

Evaluation of THE NATIONAL POVERTY TARGETING PROGRAMME (NPTP) in Lebanon from Jan 2019 to Aug 2023

Decentralized Evaluation Terms of Reference

WFP Lebanon Country Office



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1. Background

1. These terms of reference (ToR) were prepared by the World Food Programme (WFP) Lebanon Country Office (CO) and the Ministry of Social Affairs (MoSA) based upon an initial document review and consultation with stakeholders. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.1. INTRODUCTION

2. These terms of reference are for the activity evaluation of the National Poverty Targeting Programme (NPTP) in Lebanon. This evaluation is commissioned by WFP and MoSA and will cover the period from January 2019 to August 2023
3. WFP, together with MoSA, provides unconditional assistance to support extremely poor and vulnerable people through inclusion in national safety nets, namely the National Poverty Targeting Programme (NPTP). WFP also provides capacity strengthening to the Government to ensure national institutions have increased capacity to manage social safety nets. In 2022, 356,000 Lebanese (51 percent women) received cash assistance for food and essential needs through the NPTP. The NPTP scaled-up its beneficiary base by 64 percent in 2022 compared to 2021.

1.2. CONTEXT

4. Well into its fourth year of economic crisis, Lebanon was reclassified in 2022 from an upper-middle-income country to a low-middle-income country with a population of 6.8 million people, including 1.5 million Syrian refugees, at risk of falling deeper into poverty. People's purchasing power has been hard-hit by inflation and high unemployment rates. Meanwhile, the average wage of those employed fell far short of meeting their food and other essential survival needs. In August 2022, it covered only 29 percent of the Survival Minimum Expenditure Basket (SMEB).
5. The price of the food SMEB in Lebanese Pounds (LBP) increased 21-fold (2,000 percent) between October 2019 and December 2022, driven by currency depreciation of over 94 percent and the lifting of state subsidies on fuel, food and other non-food commodities. Increasing prices in the global market, particularly of food and energy, and the impact of the Ukraine conflict also contributed to Lebanon's hardships. Basic services and infrastructure, already under pressure from hosting the largest number of refugees per capita in the world, were under immense stress. Lebanon suffered from a severe electricity crisis, telecommunication outages, public sector strikes, and a cholera outbreak. Social

tensions increased, with an uptick in anti-refugee sentiments and increased competition over limited resources such as subsidized bread¹.

6. Though a staff-level agreement was reached with the International Monetary Fund (IMF) in April 2022 for a USD 3 billion bailout, progress on economic recovery has since stalled. Political uncertainty around the election of a president and the formation of a new government has not been conducive to the implementation of reforms and steps towards economic recovery.
7. Food insecurity has been on the rise amongst all population living in Lebanon since the start of the economic crisis in 2019. The first Integrated Phase Classification (IPC) food security analysis was conducted for Lebanon in September 2022 and found that between September and December 2022, about 2 million people living in Lebanon- 37 percent of the total population - were estimated to be in acute food insecurity situations. This includes 33 percent of Lebanese residents (1.29 million people) and 46 percent of Syrian refugees (700,000 people). The second IPC analysis conducted in May 2023 found that between May and October 2023, about 1.4 million (25 percent of the analysed population) Lebanese, Syrian refugees, Palestine refugees in Lebanon and Palestine refugees from Syria experience high levels of acute food insecurity and were classified in IPC Phase 3 (Crisis) or above. This includes 21 percent of Lebanese residents (806,000 people), 36 percent of Syrian refugees in Lebanon (540,000 people), 30 percent of Palestine refugees from Lebanon (54,000 people) and 35 percent of Palestine refugees from Syria in Lebanon (11,000 people).
8. People made increasingly difficult trade-offs to cope with inflation and the decline of purchasing power and livelihoods. Lebanese households reported limiting portion sizes, reducing the number of meals, decreasing health expenses, and selling household and productive assets to cope. Around 700,000 Lebanese and Syrian children are at risk of never returning to school because of the economic crisis.
9. In this context, WFP sought to achieve Sustainable Development Goals 2, Zero Hunger and 17, Partnerships for the Goals through the Country Strategic Plan (CSP) 2018-2022. Over this period, through five strategic outcomes, WFP provided lifesaving assistance to the poorest and most food insecure people and worked across the humanitarian-development-peace nexus to build the resilience of individuals, communities, and national institutions to respond to shocks and move towards recovery and sustainable development. These five strategic outcomes are:
 - *Food-insecure refugees – including school-age children – and crisis-affected host populations have access to lifesaving, nutritious and affordable food throughout the year.*
 - *Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2021.*

¹ WFP Lebanon, Annual Country Report 2022.

- *Vulnerable populations in Lebanon are enabled to meet their basic food needs all year long.*
 - *National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance.*
 - *Partners in Lebanon benefit from effective humanitarian coordination, expertise, services in the areas of logistics and procurement.*
10. In its CSP for 2023-2025, WFP aimed to sustain its lifesaving crisis response and support the Government build a stronger future through sustainable social assistance and food systems. Within this context, the country strategic plan for 2023-2025 seeks to ensure the food and other essential needs of women, men, girls and boys from Lebanese and refugee communities are met while strengthening their resilience at household and community levels. At national and local level, WFP will also support the Government to build sustainable institutions and systems capable of responding to current and future shocks. This will enable WFP, during the course of the country strategic plan, to start transferring to the Government the fiscal and operational responsibility to provide assistance to the most vulnerable. In pursuit of Sustainable Development Goals 2 and 17, the country strategic plan 2023-2025 aims to achieve five outcomes aligned with the Government-approved Lebanon Crisis Response Plan, the Lebanon Emergency Response Plan, the United Nations Sustainable Development Cooperation Framework (2023- 2025) and other national priorities:
- *Economically-vulnerable and food-insecure people in Lebanon, including refugees, meet their basic needs during and in the aftermath of crises;*
 - *Extremely poor and vulnerable people in Lebanon, including children, are more resilient through inclusion in national social safety nets throughout the year;*
 - *Individuals, households, and communities vulnerable to economic and climatic shocks in Lebanon have more resilient livelihoods by 2025;*
 - *National institutions in Lebanon have increased capacity to manage social safety nets and other programmes by 2025; and*
 - *Humanitarian stakeholders benefit from enhanced coordination and mandated services to deliver assistance during, in the aftermath and in anticipation of crises.*
11. WFP aims to fulfil its strategic objectives through a variety of activities, these include:
- Providing unconditional assistance to support vulnerable refugees and Lebanese affected by crises. Refugees receive cash-based transfers to satisfy their food and essential needs through a unified system and common card administered by WFP and operated jointly with the Office of the United Nations High Commissioner for Refugees (UNHCR). Food insecure Lebanese families receive monthly food parcels to ensure their food needs are met.

- Together with the Ministry of Social Affairs (MoSA), providing unconditional assistance to support extremely poor and vulnerable people through inclusion in national safety nets, namely the National Poverty Targeting Programme (NPTP).
- Providing nutritious snacks and fresh meals through its school meals programme and school kitchens project to encourage healthy dietary practices and to ensure children attend and stay in school.
- Building individual and community resilience to crises, WFP provides income-generating and individual capacity strengthening opportunities for vulnerable Lebanese and Syrian refugees through livelihood projects. In 2022, WFP increased its focus on integrated support to food systems and institutional capacity strengthening.
- Providing technical expertise and capacity strengthening support to the Government to ensure national institutions have increased capacity to manage social safety nets. In addition to supporting the NPTP, WFP acts as a service provider to the Government, through the Ministry of Social Affairs, for the implementation of cash transfers for the Emergency Social Safety Net (ESSN). Like the NPTP, the ESSN provides unconditional cash assistance for extremely poor and vulnerable Lebanese.
- Supporting other humanitarian partners to deliver assistance as the lead of the Logistics Sector and co-lead of the Food Security and Agriculture Sector.

2. Reasons for the evaluation

2.1. RATIONALE

12. After 9 years of MoSA, PCM and WFP joint engagement with the NPTP, this evaluation is being commissioned for the following reasons:
- To generate evidence to inform future MoSA and WFP engagement in the future planning, programming, targeting, implementation, and accountability systems for the national social protection system in Lebanon;
 - To propose, as needed, actionable and contextualized recommendations on the areas identified above; and
 - To provide institutional learning and strengthen the accountability and cooperation between MoSA, PCM, and WFP with the aim to deliver food and basic needs assistance for the most vulnerable Lebanese.

2.2. OBJECTIVES

13. Evaluations serve the dual and mutually reinforcing objectives of accountability and learning for WFP and MoSA. Accordingly, this evaluation will:
- Assess and report on the performance and results of the NPTP; and
 - Determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson-sharing systems.

2.3. STAKEHOLDER ANALYSIS

14. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. The evaluation will remain objectives and will seek inputs from various stakeholders presented in table 1. This is a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.
15. Accountability to affected populations, is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic).

Table 1: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (MoSA and WFP) stakeholders	
Ministry of Social Affairs (MoSA)	Key informant and primary stakeholder - The MoSA, is the main government entity responsible for the implementation of the safety net programmes in Lebanon along with the Presidency of the Council of Ministers (PCM). Together they manage the NPTP programme, in close collaboration at the different stages and processes. With the core of MoSA's role as the development of social plans and strategies for Lebanon, monitoring evaluating and developing the implementation of those plans, it has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, harmonised with the actions of other partners and meet the expected results. MoSA has a direct interest in learning from WFP experiences to inform their own SP programmes and national SP strategies. The MoSA, including regional and local levels, will be engaged and consulted in the process.
NPTP Project Unit in the MoSA	Key informant and primary stakeholder – The NPTP Project Unit in the MoSA is responsible for (1) managing the NPTP database in MoSA, (2) receiving household applications, (3) interfacing with applicants, (4) entering data, (5) conducting household visits, (6) checking for data errors, (7) transmitting data to the central database of the NPTP CMU, (8) verifying claims from hospitals, school and PHCs and authorizing payments, (9), managing the outreach campaign, (10) managing the e-card food voucher beneficiaries list, delivery of the e-card to beneficiaries and follow-up, and (11) monitoring of the program (inputs and outputs). The NPTP Project Unit in the MoSA has a direct interest in the decentralized evaluation to assess the performance of the unit in its different roles and responsibilities and improve the implementation of the different aspects of the NPTP project.
Central Management Unit (CMU) of the NPTP at the Presidency Council of Minister (PCM)	Key informant and primary stakeholder – The NPTP CMU in the PCM is responsible for (1) managing the central database, (2) validating data and cross-checking with national databases, (3) processing household data, generating scores and ranks according to the proxy-means testing (PMT) formula, and providing the list of beneficiaries, (4) maintaining the PMT formula, (5) analyzing national data and reporting finding to the Social Inter-Ministerial Committee (Social-IMC), (6) monitoring of program results including targeting performance, and (7)

	<p>auditing data processing. With its monitoring and auditing role, the CMU of the NPTP at the PCM has a direct interest in the decentralized evaluation as the results feed into its work directly. It also helps in identifying the weaknesses and improving on the processes.</p>
<p>Regional MoSA/NPTP offices and/or Social Development Centres (SDCs)</p>	<p>Key informants and primary stakeholders - The MoSA SDCs are responsible for (1) receiving household applications and interface with applicants, (2) data entry into program application, (3) conducting household visits, (4) checking possible data errors in application forms against provided official documents, (5) transmitting households' application data to MoSA central unit, and (6) handling appeals and claims received by households.</p> <p>The SDCs support the implementation of the NPTP by hosting the social workers who register beneficiaries, conduct household visits, administer household questionnaires for verification and monitoring, do data entry and overall follow up for the NPTP.</p> <p>The regional MoSA/NPTP offices (including the SDCs and the social workers) have a direct interest in the decentralized evaluation to assess the performance of and improve on the project at the field level.</p>
<p>WFP country office (CO) in Lebanon</p>	<p>Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions at country level. WFP is also responsible for (1) providing the Banque Libano-Française (BLF) with the necessary information/data based on the NPTP database and operations for the production, activation and loading of e-cards and (2) sharing reports on bank transactions and spending patterns. The country office has an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes. The country office will be involved in using evaluation findings for programme implementation and/or in deciding on the next programme phase and partnerships.</p>
<p>WFP field offices in the North, Beqaa, and Beirut/Mount Lebanon/South</p>	<p>Key informant and primary stakeholder - Responsible for day-to-day programme implementation. The field offices liaise with stakeholders at decentralized levels and have direct beneficiary contact. WFP FOs are responsible for (1) conducting trainings for the NPTP field work coordinators and social workers, including on assessments, distribution, monitoring and household visits, in addition to overseeing data collection and data cleaning, and and (2) continue to support NPTP through joint reporting and monitoring in the field. They will be</p>

	affected by the outcome of the evaluation, which will provide lessons learned for the operations at the field level.
Regional bureau (RB) for the Middle East, North Africa, Central. Asia and Eastern Europe	Key informant and primary stakeholder - Responsible for both oversight of country offices and technical guidance and support, the regional bureau management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices.
WFP HQ divisions- Social Protection	Key informant and primary stakeholder - WFP headquarters divisions are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus.
External stakeholders	
Beneficiaries	Key informants and secondary stakeholders - Beneficiaries have a stake in WFP's interventions determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought.
NPTP Donors (2019-2023): Canada, EU, France, Germany, Italy, Ireland, and Norway	Key informants and primary stakeholders - WFP interventions are voluntarily funded by a number of donors. Donors have an interest in whether WFP's work has been effective and contributed to their own strategies and programmes. Numerous donors contribute to WFP Social Protection operations or provide core contributions to WFP and have an interest in the findings of this evaluation. Current donors will be consulted and engaged in this evaluation process through the Evaluation Reference Group (ERG) (Annex 4). Donors may use this evaluations' findings for their accountability, reporting and communication purposes. Previous donors and potential new donors (such as Australia) will also be consulted and engaged.
The World Bank	Key informants and secondary stakeholders - The NPTP was launched in 2011 by the Government of Lebanon with financial and technical assistance from the World Bank. The World Bank developed the PMT formula in close cooperation with MOSA, PCM and the Central Administration of Statistics (CAS) using the

	2011-12 HBS data that is used in the targeting of poor and vulnerable NPTP beneficiaries since 2018.
United Nations country team (UNCT)	Secondary stakeholder - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
Non-governmental organizations (NGOs)	Key informants and primary stakeholder - NGOs are WFP partners for the implementation of some activities, such as card and PIN distribution, while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation. Four Cooperating Partners (CP-s) support WFP in the implementation of NPTP implementation in 2023: World Vision covering the Bekaa area; (2) Sheild covering Mount Lebanon and the South; (3) LRC covering North Lebanon; (4) Mercy USA covering Akkar area.
Sectors: Social Protection Sector, Food Security and Agriculture Sector, Basic Assistance Working group, and Social Protection Forum	Key informants and secondary stakeholders Sectors are accountable for adequate and appropriate humanitarian assistance and coordination between humanitarian actors, national authorities, and civil society. They support information sharing, advocacy, resource mobilization and provide technical support, build response capacity and develop policies and guidelines. The Food Security and Agriculture Sector (FSAS), the Basic Assistance Working Group (BAWG), the Social Protection Working Group (SPWG) under the Lebanon Crisis Response Plan (LCRP, as well as the Social Protection Forum under the Emergency Response Plan (ERP) for Lebanon. These groups will be key stakeholders in this evaluation and will be consulted and engaged in the reference groups.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

Programme Description

16. Established in 2011, the National Poverty Targeting Programme (NPTP) is Lebanon's first poverty targeted social assistance programme for the poorest and most vulnerable Lebanese families. The NPTP is implemented by the Ministry of Social Affairs (MoSA) and the Presidency of the Council of Ministers (PCM). Since 2014, WFP has been supporting the food assistance component of the NPTP through the implementation of cash transfers, technical assistance to strengthen institutional capacity and advocacy with donors to ensure sustainability of funding. The NPTP is so far funded entirely through donor contributions with the ultimate aim of co-financing through the Lebanon national budget, through MoSA's budget allocation. Multiyear funding in the past years has enabled WFP and the Government with the ability to expand the reach of the NPTP and ensure sustainability of the programme.

Roles and Responsibilities

17. The NPTP is mainly supervised by a Program Management Unit (PMU) within MoSA that reports directly to the Director General. The NPTP Project Unit in the MOSA is responsible for the following: (i) managing the NPTP database in MOSA; (ii) receiving household applications; (iii) interfacing with applicants; (iv) entering data; (v) conducting household visits; (vi) checking for data errors; (vii) transmitting data to the central database of the NPTP CMU; (viii) verifying claims from hospitals, schools, and primary healthcare centers (PHCs) and authorizing payments; (ix) managing the outreach campaign; (x) managing the e-card beneficiaries list, delivery of the e-cards to beneficiaries, and follow up; and (xi) monitoring of the program (specifically inputs and outputs).
18. The NPTP CMU in the PCM is responsible for the following: (i) managing the central database; (ii) validating data and cross-checking with national databases (for all household members); (iii) processing household data and generating scores and ranks according to the proxy means testing (PMT) formula where information on household characteristics correlated with welfare levels is used in a formal algorithm to proxy household income, welfare or need. The household scores generated by the PMT are then used for targeting for NPTP; (iv) maintaining the PMT formula and providing the list of beneficiaries (v) analyzing national data and reporting findings to the Social Inter-Ministerial Committee (Social-IMC); (vi) monitoring of program results including targeting performance; and (vii) auditing data processing.
19. The PCM's Central Management Unit (PCM-CMU) is responsible for maintaining the legal agreements between WFP and GoL, and revising them as necessary, to ensure proper transfer of funds to the beneficiaries through WFP when applicable.

The CMU, which maintains and analyses the database of NPTP beneficiaries, shares with WFP the list of eligible beneficiaries for assistance on a monthly basis. In addition, CMU acts as the focal operational contact to WFP for the NPTP, to receive certified requests related to the issuance, maintenance and loading of cards. WFP also coordinates with CMU to generate quarterly monitoring and evaluation (M&E) reports in relation to the NPTP cash assistance.

20. The Ministry of Social Affairs views its role and responsibilities from an integrated and multidimensional perspective; as a role that is not only limited to the provision of assistance to vulnerable groups, but an integrated developmental role. The strategy of the Ministry of Social Affairs in social work is based on the principles of sustainable human development, and its main following pillars:
- Responding to the basic needs of the most vulnerable groups, based on a practical study of the characteristics of these groups and the most appropriate programs to address their problems.
 - Decentralization of social development work and the achievement of equitable development across geographical regions.
 - Coordination between public and civil, local and international sectors at various levels.
21. At the core of the Ministry's role, according to the law of its establishment, is the development of social plans and strategies for the country, monitoring, evaluating and developing the implementation of those plans.

Benefits and Entitlements of NPTP Participants

22. The NPTP, referred to as the Hayat Programme, encompasses a benefit package comprising of: (i) comprehensive health coverage for beneficiaries in public and private hospitals through the waiver of 10-15 percent co-payments for hospitalization; (ii) coverage of chronic disease prescription medications; (iii) registration fee waivers and free books for students in secondary and vocational public schools; and (iv) cash-based assistance of USD 20 per month covering food needs per household member capped at six individuals per households, plus USD 25 of cash top-up per household.
23. WFP has been supporting the cash-based assistance component of the NPTP through e-cards which beneficiaries can use in more than 400 WFP-contracted shops across the country to buy food and/or non-food items (NFIs) or can use to withdraw cash at Banque Libano-Française's (BLF) ATMs. More recently, to facilitate the redemption process, beneficiaries were given the option to withdraw cash through BLF's Point of Sale (POS) machines placed at Money Transfer Operators (MTOs), specifically at the Bank of Beirut (BOB) Finance Branches. To that end, a total of 84 BOB Finance branches have offered this service to NPTP's beneficiaries as of the third quarter of 2023 across all Governorates in Lebanon.
24. Since 2014, the transfer modality and value of NPTP assistance have frequently been adjusted to better meet people's needs and Lebanon's socioeconomic

context. In November 2014, MoSA changed the food assistance modality from food baskets to e-vouchers redeemable in WFP- contracted shops to address rising poverty levels in communities hosting refugees and help mitigate social tensions. In May 2021, WFP and MoSA introduced a monthly cash top-up redeemable (in LBP) at ATMs or shops to offset the negative impacts of the economic crisis. Then, as of September 2021, people receiving NPTP assistance have the choice to redeem their full entitlements at ATMs (in USD) and/or shops. Redemption patterns show that people clearly prefer redeeming cash at ATMs or MTOs (95 percent) over shops and to redeem in USD (93 percent) over Lebanese pounds (LBP). Providing cash assistance in USD helps protect beneficiaries against currency depreciation and maintains the value of assistance.

25. Due to rising food prices, WFP also regularly raised the transfer values - from LBP 40,500 in 2020 to LBP 100,000 in April 2021. In September 2021, assistance was both dollarized and increased in value (as a result of currency depreciation) to USD 15 per person per month in September 2021 with a USD 25 household top-up. More recently, in line with ESSN benefits, WFP increased the transfer value from USD 15 to USD 20 per person per month in April 2022, while the household top-up transfer value remained at USD 25.

NPTP Scale-Up and other Social Assistance Programmes

26. Social assistance programmes in Lebanon scaled up significantly in 2022 to provide increasingly poor and vulnerable Lebanese with cash assistance to meet their essential needs, including food. From reaching an initial 5,000 households in 2014, WFP together with MoSA and PCM have been expanding the reach of NPTP assistance to reach 64,000 households in 2022 (356,000 individuals, 51 percent women, and 19 percent of households headed by women), scaled-up to 75,000 households (415,000 beneficiaries) in 2023.
27. In parallel, the Government implemented the Emergency Social Safety Net (ESSN) in 2022 with WFP as a service provider for household verification and cash transfer services. The ESSN complemented the NPTP and expanded social assistance coverage in Lebanon by providing 12 months of cash assistance to an additional 75,000 Lebanese households, or 360,000 individuals. Between the launch of the ESSN and the scale-up of the NPTP, the number of Lebanese households receiving assistance through national social safety nets, with WFP-implemented cash transfers, increased four-fold in 2022. The full scale-up of the NPTP to reach 75,000 was completed in August 2023 following the de-duplication of eligible households with the ESSN to ensure households are not enrolled in both programmes. The table below details the yearly beneficiary figures and expenditures as per the WFP Annual Country Reports (ACR) per respective year.

	2019	2020	2021	2022
Number of NPTP beneficiaries	91,200	105,500	217,300	356,000

SO3 Expenditures, USD	19,416,362	22,992,280	34,745,736	78,610,417
SO5, Expenditures, USD	115,683	436,059	1,058,855	6,054,791

NPTP Monitoring

28. Outcome monitoring in 2023 showed that the stabilizing exchange rate and increased economic activity during the summer season led to a significant rise in the proportion of households with acceptable levels of food consumption: 73 percent of households in the second quarter of 2023 compared to 57 percent in the first quarter of 2023. These improved economic conditions, however, did not immediately translate into a more subdued inflation, especially in the cost of essential needs. Annual inflation between August 2022 and August 2023 was 230 percent, driven by food inflation of 274 percent and energy inflation of 209 percent. This meant that by August 2023, NPTP cash assistance only covered 61 percent of food needs and 13 percent of non-food needs. In this context, regular adjustment of the transfer value remains critical to support people to meet their food and other essential needs.
29. In 2022, basic needs outcome monitoring showed deteriorating levels of food consumption and ability to meet essential needs for all interviewed households receiving NPTP assistance. The use of coping strategies such as purchasing food on credit, selling household assets, and reducing the amount and frequency of food consumed, also increased throughout the year. While all interviewed households were worse-off in 2022 compared to the previous year, households that were headed by women had better food consumption and ability to meet essential needs when compared to households headed by men. Some key findings of the 2022 gender and social inclusion study conducted jointly with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) point towards factors that led to these results. The study noted that NPTP assistance gave women agency and autonomy, especially when they were the sole adult or caregivers in the household. Women often took more initiative to apply for NPTP assistance, though often reported registering their husbands (if married) as the head of the household. Some men tended to feel more ashamed about receiving assistance from a poverty-targeted programme, likely due to social norms around masculinities.
30. Monitoring in 2021 showed that the increase in the amount of NPTP assistance led to a significant rise in the proportion of households with acceptable levels of food consumption: 64 percent of households in the third quarter of 2021 compared to 51 percent in the second quarter of that year. The increase in the food transfer value in April 2022, however, was not enough to offset the impact of the removal of subsidies and inflation throughout the year. Annual inflation in 2022 was 122 percent, driven by food inflation of 143 percent and energy inflation

of 132 percent. This meant that by December 2022, cash assistance only covered 71 percent of food needs and 18 percent of non-food needs. In this context, regular adjustment of the transfer value has been critical to support people to meet their food and other essential needs

31. As a result of the economic crisis, redemption from ATMs was found not equally accessible to all NPTP beneficiary households. De facto capital controls and banking restrictions put in place at the start of the economic crisis in Lebanon have meant that beneficiaries are limited to using only the ATM network of WFP's financial service provider. The resulting uneven distribution of ATMs across the country has led to additional travel time, cost, and crowding for people redeeming their monthly NPTP assistance. Based on WFP monitoring and prior to corrective action in 2022, an estimated 20 percent of NPTP beneficiaries travelled more than 50 kilometres to redeem their assistance with an average of 41 minutes and LBP 113,000 in transportation cost to reach the ATM. In response to these challenges, WFP implemented several measures in collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Children's Fund (UNICEF) which are WFP's partners for the Syrian refugee response. WFP negotiated with the financial service provider to install additional ATMs and increase the number of ATMs with USD banknotes and to ensure more frequent replenishment of banknotes at ATMs. To further ensure everyone has safe and dignified access to assistance, WFP, together with MoSA, expanded available redemption points to branches of money transfer operators (MTOs), concentrating in areas with limited or crowded ATMs. As a result, people have more options for redemption, which has reduced travel time and costs and provides a wider network of redemption points as the programme continues to scale-up. The wider network also led to a decrease in queuing time at ATMs by nearly half between April and December 2022.
32. In addition, WFP provided analysis to MoSA on NPTP households who had not redeemed their assistance during consecutive months. This allowed MoSA to follow-up with these households and ensure that they were aware of their entitlements and support those facing issues with redemption. Most of the households contacted were indeed unaware of their entitlements as they had changed their contact information or were not able to go redeem their entitlements due to mobility and other challenges.

WFP Technical Assistance to NPTP

33. Donors to the NPTP also contributed multiyear funding for technical assistance. In addition to funding the delivery of NPTP cash assistance to vulnerable households, donors have invested in strengthening national capacities and improving national stewardship in social assistance management.
34. WFP deepened its capacity strengthening and technical support in 2022 to ensure the sustainability of NPTP systems and processes. Recommendations from the joint gender study informed trainings on gender and social inclusion for ministry

staff (535 in total) and guided initial policy discussions to increase the gender responsiveness of the NPTP (see Strategic Outcome 5).

35. As part of Strategic Outcome 5, and in working towards Sustainable Development Goal (SDG) 17, *Partnerships for the Goals*, WFP aims to improve national stewardship of social assistance programmes such as the National Poverty Targeting Programme (NPTP) and the Emergency Social Safety Net (ESSN). Through Activity 7, WFP supports the Government of Lebanon, in particular the Ministry of Social Affairs (MoSA) and the Presidency of the Council of Ministers (PCM), to strengthen institutional capacities to design, implement, and monitor sustainable governmentally owned systems for social assistance.
36. WFP, together with the World Bank and in close coordination with key safety net donor community, successfully advocated with the Government of Lebanon to launch a joint due diligence exercise to understand best practices of the two largest unconditional safety nets in Lebanon led by the Ministry of Social Affairs, mainly the ESSN and the NPTP, with a view to designing safety nets for the country. The results of the analysis aimed to help the government to make informed decisions about the integration of the two social safety nets through in-depth examination of the delivery chains of the two-safety net in terms of processes and systems as well as the organization and governance functions of the NPTP and the ESSN.
37. The results of the due diligence analysis reflected the need for one social safety net for Lebanon to reduce fragmentation of the social protection system. This entails keeping the most effective elements of each SSN. In so doing, a streamlined governance structures of the ESSN and the NPTP and other social assistance programmes is necessary to enhance decision making by taking a more comprehensive look at what government offers in cash based social assistance and by enabling whole of government ownership and transversal links with other sectoral initiatives. The results also reflected the limitation of the legal and policy framework for social protection in Lebanon which is largely seen as insufficient and fragmented.
38. WFP and MoSA will further formalize their collaboration in 2023 through an agreement on joint interventions to build sustainable, government-owned social assistance systems. In 2022, both entities signed an MoU on technical assistance, framing WFP's support to MoSA in social assistance. Based on this MoU and at the request of the Ministry, WFP will build on its experience setting up a community feedback mechanism through a dedicated call centre to support MoSA to establish its own call centre and grievance redress mechanism. The partnership with UN Women will also extend to 2023 to provide new trainings in gender, protection, and gender-based violence for government staff and to conduct additional research on the impact of NPTP assistance for specific groups such as girls, persons with disability, and small households.

NPTP and Gender and Disability Mainstreaming

39. In the Country Strategic Plan for Lebanon for 2023-2025, WFP will increase and accelerate its support to the Government to build sustainable institutions and systems capable of providing adequate social safety nets against current and future shocks, including assuming greater fiscal responsibility for social assistance.
40. Gender and Age Marker (GAM) analysis were fully integrated into the implementation of Activity 5 under Strategic Outcome 3, as reflected by the GAM code of 4. Qualitative findings from post-distribution monitoring provided evidence of the impact of the NPTP on women's empowerment, agency and autonomy. Women found in NPTP assistance a financial source for meeting their needs. They also were able to be more in control and take part in decision-making with their spouses on how to spend assistance. Persons with disabilities, children, and the elderly were shown to be prioritized for food.
41. The focus on improving accountability and access for people enrolled in safety nets was witnessed through a partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). UNWOMEN and WFP partnered in 2022 to mainstream gender within the NPTP. A joint qualitative study on gender and inclusion described agency and decision-making dynamics through a gender lens for NPTP beneficiary households.

NPTP Governance Structure

42. In addition to the role of PCM, MOSA and WFP, the NPTP has two main committee that constitute the overarching governance structure of the NPTP; a steering committee and a technical committee. The Steering Committee (SC) with representation from PCM, MoSA, WFP, existing donors (as members) and from the World Bank and potential donors (as observers) allows to hold bi-annual strategic discussions on the programme orientation, whereas the technical committee with representation from PCM, MoSA and WFP through its biweekly meetings is central to maintain momentum and orientate key operational decisions for the programmes.
43. In 2022, WFP continued to strengthen the governance structure of the NPTP in its secretariat role for the steering and technical committees which has enabled coordination and information sharing amongst stakeholders at the operational and strategic levels. Staff support and secondment to MoSA for information technology, data analysis, and grievance and redress mechanisms enabled the safety net system to maintain operations and data systems during the scale-up and to remain harmonized with the ESSN.
44. The joint Sustainable Development Goals (SDG) Fund programme by WFP, the United Nations Children's Fund (UNICEF), and the International Labour Organization (ILO), was a catalyst to support the Government develop an integrated and inclusive social protection architecture. The joint programme engaged key actors in the Social Safety Net Partners Forum including the World

Bank, the European Union, and civil society actors, and the resulting national social protection strategy was approved by the Government in mid-2022.

3.2. SCOPE OF THE EVALUATION

45. The evaluation will focus on operational years 2019-Aug 2023 which coincide with the socio-economic downturn, inflation and devaluation of the local currency, during which WFP and MoSA have taken a number of measures to adapt to the situation and mitigate emerging risks. This time period also saw the shift in the basic needs assistance part of NPTP from restricted to unrestricted and to dollarization of the assistance.
46. The evaluation will look at the NPTP at the national level (see geographic map in Annex 1) and across all the programme's beneficiaries.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

The evaluation will address the following key questions, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the NPTP, with a view to informing future strategic and operational decisions.

The evaluation should analyse how gender, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate.

Table 2: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1 – How relevant was the NPTP design to the needs of the target population?		
1.1.	To what extent have the different sections of the NPTP (education, medical, food and basic assistance) been able to respond to the different needs of the intended beneficiaries (women, men, girls, boys, people with disabilities, older people)?	RELEVANCE
1.2	Did the NPTP adapt to the changing economic context in a timely and adequate manner? What were the enabling factors and the barriers to this adaptation?	RELEVANCE, ADAPTABILITY
1.3	How adequate was the targeting process i.e., accessible, transparent, independent, impartial, gender-sensitive, and inclusive for reaching the most vulnerable?	RELEVANCE, APPROPRIATENESS
EQ2 – How effective was the NPTP in meeting its intended objectives?		
2.1	To what extent has the NPTP achieved its objective of addressing the basic needs, including food and nutrition, of extremely poor and vulnerable people in Lebanon (including children, women, and people with specific needs) through their participation in the NPTP? Were the results different across the different target groups?	EFFECTIVENESS

2.2	How effective were the systems and measures applied to monitor the implementation of the NPTP (M&E systems and inputs, outputs, processes, outcomes)?	EFFECTIVENESS
2.3	How effective were the various technical assistance activities provided by WFP to improve the implementation of the NPTP (e.g. in relation to gender, inclusion, data quality)?	EFFECTIVENESS
2.4	How effective were the systems and measures applied to reinforce the accountability to affected population (AAP) (complaints and feedback mechanism)?	EFFECTIVENESS
EQ3 - How efficient was the implementation of the NPTP?		
3.1	Have the processes (cash delivery mechanisms including issuance, validation, delivery, monitoring and beneficiary feedback) been timely, secure, and accessible?	EFFICIENCY
3.2	Did NPTP succeed in reaching all the beneficiaries it intended to cover?	COVERAGE, EFFECTIVENESS
3.3	How appropriate was the human, material and financial resourcing to meet the NPTP's objectives?	EFFICIENCY, APPROPRIATENESS
3.4	How appropriate was the governance and organization of NPTP to meet its objectives?	EFFICIENCY, APPROPRIATENESS
EQ4 - How coherent was the NPTP with the national social protection policies and programs in Lebanon?		
4.1	Has the NPTP been coherent with the national social protection strategy in Lebanon? Does it link to other social protection initiatives and how?	COHERENCE
4.2	Within the operational context, what are the pathways to ensure the sustainability of the NPTP programme?	SUSTAINABILITY
4.3	Did the NPTP facilitate the transition of its beneficiaries to job markets and income-generating activities? If yes, how and if not, what were the barriers?	SUSTAINABILITY

4.2. EVALUATION APPROACH AND METHODOLOGY

47. The methodology will be designed by the evaluation team during the inception phase. It should:

- Employ the relevant evaluation criteria above;

- Apply an evaluation matrix geared towards addressing the key evaluation questions considering the data availability challenges, the budget and timing constraints; and
 - Ensure through the use of mixed methods that women, girls, men and boys from different stakeholder groups participate and that their different voices are heard and used.
48. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). WFP and MoSA welcome the use of diverse and innovative methods. Data from a wide range of sources and a representative range of stakeholders will need to be triangulated and cross-validated to ensure the credibility of evaluation findings and conclusions.
49. The evaluation team will be responsible for proposing and implementing an appropriate methodology to address the key evaluation questions. Such evaluation methodology may include but is not limited to the following: 1) desk review and content analysis of relevant background as well as programmatic data and documents; 2) focus group discussions, in-depth interviews, and rapid surveys (as appropriate) with MoSA and WFP staff and beneficiaries, implementing and operational partners, and key donors, 3) analysis of existing quantitative datasets such as process monitoring and outcome monitoring data, and 4) field data collection. The participation of local consultants in the team is encouraged in order to ensure access to key stakeholders in Lebanon.
50. The evaluation team will be expected to refine the methodology and final evaluation questions following the initial desk review, in-country inception mission, and key informant interviews undertaken during the inception phase. The inception report will include a comprehensive stakeholder mapping component, an evaluability assessment of evaluation questions, and an evaluation matrix. The evaluation matrix will bring together the evaluation questions, lines of inquiry, indicators, data sources and data collection methods; it will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).
51. The methodology should be sensitive in terms of gender equality and women empowerment (GEWE), equity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and taken into account. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions.

52. To ensure the independence and impartiality of this evaluation, an evaluation committee will be set up, as well as an evaluation reference group (see Annex 3 and 4 for details).
53. There are several contextual risks and challenges to be considered by the evaluation team while planning for this evaluation which include the volatile political and economic situation, possible civil unrest, security incidents and road closures. WFP and MoSA acknowledge the security constraints involved in carrying out evaluations in the Lebanon context and will share information and provide support to the contractor in making travel and visit arrangements. If the contracting firm foresees specific travel restrictions to Lebanon for one or more of its team members, these should be indicated in the proposal. If the contracting firm foresees specific restrictions that could affect the methodology and implementation of the evaluation, these should be indicated in the proposal together with their mitigation measures.

4.3. EVALUABILITY ASSESSMENT

54. 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 expanding on the information provided in Section 4.3. This assessment will inform the data collection and the choice of evaluation methods. The evaluation team will need to systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data during the reporting phase.
55. The logframe of WFP's engagement with NPTP is in Annex 5.
56. The following data and information sources will be made available to the evaluation team, in addition to the reports available through the VAM website <https://dataviz.vam.wfp.org/version2/the-middle-east-and-northern-africa/lebanon/reports> :
- WFP Country Strategic Plan (2016-2019) evaluation
 - WFP Annual Country Reports (2019 to 2022, and 2023 when published in March 2024)
 - NPTP Process and Outcome monitoring data and reports from WFP (2019 to 2023)
 - NPTP UNWOMEN research study (in progress, drafts available)
 - Due Diligence Review: Recommendations for a Strengthened & Unified Social Safety Net in Lebanon – April 2023
 - WFP market monitor reports (2019 to 2023)
 - Other relevant documents and data sources as needed

4.4. ETHICAL CONSIDERATIONS

57. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and

ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.

58. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.
59. The team and evaluation manager will not have been involved in the design, implementation or monitoring of the NPTP nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the country office when signing the contract.

4.5. QUALITY ASSURANCE

60. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
61. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
62. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
63. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and the evaluation reports, and provides

a systematic assessment of their quality from an evaluation perspective, along with recommendations.

64. The evaluation manager will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and standards](#),^[1] a rationale should be provided for comments that the team does not take into account when finalizing the report.
65. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
66. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the [WFP Directive CP2010/001](#) on information disclosure.
67. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.
68. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

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

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

69. Table X presents the structure of the main phases of the evaluation, along with the deliverables and indicative deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 4: Summary timeline – key evaluation milestones			
Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	13 Oct 23- 04 Mar 24	<ul style="list-style-type: none"> - Preparation of ToR - Procurement and selection of the evaluation team & contracting - Document review 	Evaluation manager/s
2. Inception	05 Mar- 06 May 24	<ul style="list-style-type: none"> - Inception mission - Inception report: the evaluation team will submit a draft inception report which will go through 3 rounds of feedback from stakeholders including evaluation committee, evaluation manager, external quality assurance and reference group. - The inception report will include the methodology, refined evaluation questions (as needed), 	Evaluation team Evaluation manager/s MoSA regional offices WFP field offices

		<p>evaluability assessment, stakeholder mapping, data collection tools, and evaluation matrix.</p> <p>- The final inception report will be approved by the evaluation committee chair/s.</p> <p>Payment 30%</p>	
3. Data collection	07-28 May 24	<p>- Fieldwork</p> <p>- Exit debriefing: Presentation of preliminary findings to MoSA, WFP Lebanon and WFP Regional Bureau</p>	<p>Evaluation team</p> <p>Evaluation manager/s</p> <p>WFP field offices</p>
4. Reporting	20 Jun- 08 Aug 24	<p>- Data analysis and report drafting</p> <p>- Debriefing to the evaluation committee: Presentation of the evaluation findings and draft recommendations</p> <p>Payment 20%</p> <p>- Comments process: the evaluation team will submit a draft evaluation report which will go through 3 rounds of feedback from stakeholders including evaluation</p>	<p>Evaluation team</p> <p>Evaluation manager/s</p> <p>WFP field offices</p> <p>MoSA regional offices</p>

		<p>committee, evaluation manager, external quality assurance and reference group.</p> <p>- Learning workshop: Presentation of the evaluation findings and recommendations to the WFP, MoSA and RG</p> <p>Payment 20%</p> <p>- Final evaluation report: including recommendations and executive summary.</p> <p>Payment 30%</p>	
5. Dissemination and follow-up	09 Aug- 06 Sep 24	<p>- Management response</p> <p>- Dissemination of the evaluation report</p>	Evaluation manager/s

5.2. EVALUATION TEAM COMPOSITION

70. The evaluation will be undertaken by a team of qualified independent evaluation consultants, comprising of at least four people including a designated Team Leader. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender and disability dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. They should also have good knowledge of the region and preferably the country, at least one team member should have WFP experience.

71. The team will be multi-disciplinary and include members who, together, include an appropriate balance of technical expertise and practical knowledge in the following areas:

- Social protection systems

- Cash-based interventions
 - Peace-development nexus
 - Good knowledge of gender, equity and wider inclusion issues
 - All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments, and familiarity with the Lebanon context.
72. The team leader will have expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
73. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).
74. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP/MoSA evaluation manager/s. The team will be hired following agreement with WFP on its composition.

5.3. ROLES AND RESPONSIBILITIES

The Ministry of Social Affairs (MoSA) and WFP Lebanon country office and the **management (Minister/Director or Director General/Deputy Director)** will take responsibility to:

- Assign an evaluation manager for the evaluation
- Compose the internal evaluation committee and the evaluation reference group (see below)
- Approve the final ToR, inception and evaluation reports
- Approve the evaluation team selection
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team
- Organize and participate in two separate debriefings, one internal and one with external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

75. The **evaluation managers (co-managed by MoSA and WFP)** manages the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.
76. An internal **evaluation committee (EC)** is formed to help ensure the independence and impartiality of the evaluation. The ESC will oversee the evaluation process, make key decisions and review evaluation products. The ESC will be co-chaired by MoSA and WFP and the chairs will approve the key deliverables. Please see Annex 3 for further details.
77. **An evaluation reference group (ERG)** is formed as an advisory body with representation from donors and key stakeholders, as well as WFP and MoSA. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process. Please see Annex 4 for further details.
78. **The regional bureau** will take responsibility to:
- Advise the evaluation manager and provide support to the evaluation process where appropriate
 - Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required
 - Provide comments on the draft ToR, inception and evaluation reports
 - Support the preparation of a management response to the evaluation and track the implementation of the recommendations.
79. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

5.4. SECURITY CONSIDERATIONS

80. Security clearance:

- Independent consultants must obtain the United Nations Department of Safety & Security (UNDSS) security clearance for travelling from the designated duty station and complete the United Nations basic and advance security trainings (BSAFE & SSAFE) in advance, print out their certificates and take them with them.
- As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.

5.5. COMMUNICATION

81. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation.

5.6. PROPOSAL

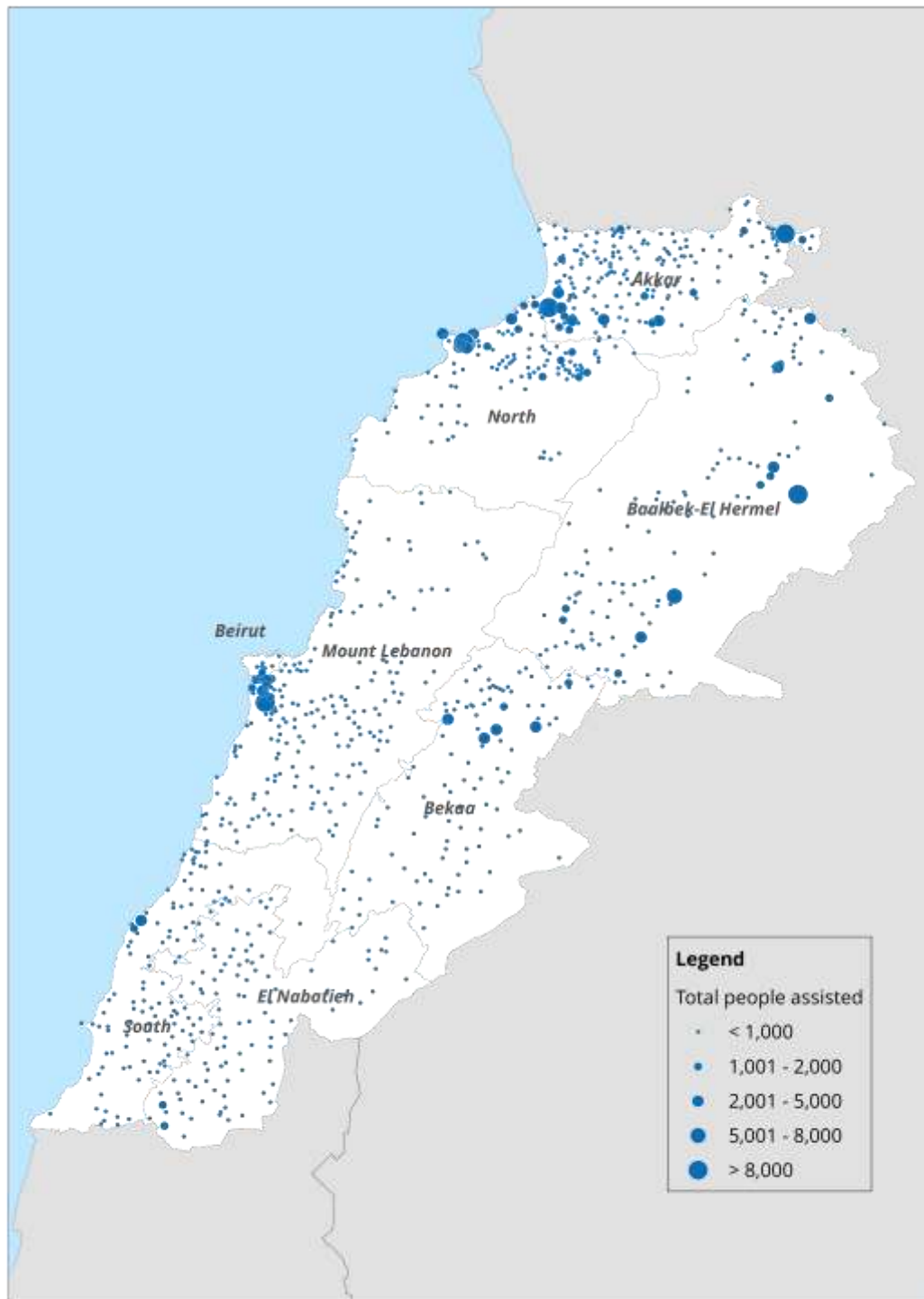
82. This evaluation will be financed by WFP Lebanon.

83. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and any other costs. It is recommended that the following budget template is used.

84. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

85. Please send any queries to [name, title], at [email].

Annex 1: Map (NPTP beneficiary location, 2019 to 2022)



Annex 2: Timeline

	Phases, deliverables and timeline	Key dates
Phase 1 - Preparation		
EM	Desk review, draft ToR and quality assurance (QA) by EM and technical teams	13 Oct 23
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	20 Oct 23
EM	Review draft ToR based on DEQS feedback and share with ERG	20 Nov 23
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	21 Dec 23
EC Chair	Approve the final ToR and share with ERG and key stakeholders	15 Dec 23
EM	Launch call for proposals and receive proposals	01 Feb 24
EM	Assess evaluation proposals and recommends team selection	21 Feb 24
EM	Evaluation team recruitment/contracting	28 Feb 24
EC Chair	Approve evaluation team selection and recruitment of evaluation team	04 Mar 24
Phase 2 - Inception		
EM/TL	Brief core team	05 Mar 24
ET	Desk review of key documents	08 Mar 24
	Inception mission in the country	22 Mar 24
ET	Draft inception report	29 Mar 24
EM	Quality assurance of draft IR by EM and REO using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	08 Apr 24
ET	Review draft IR based on feedback received by DEQS, EM and REO	15 Apr 24
EM	Share revised IR with ERG	
ERG	Review and comment on draft IR	22 Apr 24
EM	Consolidate comments	
ET	Review draft IR based on feedback received and submit final revised IR	29 Apr 24
EM	Review final IR and submit to the evaluation committee for approval	

EC Chair	Approve final IR and share with ERG for information	06 May 24
Phase 3 – Data collection		
EC Chair/EM	Brief the evaluation team at CO	07 May 24
ET	Data collection	25 May 24
ET	In-country debriefing (s)	28 May 24
Phase 4 – Reporting		
ET	Draft evaluation report	20 Jun 24
EM	Quality assurance of draft ER by EM and REO using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	27 Jun 24
ET	Review and submit draft ER based on feedback received by DEQS, EM and REO	03 July 24
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	
ERG	Review and comment on draft ER	17 July 24
EM	Consolidate comments received	
ET	Review draft ER based on feedback received and submit final revised ER	01 Aug 24
EM	Review final revised ER and submit to the evaluation committee	
EC Chair	Approve final evaluation report and share with key stakeholders for information	08 Aug 24
Phase 5 - Dissemination and follow-up		
EC Chair	Prepare management response	06 Sep 24
EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	

Annex 3: Role and Composition of the Evaluation Committee

Purpose and role: The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Country Director/Deputy Country Director (CD/DCD) and the MoSA Minister/Advisor who will be the chair of the committee.

Composition: The evaluation committee will be composed of the following staff:

- MoSA minister or Director General (co-Chair of the Evaluation Committee)
- WFP Country Director or Deputy Country Director (co-Chair of the Evaluation Committee)
- Co-Evaluation managers (Evaluation Committee Secretariat)
- Head of NPTP at MoSA
- WFP Head of Programme
- Advisor to the Minister and WFP head of Social Protection
- WFP head of RAM
- WFP regional evaluation officer (REO)

Annex 4: Role and Composition of the Evaluation Reference Group

Purpose and role: The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.

The overall purpose of the evaluation reference group is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and Use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

Members are expected to review and comment on draft evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The main roles of the evaluation reference group are as follows:

- Review and comment on the draft ToR
- Suggest key references and data sources in their area of expertise
- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Review and comment on the draft inception report
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings or change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations
- Participate in learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

Composition

MoSA office	Name
• MoSA minister or Director General (co-Chair of the Evaluation Committee)	HE Minister Hector Hajjar
• MoSA co-evaluation manager (co-secretary or delegated co-chair)	N/A
• MoSA NPTP Programme Coordinator	Ms. Marie Ghiya
• Advisor to the Minister	Mr. Raymond Tarabay
• Regional MoSA offices and/or representative of SDCs	Mrs. Souheir Al Ghali
WFP Country office	Name
• Country Director or Deputy Country Director (co-Chair)	Abdallah Al-Wardat or Antoine Renard
• Evaluation Manager (co-secretary or delegated co-chair)	Soha Moussa
• Head of Programme	Anne Valand
• Head of Social Protection Unit	Antoine Morel-Vulliez
• Head of Research Analysis and Monitoring (RAM)	Marco Principi
• Head of Supply Chain Unit	Francesco Cornaro
• Gender Officer	Belal Jahjough
• Regional Evaluation Officer	Andrew Fyfe
• Regional Social Protection Adviser	
Partners	Name
• NPTP donors: Canada, EU, France, Germany, Italy, Ireland, and Norway	NPTP Steering Committee co-Chair
• Presidency Council of Ministers (PCM)	Head of CMU/PCM
• World Bank	Team Leader
• WFP NPTP implementing partners (NGOs): SHIELD, World Vision International, Mercy USA, Lebanese Red Cross	Head of Operations of NGOs
• Social Protection Inter-Agency Working Group	Coordinator
• Food Security and Agriculture Inter-Agency Working Group	Coordinator
• Basic Assistance inter-Agency Working Group	
• Social Protection Forum	Coordinator

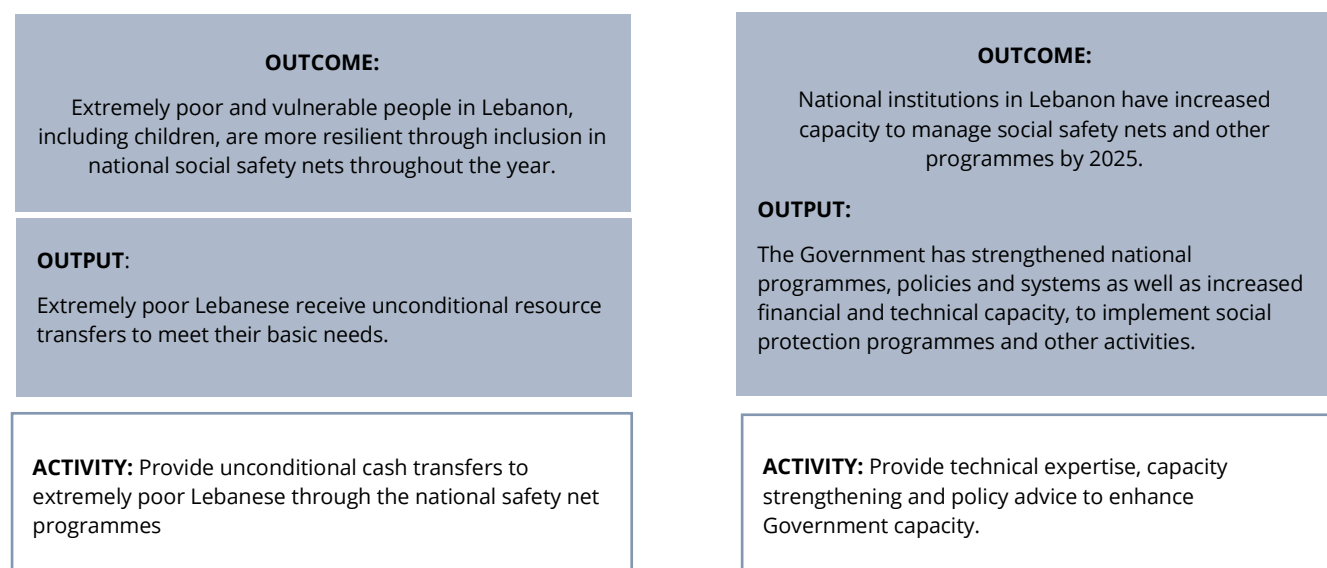
Annex 5: NPTP-WFP Logical Framework

NPTP is at the heart of two outcomes aligned with the Government-approved Lebanon Crisis Response Plan, the Lebanon Emergency Response Plan, the United Nations Sustainable Development Cooperation Framework (2023- 2025) and other national priorities:

- Extremely poor and vulnerable people in Lebanon, including children, are more resilient through inclusion in national social safety nets throughout the year; and
- National institutions in Lebanon have increased capacity to manage social safety nets and other programmes by 2025

These outcomes are to be achieved in partnership with the Government, non-governmental and community organizations, the World Bank, and other United Nations agencies, and are aligned with the National Social Protection Strategy Framework, developed by the Inter-Ministerial committee on Social Policy and coordinated by the Ministry of Social Affairs, Pillar 3 of the 3RF for social protection, inclusion, and culture; and UNSDCF outcomes 1 and 2 under the “People” goal.

WFP’s engagement with the NPTP programme is summarized in the figure below, forming the basis for the log-frame detailed in the next section.



LOG-FRAME

<p>Outcome: Extremely poor and vulnerable people in Lebanon are more resilient through inclusion in national social safety nets throughout the year.</p> <p>Assumptions:</p> <ul style="list-style-type: none">• Adequate resources are secured• No disruption of cash systems• No disruption of food supply chain• The Government can increase its financial contribution to the social protection system
<p>Outcome indicators:</p> <ul style="list-style-type: none">- Food consumption score- Consumption-based reduced coping strategy index- Livelihood coping strategies for essential needs- Economic capacity to meet essential needs
<p>Activity 1: Provide unconditional cash transfers to extremely poor Lebanese through the national safety net programmes.</p>
<p>Output 1.1: Extremely poor Lebanese receive unconditional resource transfers to meet their basic needs.</p>
<p>Output indicators:</p> <ul style="list-style-type: none">- Number of people receiving NPTP assistance- Total value of cash transferred to NPTP beneficiaries
<p>Outcome 2: National institutions in Lebanon have increased capacity to manage social safety nets and other programmes by 2025</p> <p>Assumptions:</p> <ul style="list-style-type: none">• Adequate resources are secured• No disruption of cash systems• No disruption of food supply chain• The Government can increase its financial contribution to the social protection system• Logistic infrastructures are accessible
<p>Outcome indicators:</p> <ul style="list-style-type: none">- Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support- Number of new or adapted policies and legislative instruments contributing to Zero Hunger and other SDGs endorsed with WFP capacity strengthening support- Resources mobilized (USD value) for national systems contributing to Zero Hunger and other SDGs with WFP capacity strengthening support
<p>Activity: Provide technical expertise, capacity strengthening and policy advice to enhance Government capacity</p>
<p>Output: The Government has strengthened national programmes, policies and systems as well as increased financial and technical capacity, to implement social protection programmes and other activities</p>
<p>Output indicators:</p>

- Number of people engaged in capacity strengthening initiatives related to NPTP implementation (facilitated by WFP) to enhance national capacities contributing to Zero Hunger
- Number of capacity strengthening initiatives related to NPTP implementation (facilitated by WFP) to enhance national stakeholder capacities to contribute to Zero Hunger and other SDGs
- Number of tools or products developed or revised to enhance national NPTP systems contributing to zero hunger and other SDGs
- Value of assets and infrastructure handed over to national stakeholders as part of WFP capacity strengthening support

Cross-Cutting:

Protection: NPTP beneficiaries access their NPTP assistance in a dignified manner

Indicators:

- Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in NPTP
- Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance
- Percentage of beneficiaries who report being treated with respect by NPTP staff and associates as a result of their engagement in the NPTP programme
- Number of women, men, boys and girls with disabilities accessing NPTP assistance

Accountability: The NPTP programme is accountable towards its beneficiaries

Indicators:

- Percentage of beneficiaries reporting they were provided with accessible information about the NPTP programme, including PSEA
- The NPTP programme has a functioning community feedback mechanism

Gender: NPTP programme ensures gender equality in programme delivery

Indicators:

Percentage of households where women, men, or both women and men make decisions on the use of the NPTP assistance

Nutrition: The NPTP programme is nutrition-sensitive

Indicators:

Percentage of NPTP beneficiaries who benefit from a nutrition-sensitive programme component

[Name of commissioning Office]

[Link to the website]