June 2019	June- July 2019	Aug-Sep 2019	Oct. 2019- January 2020	January 2020 onwards	Deliverables
Phase 1 (Preparation) Desk Review Preparation of ToR CO/RBC consultation	X					ToR (draft and final) Contracting evaluation firm
Phase 2 (Inception) Remote briefing HQ Document review Inception mission in Beirut and Cairo		X				Inception Report
Phase 3 (Fieldwork) Evaluation, data collection/analysis, exit debriefing, HQ Briefing			X			Exist Debriefing HQ Briefing by PPT
Phase 4 (Reporting) Report drafting, comments and revision				X Workshop Dec. 2019		Draft Evaluation Report (D1); Learning workshop
Phase 5 (Executive Board) EB Follow up Actions EB.2/November 2020					X	Presentation of SER to EB2/November 2020 Management Response, Evaluation Brief

64. Excluding the Summary Evaluation Report (SER) and the annexes, the word limit for the full evaluation report should NOT exceed 28,000 words (approx. 50 pages). Annexes should not exceed 150 pages. Mandatory annexes will comprise Summary TOR, methodology including evaluation matrix, bibliography, list of persons consulted, mapping of findings, conclusions and recommendations, and acronyms. Other supplemental annexes will include overview of portfolio/WFP activities and donor funding, mission schedule, data collection tools summary of survey or FGD findings, and other summary technical annexes as appropriate.

5.2. Evaluation Team Composition

65. This CSPE will be conducted by a team of 5 independent international, regional and national consultants with gender balance. The selected evaluation firm is responsible for proposing a mix of evaluators who should have the following evaluation team and skills/profile: strong methodological competencies in designing feasible methodology, data capture and analysis plan, data collection, analysis, synthesis and reporting skills for this CSPE; multi-lingual language skills (English, Arabic and French) effectively covering the areas of evaluation; evaluation experience in humanitarian and development contexts, knowledge of the WFP cash and food assistance modalities. Arabic language skills will be needed for focus group discussions with due attention to gender balance, ensuring both a female/male local language speaker for interviews with communities. The team leader (TL) will have the additional responsibility for overall design, implementation, reporting and timely delivery of all evaluation products. The team leader should have excellent synthesis and evaluation reporting writing skills in English.

Team Leader: Advanced degree in social sciences, strong experience in evaluating implementation of country strategic plans and CO positioning related to food assistance, cash programming, specialization in assistance to capacity development of national institutions and partners in their efforts to improve the effectiveness and efficiency. Knowledge and skills in gender analysis; relevant knowledge and experience in Lebanon or similar context; strong experience of evaluation in humanitarian contexts, experience

in CSPE analysis, synthesis, reporting, and strong presentation skills. Knowledge of conflict resolution/peace building evaluation.

Senior evaluator for Emergency Preparation and Response: Advanced degree in humanitarian policy and management; extensive experience evaluating Emergency Preparation and Response, analysis, humanitarian response management, and principles in refugee settings. Experience in evaluating logistics/supply chain, specialization in economics, with a strong understanding of cash-based transfers, digital tools, efficiency analysis, risk assessment, peace building/conflict resolution, partnerships, accountability to affected populations, protection and gender analysis. Experience of evaluation in humanitarian contexts.

Senior evaluator for Livelihoods/Resilience: Advanced degree in agricultural economics; extensive experience in Vulnerability Assessment and Mapping, skills and experience in evaluating food assistance modalities especially cash-based transfers, social safety nets, market infrastructure, livelihood support, and school feeding. Senior agricultural economist or economist with skills in evaluation of efficiency, capacity development, partnerships and gender.

Senior evaluator for Nutrition/Health: Advanced degree in nutrition and health sciences; strong experience in evaluating large scale delivery of assistance to education on healthy eating habits and nutrition nutrition; competency in evaluating capacity development, partnerships and gender analysis in nutrition and health. Knowledge in Lancet 2008 & 2013 and SUN Movement, WFP partnerships in nutrition, WFP's shift from food aid to food assistance, WFP strategic in-country positioning in nutrition, understanding of WFP Nutrition Policy, nutrition programming, assessments, monitoring.

Research Analyst: Advanced degree in social sciences; relevant understanding of evaluation and research, fieldwork experience food security assessments, ability to providing qualitative and quantitative research support to evaluation teams, data cleaning and analyses, formatting, proof reading, editing, tote taking, presentation skills; and knowledge of food assistance.

5.3. Roles and Responsibilities

66. This evaluation is managed by the OEV. Dawit Habtemariam has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The summary evaluation report will be drafted by the EM. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Gaby Duffy, Senior Evaluation Officer, will provide second level quality assurance. Andrea Cook, Director of Evaluation, will approve the final drafts of the evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2020.

67. Internal reference group of selected WFP stakeholders at CO, RBC and HQ will be expected to review and comment draft evaluation reports, provide feedback during evaluation briefings; and be available for interviews. The CO will facilitate the evaluation team's contacts with stakeholders in Lebanon; provide logistic support during the

fieldwork, and organize in-country learning workshop. The nomination of a WFP country office focal point will help communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

68. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

5.4. Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

69. All evaluation products will be produced in English. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see [Annex 5](#)) will be refined by the EM in consultation with the evaluation team during the inception phase.

70. The summary evaluation report prepared by the evaluation manager along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2020. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

Annexes

Annex 1: Map of Lebanon with WFP presence



Annex 2: Tentative Timeline

	Lebanon Country Strategic Plan Evaluation	By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review. Draft TORs. OEV/D clearance for circulation in WFP	EM	May 3, 2019
	Review draft TOR based on WFP stakeholders' feedback	EM	May 13-17, 2019
	Final TOR sent to WFP Stakeholders	EM	May 26, 2019
	LTA firms submit proposals	LTAs	May 26, 2019
	Contracting evaluation team/firm	EM	May 31, 2019
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	June 3-7, 2019
	HQ briefing - Conference calls with Team and other relevant units	EM & Team	June 10-12, 2019
	Inception Mission in Beirut	EM + TL	June 15-22, 2019
	Submit Inception Report (IR)	TL	July 8, 2019
	OEV quality assurance and feedback	EM	July 12, 2019
	Submit revised IR	TL	July 19, 2019
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	July 30, 2019
Phase 3 - Evaluation Phase, including Fieldwork			
	Fieldwork & Desk Review. Field visits at CO and RBC	Team	Aug 19-Sept 8, 2019
	Exit Debrief (ppt)	TL	September 8, 2019
	Debriefing with CO, RBC and HQ	EM&TL	October 18, 2019
Phase 4 - Reporting			
Draft 0	Submit high quality draft zero to OEV	TL	October 25, 2019
	OEV feedback to TL	EM	October 31, 2019
Draft 1	Submit high quality draft ER to OEV	TL	November 7, 2019
	Seek OEV Director's clearance prior to circulating the ER to WFP Stakeholders.	EM	November 8, 2019
	OEV shares draft evaluation report with WFP stakeholders for their feedback.		November 15, 2019
	Stakeholders Learning workshop - Beirut; share comments w/TL	EM	December 3-4, 2019
	Consolidate WFP's comments and share them with team. Team to consider them before in-country workshop	TL/EM	Dec 6, 2020
Draft 2	Submit revised draft ER and a draft SER to OEV based on the WFP's comments, with team's responses on the matrix of comments	TL	January 15, 2020
	Review D2 and draft SER.	EM	January 16-23, 2020
	Seek OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	January 31, 2020
	OEV circulates the SER to WFP's Executive Management for comments (upon clearance from OEV's Director)	EM	February 7, 2020
	OEV shares the comments on draft SER to the team	EM	February 14, 2020
Draft 3	Submit final draft ER (with the revised draft SER) to OEV	TL	February 28, 2020
	Seek final approval by OEV Dir.	EM	March 7, 2020
Phase 5 Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	March-April 2020
	Tail end actions, OEV websites posting, EB Round Table etc.	EM	
	Presentation of Summary Evaluation Report to the EB	D/OEV	Nov 2020 with CSP
	Presentation of management response to the EB	D/RMP	November 2020

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

Annex 3: Stakeholder Analysis Matrix

Stakeholders	Interest in the evaluation	Participation in the evaluation
A. Internal (WFP) stakeholders		
Country Office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau in Cairo (RBC) have an interest in learning from the evaluation results because of the strategic and technical importance of Lebanon in the WFP corporate and regional plans and strategies.	RBC will be key informants and interviewees during the inception and main mission, provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.
WFP Divisions	WFP technical units such as programme policy, EPR, school feeding, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, disaster risk reduction, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Lebanon's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2020 session to inform Board members about the performance and results of WFP activities in Lebanon.
B. Beneficiary Groups B.1 Gender and age-disaggregated - recipients of unconditional food assistance through CBTs, and conditional food assistance, FFA, nutrition institutional feeding, school feeding, Syrian and Palestinian refugees, host population and the disabled) B2. Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	<p>They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet school children and teachers.</p> <p>They will be interviewed and consulted during the field missions</p>

Stakeholders	Interest in the evaluation	Participation in the evaluation
B. External stakeholders		
<p>C. UN Country Team UNHCR, UNICEF, OCHA, UNRWA, FAO, UNDP, UNFPA, WHO, World Bank, UNIDO, ESCWA, IOM</p> <p>D. Clusters/Working groups (Food Security, Basic Assistance, Education, Health, Logistics, Nutrition, Protection, Pillar 3 working groups of UNSF)</p> <p>E. Other International Organizations: Danish Refugee Council, World Vision, Action contre la Faim, Agency for Technical Cooperation and Development, Danish Refugee Council, International Orthodox Christian Charities, INTERSOS, Premiere Urgence - Aide Medicale Internationale, Save the Children, Solidarités International, American University in Beirut, Resource Centre for Gender Equality, Association for Forest, Development and Conservation, Al Chouf Cedar Society, Amel Association, Shield, The Lebanese Organisation for Studies and Training, Lebanon Reforestation Initiative, Lebanon Relief Council, Multi Aid Programs, Care in Lebanon.</p>	<p>UN agencies and other partners in Lebanon have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Humanitarian/Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as the (protection, food security, etc.)</p> <p>WFP also active in the UN Country Team and the Humanitarian Country Team, and specifically in the Food Security and Logistics Clusters. WFP collaborates technically with some other agencies, notably FAO, UNRWA, UNICEF, UNHCR, OCHA.</p> <p>The CSPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in EPR, food security, nutrition, school feeding and national capacity development.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>
F. Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews, feedback sessions, report dissemination.
C. National Partners		
National government	The Government of Lebanon has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The government is responsible for co-ordination of humanitarian and development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.	Interviews both policy and technical levels and feedback sessions.
Ministry of Social Affairs	Plays an important role in food assistance.	Interviews both policy and technical levels and feedback sessions.
Ministry of Education and Higher Education	This is WFP's government partner for school feeding.	Interviews both policy and technical levels and feedback sessions.
Ministry of Agriculture	WFP's cooperating partner in FFA activities.	Interviews both policy and technical levels and feedback sessions.
Lebanon Cash Consortium on the Lebanon One Unified Inter-Organizational System for e-Cards (LOUISE)	WFP coordinates with Lebanon Cash Consortium on the Lebanon One Unified Inter-Organizational System for e-Cards	Interviews both policy and technical levels and feedback sessions.
Cooperating partners and NGOs	WFP's cooperating partners in food assistance	Interviews both policy and technical levels and feedback sessions.

Stakeholders	Interest in the evaluation	Participation in the evaluation
Commercial and private sector partners	WFP partners in the commercial and private sectors	Interviews with managers and owners of private businesses

Annex 4: Communication and learning plan

When Evaluation phase	What Communication product/ information	To whom Target group or individual	What level Organizational level of communication e.g. strategic, operational	From whom Lead OEV staff with name/position + other OEV staff views.	How Communication means	When	Why Purpose of communication
Preparation		CO, RB, HQ	Consultation	Dawit Habtemariam EM	Consultations, meetings, email	Dec. 2018 May. 2019	Review/feedback For information
TOR and contracting	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Dawit Habtemariam EM+ Gaby Duffy, 2 nd level QA	Emails Web	May 2019	Review / feedback For information
Remote HQ briefing Inception mission	Draft IR Final IR	CO, RB, HQ	Operational Operational & informativ	Dawit Habtemariam EM	email	June 2019	Review/feedback For information
In-country - Field work and debrief	Aide-memoire/PPT	CO, RB, HQ	Operational	Dawit Habtemariam, EM	Email, Meeting at HQ + teleconference w/ CO, RB and	Sep 2019	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	D1 ER	CO, RB, HQ	Operational & Strategic	Dawit Habtemariam EM+ Gaby Duffy, 2 nd level QA	email	Nov 2019	Review / feedback
Learning Workshop in Beirut	D1 ER	CO, RB	Operational & Strategic	Dawit Habtemariam EM	Workshop	Jan 2020	Enable/facilitate a process of review and discussion of D1 ER
Evaluation Report	D2 ER + SER	CO, RB, HQ	Strategic	Dawit Habtemariam EM+ Gaby Duffy, 2 nd level QA	email	Feb. 2020	Review / feedback (EMG on SER)
Post-report/EB	2-page evaluation brief	CO, RB, HQ	Informative	Dawit Habtemariam EM+ Gaby Duffy, 2 nd level QA	email	2020	Dissemination of evaluation findings and conclusions
Throughout	Sections in brief/PPT or other briefing materials, videos, webinars, posters for affected populations	CO, RB, HQ	Informative & Strategic	Dawit Habtemariam EM+ Gaby Duffy, 2 nd level QA	Email, interactions	As needed	Information about linkage to CSPE Series

External Communications

When Evaluation phase	What Communication product/ information	To whom	From whom OEV	How	Why Purpose of communication
TOR	Final ToR	Public	OEV	Website	Public information
Reporting Sep 2019	Final report (SER included) and Mgt Response	Public	OEV and RMP	Website	Public information
Evaluation Brief, Nov 2019	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
EB Annual Session, Nov 2019	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

Annex 5: Country Factsheet

	Indicator	Year	Value		Source
General	Population (total, millions)	2017	6,082,357		World Bank. WDI.
		2008	4,111,047		
	Average annual growth (%)	2015/2020*	0.6		UNDP HDR 2018
		2005/2010	1.7		
	Urban Population (% of total)	2017**	88.4		UNDP HDR 2018
Human Development Index	2017	0.757		UNDP HDR 2018	
	Rank	80			
Gender	Gender- Inequality index	2017	0.381		UNDP HDR 2018
		Rank	85		
	Maternal Mortality ratio (per 100,000 live births)	2015	15		UNDP HDR 2018
	Seats in national parliament (% female)	2017	3.1		UNDP HDR 2018
	Population with at least some secondary education, female, male (% ages 25 and older)	2010 -2017***	F	M	UNDP HDR 2018
			53.0	55.4	
	Births attended by skilled health personnel (% of total)		N/A		World Bank. WDI.
	Labour force participation rate (% ages 15 and older)	2017	F	M	UNDP HDR 2018
			23.2	71.1	
	Employment in agriculture, female (% of female employment)	2017	0.05%		World Bank. WDI.
Employment in agriculture, male (% of female employment)	2017	4%		World Bank. WDI.	
School enrolment, primary (% gross)	2016	85.93		World Bank. WDI.	
Economic	Income Gini Coefficient	2010-2017***	31.8		UNDP HDR 2018
	GDP per capita (current US\$)	2017	8,524		World Bank. WDI.
	Foreign direct investment net inflows (% of GDP)	2017	4.94		World Bank. WDI.
		2008	14.83		
Net official development assistance received (% of GNI)	2017	2.34		World Bank. WDI.	
Poverty	Population living below \$1.90 a day (%) *		N/A		UNDP HDR 2016/ World Bank. WDI.
	Population near multidimensional poverty (%)		N/A		UNDP HDR 2016/ World Bank. WDI.
	Population in severe multidimensional poverty (%)		N/A		UNDP HDR 2016/ World Bank. WDI.
Nutrition	Weight-for-height (Wasting), prevalence for < 5 (%)	2011-2016	Mod & Sev		UNICEF SOWC 2017
			7 x		
	Height-for-age(Stunting), prevalence for < 5 (%)	2011-2016	Mod & Sev		UNICEF SOWC 2017
			17 x		
Weight-for-age (Underweight), prevalence for < 5 (%)		Mod & Sev		UNICEF SOWC 2017	
		N/A			
Health	< 5 mortality rate	1990	33		UNICEF SOWC 2017
		2016	8		
	Maternal Mortality ratio (Lifetime risk of maternal death: 1 in:)	2015	3,700		UNICEF SOWC 2017
	Life expectancy at birth	2017	79.8		UNDP HDR 2018
	Estimated HIV Prevalence (Incidence : prevalence ratio)	2017	0.07		UNAIDS
Current health expenditure (% of GDP)	2015	7.4		UNDP HDR 2018	
Education	Literacy Rate Youth (15-24 y) (%)	2011-2016	M	F	UNICEF SOWC 2017
			99 x	99 x	
	Population with at least secondary education (% ages 25 and older)	2006-2017***	54.3		UNDP HDR 2018
Government expenditures on education (% of GDP)	2012-2017***	2.5		UNDP HDR 2018	

Annex 6: WFP activities in Lebanon (2016 – 2018)

a. WFP operations in Lebanon (2016-2017)

Operation type	Operation number	Title	Time frame	US\$ Req.	US\$ Rec.	% Funded	Project activities and modalities	SO
EMOP	200433	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq, Turkey, and Egypt Affected by Conflict in Syria	Jul 2012 - Dec 2016	293,128,094	195,356,537	67%	To save lives and maintain food security of the targeted population of refugees; and protect livelihoods and help prevent the depletion of the refugees' assets. Activities: Unconditional Resource Transfer, School Feeding, Asset Creation/Livelihood	1
PRRO	200987	Assistance to Vulnerable Syrian Refugees and Host Communities in Egypt, Iraq, Jordan, Lebanon and Turkey	Jan - Dec 2017	333,625,654	298,739,898	90%	To provide life-saving food assistance while increasing efforts to achieve more sustainable solutions through human capital and self-reliance support to vulnerable refugee and host communities. Activities: Unconditional Resource Transfer, School Feeding, Individual Capacity Strengthening, Asset Creation/Livelihood	1,2,3,4

* EMOP Funding Requirements and received fundings are only for Lebanon Component in 2016.

* Total requirement/Received figures are based on the total requirement/received amounts of Lebanon component of the regional projects (EMOP/PRRO), and not requirements/received amount of the overall regional project. By extracting LEB component from one regional EMOP/PRRO, slight discrepancies may be

* Initial plan of 2-year PRRO has been taken over to start T-I/CSP from January 2018

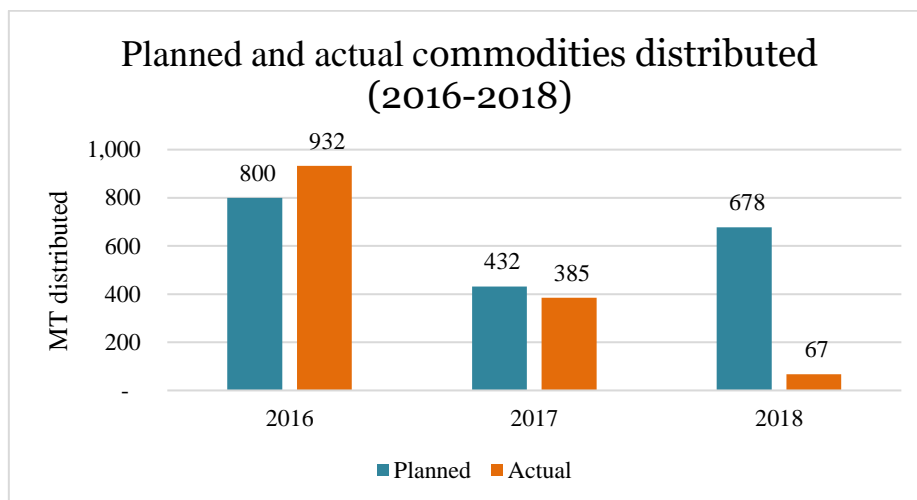
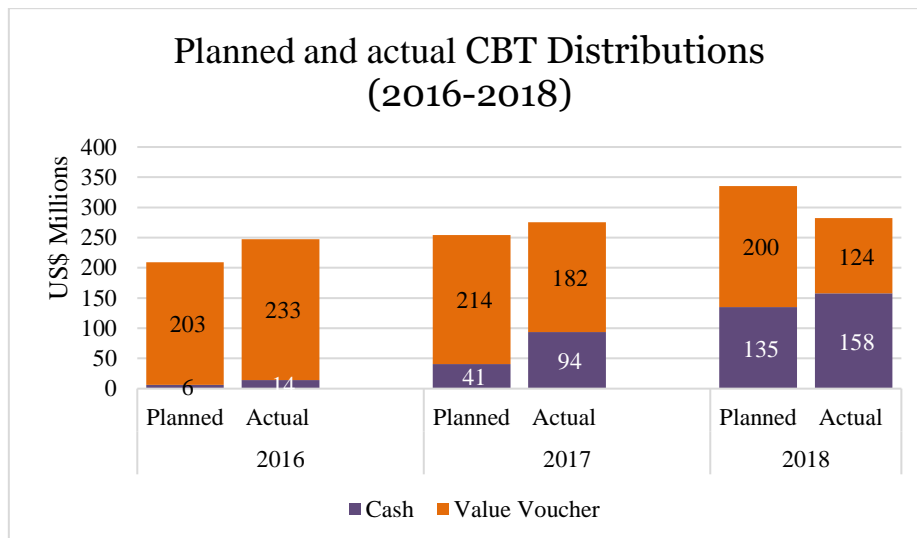
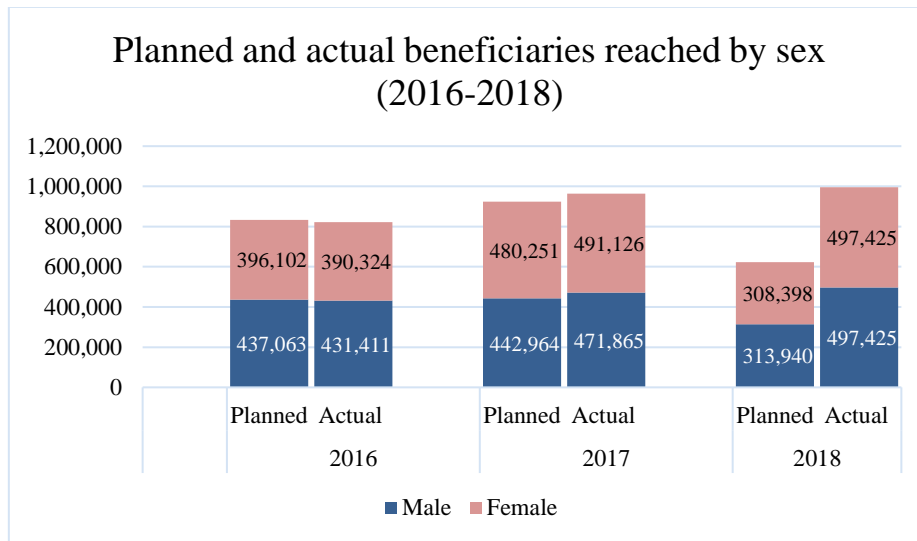
Sources: WFP Project Documents as of 17.12.2018, WFP FACTory

b. WFP Lebanon Country Strategic Plan (2018)

FOOD AND CBT BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY		
Strategic outcome	Activity	Total*
1. Food-insecure refugees – including school-age children – and crisis-affected host populations have access to life-saving, nutritious and affordable food throughout the year.	1: Unconditional food assistance for 12 months each year through CBTs to: i) Syrian refugee households; and ii) Palestinian refugees from the Syrian Arab Republic	526,000
	2: Conditional food assistance for education: i) cash for education; and ii) school meals	153,000
2. Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2020.	3: Conditional food assistance to support training of Syrian refugees and vulnerable Lebanese people, and enhance their livelihoods and income opportunities	9,000
	4: Conditional food assistance for assets to strengthen cohesion between Syrian and Lebanese communities, improve living conditions and stimulate local economic opportunities	79,688
3. Vulnerable populations in Lebanon are enabled to meet their basic food needs all year long.	5: Unconditional food assistance for 12 months each year through CBTs for vulnerable Lebanese households	48,000
4. National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance.	6: Enhanced use of WFP's cash platform to support the broader humanitarian community, support to strengthen the capacities of national ministries to design and implement efficient and effective programmes	N/A
Total		622,338*

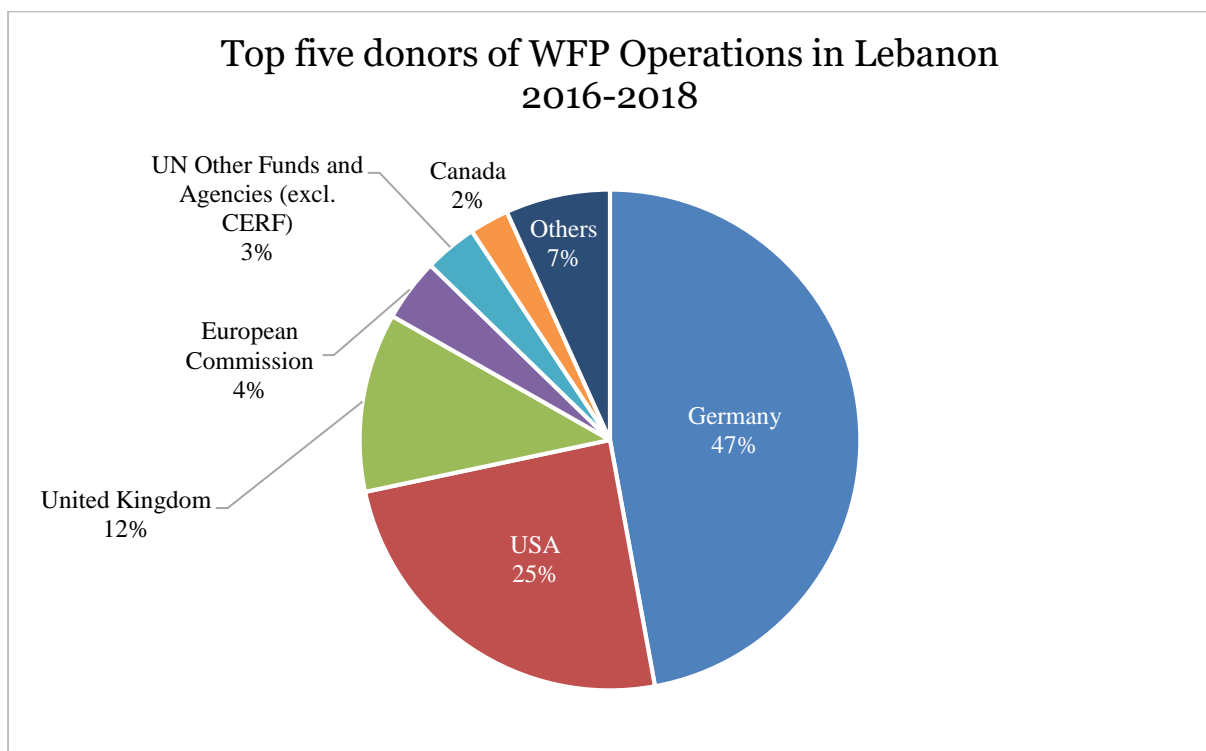
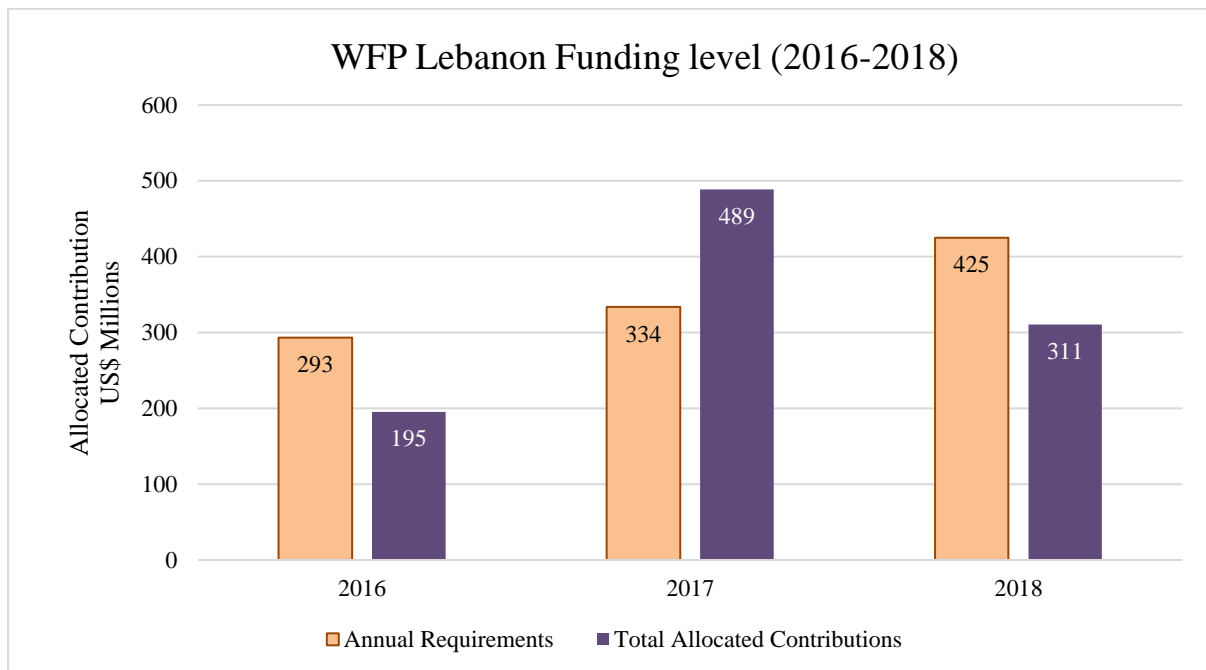
* Total number of beneficiaries excluding overlaps.

Annex 7: WFP activity outputs in Lebanon (2016 – 2018)



Source: SPR 2016-2017. Note that 2018 figures are tentative as of March 2019, to be replaced once confirmed.

Annex 8: WFP Lebanon Resourcing Situation and Donors (2016 – 2018)



Source: WFP FACTory - CO Resource Overview, CSP Country Historical Timeline

Annex 9: E-library

Folder name / File name	Author	Date
0. Evaluation process		
0.1 EQAS	OEV	2014/2018
0.2 Timeline & TOR	OEV	2018
0.3 HQ Briefing	OEV	2016
1. Corporate Documents on Monitoring and Performance Management		
1.1 WFP Strategic Plan (2014-2017)		
2013 Strategic Plan (2014-2017)	WFP	2013
2013 Strategic Results Framework (2014-2017)	WFP	2013
2014 Management Results Framework (2014-2017) Brief	WFP	2014
2014 WFP Perf Management Policy (2014-2017)	WFP	2014
1.2 WFP Integrated Roadmap to Zero Hunger		
2016 Corporate Results Framework 2017–2021	WFP	2016
2016 Financial Framework Review	WFP	2016
2016 Policy on Country Strategic Plans	WFP	2016
2016 Strategic Plan 2017-2021	WFP	2016
1.3 WFP Management Plans		
Management Plans 2013- 2018	WFP	2013-2016
2. WFP Policies & Strategic Plans & corporate docs		
2.1 Corporate Performance Management & monitoring		
2.1.1. Annual Performance Reports	WFP	2010-2017
2.1.2. WFP Zero Hunger Advocacy Framework	WFP	2015-2016
2.2. Access & Principles		
WFP Humanitarian Principles	WFP	2004
Policy on Humanitarian Access	WFP	2006
Humanitarian Access - Operational Guidance Manual	WFP	2017
2.3 Emergencies and Transition		
2013 Peace building & transition setting policy.pdf	WFP	2013
2015 WFP OSZ Emergency and Transition Programming Framework	WFP	2015
Enhancing Self-Reliance in Food Security and Nutrition in protracted refugee situations	WFP	2016
2017 WFP Emergency Preparedness Policy	WFP	2017
2.4 Protection & accountability to affected populations		
WFP Humanitarian Protection policy		2012
Protection Guidance	WFP	2013-2016
Accountability to affected populations (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2017
Protection policy & update	WFP	2012 & 2014
Circular/Factsheet - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
2.5. Gender		
Gender policy & Update	WFP	2015 & 2017
Gender Transformation Programme	WFP	2017
2.6. Anti-fraud and anti-corruption		
Anti-fraud and anti-corruption Policies	WFP	2015
2.7. Cash & Voucher		
Cash & voucher Policy & update	WFP	2008 & 2011
Cash and Food Transfers - A Primer	WFP	2007
Cash and voucher policy evaluation	WFP	2014
WFP C&V Manual	WFP	2009 & 2014
LOUISE and LOUISE related activities	WFP	2018
Latest guidelines on data privacy and protection	WFP	2018
2.8. Partnerships		
How to Work with WFP Handbook	WFP	2005
Field Level Agreements templates	WFP	-
Partnerships Yearly Key facts and figures	WFP	2010-2015

WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
Partnership - Tools and Guidelines Booklet	WFP	2015
2.9 VAM Monitoring Assessments		
2009 EFSA Handbook	WFP	2009
2016 RBC Emergency Monitoring and Evaluation Package (EMEP).	WFP	2016
2017 Remote technology for Monitoring	WFP	2017
2.10 Risk Management		
Corporate Risk register - Circular & Summary	WFP	2012/2016
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016
2.11 Security		
Guidelines for Security Reporting	WFP	2011
Security Risk Management (SRM) Manual	WFP	2015
Report - WFP Field Security	WFP	2016-2017
2.12 Monitoring & Third-Party Monitoring		
Third Party Monitoring Guidelines	WFP	2014/2017
SOPs for ME Final	WFP	2013
Beneficiaries, Targeting and Distribution Guidance	WFP	2005/2012
Counting Beneficiaries in WFP	WFP	2012
Monitoring and Evaluation Guidance	WFP	2018
3. WFP Operation in Lebanon		
3.1 – Operations in Lebanon		
Project Documents and budget revisions of: EMOP 200433/ PRRO 200987/ CSP	WFP	2015-2018
SPRs	WFP	2016-2017
ACR	WFP	2018
3.2 - VAM & Assessments		
Vulnerability Assessment of Syrian Refugees (VASyR)	UNICEF/UNHCR/WFP	2014-2018
2016 Lebanon VAM WFP Targeting Formula Final Report	WFP	2016
2015 Targeting in Lebanon Desk Formula	WFP	2015
2017 Lebanon VAM Technical Report Desk Formula	WFP	2017
3.3 - Briefs, factsheets, dashboards, SIT REPs		
Lebanon Country Briefs	WFP	2017-2018
Syria Regional Response Dashboard	WFP	2015- 2017
Syria Regional Situation Report	WFP	2015 -2017
3.4 - Evaluations, Reviews, Audits		
2014 – Internal Audit Report WFP Operations in Syria & Neighboring Countries	WFP	2014
2015 - Internal Audit - CV Modalities in the Field	WFP	2015
2015 - Internal Audit report - WFP Operations in Lebanon	WFP	2015
2016 OIG - PIR report LEB CBT Programme WFP Lebanon	WFP	2016
2017 Internal Audit Report - Food Quality & Safety in the WFP Jordan and Lebanon	WFP	2017
2018 External Audit Report scale-up and scale-down of resources in emergency operations	WFP	2018
2012 OEV Policy Evaluation School Feeding	WFP	2012
2015 OEV Policy Evaluation Capacity Development	WFP	2015
2015 OEV Syria Regional Response Evaluation Final Report	WFP	2015
2018 OEV Evaluation of the WFP Regional Response to the Syrian Crisis	WFP	2018
2017 OEV Synthesis Operation Evaluation Series -RBC	WFP	2017
2018 OEV Policy Evaluation Protection Final Report	WFP	2018
2018 OEV Policy Evaluation Humanitarian Principles and Access	WFP	2018
2018 OEV Strategic Evaluation WFP Support for Enhanced Resilience	WFP	2018
2018 OEV Strategic Evaluation Pilot Country Strategic Plans	WFP	2018

2018 Evaluation of No Lost Generation Min Ila Final Report	UNICEF	2018
2019 Decentralized evaluation series of WFP school feeding in emergencies in Lebanon (TOR)	WFP	2019
2019 Decentralised evaluation: WFP's Livelihoods and Resilience Activities in Lebanon from 2016 to 2019 (Draft)	WFP	2019
3.5 – Sectors/Working Groups		
2017 Lebanon Coordination Sector Review/Logframe	WFP/FS Sector	2017
2016 GNC Treatment-of-Malnutrition-in-Lebanon	GNC	2016
3RP Regional Technical Committee Meeting	3 RP Committee	2016-2017
3.6 - Operational Task Forces NFR		
Operational Task Force Note for the Record	WFP	2016-2017
Strategic Task Force Note for the Record	WFP	2016-2017
3.7 - OED Circulars on Emergency Activation Protocols & Delegation of Authority		
Activation of Level 3 Decision Memo	WFP	2016-2018
3.8 - Media messages (sample)		
Media Messages	WFP	2016-2017
3.9 –Risk registers APPs		
Lebanon Country Office Annual Performance Plan	WFP	2016 - 2017
3.10 - Resilience programming		
Lebanon FFA Project Implementation Manual	WFP	2017
Lebanon FFA FLA Samples	WFP	2016 - 2017
Lebanon FFA CP Report Samples	WFP	2016 - 2017
Lebanon Livelihoods brief	WFP	2018
3.11 – Monitoring		
2015 Cash Monitoring CN	WFP	2015
2017 Regional Monitoring Overview Syria Refugee - October 2017	WFP	2017
WFP Lebanon Food Security Outcome Monitoring Report	WFP	2016-2017
Lebanon Hotline Report sample	WFP	2016-2017
Lebanon M&E Report Sample	WFP	2016-2017
2017 Lebanon Monitoring Plan	WFP	2016
3.12 - CBT & SCOPE		
2016 BCG PPT study on C&V gender and protection JORD LEB	WFP	2016
2017 BCG Comp Study - JORD LEB Food restricted voucher or unrestricted cash	WFP	2017
2016/2018 Lebanon Retail Engagement	WFP	2016/2018
2015 LEB One Card Evaluation Final Report	WFP	2015
Lebanon Shops on Watch List Samples	WFP	2016-2017
3.13 - Protection and Gender		
Lebanon GBV Referral Mechanism	WFP	2017
2017 Lebanon Gender Action Plan Results Framework	WFP	2017
2016 LEB Gender Workshop Final Report	WFP	2016
2017 Lebanon CO Gender Action Plan.	WFP	2017
2019 Lebanon Inclusion Study (draft)	WFP	2019
3.14 – Partnerships		
2015-2017 Lebanon FLA Tracking	WFP	2015-2017
2017 LEB CSP Donor Matrix	WFP	2017
2017 Lebanon Partnership Action Plan	WFP	2017
2017 Lebanon Call for Proposal sample	WFP	2017
WFP Lebanon Partnership Strategy 2017-18	WFP	2017
3.15 - Security		
SRM Lebanon	WFP	2017
SOP Security Lebanon	WFP	2017
3.16 – School Feeding		
2017 Lebanon Min Ila Programme Results	WFP	2017
2017 Lebanon No Lost Generation Brief	WFP	2017
2017 Lebanon School Snack Brief	WFP	2017
2016 Lebanon Baseline Data Summary	WFP	2016
School Feeding CP Report Sample	WFP	2016 - 2017

2018 Lebanon Summer Camp Brief	WFP	2018
3.17 - Preparedness		
CO Lebanon EPRP Advanced Preparedness Actions 2017	WFP	2017
Lebanon 72 hours Checklist SOP	WFP	
Lebanon EPRP Minimum Preparedness Actions	WFP	
Lebanon Business Continuity Plan - Organisational Resilience Management Plan	WFP	
3.18 – Safety Net (NPTP)		
2019 Report on Operational Pillars of Social Assistance Programs (draft)	WFP	2019
2019 WFP's support to NPTP brief	WFP	2019
4. External Documents		
Syria CALL	IAHE	2014/2015
4.1. – Un Agencies		
Update on Durable Solutions for Syrian Refugees	UNHCR	
3RP-Regional-Strategic-Overview-2018-19	UNHCR	2018
2018 Lebanon Human Development Report	UNDP	2018
2015 UNDP Spotlight on Youth Lebanon	UNDP	2015
UNDP - Sustainable Livelihoods in the Syria Response	UNDP	
2015 FAO Food Security and Livelihoods in Lebanese Host Community	FAO	2015
2016 UN ESCWA Strategic Review Food and Nutrition Security in Lebanon	UN ESCWA	2016
2015 AUB Socio-economic status Palestine Refugees in Lebanon	American University of Beirut	2015
2016 EC Syrian Refugee Crisis Labour Market in Jordan and Lebanon	EC	2016
2018 Lebanon Recovery Context Analysis (draft)	UN	2018
4.2 -UN Security Council		
UN Security Council Resolution related to Syrian Crisis	UN	2014-2018
4.3 – Donors Evaluations		
4.4 – National Strategies and policies		
2015 Lebanon Crisis Response Plan (2015–2016) Year 2	Lebanese Government, UN, NGOs	2015
2017 Lebanon Crisis Response Plan (2017–2020)	Lebanese Government, UN, NGOs	2017
2018 Lebanon Crisis Response Plan (2017–2020)	Lebanese Government, UN, NGOs	2018
2019 Lebanon Crisis Response Plan (2017–2020)	Lebanese Government, UN, NGOs	2019
LEB Ministry of Agriculture - Strategy 2015-2019	MoA, ARDP, EU	2014
UNITED NATIONS STRATEGIC FRAMEWORK (UNSF) LEBANON 2017-2020	UN	2016
UN Annual Report 2017 and 2018	UN for Lebanon	2017/2018
Others		
2016 WB Lebanon Reaching All Children with Education RACE 2	WB	2016
2017 Oxfam Voices of Syrian Refugees in Lebanon	Oxfam	2017
5. Datasets		
Maps, Partnerships, SPR Data, COMET data, Funding Data, Budget Data	WFP	2016-2017

Annex 10: Lebanon Country Strategic Plan



Executive Board
Annual Session
Rome, 12–16 June 2017

Distribution: General

Date: 8 June 2017

Original: English

**Reissued for technical reasons
(English only)*

Agenda Item 8

WFP/EB.A/2017/8-A/2*

Operational Matters

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

Lebanon Country Strategic Plan (2018–2020)

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 889,615,681
Gender and age marker*	2A

* <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

Executive Summary

Lebanon has made significant progress with economic, social and human development in the past decade despite facing both internal and external shocks. The country has shown exceptional resilience and solidarity, welcoming 1.5 million refugees. However, economic, social, demographic, political and security challenges have been compounded by the Syrian crisis.

Lebanese and refugee populations alike face challenges with food and nutrition insecurity. The 2016 Strategic Review of Food and Nutrition Security in Lebanon found that 49 percent of Lebanese people are worried about their ability to access enough food and 31 percent are unable to eat sufficient healthy and nutritious foods over the course of a year. Changes in dietary preferences have led to new challenges, including micronutrient deficiencies and rising obesity.

Donor contributions have allowed WFP to meet the food and nutrition needs of the most vulnerable refugees in Lebanon. Nevertheless, the conflict in the Syrian Arab Republic has had impacts on the country's social and economic growth, deepening poverty and worsening the achievement of basic needs within host communities, and exacerbating pre-existing development constraints.

The WFP Country Strategic Plan (2018–2020) for Lebanon is aligned with the Government-endorsed Lebanon Crisis Response Plan (2017–2020), the United Nations Strategic Framework (2017–2020), the Ministry of Agriculture Strategy (2015–2019) and WFP's Vision 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:

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Strategic outcome 1: Food-insecure refugees – including school-age children – and crisis-affected host populations have access to life-saving, nutritious and affordable food throughout the year.

Strategic outcome 2: Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2020.

Strategic outcome 3: Vulnerable populations in Lebanon are enabled to meet their basic food needs all year long.

Strategic outcome 4: National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance.

Draft decision*

The Board approves Lebanon Country Strategic Plan (2018–2020) (WFP/EB.A/2017/8-A/2*) at a total cost to WFP of USD 889.6 million.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

1. Country Analysis

1.1 Country Context

1. 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.¹ 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.
2. Six years into the Syrian conflict, Lebanon remains at the forefront of one of the worst humanitarian crises of recent times. To date, total reported humanitarian international assistance for Lebanon since 2011 is USD 5.2 billion.² The country has also shown exceptional commitment to and solidarity with people displaced by the war in the Syrian Arab Republic. Lebanon hosts the highest per capita refugee population in the world, estimated at more than 25 percent of the country's overall population.³ As of October 2016, government estimates indicated that the country hosted 1.5 million displaced Syrians.⁴ Women and children accounted for 80 percent of the Syrian refugee population, of which 54 percent – with equal numbers of girls and boys – were under 18 years of age.⁵ As of July 2016, 57 percent of the population of Palestinian refugees from the Syrian Arab Republic was under 18, again with equal numbers of girls and boys.⁴
3. 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.⁶ Public services are overstretched, with demand exceeding the capacity of institutions and infrastructure.
4. In the second quarter of 2016, WFP partnered the United Nations Economic and Social Commission for Western Asia (ESCWA) on a strategic review of food and nutrition security in Lebanon.⁷ The review analysed the needs of all populations,⁸ including refugees. This country strategic plan (CSP) draws on the strategic review's analysis and recommendations. It is also informed by WFP's Gender Action Plan for Lebanon,⁹ which guides WFP towards its goal of integrating gender equality and women's empowerment into all its work, ensuring that the diverse food security and nutrition needs of women, men, girls and boys are addressed.¹⁰

¹ United Nations Development Programme (UNDP). 2015. Human Development Indicators. Retrieved from <http://hdr.undp.org/en/countries/profiles/LBN>.

² United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA). Financial Tracking Service. Retrieved from <https://fts.unocha.org/countries/124/summary/2017>

³ 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>.

⁴ Government of Lebanon and United Nations. 2017. Lebanon Crisis Response Plan (2017–2020). Retrieved from <http://data.unhcr.org/syrianrefugees/download.php?id=12698>.

⁵ The number of Syrian refugees registered by UNHCR increased from 129,000 in 2013 to 1.1 million in 2014, reaching a high of 1.4 million in 2015 and decreasing in 2016 to 1 million. UNHCR, the United Nations Children's Fund (UNICEF) and WFP. 2016. Vulnerability Assessment of Syrian Refugees in Lebanon. Retrieved from <http://documents.wfp.org/stellent/groups/public/documents/ena/wfp289533.pdf>.

⁶ 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>.

⁷ 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>.

⁸ The Strategic Review did not disaggregate all data by gender or involve a comprehensive gender analysis. This will be addressed during CSP implementation.

⁹ The Gender Action Plan is aligned with this CSP, the WFP Gender Policy (2015–2020), the associated gender action plan, and the Regional Gender Strategy. The plan will ensure that 15 percent of all project funds are allocated to gender-equality activities. Further analysis of gender- and age-disaggregated data during implementation is a priority.

¹⁰ WFP. Gender Policy 2015–2020. Retrieved from <https://www.wfp.org/content/2015-wfp-gender-policy-2015-2020-0>.

5. In 2016, 53 percent of households – 76 percent of women-headed and 69 percent of dual-headed households – were unable to meet their basic needs. Increased demand for scarce jobs, diminishing wages and legal restrictions on formal labour have led to a lack of employment opportunities for Syrian refugees, contributing to continued food insecurity. Men are the main income earners in both Lebanese and Syrian households, with women primarily responsible for unpaid care and domestic work. This gender-based division of labour restricts women's opportunities for economic participation and empowerment.
6. Economic stresses in Lebanon, along with displacement, instability and poverty, have: i) challenged traditional gender norms; ii) been associated with increased rates of domestic violence;¹¹ and iii) led women and children to pursue negative coping strategies such as child labour, foregoing education and early, forced and child marriage, to meet household needs. The rate of early, forced and child marriage among Syrian refugees in Lebanon is estimated at 24 percent for girls aged 15 to 17 – an almost fourfold increase from before the Syrian crisis.¹²

1.2 Progress Towards SDG 2

Progress towards SDG 2 targets

7. *Access to food.* Lebanon is ranked low on the Global Hunger Index, with a score of 7.1 in 2016.¹³ However, 49 percent of Lebanese people have reported being worried about their ability to source enough food, while 31 percent reported being unable to eat healthy and nutritious food throughout the year.⁷ According to the World Bank, 27 percent of Lebanon's population lived below the poverty line in 2012, with limited access to nutritious food resulting in reduced dietary diversity.¹⁴ An additional 200,000 Lebanese people have been pushed into poverty as a result of the Syrian crisis.¹⁴ Access to food remains a challenge for Syrian refugees in Lebanon.
8. In 2016, 93 percent of refugee households were estimated to experience some degree of food insecurity.¹⁵ Of these households, 1.6 percent were severely food-insecure, 34 percent were moderately food-insecure and 58 percent were mildly food-insecure.¹⁶ Syrian households headed by women – 17 percent of all households – were slightly more food-insecure than households headed by men.¹⁶ In the vast majority of women-headed households (85 percent), the head of household was married but not living with her spouse, while 3 percent of these households were headed by divorced or separated women, and another 3 percent were headed by widows. Limited access to income opportunities remained one of the main constraints for refugee households, reducing their access to food and the possibility of finding and sustaining livelihoods.¹⁷ In 2015, 94 percent of Palestinian refugees from the Syrian Arab Republic were food-insecure.¹⁸

¹¹ United Nations Population Fund (UNFPA). 2016. Gender Based Violence Against Women and Girls Displaced by the Syrian Conflict in South Lebanon and North Jordan: Scope of Violence and Health Correlates. Retrieved from <http://reliefweb.int/report/lebanon/gender-based-violence-against-women-and-girls-displaced-syrian-conflict-south-lebanon>.

¹² UNFPA. 2017. New Study Finds Child Marriage Rising Among Most Vulnerable Syrian Refugees. Retrieved from <http://www.unfpa.org/news/new-study-finds-child-marriage-rising-among-most-vulnerable-syrian-refugees>.

¹³ International Food Policy Research Institute (IFPRI). 2016. Global Hunger Index. Retrieved from <http://ghi.ifpri.org/countries/LBN/>.

¹⁴ World Bank data. Retrieved from <http://data.worldbank.org/country/lebanon> (gender- and age-disaggregated data not available).

¹⁵ The percentage of food-secure and mildly food-insecure households has decreased over time while the percentage of moderately food-insecure households increased from 12 percent in 2013 and 2014 to 23 percent in 2015 and 34 percent in 2016. The percentage of severely food-insecure households reached a high of 1.6 percent in 2016 from a negligible number in the previous years.

¹⁶ 96 percent of woman-headed households compared with 92 percent of man-headed households. UNHCR, UNICEF and WFP. 2016. Vulnerability Assessment of Syrian Refugees in Lebanon. Retrieved from <http://data.unhcr.org/syrianrefugees/download.php?id=12482>.

¹⁷ UNHCR, UNICEF and WFP. 2016. Vulnerability Assessment of Syrian Refugees in Lebanon. Retrieved from <http://data.unhcr.org/syrianrefugees/download.php?id=12482>.

¹⁸ Government of Lebanon and United Nations. 2017. Lebanon Crisis Response Plan 2017–2020. Retrieved from <http://data.unhcr.org/syrianrefugees/download.php?id=12698>.

9. *End malnutrition.* The prevalence of undernourishment in Lebanon is low compared with other countries in the region, with less than 5 percent of people lacking access to enough food to meet their daily minimum dietary energy requirements between 2014 and 2016. Lebanon is undergoing a nutrition transition, with the population moving away from a micronutrient-rich diet towards a diet that is high in energy, sugar and fat.¹⁹ This trend has increased the risk of chronic diseases and poverty as a result of competing demands on food, and healthcare expenditures.⁷ On average, the proportion of overweight people is higher among men, at 72.8 percent, than women, at 59.4 percent. The global acute malnutrition rate among Syrian refugee children aged 0–59 months has stabilized at 2 percent. Poor nutrition practices undermine the health and well-being of the displaced population, with different effects on women, men, girls and boys, including persons with disabilities.¹⁶ In a 2014 needs assessment of Palestinian refugees from the Syrian Arab Republic, 91 percent of these children did not meet the minimum acceptable meal frequency levels and 86 percent did not have acceptable dietary diversity.²⁰
10. *Smallholder productivity and incomes.* Agriculture represents a small portion of Lebanon's economy, but remains a major source of livelihoods, with 25 percent of the labour force engaged in this sector.²¹ The agriculture sector is currently facing multiple challenges, including changing trade patterns; constrained access to and availability of land; high costs for agricultural inputs and feed; decreasing market prices for animal products; and a persistent gender gap, with women at a disadvantage regarding land ownership and access to extension services, labour and income.²² The World Bank's Economic and Social Impact Assessment placed the disruption of agricultural trade routes among the most significant economic shocks currently experienced in Lebanon.²³
11. *Sustainable food systems.* Lebanon's agriculture sector accounts for 4 percent of gross domestic product. Imports account for up to 80 percent of the country's food needs⁷ while logistics constraints are an impediment to efficient food supply, with Lebanon ranking 82nd of 160 countries in the World Bank's 2016 Logistics Performance Index (LPI).²⁴ However, there are opportunities to increase food availability and access by developing value chains, addressing surpluses in some commodities, connecting smallholder farmers to markets, reducing gender inequalities, and improving the capacity of the retail sector. The country also has limited capacity to respond to natural disasters such as earthquakes, floods, landslides and wildfires. The agriculture sector is particularly vulnerable to climate change and severe weather during winter, with hail, frost, floods and storms leading to crop and livestock losses.

Macroeconomic environment

12. The protracted nature of the Syrian crisis and political instability remain major constraints to economic growth. No comprehensive assessment of the economic impact of the crisis has been carried out. According to the World Bank, growth in gross domestic product decreased to 1.3 percent in 2015 compared with 1.8 percent in 2014.²⁵ This has added pressure to Lebanon's public finances, service delivery and macroeconomic environment, with different impacts on the lives of women, men, girls and boys. The World Bank estimates that Lebanon has incurred losses of USD 13.1 billion since 2012, of which USD 5.6 billion was lost in 2015 alone. An additional 300,000 Lebanese citizens are estimated to have become unemployed – most of them unskilled labourers.¹⁸

¹⁹ Food and Agriculture Organization of the United Nations (FAO). 2015. The State of Food Insecurity in the World. Retrieved from <http://www.fao.org/hunger/en/>.

²⁰ UNRWA and WFP. 2014. Needs Assessment for Palestine Refugees from Syria.

²¹ Government of Lebanon. Ministry of Agriculture Strategy (2015–2019). Retrieved from <http://www.lb.undp.org/content/lebanon/en/home/library/poverty/Spotlight-on-Youth-in-Lebanon.html>.

²² FAO. 2014. FAO Plan of Action for Resilient Livelihoods (2014–2018): Addressing the Impact of the Syria Crisis and Food Security Response and Stabilization of Rural Livelihoods. Retrieved from http://www.fao.org/fileadmin/user_upload/rne/docs/Lebanon-Plan.pdf.

²³ 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>.

²⁴ World Bank. International LPI Global Ranking. Retrieved from <http://lpi.worldbank.org/international/global>

²⁵ World Bank data. Retrieved from <http://data.worldbank.org/>.

13. Major obstacles remain in creating job opportunities for young people. Approximately 27 percent of Lebanon's total resident population is between 15 and 29 years of age; 71 percent of these young people are Lebanese, 24 percent are Syrian and the remaining 5 percent are Palestinian or of other nationalities.²⁶ Unemployment among youth aged 15–24 years is 20.6 percent.²⁶ Unemployment is higher for women, at 24.7 percent compared with 18.7 percent for men, and among people with a university diploma or higher qualification.²⁷
14. The Central Bank of Lebanon has been successful in managing monetary stability, maintaining a stable exchange rate pegged to the United States dollar despite repeated shocks and challenges.²⁸ Remittances and capital inflows contribute significantly to macroeconomic stability. The World Bank estimates that remittances from expatriates reached USD 7.6 billion in 2016, making Lebanon the 16th largest recipient of remittances globally.²⁹ The World Bank projects medium-term economic growth of 2.5 percent a year,⁴ but this growth is not enjoyed equitably by all population groups.
15. Financial inclusion in Lebanon is high compared with regional peers. In 2014, 47 percent of adults had bank accounts, compared with 14 percent overall for the Middle East and North Africa region.³⁰ In 2015, there were 24.5 commercial bank branches per 100,000 adults in Lebanon compared to a regional 10.9 and 38.3 ATMs per 100,000 adults in Lebanon compared to 24.2 in the region.³¹

Key cross-sector linkages

16. Lebanon is classified as a middle-income country with a poverty rate of 27 percent according to 2012 figures. In partnership with WFP, UNDP and UNICEF, the Ministry of Social Affairs is leading a rapid poverty assessment to ascertain the current poverty rate.³² Lebanon's high wealth inequality is reflected in a Gini coefficient of 86.1.³³
17. Among the Syrian refugee population in Lebanon, 487,723 people are aged between 3 and 18 years. The protracted nature of the crisis and the high demand for schooling have strained the quality and availability of public education for both host communities and refugee children. The Ministry of Education and Higher Education has prioritized scaling up equitable access to opportunities within the public education system.³⁴
18. An estimated 84 percent of Lebanese children aged 3–5 years are enrolled in preschool compared with fewer than 20 percent of refugee children in this age group.³⁴ Under-enrolment is also estimated to be significant among older refugee children. During the 2015/2016 school year, 87 percent of Syrian refugee children enrolled in public schools were between 6 and 15 years of age, while fewer than 10 percent of secondary school-age refugees – 15–18 years – were enrolled, depriving most of this age group of preparation for active participation in society and the

²⁶ UNDP. 2015. Spotlight on Youth in Lebanon. Retrieved from [http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/Spotlight%20on%20Youth%20Final%20\(23-06-2016\).pdf?download](http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/Spotlight%20on%20Youth%20Final%20(23-06-2016).pdf?download).

²⁷ World Bank data. Retrieved from <http://data.worldbank.org/indicator/SL.UEM.1524.FE.ZS?locations=LB>.

²⁸ International Monetary Fund. 2017. Lebanon 2016 Article IV Consultation – Press Release, Staff Report and Statement by the Executive Director for Lebanon. Country report no. 17/19. Retrieved from <http://www.imf.org/en/Publications/CR/Issues/2017/01/24/Lebanon-2016-Article-IV-Consultation-Press-Release-Staff-Report-and-Statement-by-the-44572>.

²⁹ World Bank data. Retrieved from <http://data.worldbank.org/>.

³⁰ World Bank. 2014. The Global Findex Database 2014 Measuring Financial Inclusion around the World. World Bank Policy Research Working Paper 7255 Retrieved from <http://documents.worldbank.org/curated/en/187761468179367706/pdf/WPS7255.pdf#page=3>

³¹ International Monetary Fund data. Retrieved from <http://www.imf.org/en/Data>

³² The assessment will gather information on poverty among women, men, girls and boys, to inform programming.

³³ Credit Suisse. 2016. Global Wealth Databook. Retrieved from <http://publications.credit-suisse.com/tasks/render/file/index.cfm?fileid=AD6F2B43-B17B-345E-E20A1A254A3E24A5>.

³⁴ World Bank. 2016. Lebanon: Support to Reaching All Children with Education (RACE 2) Program for Results Project. Retrieved from <http://documents.worldbank.org/curated/en/980641475200856910/Lebanon-Support-to-Reaching-All-Children-with-Education-RACE-2-Program-for-Results-Project>.

labour market.³⁴ The data indicate little gender disparity among primary and secondary school-age children, although there are geographic variations.³⁵

19. Lebanon ranks 135th of 144 countries in the World Economic Forum Global Gender Gap Report³⁶ and 108th in the educational attainment category, although it ranks first in girls' enrolment in secondary and tertiary education. This achievement is not reflected in women's participation in the labour force, which is 26 percent compared with 75 percent for men.³⁶ In the World Economic Forum assessment, Lebanon's best performance was in the health and survival category, ranking 102nd of 144 countries. The country ranked 183rd of 193 countries in women's participation in politics, with women holding only 3 percent of seats in the national parliament.³⁷

1.3 Gaps and Challenges

20. The strategic review of food and nutrition security in Lebanon identified the following gaps:⁷
- i) Vulnerable Syrian refugees are almost completely dependent on food assistance provided primarily by WFP.
 - ii) Social safety nets that could provide minimum social protection to Lebanon's population, have limited coverage.
 - iii) The country's statistics capacity needs to be developed to identify and target people affected by food and nutrition insecurity at the individual and sub-group levels.
 - iv) Nationally defined tools to measure outcomes based on the globally defined dimensions of food security also need to be developed.
 - v) Lebanon does not have an official employment strategy to address rising levels of poverty and inequality, which hamper access to food.
 - vi) Lebanon's agricultural value chain is fragmented: smallholder farmers are not well connected to local markets and lack legal and financial support. Logistical barriers and transportation costs remain high.
 - vii) 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.
 - viii) High import dependency increases the risk of price shocks.
 - ix) Food safety and phytosanitary controls are weak.
 - x) Smallholder farmers face increasing risks related to climate change.
 - xi) Lebanon's population is moving away from micronutrient-rich diets towards diets with high energy, sugar and fat contents, resulting in higher incidences of obesity and other chronic diseases.
 - xii) A focus on child nutrition needs to incorporate actions to ensure that children receive adequate nutrition and monitoring during the first 1,000 days following conception.
 - xiii) Lebanon does not have a disaster risk reduction strategy or a national implementation strategy for the Sustainable Development Goals (SDGs).

³⁵ Reaching All Children With Education in Lebanon (R.A.C.E.). June 2014. Retrieved from <http://www.mehe.gov.lb/uploads/file/2015/Feb2015/Projects/RACEfinalEnglish2.pdf>.

³⁶ World Economic Forum. Global Gender Gap Report 2016. Retrieved from <http://reports.weforum.org/global-gender-gap-report-2016/economies/#economy=LBN>.

³⁷ Inter-Parliamentary Union. Women in National Parliaments. Retrieved from <http://www.ipu.org/wmn-e/classif.htm>.

1.4 Country Priorities

Government

21. Although Lebanon does not have an up-to-date national development plan, many ministries, including the Ministry of Agriculture, have their own strategies.³⁸ However, a systematic and comprehensive process of aligning national priorities with the SDGs has not yet been implemented. The refugee response is addressed through the nationally owned Lebanon Crisis Response Plan (LCRP) (2017–2020). Priorities of the Ministry of Agriculture strategy and the LCRP include: i) provision of critical food assistance to food-insecure refugees and host communities; ii) promotion of investments in agriculture to improve opportunities and livelihoods for small-scale farmers; iii) creation of adequate job and livelihood opportunities for men and women; iv) support to national and local food security systems; and v) strengthening of social safety nets and social protection to promote stabilization.⁴

United Nations and other partners

22. The United Nations Strategic Framework (UNSF) (2017–2020) leverages the expertise, capacity and resources of United Nations agencies to support the Government's priorities. The UNSF priorities are: i) strengthening domestic security, the rule of law and social cohesion; ii) promoting good governance and inclusive participation; and iii) reducing poverty and promoting sustainable development while addressing immediate needs – this pillar of the UNSF is co-led by WFP and UNICEF.³⁹ This CSP also builds on FAO's Lebanon Country Programming Framework 2016–2019, fostering joint programming, particularly in smallholder farmer resilience.

2. Strategic Implications for WFP

2.1 WFP's Experience and Lessons Learned

23. Since 2012, WFP and its partners have supported the Government in responding to the refugee crisis and its impacts on the country. WFP's partners recognize its expertise in delivering life-saving food assistance and livelihood support while supporting government social safety nets and humanitarian delivery platforms.
24. Critical success factors for WFP in Lebanon include: i) partnering the financial sector for programme design and implementation; ii) developing innovative targeting mechanisms to reach people in need in a timely manner; iii) building the capacity of the retail sector through a network of contracted shops; iv) providing cash-based assistance in a way that empowers beneficiaries while supporting local markets; v) adapting the portfolio of interventions as the crisis becomes more protracted; vi) pursuing a gender-transformative approach to programming and operations; and vii) increasing the emphasis on dietary diversity to influence behaviour change in line with the nutrition patterns in middle-income countries.
25. In line with the recommendations of the Regional Refugee and Resilience Plan, WFP will continue to incorporate resilience into its interventions to ensure sustainability and strengthen its programme portfolio.⁴⁰ As recommended in the 2014 evaluation of the Syrian response, this CSP introduces capacity-strengthening support to enhance Lebanon's capacity for managing the Syrian crisis and future shocks.⁴¹

³⁸ Ministry of Agriculture Strategy (2015–2019) accessible at <http://www.agriculture.gov.lb/Arabic/NewsEvents/Documents/MoA%20Strategy%202015-19%20-%20English-for%20printing.pdf>.

³⁹ UNSF (2017–2020). This pillar seeks to strengthen productive sectors in the most disadvantaged areas, improve access to social services and improve environmental governance.

⁴⁰ 3RP Regional Refugee and Resilience Plan (2017–2018) in Response to the Syria Crisis. Retrieved from <http://data.unhcr.org/syrianrefugees/download.php?id=12717>. This approach will also be informed by the WFP/UNHCR Joint Strategy on Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations.

⁴¹ WFP and Overseas Development Institute. An Evaluation of WFP's Regional Response to the Syrian Crisis, (2011–2014). Retrieved from http://documents.wfp.org/stellent/groups/public/documents/reports/wfp274337.pdf?_ga=1.55051883.1160616948.1487074706.

2.2 Opportunities for WFP

26. The Strategic Review of Food and Nutrition Security in Lebanon, the Ministry of Agriculture Strategy (2015–2019), the LCRP (2017–2020) and the UNSF (2017–2020) identify opportunities for WFP in Lebanon, including:
- maintaining life-saving assistance for the most vulnerable people with limited livelihood opportunities, taking into account the diverse needs and situations of women, men, girls and boys, including persons with disabilities;
 - in line with SDG 17, developing stakeholder partnerships to establish and roll out gender-responsive data management and delivery platforms for humanitarian assistance and national social safety net programmes;
 - developing economic opportunities that engage men and women equitably by partnering United Nations agencies, civil society and the private sector to support market-driven vocational training for Lebanese people and transferable skills for Syrian refugees tailored to both rural and urban contexts;
 - increasing support to education by providing incentives for Syrian refugee and Lebanese households to keep their children in school;
 - in line with SDG 4, conducting tailored nutrition education training in schools and awareness sessions that reach, inform and engage WFP's diverse beneficiaries;
 - improving market linkages among small-scale producers, local markets and WFP beneficiaries to benefit all stakeholders equitably;
 - supporting improvements of the National Poverty Targeting Programme (NPTP); and
 - contributing to the revitalization of smallholder agriculture and community development, taking into account the needs, priorities, roles and workloads of women and men – especially in areas with large refugee populations.

2.3 Strategic Changes

27. The CSP reconciles potential scenarios for Lebanon and the Syrian refugee crisis and envisions a degree of flexibility for WFP to adapt its vision for 2018–2020 to the changing context and emerging opportunities. These include potential future returns of refugees to the Syrian Arab Republic, graduation of certain groups of refugee beneficiaries following the London and Brussels Conferences, and anticipated donor support for humanitarian and development activities.
28. Given the deterioration in living conditions and livelihoods, the response to the Syrian crisis has focused on addressing immediate needs. However, there is growing demand for a response that mitigates the socio-economic impacts of the crisis by linking immediate assistance to investments in longer-term productivity, resilience and social safety nets with other major stakeholders.
29. The CSP continues the gradual shift towards resilience-building and livelihoods activities under the current protracted relief and recovery operation in a manner that benefits all participants equitably. In addition, the CSP will contribute to strengthening systems, developing common delivery platforms and introducing innovations with other actors to increase the efficiency, equity and effectiveness of humanitarian and development assistance in Lebanon. The CSP will also strengthen national capacities to manage the humanitarian crisis with a view to preparing for hand-over while ensuring that system improvements benefit vulnerable Lebanese communities sustainably.

3. WFP's Strategic Orientation

3.1 Direction, Focus and Intended Impacts

30. The CSP is aligned with the Government-endorsed LCRP (2017–2020), the UNSF (2017–2020), the Ministry of Agriculture Strategy (2015–2019) and WFP's Vision 2020.⁴² It positions WFP as a major partner of the Government and other United Nations agencies in crisis response and achievement of the SDGs. While providing a framework for responding to the diverse urgent needs of refugees and vulnerable Lebanese people, the CSP will strengthen national systems and capacities, including for the management of social safety nets.
31. In line with the WFP Strategic Plan (2017–2021), the Gender Policy (2015–2020) and the Gender Action Plan, gender is integrated throughout the CSP to ensure gender-transformative programmes and policies for zero hunger. Among other actions, WFP will disaggregate data by gender and age; embed gender and disability analysis in all assessments, research, technical assistance, knowledge-sharing, information management and related work; mainstream gender and disability into all programme, policy and capacity-strengthening initiatives; and engage women, men, girls and boys including persons with disabilities – and their organizations – in ways that empower them and foster equitable outcomes.
32. Strategic outcome 1 addresses the basic food and nutrition requirements of Syrian refugees. WFP provides cash-based transfers (CBTs) – expected to be USD 27 per month per person – to targeted households with high food insecurity levels, and/or a “top-up” to ensure that children remain in school and diversify their dietary intake. WFP will also support the Government in strengthening institutional capacities for emergency preparedness and response.
33. 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. In some cases, support towards strategic outcome 2 will be added to that provided for strategic outcome 1; in other cases it will target populations excluded from strategic outcome 1 as beneficiaries with higher levels of food security are shifted to conditional assistance. The transfer for strategic outcome 2 complements the transfer for strategic outcome 1, which is intended to cover 60 percent of household food requirements. Whenever possible and based on up-to-date vulnerability assessments and partner consultations, WFP will transition its assistance from strategic outcome 1 to strategic outcome 2.
34. Strategic outcome 3 addresses the basic food and nutrition requirements of vulnerable Lebanese households targeted through the NPTP. WFP will provide CBTs – expected to be USD 27 per month per person – to targeted households with high food insecurity levels.
35. Strategic outcome 4 frames WFP's contribution to supporting a common platform for delivery of assistance, and articulates its support to service delivery by the Ministry of Social Affairs in the area of social safety nets. All four strategic outcomes contribute to SDG 2 on zero hunger and SDG 17 on partnerships for the SDGs.

3.2 Strategic Outcomes, Expected Outputs and Key Activities

Strategic outcome 1: Food-insecure refugees – including school-age children – and crisis-affected host populations have access to life-saving, nutritious and affordable food throughout the year

36. In the context of protracted displacement, WFP's core activities in Lebanon will focus on providing unconditional food assistance to refugees through CBTs. This assistance will boost the local economy and provide beneficiaries with their food and nutrition needs. WFP will provide conditional food assistance for education as an incentive for school attendance to create a positive learning environment and increase cohesion among refugees and host communities. This outcome also targets women and caregivers for basic education on family nutrition and other nutrition-related topics. It incorporates emergency response preparedness to ensure contingency

⁴² Vision 2020 is informed by SDG 2. Based on data and consultations with its partners, WFP has crafted a Syria+5 Vision 2020 and a proposed course of action for the long term. Retrieved from http://documents.wfp.org/stellent/groups/public/documents/op_reports/wfp285730.pdf.

planning and readiness in the event of a sudden increase in refugee numbers or the provision of assistance to crisis-affected host populations following a shock.

Focus area

37. The primary focus of this outcome is crisis response to address the needs of populations affected by shocks.

Expected outputs

38. This outcome will be achieved through four outputs:
- Targeted Syrian refugees and Palestinian refugees from the Syrian Arab Republic receive unconditional food assistance through CBTs to meet their basic food and nutrition needs (tier 1; output category A; Strategic Result 1).
 - Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices (tier 2; output category C; Strategic Result 1).
 - Targeted Syrian refugees, Palestinian refugees from the Syrian Arab Republic and crisis-affected host populations receive nutrition education and advocacy to improve their nutrition-related behaviour and outcomes (tier 1; output category E; Strategic Result 2).
 - Targeted schoolchildren 5–14 years receive cash or school snacks conditional on their enrolment and retention in school (tier 1; output category A; SDG target 4.1).

Key activities

39. *Activity 1: Unconditional resource transfers to support access to food (CBTs):* WFP will provide CBTs – expected to be USD 27 per month per person – to targeted households with levels of high food insecurity. These transfers cover about 60 percent of household food expenditures, while the remainder can be covered through other income-generating opportunities of household members or conditional top-ups provided through activities 2, 3 and 4. Depending on the context and on donor preferences, beneficiaries will receive their entitlements through e-vouchers or unrestricted cash. Through its retail strategy, WFP will ensure that its beneficiaries in Lebanon have access to diverse, high-quality foods at competitive prices. Through its network of contracted shops, WFP can also provide extra controls to ensure that transfers reach the intended beneficiaries. WFP will ensure that shops owned by women are included to promote women's economic empowerment. WFP will also continue to ensure that contracted shops in the network are accessible to persons with disabilities.
40. The activity also includes the development and delivery of education on healthy eating habits and nutrition, and the continuous refinement of tools and innovations to enhance programme quality, vulnerability analysis, needs-based targeting and resource-based prioritization. Its implementation will be based on harmonized frameworks; CBT platforms; analysis of transaction data; and gender-sensitive analysis, including persons with disabilities, monitoring and evaluation, and accountability and feedback mechanisms. Expertise developed by WFP through this component will be made available to the wider humanitarian community and national institutions (see activity 5).
41. *Activity 2: School meal activities (cash and in-kind):* Through its joint programme with UNICEF, WFP will provide conditional food assistance for education in the form of top-ups for Syrian refugee households to encourage school enrolment and regular attendance of children aged 5–14 years. In addition to promoting school attendance among girls and boys, food assistance for education will also aim to reduce the likelihood of refugee households resorting to negative coping mechanisms such as child, early and forced marriage, and child labour.⁴³ School snacks will be provided to Lebanese and Syrian students enrolled in public primary schools as an additional incentive for regular school attendance and to create a positive environment for learning and cohesion among refugees and host communities. This activity will include tailored, gender-responsive nutrition education and awareness materials for

⁴³ An estimated 80 percent of children targeted for activity 2 will be in households receiving assistance through activity 1.

schoolchildren, parents and caregivers. Partnerships with UNICEF and the Ministry of Education and Higher Education will be crucial to implementing and scaling up this activity.

Strategic outcome 2: Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2020

42. WFP will use its knowledge of beneficiaries, field presence, CBT platform, capacity to implement at scale, partnership approach and network of cooperating partners throughout the country to support the recovery of individuals, communities and systems affected by the Syrian crisis, and to strengthen their resilience. WFP will build on the findings of recovery context analysis implemented jointly with other United Nations agencies and the World Bank, to enhance the coordination of resilience investments in the country and develop operational partnerships to bridge the humanitarian–development divide. This strategic outcome invests in the education, training and assets of vulnerable Lebanese and Syrian people to transform the crisis into an opportunity for everyone, empower beneficiaries and strengthen social cohesion at the local level.

Focus area

43. The primary focus of this outcome is resilience-building.

Expected outputs

44. This outcome will be achieved through four outputs:
- Targeted smallholder farmers receive training and technical support to increase their production and sales (tier 1; output category C; Strategic Result 3).
 - Targeted vulnerable Syrian refugees and vulnerable Lebanese people receive conditional food assistance through CBTs to meet their basic food and nutrition needs (tier 1; output category A; Strategic Result 1).
 - 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 (tier 1; output category C; Strategic Result 3).
 - 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 (tier 2; output category D; Strategic Result 3; SDG target 1.5).

Key activities

45. *Activity 3: 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 contexts. This will be achieved through gender-responsive, tailored training of women and men to build skills that are sustainable – focused on the future; transferable among countries; and marketable – that attract private-sector interest by creating new market opportunities and build resilience at the household level. In addition, WFP will establish new markets for fresh fruits and vegetables, linking its beneficiaries to local markets and producers. Interventions will aim to strengthen the confidence and abilities of men and women producers, particularly by promoting agricultural processing cooperatives run by women.
46. *Activity 4: 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.

Strategic outcome 3: Vulnerable populations in Lebanon are enabled to meet their basic food needs all year long

47. In response to rising poverty and food insecurity levels in Lebanese communities, exacerbating long term vulnerabilities, and to help mitigate social tensions, WFP will support the Government to expand coverage and social assistance through the National Poverty Targeting Programme.

Focus area

48. The primary focus of this outcome is root causes.

Expected outputs

49. This outcome will be achieved through output:
- Vulnerable Lebanese targeted by the national poverty targeting programme receive CBTs to meet their basic food and nutrition needs (tier 1; output category A; SR 1).

Key activities

50. *Activity 5: Unconditional resources transfers to support access to food (CBT):* WFP will provide CBTs – expected to be USD 27 per person per month – to targeted vulnerable Lebanese households with high levels of food insecurity. Based on the Government preference, it is expected that beneficiaries will receive their entitlements through e-vouchers. Akin to activity 1, WFP’s retail strategy will ensure that beneficiaries have access to diverse, high-quality foods at competitive prices through the network of WFP-contracted shops.

Strategic outcome 4: National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance

51. WFP will enhance humanitarian assistance in Lebanon by consolidating and sharing its experience of responding to the refugee crisis with national institutions and other partners. This outcome will foster partnerships based on a common platform to increase the efficiency, equity and effectiveness of assistance. It will assist the transition towards sustainable approaches including developing social safety nets that meet the needs and priorities of women, men, girls and boys, including persons with disabilities, with a view to national hand-over when feasible. The outcome will also improve programme quality and innovations, and make them available to partners, stakeholders and country offices.

Focus area

52. The primary focus of this outcome is crisis response.

Expected outputs

53. This outcome will be achieved through two outputs:
- Populations targeted by national and partner programmes benefit from shared platforms and services to improve the coverage, coherence and implementation of these programmes (tier 2; output category H; Strategic Result 8; SDG 1.3).
 - Vulnerable populations benefit from enhanced capacities of public institutions and systems, including local responders, to prepare for and respond to emergencies (tier 3; output category C; Strategic Result 8; SDG target 1.4).

Key activities

54. *Activity 6: Institutional capacity strengthening activities:* WFP will enhance the use of its cash platform and work with the broader humanitarian and development community, including UNHCR, UNICEF and the World Bank, to lay the foundation for more durable solutions by further developing social safety nets and the national social protection system. As part of this activity, WFP will provide technical assistance to the Ministry of Social Affairs and other relevant stakeholders in areas such as vulnerability analysis, targeting, beneficiary management, and monitoring and evaluation.

3.3 Transition and Exit Strategies

55. WFP will incorporate a sustainable hand-over mechanism into its activities through technical assistance, capacity strengthening and knowledge-sharing with national stakeholders. With support from the Government, WFP will remain in Lebanon for as long as humanitarian assistance is needed to meet the food and nutrition needs of Syrian refugees. WFP will gradually scale down its operations once Syrian refugees begin returning home. In addition, WFP will examine the need for additional capacity strengthening in Lebanon, focusing on social protection, emergency preparedness and response as requested by the Government.
56. This CSP foresees a gradual improvement in security conditions in the Syrian Arab Republic and a slow return of refugees to their home country. WFP's assistance will be tailored to this transition, with a gradual decrease in assistance to Syrian refugees – in terms of both beneficiary numbers and budgets for each activity. The WFP's country office in Lebanon is already planning for this scenario with the country office in the Syrian Arab Republic.

4 Implementation Arrangements

4.1 Beneficiary Analysis

57. Under strategic outcome 1, activity 1, targeted beneficiaries⁴⁴ will include:
 - i) 510,000 Syrian refugees in 2018, 420,000 in 2019 and 350,000 in 2020; and
 - ii) 16,000 Palestinian refugees from the Syrian Arab Republic in 2018, 14,000 in 2019 and 12,000 in 2020.
58. Through activity 2: i) 133,000 Syrian refugee children will benefit from a household cash top-up in 2018, with this number decreasing to 110,000 in 2019 and 80,000 in 2020; and ii) 17,000 primarily Lebanese schoolchildren aged 5–14 years will receive a school snack in 2018, increasing to 20,000 in 2019 and 2020.
59. Under strategic outcome 2, targeted Syrian refugees and vulnerable Lebanese beneficiaries in activity 3 will number 6,000 in 2018, 9,000 in 2019 and 3,000 in 2020. In activity 4, targeted Syrian refugees and vulnerable Lebanese beneficiaries will number 63,750 in 2018, 79,688 in 2019 and 51,000 in 2020.
60. Targeting will be based on geographic area, seasonality, focus of activity, gender and vulnerability. In the initial stages, both activities will primarily target beneficiaries receiving unconditional food assistance. The remaining beneficiaries – estimated at 20 percent of the total for these activities – will include Syrian refugees and vulnerable Lebanese people referred by non-governmental organizations (NGOs) or municipalities, and enrolled based on vulnerability. Participatory gender analyses will inform targeting to ensure that women, men, girls and boys benefit equitably.
61. Under strategic outcome 3, activity 5 will target 48,000 vulnerable Lebanese people in 2018, 45,000 in 2019 and 42,000 in 2020.

⁴⁴ Participatory gender analysis will inform decision-making for the equitable targeting of women, men, girls and boys, including persons with disabilities, that supports equality of outcome.

TABLE 1: FOOD AND CBT BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY		
Strategic outcome	Activity	Total*
1	1: Unconditional food assistance for 12 months each year through CBTs to: i) Syrian refugee households; and ii) Palestinian refugees from the Syrian Arab Republic	526 000
	2: Conditional food assistance for education: i) cash for education; and ii) school meals	153 000
2	3: Conditional food assistance to support training of Syrian refugees and vulnerable Lebanese people, and enhance their livelihoods and income opportunities	9 000
	4: Conditional food assistance for assets to strengthen cohesion between Syrian and Lebanese communities, improve living conditions and stimulate local economic opportunities	79 688
3	5: Unconditional food assistance for 12 months each year through CBTs for vulnerable Lebanese households	48 000
4	6: Enhanced use of WFP's cash platform to support the broader humanitarian community, support to strengthen the capacities of national ministries to design and implement efficient and effective programmes	N/A
Total		622 338**

* Participatory gender analysis will inform decision-making for equitable targeting of women, men, girls and boys.

** Total number of beneficiaries excluding overlaps.

62. Classification of households according to their level of food security is based on a composite indicator that takes into consideration food consumption, the share of total expenditure on food, and coping strategies. This method aims to ascertain the: i) current – short-term – food security of households as measured by the Food Consumption Score and coping strategies related to food consumption; ii) depletion of assets, which has long-term implications on households' capacity to withstand and recover from shocks; and iii) food expenditure share, which reflects economic vulnerability. Based on this methodology, households are classified as food-secure, mildly food-insecure, moderately food-insecure or severely food-insecure.
63. WFP provides food assistance to severely food-insecure, moderately food-insecure and some mildly food-insecure people who cannot afford the minimum expenditure basket. The value provided by the e-card is currently USD 27 per person, redeemable at 500 WFP-contracted shops located throughout the country. Measures are being taken to support all household members benefiting from WFP food assistance and avoid the perpetuation of intra-household inequities. It supports Palestinian refugees from the Syrian Arab Republic with monthly assistance through a cash programme designed and managed by the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).
64. Through the cash-for-education programme, WFP provides Syrian refugee households with a monthly top-up of USD 6 towards the cost of school food. This provides an incentive for children's enrolment and regular attendance in school, and mitigates negative coping strategies including child, early and forced marriage, and child labour.

65. WFP will distribute in-kind school snacks of ultra-high-temperature (UHT) processed milk and fresh fruit to Syrian refugee and vulnerable Lebanese children enrolled in 39 public primary schools participating in the “second shift”⁴⁵ system. Primary schools will be selected by the Ministry of Education and Higher Education.
66. In addition, all Syrian refugees and vulnerable Lebanese people will have an opportunity to enrol in the livelihoods programme – whether or not they receive WFP assistance. Enrolment will be based on an assessment of vulnerability and WFP will ensure that women and men are equally able to participate and benefit.
67. Through the NPTF, WFP targets vulnerable Lebanese people and households living under the extreme poverty line as assessed by the World Bank, in conjunction with the Ministry of Social Affairs and the Presidency of the Council of Ministers.

4.2 Transfers

68. Early in the Lebanon emergency response to the Syrian crisis, humanitarian agencies began to transition from in-kind assistance to CBTs to meet refugees’ needs more effectively. Functioning markets, technical capacity, adequate banking services and infrastructure throughout the country allowed for this change. By 2016, CBTs were the primary means of providing assistance for most agencies. Evaluations conducted since this transition have confirmed the efficiency and benefits to the local economy of using CBTs and the capacity of WFP to implement both e-voucher and unrestricted cash modalities.⁴⁶ Since 2012, WFP has injected close to USD 900 million into the Lebanese economy through cash-based interventions, stimulating competition and increasing market efficiencies and beneficiaries’ purchasing power. CBTs have proven beneficial for all recipients as the preferred form of food assistance of both women and men, enabling them to meet their basic needs in a dignified and empowering manner.⁴⁶

⁴⁵ Selected public schools in Lebanon operate two shifts: one in the morning, primarily for Lebanese children; and one in the afternoon for Syrian refugee children. The Government introduced this system to include Syrian children in the public education system.

⁴⁶ WFP. 2014. Economic Impact Study: Direct and Indirect Effects of the WFP Value-Based Food Voucher Programme in Lebanon; Caccavale, Oscar M. et al. 2015. Exploring Food Assistance Programmes: Evidence for Lebanon. Rome: WFP; UNDP. 2015. Impact of Humanitarian Aid on the Lebanese Economy; Avenir Analytics. 2014. Research to identify the Optimal Operational Set-up for Multi-Actor Provision of Unconditional Cash Grants to Syrian Refugees in Lebanon; WFP and BCG. 2017. Food-Restricted Voucher or Unrestricted Cash? How to best support Syrian Refugees in Jordan and Lebanon?

TABLE 2: FOOD RATIONS (g/person/day) AND CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY							
	Strategic outcome 1			Strategic outcome 2		Strategic outcome 3	Strategic outcome 4
	Activity 1	Activity 2		Activity 3	Activity 4	Activity 5	Activity 6
Beneficiary type	Syrian refugees and Palestinian refugees from the Syrian Arab Republic	Syrian refugee children and Lebanese schoolchildren aged 5–14 years		Syrian refugees and vulnerable Lebanese people – food for training	Syrian refugees and vulnerable Lebanese people – food assistance for assets	Vulnerable Lebanese people	N/A
Modality	CBTs	CBTs	Food	CBTs	CBTs	CBTs	N/A
Total kcal/day			160				
% kcal from protein			10.37%				
cash (USD/person/day)	27 USD per person/month*	USD 6/month for children aged 5–14 to cover school meal costs**		USD 105/month for 42 hours of training**	USD 105/month for 42 hours of work per month***	27 USD per person/month*	
Other – UHT milk and fruit			285g/day				
Number of feeding days			20/month				

* Based on the cost of a food basket of kcal 2,100 per day.

** The value covers the cost of one snack per day for an average of 20 schooldays per month.

*** Based on the remuneration for 42 hours of work at the minimum wage for unskilled labour of USD 2.5 per hour.

TABLE 3: TOTAL FOOD/CBT REQUIREMENTS AND VALUE		
Food type/CBTs	Total (mt)	Total (USD)
Other – UHT milk and fruit	2 274	3 710 702
Total (food)	2 274	3 710 702
CBTs (USD)		637 167 000
TOTAL (food and CBT value – USD)	2 274	640 877 702

Capacity strengthening including South–South cooperation

69. Capacity strengthening will be mainstreamed in all strategic outcomes to support national ministries, United Nations agencies, civil society, NGOs and municipalities. Gender and disability considerations will be integrated into all capacity-strengthening work. In addition, the strategic outcomes will present opportunities for knowledge-sharing in the framework of South–South cooperation through the WFP Centre of Excellence against Hunger and workshops on innovations and best practices for CBTs.

4.3 Country Office Capacity and Profile

70. The CSP does not have major implications for WFP's presence in Lebanon. WFP has the capacity and expertise to achieve the strategic outcomes, but will review its operational structure to optimize the response and assist the Government in meeting its priorities. Further review of country office technical competencies will be considered to ensure that gender – including consideration of persons with disabilities – is mainstreamed into all operations. WFP will maintain its field presence through its three offices in Zahle, Qobayat and Beirut.

4.4 Partnerships

71. In line with its Corporate Partnership Strategy (2014–2017), WFP will leverage existing and new partnerships with the Government, United Nations agencies, NGOs, civil society, the private sector and other stakeholders to achieve the strategic outcomes.
72. WFP has a wide range of operational and strategic partnerships to coordinate operations and enhance complementarities. To maximize efficiency, WFP partners UNHCR, UNICEF and the Lebanon Cash Consortium on the Lebanon One Unified Inter-Organizational System for e-Cards (LOUISE). This initiative involves a series of joint ventures to harmonize vulnerability assessments; targeting; the provision of financial services; the distribution of beneficiary cards; the delivery of CBTs for different programmes and modalities through a single platform; monitoring and evaluation; accountability to affected populations, including a common call centre; and information management.
73. WFP and FAO co-chair the Food Security Sector with the Ministry of Agriculture, harnessing the comparative advantages of many humanitarian and development actors, and coordinating their food security and nutrition responses. WFP leads the Nutrition Platform with partners on nutrition from the Government, United Nations agencies, NGOs, donors and academia.
74. WFP co-leads the UNSF Result Group on Socio-economic Development. Together with UNICEF, WFP will facilitate joint United Nations work on creating economic opportunities for refugees and vulnerable Lebanese women and men, and developing the national safety net system.
75. WFP will continue providing support to the NPTP. WFP's corporate digital beneficiary and transfer management platform (SCOPE) will be made available to support the Government in beneficiary management for the national safety net and in graduating beneficiaries through participation in digital skills vocational training. Support is also expected in areas including vulnerability assessment, targeting and impact monitoring.
76. WFP is active in the Inter-Agency Standing Committee humanitarian cluster system: it is co-leader of the Food Security Cluster, leader of the Emergency Telecommunications and Logistics Clusters, and an active member of the Protection Cluster and others. Through the cluster system, WFP supports gender mainstreaming in line with the Inter-Agency Standing Committee Gender Equality in Humanitarian Action Policy Statement for gender-transformative outcomes.

5 Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

77. WFP will develop a comprehensive gender-responsive monitoring and evaluation plan covering each strategic outcome, with specific roles and responsibilities for cooperating partners, the country office and the sub-offices. Opportunities for joint monitoring with other agencies and independent monitoring of CBT and livelihoods activities will be pursued. Primary outcomes, outputs and processes will be monitored regularly based on WFP's Corporate Results Framework and monitoring guidelines. WFP will conduct regular food security outcome monitoring, which allows comparisons between beneficiaries and non-beneficiaries, to inform programme adjustments and decision-making.
78. Monitoring will be conducted using mobile data collection applications and information will be gathered into a central database. Data collection and analysis of output indicators, including beneficiary figures, will be facilitated through COMET. WFP will consolidate results monitoring and lessons learned to inform the adaptation of interventions for better delivery of intended results. There will be quarterly reporting on results. A country portfolio evaluation will be conducted in the third year of implementation and a mid-term review at the start of year 2.

5.2 Risk Management

Contextual risks

79. The situation in Lebanon remains volatile, with both internal and external stressors. The protracted Syrian crisis represents the most significant risk to Lebanon's political, economic and internal security. Internally, the political climate remains fractious. Persistent and increasing social, economic and gender inequalities undermine progress towards food and nutrition security. WFP will continue to engage with the Government at all levels to deliver on its mandate and provide both Syrian refugees and vulnerable Lebanese people with food and nutrition assistance through different modalities. Adaptive programming and partnerships will also help to mitigate risks hindering the successful implementation of WFP's activities and achievement of its outcomes.

Programmatic risks

80. The Lebanese context presents significant programmatic and reputational risks to WFP's operations. WFP will ensure that its food assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys, including persons with disabilities, receiving it, and that it is provided in ways that respect all people's rights through monitoring, beneficiary feedback, strengthening the capacity of government counterparts and partners, and partnering entities that promote gender equality and active participation.
81. To receive assistance from WFP, Syrian refugees must be registered with UNHCR. WFP provides e-cards to targeted refugees in Lebanon based on their refugee status and eligibility for assistance as determined by the Vulnerability Assessment of Syrian Refugees in Lebanon, a multi-sector analysis that WFP conducts yearly with UNHCR and UNICEF. During the distribution of e-cards, facial recognition technology confirms each cardholder's identity against data collected by UNHCR during refugee registration. Twice a year, a verification exercise similar to a census requires all beneficiaries to reconfirm their presence in Lebanon in order to continue receiving WFP assistance.
82. WFP's Shop Management Group, chaired by the Deputy Country Director, leverages programme intelligence, information systems, field observations and beneficiary feedback to manage WFP's network of contracted shops. In addition, WFP has developed clear standard operating procedures and risk-mitigation measures while developing and utilizing effective monitoring tools. For example, through the Transaction Analyser Module, WFP enhances accountability to affected populations and stewardship of donor resources by gaining insights from analysis of large volumes of e-card transaction data. WFP has also established a clear division of roles and responsibilities for the country office, sub-offices and cooperating partners to ensure accountability.

Institutional risks

83. Threats of terrorism, armed clashes, kidnapping and outbreaks of violence near Lebanon's borders with the Syrian Arab Republic and Israel remain major institutional risks to WFP's operations and staff. WFP works with the United Nations Department of Safety and Security to ensure staff safety and mitigate risks.

6 Resources for Results**6.1 Country Portfolio Budget**

TABLE 4: COUNTRY STRATEGIC PLAN INDICATIVE ANNUAL BUDGET REQUIREMENTS (USD)				
	Year 1	Year 2	Year 3	Total
	2018	2019	2020	
Strategic outcome 1	212 006 513	177 060 151	150 389 261	539 455 925
Strategic outcome 2	95 265 975	119 671 628	80 862 066	295 799 669
Strategic outcome 3	17 329 711	16 294 099	15 288 247	48 912 057
Strategic outcome 4	3 143 526	1 112 560	1 191 945	5 448 030
Total	327 745 725	314 138 438	247 731 519	889 615 681

84. The CSP has a total budget of USD 889,615,681 over three years from 2018 to 2020. WFP's commitment to allocating 15 percent of all project funds to gender-equality activities will be met. Approximately 61 percent of the budget (USD 539,455,925) is allocated to strategic outcome 1, providing direct food assistance through CBTs to support vulnerable Syrian refugees and Palestinian refugees from the Syrian Arab Republic while incorporating emergency preparedness, nutrition and school meal activities.
85. Strategic outcome 2 reflects the gradual shift towards resilience-building and livelihoods activities, with a budget of USD 295,799,669 over three years. The country office will gradually increase the number of beneficiaries assisted through this strategic outcome while decreasing beneficiary numbers under strategic outcome 1, contributing to an overall reduction in operational costs over the CSP period.
86. Strategic outcome 3, with a budget of USD 48,912,057, focuses on providing direct food assistance through CBTs to support vulnerable Lebanese populations through the NPTP.
87. Strategic outcome 4 focuses on common services for humanitarian and development actors, and capacity strengthening of national stakeholders to improve service delivery, with a budget of USD 5,448,030.

6.2 Resourcing Outlook

88. The forecast for the CSP is based on long-term support from traditional donors. Current WFP operations require an average of USD 20 million per month to continue providing life-saving assistance to Syrian refugees in Lebanon. The country portfolio budget for this CSP foresees a gradual decrease each year resulting from reduced needs and a gradual shift towards conditional assistance and safety net approaches to match donor commitments and strategies.

6.3 Resource Mobilization Strategy

89. WFP will continue to consult donors regarding levels and modalities of assistance, including the transition of less vulnerable beneficiaries to conditional assistance and the graduation of NPTP beneficiaries, when possible. WFP will liaise with donor governments to maximize flexibility and predictability of resources. While strengthening its relationships with traditional donors, WFP will also broaden its donor base to include non-traditional donors and the private sector. It will employ innovative platforms such as ShareTheMeal. In the context of LOUISE, WFP will mobilize resources for specific activities and joint work streams, contributing to more efficient and cost-effective response. Opportunities to develop social safety net approaches with major stakeholders will also be explored to ensure sustainability and provide a more strategic response to the expected needs of refugees in Lebanon.

6.4 Resource Prioritization

90. In the event of funding gaps, WFP will focus available resources on life-saving activities while continuing other CSP activities according to the interests and investments of specific donors. The ranking of Syrian refugees based on UNHCR data and the Vulnerability Assessment of Syrian Refugees in Lebanon will allow prioritization of the most vulnerable households for assistance. In the context of LOUISE, WFP will coordinate with partners to ensure that its assistance is directed to the most vulnerable people and complements assistance provided by other organizations. To ensure that no vulnerable refugees are left behind, WFP will employ joint targeting with UNHCR and a joint referral strategy with UNHCR and other actors providing food and basic assistance. Any beneficiaries no longer receiving assistance because of funding shortfalls will be monitored through the Food Security Outcome Monitoring System and other tools.

ANNEX I

**LOGICAL FRAMEWORK FOR
LEBANON COUNTRY STRATEGIC PLAN (2018–2020)**

Items formulated at the country level	Elements from the Strategic Plan	Categories and indicators from the Corporate Results Framework																		
LOGICAL FRAMEWORK¹																				
Strategic Goal 1 <i>Support countries to achieve zero hunger (SDG 2)</i>																				
Strategic Objective 1 <i>End hunger by protecting access to food</i>																				
Strategic Result 1 <i>Everyone has access to food (SDG Target 2.1)</i>																				
National SDG targets and indicators: LCRP Strategic Objective 2: Provide immediate assistance to vulnerable populations																				
UNSF priorities Core Priority 3: Lebanon reduces poverty and promotes sustainable development while addressing immediate needs in a human rights/gender sensitive manner																				
Strategic outcome 1: Food-insecure refugees – including school-age children – and crisis-affected host populations have access to life-saving, nutritious and affordable food throughout the year. <i>Nutrition-sensitive: yes</i>																				
<table border="1"> <tbody> <tr> <td style="background-color: #e0e0e0;">Output 1.1: <i>Targeted Syrian refugees and Palestinian refugees from the Syrian Arab Republic receive unconditional food assistance through cash-based transfers (CBTs) to meet their basic food and nutrition needs.</i></td> <td style="background-color: #e0e0e0;">Alignment to output category: A. Resources transferred</td> <td></td> </tr> <tr> <td style="background-color: #e0e0e0;">Output 1.2: <i>Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.</i></td> <td style="background-color: #e0e0e0;">Alignment to output category: C. Capacity development and technical support provided</td> <td></td> </tr> </tbody> </table>			Output 1.1: <i>Targeted Syrian refugees and Palestinian refugees from the Syrian Arab Republic receive unconditional food assistance through cash-based transfers (CBTs) to meet their basic food and nutrition needs.</i>	Alignment to output category: A. Resources transferred		Output 1.2: <i>Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.</i>	Alignment to output category: C. Capacity development and technical support provided													
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Output 1.1: <i>Targeted Syrian refugees and Palestinian refugees from the Syrian Arab Republic receive unconditional food assistance through cash-based transfers (CBTs) to meet their basic food and nutrition needs.</i>	Alignment to outcome category: 1.1 Maintained/enhanced individual and household access to adequate food																			
Output 1.2: <i>Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.</i>	1.1.1 Food consumption score, disaggregated by sex of household head																			
Output 1.3: <i>Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.</i>	1.1.2 Coping strategy index																			
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Output 1.5: <i>Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.</i>	1.1.5 Food consumption score – nutrition																			
Output 1.14: <i>Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices.</i>	1.1.14 Retention rate																			

¹ All person-related data will be disaggregated by sex and age (and disability, where feasible), as per the CRF.

LOGICAL FRAMEWORK¹	
Output 1.3: Targeted Syrian refugees, Palestinian refugees from the Syrian Arab Republic and crisis-affected host populations receive nutrition education and advocacy to improve their nutrition-related behaviour and outcomes.	Alignment to output category: E. Advocacy and education provided
Output 1.4: Targeted schoolchildren 5–14 years receive cash or school snacks conditional on their enrolment and retention in school. Other SDG output contributes to SDG 4	Alignment to output category: A. Resources transferred
Activity 1: Unconditional resources transfers to support access to food (CBTs)	Alignment to activity category: 1. Unconditional resources transferred
Activity 2: School meal activities (cash and in-kind)	4. School meal activities
Strategic Goal 1 Support countries to achieve zero hunger (SDG 2)	
Strategic Objective 1 End hunger by protecting access to food	
Strategic Result 1 Everyone has access to food (SDG target 2.1)	
National SDG targets and indicators: LCPR Strategic Objective 4: Reinforce Lebanon's economic, social and environmental stability	
UNSF priorities Core Priority 3: Lebanon reduces poverty and promotes sustainable development while addressing immediate needs in a human rights/gender-sensitive manner	
Strategic outcome 2: 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>	Alignment to outcome category: 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
Output 2.1: Targeted smallholder farmers receive training and technical support to increase their production and sales.	Alignment to output category: C. Capacity development and technical support provided

LOGICAL FRAMEWORK¹

<p>Output 2.2: Targeted vulnerable Syrian refugees and vulnerable Lebanese people receive conditional food assistance through CBTs to meet their basic food and nutrition needs.</p>	<p>Alignment to output category : A. Resources transferred</p>
<p>Output 2.3: 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.</p>	<p>Alignment to output category: C. Capacity development and technical support provided</p>
<p>Output 2.4: 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</p>	<p>Alignment to output category: D. Assets created</p>
<p>Activity 3: Individual capacity-strengthening activities (CBTs)</p>	<p>Alignment to activity category: 8. Individual capacity strengthening activities</p>
<p>Activity 4: Asset creation and livelihood support activities (CBTs)</p>	<p>Alignment to activity category: 2. Asset creation and livelihood support activities</p>
<p>Strategic Goal 1 Support countries to achieve zero hunger (SDG 2)</p>	
<p>Strategic Objective 1 End hunger by protecting access to food</p>	
<p>Strategic Result 1 Everyone has access to food (SDG target 2.1)</p>	
<p>National SDG targets and indicators: LCRP Strategic Objective 2: Provide immediate assistance to vulnerable populations</p>	
<p>UNSF priorities Core Priority 3: Lebanon reduces poverty and promotes sustainable development while addressing immediate needs in a human rights/gender-sensitive manner</p> <p>Strategic outcome 3: Vulnerable populations in Lebanon are enabled to meet their basic food needs all year long. <i>Nutrition-sensitive: no</i></p>	<p>Alignment to outcome category: 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</p>
<p>Output 3.1: Vulnerable Lebanese targeted by the national poverty targeting programme receive CBTs to meet their basic food and nutrition needs.</p>	<p>Alignment to output category: A. Resources transferred</p>

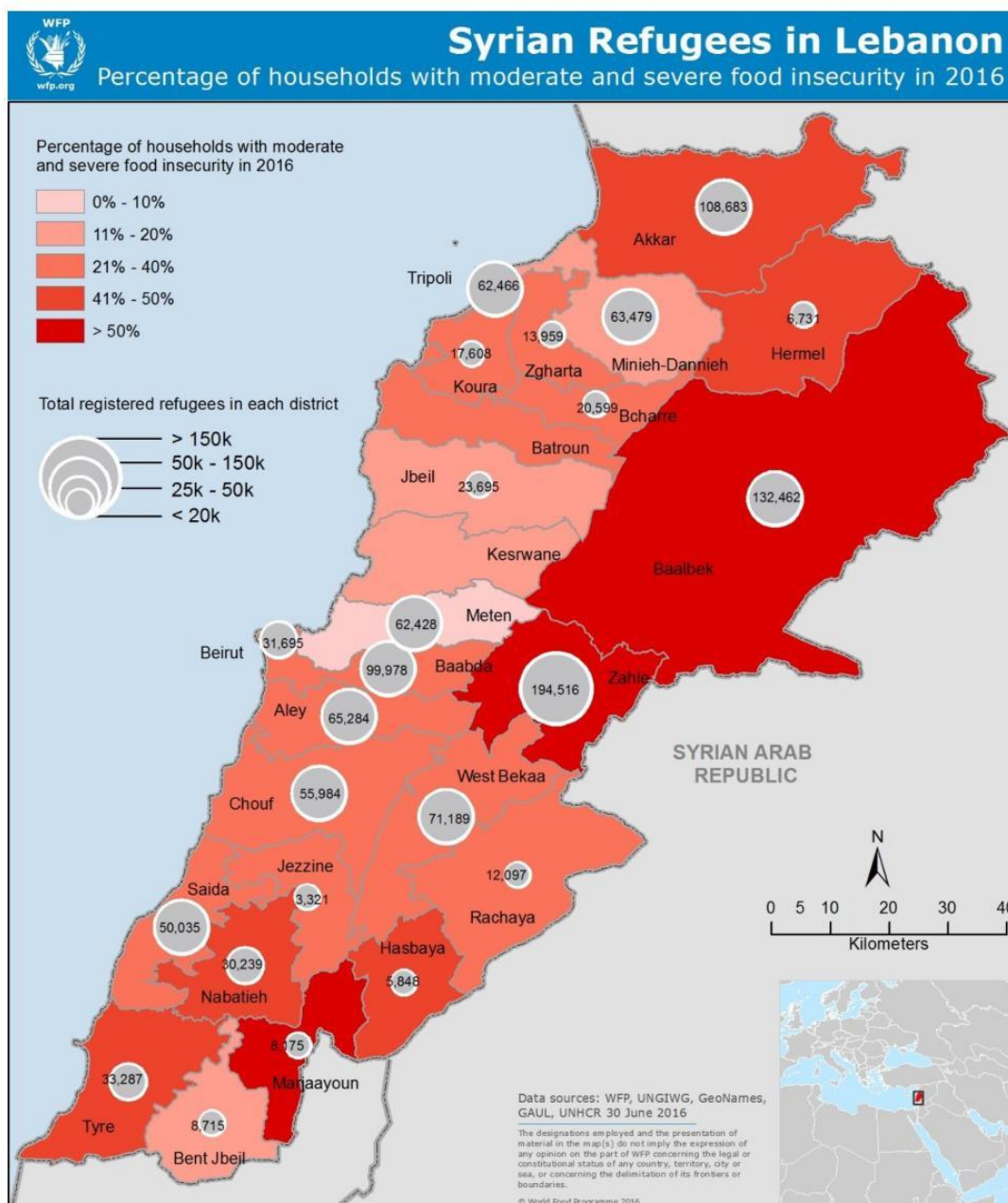
LOGICAL FRAMEWORK¹	
Activity 5: Unconditional resource transfers to support access to food (CBTs)	<i>Alignment to activity category:</i> 1. Unconditional resources transferred
Cross-cutting results	
C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	
C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	
C.3 Improved gender equality and women's empowerment among WFP-assisted population	
C.4 Targeted communities benefit from WFP programmes in a manner that does not harm the environment	
Strategic Goal 2 Partner to support implementation of the SDGs (SDG 17)	
Strategic Objective 5 Partner for SDG results	
Strategic Result 8 Enhance Global Partnerships (SDG 17.16)	
National SDG targets and indicators: LCPR Strategic Objective 3: Support service provision through national systems	
UNSF priorities Core Priority 3: Lebanon reduces poverty and promotes sustainable development while addressing immediate needs in a human rights/gender-sensitive manner	
Strategic outcome 4: National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance.	
<i>Nutrition-sensitive: no</i>	
Output 4.1: Populations targeted by national and partner programmes benefit from shared platforms and services to improve the coverage, coherence and implementation of these programmes.	
Other SDG output contributes to (SDG 1.3)	
Output 4.2: Vulnerable populations benefit from enhanced capacities of public institutions and systems, including local responders, to prepare for and respond to emergencies.	
Other SDG output contributes to (SDG target 1.4)	
Activity 6: Institutional capacity-strengthening activities	
<i>Alignment to activity category:</i> 9. Institutional capacity strengthening activities	

ANNEX II

INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOME (USD)					
WFP Strategic Results/ SDG Targets	SR 1, SDG 2.1	SR 1, SDG 2.1	SR 1, SDG 2.1	SR 8, SDG 17.16	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	
Transfer	470 399 400	261 513 585	44 234 770	3 437 870	779 585 625
Implementation	23 768 860	9 443 445	561 443	1 555 237	35 328 986
Adjusted DSC (%)	9 996 156	5 491 258	915 990	98 510	16 501 914
Sub-total	504 164 416	276 448 289	45 712 203	5 091 617	831 416 525
ISC (7%)	35 291 509	19 351 380	3 199 854	356 413	58 199 157
TOTAL	539 455 925	295 799 669	48 912 057	5 448 030	889 615 681

ANNEX III

Food insecurity among Syrian refugee households in Lebanon, 2016



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

Acronyms Used in the Document

CBT	cash-based transfer
CSP	country strategic plan
ESCWA	United Nations Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
LCRP	Lebanon Crisis Response Plan
LOUISE	Lebanon One Unified Inter-Organizational System for e-Cards
LPI	Logistics Performance Index
NGO	non-governmental organization
NPTP	National Poverty Targeting Programme
SDG	Sustainable Development Goal
UHT	ultra-high temperature
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSF	United Nations Strategic Framework

Annex 11: Template for Evaluation Matrix

Evaluation Question - text from TORs					
Sub questions	Dimensions of Analysis	Operational Component	Lines of inquiry and/or indicators (as appropriate)	Data source	Data collection technique
Evaluation sub-question – text from TORs	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]

Acronyms

CBT	Cash-based Transfers
CSPE	Country Strategic Plan Evaluation
CO	Country Office
CSP	Country Strategic Plan
EMOP	Emergency Operations
FAO	Food and Agriculture Organization
GEWE	Gender Equality and Women's Empowerment
ESCWA	United Nations Economic and Social Commission for Western Asia
GDP	Gross Domestic Product
GII	Gender Inequality Index
IRM	Integrated Road Map
ICRC	International Committee of the Red Cross
IDPs	Internally Displaced Person
IOM	International Organization for Migration
LCRP	Lebanon Crisis Response Plan
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MEHE	Ministry of Education and Higher Education
MOH	Ministry of Health
NGO	Non-Governmental Organization
NPTP	National Poverty Targeting Programme
OCHA	United Nations Office for Coordination of Humanitarian Affairs
ODA	Official development assistance
OEV	Office of Evaluation
PRRO	Protracted Relief and Recovery Operations
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UNAIDS	United Nations AIDS
UNESCO	United Nations Education Scientific Cultural Organization
UNICEF	United Nation Children's Fund
UNDP	United Nations Development Programme
UNHCR	United Nations Higher Commissioner for Refugees
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSF	United Nations Strategic Framework
WFP	World Food Programme