

Evaluation of the EU MADAD Project: “Strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees” from 02/2019 to 02/2025

Contract TF-MADAD/2019/T04.153

Decentralized evaluation

Terms of reference

WFP Lebanon Country Office

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1. Introduction

1. These terms of reference (ToR) were prepared by the World Food Programme (WFP) Lebanon Country Office (CO) 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.

2. The ToR are for the final evaluation of the MADAD project: "Strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees" funded through MADAD TF/2019/T04.153 funds. This final evaluation is expected to cover the full MADAD implementation period, from 13 February 2019 to 12 February 2025. The MADAD project targets the most vulnerable Syrian refugees, Lebanese participating in the National Poverty Targeting Programme (NPTP) and Palestinian refugees from Syria (PRS). It is anticipated to focus on the components and deliverables agreed upon the original MADAD contract and subsequent 2 addendums. These components include the multi-purpose cash (MPC) provided to Syrian refugees, the CBT provided to the vulnerable Lebanese participating in the National Poverty Targeting Programme (NPTP), the technical assistance support provided to the Ministry of Social Affairs (MoSA) for the implementation of the NPTP and broader social protection programmes, the support to Palestinian refugees from Syria (PRS) through UNRWA, including the developed communication campaign for this EU funding. All these components are implemented at the national level (map in annex 1).

2. Reasons for the evaluation

2.1. Rationale

4. This decentralized evaluation is being commissioned to evaluate the project funded through the EU MADAD Contract TF-MADAD/2019/T04.153 "Strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees", following 5 years of support to the WFP operations and joint engagement and the end of the project in February 2025.

5. The evaluation is part of the contractual obligations between WFP and the EU and will be used by WFP and the EU to generate evidence and inform future engagement for strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees. This would include the funding of the various for cash-based transfer (CBT) activities, including planning, operationalising, accountability, and communication systems for such programmes. It will also be used to inform the design of upcoming funding and interventions.

2.2. Objectives

6. Evaluations serve the dual and mutually reinforcing objectives of accountability and learning. For WFP and the EU. Accordingly, this evaluation will:

- Assess and report on the performance and results of the components covered by the EU MADAD TF/2019/T04.153, specifically: the multi-purpose cash (MPC) provided to Syrian refugees, the CBT provided to the Lebanon National Poverty Targeting Programme (NPTP) participants, the technical assistance support provided to the Ministry of Social Affairs (MoSA), the support to Palestinian refugees from Syria (PRS) through UNRWA, and the developed communication campaign for the EU funding. **[Accountability]**
- Assess whether the implementation of the activities aimed at "Strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees" unfolded as was planned, explore reasons why intended results occurred or did not occur and whether there were any unintended results (positive or negative). It will also provide evidence-based findings to inform operational and strategic decision-making for both WFP and the EU. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems. **[Learning]**

In doing so, the evaluation will be inclusive and participatory and will engage women, men, girls and boys, and people with disabilities at the various stages of the evaluation process, if and how women and men were impacted differently by the MADAD project will also be assessed. The gender and inclusion lens will be applied throughout the evaluation, starting from these terms of reference (ToR) until the final evaluation report.

2.3. Key stakeholders

7. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. A number of stakeholders will play a role in the evaluation process in light of their role in the design and implementation of the EU MADAD TF/2019/T04.153 components and their interest in the results of the evaluation. Table 1 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.

8. 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 and the elderly). The evaluation will seek their inputs at all stages, particularly during beneficiary consultations.

Table 1: Preliminary stakeholder analysis

Stakeholders	Interest and involvement in the evaluation
Internal (WFP) stakeholders	
<p>WFP country office (CO) in Lebanon</p>	<p>Key informant and primary stakeholder - Responsible for the planning and implementation of WFP interventions (MPC and NPTP) at country level. 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 and partnerships.</p> <p>As the primary intended users of the evaluation, CO will be involved throughout all phases. They have already participated in identifying the purpose, objectives, and evaluation questions, as well as contributing to the document library. During the inception and data collection phases, they will serve as key informants. They will also have the opportunity to review and comment on draft deliverables. Preliminary findings will be shared with them through a data collection exit debrief, and they will be involved in co-creating the evaluation recommendations. After the evaluation report is approved, CO staff will prepare the management response to the DE recommendations. Additionally, CO management are members of the Evaluation Committee (EC) and the Evaluation Reference Group (ERG), giving them governance and technical advisory roles.</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 has direct beneficiary contact. It will be affected by the outcome of the evaluation. Their engagement will follow the same approach as the CO, described above.</p>
<p>Regional bureau (RB) for the Middle East, North Africa, Central. Asia and Eastern Europe</p>	<p>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.</p> <p>RBC staff will be key informants and interviewed during the inception and data collection phases. They will participate in the debriefing at the end of the data collection phase and in the Inception Workshop and the Debriefing Workshop during the reporting phase.</p> <p>RBC staff will comment on the draft Evaluation Report and provide inputs on the management response to the DE.</p>
<p>Office to the European Union, Brussels</p>	<p>Key informant and primary stakeholder - Working in close partnership with the European Union (WFP's third-largest donor) to address the most pressing food crises as well as to provide long-term development solutions, the Office to the EU in Brussels has an interest in the decentralized evaluation process and outcomes as they provided support to the Lebanon CO on the contractual matters of the EU MADAD funds as well as the communication campaign.</p>

WFP Office of Evaluation (OEV)	Primary stakeholder – OEV has a stake in ensuring that DEs deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various DE stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
External stakeholders	
Beneficiaries: MPC, NPTP, PRS	Key informants and primary stakeholders - As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, women, men, boys and girls from different groups covered by the EU MADAD funding will be determined (Syrian refugees receiving MPC, vulnerable Lebanese receiving NPTP, and PRS receiving cash assistance) will be interviewed and consulted during the data collection phase and their respective perspectives will be sought. Special attention will be given in hearing the voices of diverse groups, persons with disabilities, and other potentially marginalized population groups reached through EU MADAD.
Ministry of Social Affairs (MoSA) and NPTP Project Unit at MoSA	Key informant and primary stakeholder – The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and are meeting the expected results. The MoSA also 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). MoSA has a direct interest in learning from WFP experiences to inform their own SP programmes and national SP strategies. The MoSA, including the NPTP Project Unit and the current Social Protection team, will be engaged and consulted in the process. Issues related to capacity development, handover and sustainability will be of particular interest.
Central Management Unit (CMU) of the NPTP at the Presidency Council of Minister (PCM)	Key informant and secondary 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) analysing national data and reporting finding to the Social Inter-Ministerial Committee (Social-IMC), (6) monitoring of program results including targeting performance, and (7) 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 findings feed into its work directly. It also helps in identifying the areas for improvements and good practices that can be considered in improving the processes.
Donors: EU, ECHO, Canada, Germany, Italy, Ireland, Norway, United Kingdom	Key informants and primary/secondary stakeholders - WFP interventions are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes. Current donors will be consulted and engaged in this evaluation process and may use this evaluations' findings for their accountability, reporting and communication purposes.
United Nations country team (UNCT): ILO, UNHCR, UNICEF, UNRWA	Key informants and 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, specifically on the EU

	MADAD funding, UNHCR and UNRWA are direct partners for 2 out of the 3 funding components and will therefore have a direct interest in this evaluation.
Non-governmental organizations (NGOs): Caritas, Lebanese Red Cross, Mercy USA, SHEILD, World Vision International.	Key informants and secondary 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. In 2024, 5 Cooperating Partners (CP-s) supported WFP in the implementation of cash-based activities: World Vision covering the Bekaa area, SHEILD covering Mount Lebanon and the South, Lebanese Red Cross (LRC) and Caritas covering North Lebanon, and Mercy USA covering Akkar area.
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.
Sectors: 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.
LOUISE Platform	Key informant and secondary stakeholder - The cash assistance is provided by WFP and UNHCR through the Lebanon One Unified System for E-cards (LOUISE) platform, which provides coordinated and coherent cash-based assistance to both Syrian refugees and vulnerable Lebanese. WFP is the card administrator of LOUISE agencies, which are WFP, UNHCR, and UNICEF.

3. Context and subject of the evaluation

3.1. Context

Context - Lebanon

9. Lebanon continues to grapple with a deep economic and financial crisis, well into its fifth consecutive year. This crisis, which led to the country's downgrading in 2022 to a lower-middle-income status, is coupled with a political deadlock marked with an ongoing presidential vacuum since October 2022, hindering the execution of a much-needed economic recovery plan. This overall fragile situation was further compounded by a re-ignition of the conflict with Israel around the Lebanese Southern border and a significant escalation into an all-out war since mid-September 2024.

10. To date (November 2024), 3,117 people have been killed and 13,888 injured. Since 23 September, the Israeli forces have issued displacement orders for more than 160 villages and over 130 buildings in conflict-affected regions of Lebanon forcing people to flee their homes, resulting in the displacement of 1.46 million people out of whom 875,200 internally displaced while around 593,000 people travelled by air or by land to Syria and Iraq.

11. Today 189,930 internally displaced people are staying in 1,156 shelters out of which 988 shelters reached maximum capacity, while other IDPs are staying with their families, in rented houses or hotels, or public or private places. According to the Lebanese General Security, around 561,800 people (369,055 Syrian and 192,739 Lebanese) crossed from Lebanon into Syria from 23 September to 07 November 2024.

12. Yearly general inflation stood at 35 percent in August 2024 and yearly food inflation at 21 percent exerting pressure on households. The ongoing inflationary pressures have significantly increased the cost of living, particularly for the most vulnerable households in Lebanon. As of August 2024, the cost of the full Survival Minimum Expenditure Basket (SMEB) per household reached LBP 39.2 million, reflecting a 20 percent year-on-year increase in local currency. In USD, the cost rose by 10 percent over the past year, reaching USD 431 per household. Similarly, the food SMEB per person surged by 19 percent yearly in Lebanese pounds, amounting to LBP 3.24 million, with an 8 percent rise in US dollars, bringing the cost to USD 35.6. These figures underscore the growing financial burden on vulnerable populations, as rising prices for essential goods and services further erode their purchasing power. The informal exchange rate has been almost stable at around USD/LBP 90,000 level since August 2023.

13. Among the 1.26 million people expected to be facing high acute food insecurity between April and September 2024, 18 percent are Lebanese residents, 34 percent Syrians refugees, 31 percent are Palestinian refugees and 45 percent of the PRL population, marking a deterioration from 2023. These precarities are likely to directly impact health and nutrition; in addition, water trucking costs increased by 297 percent (USD value) between January 2021 and August 2023. Significant interruption to the school year were faced in 2023 and 2024, especially due to teachers' strikes. Drop out and school retention remain a concern and increasing socioeconomic challenges continue to result in child labour.

14. In addition, steps towards the implementation of the necessary reforms of the public administration and the financial sector are still lagging. The multiple IMF missions to the country continued to report "limited progress" (March 2023) despite a worsening situation. In parallel, regular and prolonged strikes, especially by public sector employees, continued to be the norm throughout 2024. Government has also taken recurrent steps throughout the year to increase public revenues, gradually increasing all types of sources from customs duties, exchange rates applied to pricing, telecommunication prices, and, in the latest budget law for 2024, the increase of a large spectrum of taxes and fines. In parallel, public wages and minimum private sector wages and allowances continued to be adjusted upwards on a regular basis to catch up with rising costs albeit at much lower rate than the inflation. Around 60 percent of the minimum wage today in Lebanon goes

towards covering food needs.

Context – WFP in Lebanon

15. In this context, WFP seeks to achieve Sustainable Development Goals (SDG) 2, Zero Hunger and 17, Partnerships for the Goals through the Country Strategic Plan (CSP) 2018-2022 first, followed by the current CSP 2023-2025.

16. Over the period of the EU MADAD implementation, through the CSP for 2018-2022, WFP provided lifesaving assistance to the poorest and most food insecure people, working 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.

17. In its CSP for 2023-2025, WFP focused on sustaining its lifesaving crisis response and support the Government build a stronger future through sustainable social assistance and food systems. The CSP works towards ensuring 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 the same time, WFP also supports the Government to build sustainable institutions and systems capable of responding to current and future shocks. The CSP articulates WFP's strategic vision to enable individuals and communities to move towards self-reliance and support the Government towards a nationally owned and operated safety net system by 2025.

18. Both country strategic plans are 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.

19. To fulfil its strategic objectives leading to SDG2 and SDG 17, WFP implements a variety of activities including:

- i. 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.
- ii. 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).
- iii. 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.
- iv. 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.
- v. 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.
- vi. Supporting other humanitarian partners to deliver assistance as the lead of the Logistics Sector and co-lead of the Food Security and Agriculture Sector.

20. The EU MADAD project supports activities i), ii) and iv) listed above, namely through the MPC to Syrian refugees, the NPTP support to Lebanese, and the technical assistance to the government of Lebanon. The below is a description of the operation of WFP from 2019 till 2023, with a focus on the activities supported by

the EU MADAD project funds.

21. **Year 2019:** In 2019, WFP reached **965,607 beneficiaries in total** (52% female and 48% male), of whom **637,000 vulnerable Syrian refugees** were assisted on monthly basis. In collaboration with the United Nations Relief Works Agency for Palestine Refugees in the Near East (UNRWA), WFP continued to assist around 14,100 Palestinian refugees from Syria (PRS). Also, WFP extended cash assistance to an average of 8,400 economically vulnerable non-Syrian and non-Palestinian refugees.

22. WFP maintained its close collaboration with the Government of Lebanon through the Ministry of Social Affairs (MoSA) and the Presidency of the Council of Ministers (PCM) in implementing the food assistance component of the National Poverty Targeting Programme (NPTP), targeting the most vulnerable Lebanese households. The NPTP is Lebanon's first poverty-targeted social assistance programme that uses an objective targeting system to identify the poorest households to receive assistance. Since 2014, the NPTP food assistance component is delivered through WFP's e-voucher system. By December 2019, the NPTP reached **91,200 Lebanese individuals** (12,892 households). WFP provided extensive assistance to MoSA throughout the planning and implementation of the expansion plan (to continue in 2020). Technical assistance and capacity strengthening were extended to develop a digital tool that facilitated the verification and profiling of new households. Social workers were also trained on the use of this tool and on planning the food e-card distributions with MoSA and Social Development Centres (SDCs).

23. **Year 2020:** 2020 was a particularly difficult year for Lebanon. Rising prices and widespread loss of income, a result of the economic crisis exacerbated by the COVID-19 pandemic and the Beirut Port explosion, eroded people's ability to afford food, shelter, and healthcare across all populations in Lebanon.

24. In response to these challenges, and in working towards the achievement of SDG 2, Zero Hunger, WFP reached almost **1.4 million** girls and boys, women and men across all activities. Significantly more beneficiaries were reached in 2020 than in previous years, and WFP also aimed to ensure beneficiaries received meaningful assistance by adjusting the value of cash transfers in line with increasing food prices. Overall, women and girls represented over half of WFP beneficiaries and Syrian refugees remained the largest beneficiary group. As more Lebanese were pushed into poverty in 2020, WFP reached more than double the number of vulnerable Lebanese assisted the previous year by increasing the number of people assisted in existing programmes, such as the NPTP, and through new activities in response to the economic crisis, COVID-19, and the Beirut Port explosion. This translated into WFP assisting **889,000 Syrian refugees**, Palestinian refugees from Syria, and refugees of other nationalities with cash-based transfers. In the aftermath of the Beirut Port explosion, 89,000 vulnerable people affected by the explosion received cash assistance to cover their food and other basic needs. In addition, **105,000 Lebanese beneficiaries** (equivalent to 15,000 households, 51 percent female, 49 percent male) received assistance through the NPTP food e-card.

25. **Year 2021:** Thanks to the continued support of donors, WFP was able to deliver assistance to **2.1 million refugees and vulnerable Lebanese** (51 percent female, 49 percent male, estimated 12 percent people with disabilities). Around **1.3 million refugees** received cash-based transfers to meet their food and other basic needs, and with the scale-up (doubling) of the NPTP as the economic crisis deepened, **217,000 vulnerable Lebanese** (36,000 households) were reached with cash assistance.

26. **Year 2022:** In 2022, WFP was able to sustain its response for refugees and further scale-up assistance to vulnerable Lebanese thanks to higher levels of funding received from donors. As the context in Lebanon changed dramatically since the start of the CSP in 2018, with the significantly deteriorated socioeconomic situation leading to increased needs throughout the country, donors responded at scale, allocating additional contributions from supplemental funding portfolios.

27. A **total of 2,029,487 beneficiaries** were reached in 2022 (51 percent female, 49 percent male) including 82,177 persons with disabilities (42% female, 58% male). Nearly **1.2 million refugees** (52 percent women) received cash-based transfers for food and essential needs, and **356,000 Lebanese** (51 percent women) received cash assistance for food and essential needs through the NPTP, a scale up of 64 percent compared to 2021. Lebanese households enrolled in national social safety nets (NPTP and the ESSN) increased 4 times in 2022 compared to 2021.

28. **Year 2023:** the socioeconomic and political crisis continued, compounded by prolonged presidential

vacuum, hindering the execution of an economic recovery plan. Escalating tensions along Lebanon's southern borders since October 2023 added to the complexities of the crisis. In this challenging context, WFP continued to play a critical role in maintaining people's access to food and essential needs and strengthening the capacity of national institutions through supporting Lebanon's priorities in the humanitarian-development-peace nexus. In 2023, WFP supported over **1.3 million refugees** and **840,000 Lebanese nationals**, with an equal distribution of assistance between men and women, and 4 percent persons with disabilities. In addition, WFP implemented cash transfers for an additional 416,000 Lebanese individuals through the Government's Emergency Social Safety Net.

29. WFP and UNHCR successfully advocated for the re-establishment of the use of US dollars as an optional disbursement currency to Lebanese pounds for Syrian refugees in May 2023. This shift resulted in significant operational improvements at redemption points and a substantial rise in the purchasing power of assisted families. Moreover, WFP prioritized inclusivity for persons with disabilities, adjusting food distribution sites and cash redemption points to make them more accessible for people with physical disabilities. WFP call center played a vital role in gathering information about persons with disabilities and delivering targeted responses to prioritize and address their needs appropriately.

30. 2023 was a critical year for WFP and MoSA to consolidate lessons from the implementation and scale-up of national safety nets. WFP and the World Bank collaborated to merge the two government safety net programmes into a unified, high-quality social safety net and conducted a joint due diligence review of both programmes to assess best practices and recommend improvement actions. Collaborating with MoSA, WFP initiated a project in May 2023 to establish a Grievance Redress Information System and a call centre at MOSA, further enhancing support for Lebanese families under safety net programmes.

31. **Year 2024 (until October 2024):** Acute food insecurity in the country remains high. According to the latest Integrated Phase Classification (IPC) Acute Food Insecurity Projection Update for Lebanon conducted at the end of March 2024, between April and September 2024, around 1.26 million people were expected to face acute food insecurity and were likely to be in IPC Phase 3 or above (Crisis or worse). This represents 23 percent of the analysed population; a four percentage points increase from the 19 percent estimated to be in IPC Phase 3 (Crisis) and above in the current period (October 2023 to March 2024). An IPC update planned for the third week of November is expected to further increase these figures quite significantly, in light of the considerable displacement among the different population groups living in Lebanon. Moreover, it was anticipated that the projection period would be characterized by the continuation of the conflict along Lebanon's southern border and protracted internal displacement, a fragile economy and rising inflation, additional cuts to humanitarian food security assistance and increasing tensions between the different population groups in the country. With the recent intensification of the conflict, the food security situation became extremely fluid, and is highly likely to worsen.

32. Against this bleak backdrop, WFP remains focused on the response to Lebanon's economic and refugee crises and the additional needs since September 2024 resulting from the escalation of the war since September 2024. WFP has rapidly responded to the growing needs of the affected people through food and/or cash assistance to over 480,000 people across shelters and communities. It also built on the Government's Shock Responsive Social Safety Net system and WFP's extensive cash transfer network, to and provided emergency cash assistance to over 200,000 individuals, allowing them to meet their urgent basic needs during these critical times. This, in addition to WFP's regular activities which covered 915,600 Syrian refugees with cash and 1,002,600 Lebanese in November 2024.

3.2. Subject of the evaluation

33. This decentralized evaluation is the final evaluation of the EU MADAD project TF-MADAD/2019/T04.153: "Strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees".

PROJECT DESCRIPTION

34. Initiated in early 2020, the EU Regional Trust Fund in response to the Syrian crisis EU MADAD Project aims to increase the resilience of the most economically vulnerable host communities and refugees in Lebanon, in light of the continuing impacts of the refugee crisis on the host communities and refugee populations, as well as the economic crisis compounded by the COVID-19 and the Beirut Port explosion. Initially envisioned for a period of 2 years, the project was extended and expanded in 2022 and with additional funds later extended until February 2025. The EU MADAD project comprises of 3 main components detailed below.

35. **Component 1: Providing direct assistance to the poorest and most vulnerable Lebanese and Syrian refugees.**

This component provides predictable monthly assistance for Syrians through WFP’s Multi-Purpose Cash for Essential Needs, consisting of a monthly assistance to cover per capita food needs and top up cash transfer to cover non-food needs. In light of the depreciation of the LBP currency and the changes in the LBP to USD exchange rate, the original transfer values were regularly reviewed. The reviews are done considering the market price of SMEB items and in coordination with UNHCR for top-up cash transfer to cover non-food needs.

36. Lebanon is the host to the largest number of refugees per capita in the world. There are currently 1.5 million Syria refugees living in Lebanon, including approximately 768,000 registered with UNHCR (September 2024). The influx of Syrian refugees began in early 2011, and in 2014, the government issued a policy document outlining its approach, which emphasized the temporary nature of the refugee situation and the need for international assistance balanced between the refugees and the host communities. It also limited the work available to Syrians to the agriculture, environment, and construction sectors.

Sub-component 1.1: Multi-purpose cash (MPC) for Syrians

37. Multi-purpose cash assistance (MPC) is an integral part of WFP’s activity portfolio as refugee households depend heavily on markets to meet their food and other essential needs. Providing cash assistance to support basic food and non-food needs for Syrian refugees in Lebanon is important as food security and nutrition objectives can only be tackled if other basic needs (such as water, hygiene, shelter, education and health) are also met.

38. Assistance is transferred through the Lebanon One Unified Inter-Organizational System for E-cards (LOUISE) platform. The transfer values for the Syrian refugee response are listed in table 2 below:

Table 2. Updates to the MPC transfer value, 2020-2024.

	Jan 2020	Sep 2021	Oct 2022	Jan 2023	Feb 2023	Mar 2023	May 2023	Sep 2024
Food (per person)	LBP 40,500	LBP 300,000	LBP 500,000	LBP 500,000	LBP 800,000	LBP 1.1 million	USD 20	USD 15
Non-food essential needs (per household)	LBP 260,250	LBP 800,000	LBP 1,000,000	LBP 1,000,000	LBP 1.6 million	LBP 2.5 million	USD 25	USD 40

39. Targeting for assistance is based on an econometric model developed jointly with UNHCR using data from the annual Vulnerability Assessment of Syrian Refugees (VASyR) exercise. Since 2018 the Joint Targeting Working Group comprised of UNHCR and WFP have been working with a consultancy firm (Development Analytics) to re-calibrate the targeting formula and criteria on a yearly basis.

Sub-component 1.2: Cash assistance for the Lebanese under the NPTP

40. 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. The NPTP Steering Committee, formed in May 2021, provides strategic oversight, direction, and guidance to the NPTP. The committee is co-chaired by the Minister of Social Affairs and the EU delegation and includes members from the Presidency of the Council of Ministers, the Embassy of Germany, the World Bank, and WFP, who also serves as the Secretariat.

41. Vulnerable Lebanese receive monthly assistance to cover per capita food needs through NPTP. The transfer value for NPTP beneficiaries has also been regularly raised due to currency depreciation, from LBP 40,500 in 2020 to LBP 100,000 in April 2021. In September 2021, assistance was both dollarized and increased in value to USD 15 per person per month with a USD 25 household top-up. Then in April 2022, the transfer value was increased to USD 20 per person per month, while the household top-up transfer value remained at USD 25 to align with the new Emergency Social Safety Nets (ESSN) programme. The NPTP assistance is redeemable at ATMs/MTOs and/or shops part of the WFP contracted shops network.

42. The EU MADAD top-up was introduced after the Beirut Port explosion on 04 August 2020 and was specifically earmarked for populations affected by the explosion, which has exposed Lebanese and non-Lebanese residents of greater Beirut to further vulnerabilities. Considering the broader impact of the Beirut blast and its deepening effects on existing vulnerabilities, the top-up from the EU MADAD focused on meeting the needs of beneficiaries not only residing inside Beirut but in the country at large.

43. WFP targeted 15,000 Lebanese households (86,300 individuals capped at 6 individuals per household) under the NPTP with these funds, as well as 28,850 Syrian refugees with MPC, per year assisted on a monthly basis.

44. Targeting for assistance is based on an NPTP instrument and PMT formula led by the PCM. The assistance is transferred through the Lebanon One Unified Inter-Organizational System for E-cards (LOUISE) platform.

Sub-component 1.3: Emergency Assistance to Vulnerable Lebanese Households via the NPTP

45. The Beirut explosions of 04 August happened at a time when poor and most vulnerable households in the capital of Lebanon have already exhausted their means to cope with the effects of the covid19 pandemic and the persisting economic crisis. The emergency scale up intended to reach an additional estimated 16,000 households (equivalent to about 96,000 people) under the NPTP and provide them with assistance to alleviate the negative impacts of the crises and disaster.

46. Enrolment for this emergency assistance was drawn from sources such as the households registered under the IMPACT platform of MoSA, new applicants through SDC outreach, and other referrals from Government. All referred households were then verified using the applicable NPTP instrument and PMT formula. Close linkages between the NPTP's emergency and regular windows will be essential to ensure that households benefitting from the assistance under the emergency window can be absorbed later in the regular national social assistance programme under NPTP or ESSN.

47. *Component 2: Technical assistance to build capacity and strengthen national systems in implementing safety nets.*

Through the MADAD contract, WFP supports strengthening the existing NPTP operational systems and platforms, which remain largely at the same level of operation since the inception of NPTP in 2011, with a view to increasing efficiency in delivering assistance and building up governance and transparency mechanisms in beneficiary information management systems, monitoring and evaluation, communications, and staff skills in effectively implementing the NPTP.

48. Specifically, WFP supported in: 1) the development of the NPTP Food e-card Manual, 2) the enhancement of monitoring tools for household data collection with digital applications, and 3) the development of communication tools for SDCs and household beneficiaries (posters, booklets, and audio-

visuals for beneficiary orientation). These tools capture the gender dimension, specific vulnerabilities and the disability situation within the households. In order to enable MoSA to effectively implement NPTP and to position it as Lebanon's main social assistance programme, additional operational gaps were addressed, namely the strengthening of the work force capacity and skills, which have been a core to the EU MADAD project throughout its duration, with WFP complementing MADAD grants with other resources especially beginning Year 3 and enabling the government to fully take on NPTP implementation on the 5th year of this technical assistance (TA) programme.

49. The TA is focusing on: 1) building technical capacity at MoSA and PCM for policy analysis to support the GoL's dialogue around topics of targeting system, linkages with other programmes (cash or in-kind), roles and tasks of SDCs to effectively support the implementation of the NPTP, and other programme design elements; 2) building information systems to support and track implementation (beneficiary data management, monitoring, grievance handling, etc.); 3) developing operational guidelines to standardise implementation across the SDCs (clear terms of reference/roles of programme staff, communications, grievance handling, reporting, etc.); 3) data collection for verification, monitoring, and evaluation; and 4) staff trainings.

Sub-component 2.1: Support to strategy, policy, and planning

50. Through this sub-component, WFP has been assisting MoSA in leading the implementation of national social assistance programmes, informed by policy analysis, and through direct technical assistance to NPTP teams and project managers at MoSA and PCM. Specifically, WFP has been supporting MoSA to: 1) Position NPTP in discussions around the development of a national social protection strategy for Lebanon; 2) Build linkages between NPTP and other programmes of the Government that assist vulnerable Lebanese populations; and 3) Build the capacity at MoSA and PCM for policy analysis and planning to address topical policy issues and link-making to policymaking, including in policy dialog around such areas as increasing the value of NPTP assistance, opening assistance to non-food items, enhancing the targeting system, enhancing available national household surveys to allow performance assessment of targeted assistance, ensuring a targeting system for NPTP that is more transparent and accountable, and/or review of the roles and tasks of social development centres (SDCs) in the implementation of the NPTP.

Sub-component 2.2: Support to implementation

51. To ensure an efficient and effective implementation of the NPTP and lay the foundations for a future sustainable social safety nets delivery, a comprehensive management information system is required to manage all aspects programme implementation. WFP is assisting NPTP in analysing the current social safety net landscape and, within the existing ecosystem, setting up a functioning information system, infrastructure, defining protocols/ guidelines/policies and building the capacity of permanent NPTP staff, all while paying particular attention to guarantee data integrity, security, and protection.

52. This TA component thus supports human resource and system requirements of the NPTP to ensure it functions effectively in delivering assistance to beneficiaries. This includes development or enhancement of necessary management information systems (MIS) that support every aspect of the programme delivery chain, provision of required ICT equipment, developing standard operating guidelines to properly manage them, training of staff, and complementing staff capacity where needed. This component will also support enhancement of the current institutional arrangements in implementing the NPTP which will involve clarifying the roles and coordination mechanisms between NPTP and SDC staff for a smooth and timely exchange of information. The broad areas of support cover the following:

53. (i) Start-up operational teams at WFP, MoSA and the NPTP Programme Management Unit (PMU) to support the development of systems and protocols and ensure end-user understanding and acceptance. Project staff will train and handover units to Government-funded MoSA staff once they have been hired.

54. (ii) Develop information systems and related ICT requirements. Project teams funded by the TA will lead the development of information systems and data processing tools to support respective units, as well as guidelines/protocols for these to properly function. This includes laptops/tablets, software licenses, connectivity, and maintenance cost for the duration of the Project. All of these will be handed over to

Government-funded staff who will specialise in each of these systems once they are in place. Three areas for support under this component are identified:

- a. System development to support management of beneficiary information through a Beneficiary Information Management System (BIMS) that tracks changes in basic information of households (e.g., residence, contact details, household composition, deaths and new-borns), information that refers to the eligibility into the programme, status of their e-cards and information on transaction/entitlement history;
- b. Data-sharing infrastructure building to strengthen data security components and establish the system as a single source of truth for the NPTP programme; and
- c. MoSA Staff capacity building to effectively run and maintain the BIMS, with a particular attention on data privacy and protection.

55. (iii) Develop clear terms of reference and coordination mechanisms among NPTP units within the PMU and with the SDCs especially in operationalizing systems and protocols that will be developed through the TA; and

56. (iv) Support specialized trainings to handover functions and activities to MoSA staff and enable them to assume their functions in the new structure and use of new systems.

57. EUTF funds will also support development and operationalization of the necessary guidelines and information systems for:

58. Grievance Redress System (GRS): The expanded TA supports further enhancements to the Grievance Redress Mechanism that was developed by the World Bank in March 2021 to incorporate the design of a GRS specifically for the NPTP e-card that was designed using the MADAD funds in 2019. The GRS is expected to serve as the main reference of NPTP programme staff on the protocols, use of forms, defining roles in case management, proper communication channels, and in closing out of feedback loop to the complainant in a timely and safe manner. The expanded TA can also help develop the Grievance Redress Information System (GRIS) to ensure it tracks the resolution process of received grievances specific to the NPTP e-card. The MoSA call center has been operational since April 2024.

59. Monitoring and evaluation: The expanded TA supported the development of enhanced monitoring and evaluation systems for NPTP with a view to making programming and budgeting more evidence-based and allow for a more transparent and accountable reporting. To do so, the TA (i) supported the development of a monitoring and evaluation strategy and plan for the NPTP; (ii) supported the development of gender-sensitive, disability inclusive systems to allow regular process monitoring; (iii) conduct vulnerability assessment for the Lebanese population; (iv) developed needed tools for M&E and continues to build the capacity of staff for monitoring analysis, reporting and analytics; (v) advocates for institutionalizing M&E within the NPTP so that it informs decision-making; and (vi) supports in the development of an evaluation culture to encourage conducting process and impact evaluations of national programmes.

60. Strengthening Communication and Knowledge Management: To complement the Communication Strategy already presented in the Food e-card sub manual (September 2019), the expanded TA supported the establishment of a Communications & Knowledge Management (CKM) Unit within NPTP to mainly lead the regular updating and implementation of the programme's communications strategy.

61. Overall administration and support teams: Support to the Finance, ICT, and Administrative Units of the NPTP will ensure that the technical units are supplied with their administrative requirements to operate properly and smoothly. The TA allocated only a small amount of funds to upgrade some ICT equipment, deploy digital applications for the SDC staff, IT person to provide support during the project, and staff trainings especially on new systems created under the expanded TA.

62. **Component 3: Providing direct assistance to the poorest and most vulnerable Palestinian refugees from Syria and Palestinian refugees in Lebanon (PRS/PRL)**

63. Under this component, UNRWA provides unrestricted cash-for-food assistance to PRS and PRL.

Assistance is provided through WFP direct cash transfers to UNRWA who in turn uses its Financial Service Providers (FSPs) contracts to effect payments to the beneficiaries. Usually WFP assist already through UNWRA, half of the PRS case load with cash for food on monthly basis.

64. As per the existing MOU between WFP and UNRWA, WFP provides financial support to cover 50% of the total cash for food needs for the PRS population when funding is available, with UNRWA funding the other 50%. Similar to the arrangement for Syrian refugees, amounts of transfers have been gradually increased and adjusted based on the value of the minimum Food Expenditure basket in the market.

Table 3. BENEFICIARY FIGURES

PERFORMANCE INDICATORS	Baseline (2018)	2019	2020	2021	2022	2023
	Target (2025)					
1.1.2 Number of poor Lebanese households receiving assistance monthly	10,000	10,000	35,000	36,000	63,603	74,254 13,854 female - 60,400 male
	75,000					
1.1.3 Number of poor Lebanese individuals (emergency and regular windows) receiving assistance monthly	60,000	60,000	210,000	216,000	356,163	412,035 208,694 female - 203,341 male
	430,000					
1.1.5 Number of vulnerable Syrian refugee households receiving multi-purpose cash assistance monthly	36,000	36,000	37,000	37,000	39,034	40,582 18,906 female - 21,676 male
	58,000					
1.1.6 Number of vulnerable Syrian refugee individuals receiving multi-purpose cash assistance monthly	205,200	205,200	210,900	210,900	234,205	215,881 111,201 female - 104,680 male
1.1.11 Number of vulnerable Palestinian Refugees in Syrian households receiving two additional cash transfers for food	0	0	0	0	30,101	N/A
	27,750					
1.1.12 Number of vulnerable Palestine	0	0	0	0	15,575	N/A

Refugees in Lebanon households receiving a one-off cash payment EUTF RF 11	28,600					
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Table 4. BUDGET

	Reporting period	Forecast budget
Year 1	13 February 2019 to 12 February 2020	EUR 10,656,912
Year 2	14 February 2020 to 13 February 2021	EUR 29,343,088
Year 3	13 February 2021 to 12 February 2022	EUR 97,266,009
Year 4	13 February 2022 to 12 February 2023	EUR 32,344,585
Year 5	3 February 2022 to 12 February 2023	EUR 8,491,380
Year 6	13 February 2024 to 12 February 2025	EUR 460,675

To date WFP has consumed almost all funds under this contribution agreement TF-MADAD/2019/T04.153. Specifically, in April 2023 WFP utilised the last of the remaining transfer value amount under MADAD.

4. Evaluation scope, criteria and questions

65. The evaluation will focus on the full implementation timeframe of the “Strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees” project, funded through the MADAD TF/2019/T04.153 funds for “Strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees”, from February 2019 to February 2025.

66. These particular operational years coincide with the socio-economic downturn in Lebanon, inflation and devaluation of the local currency, during which WFP, UNHCR, 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 for all to dual currency redemption.

67. The evaluation will look at the MADAD project at the national level (see geographic map in Annex I) and across all three project components.

68. The results framework for the project can be found in Annex 6. This logical framework was developed specifically for the MADAD project and reporting against the results is done on quarterly basis. It complies with the EU reporting requirements and is in alignment with the WFP CSP logical framework. No specific theory of change was developed for the project.

69. 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.

70. The questions are summarised in Table 5 and 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 (learning) and performance of the MADAD project (accountability), with a view to informing future strategic and operational decisions between the EU and WFP.

71. The evaluation is expected to use and build on existing evidence relating to the different components of the cash transfers performed as joint endeavours in Lebanon, namely the “Evaluation of Lebanon WFP Country Strategic Plan 2018-2022”, the “Evaluation of UNHCR/WFP’s Joint Action for Multipurpose Cash Assistance (2019-2021)”, the “Evaluation of the National Poverty Targeting Programme (NPTP) in Lebanon from January 2019 to August 2023”, as well as the yearly VASyR reports, the existing monitoring (process and outcome) reports, and other relevant studies.

72. The main international evaluation criteria against which the MADAD project will be assessed are relevance, efficiency, effectiveness, impact, appropriateness, connectedness, sustainability, and coherence. The evaluation will provide an in-depth understanding of enabling and constraining factors in the achievement of results. By looking at key challenges, lessons, as well as opportunities, the evaluation will propose practical and strategic recommendations that will feed into the next cycle of project design.

73. To address the learning objective, the evaluation will answer the following main questions:

- a. EQ1 – How relevant was the MADAD project to the needs of the target population?
- b. EQ5 – How coherent was the MADAD project with the national emergency and social protection frameworks and policies?

74. To address the accountability objective, the evaluation will address the following key questions,

- a. EQ2 – How effective was the MADAD project in meeting its objectives?
- b. EQ3 – How efficient was the design and implementation of the MADAD project?

- c. EQ4 – How impactful was the MADAD project on strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian refugees?

Table 5: Evaluation questions and criteria

Evaluation questions		Criteria
EQ1 – How relevant was the MADAD project to the needs of the target population?		Relevance
1.1.	To what extent have the different components of the MADAD (Multi-purpose cash to vulnerable Syrian refugees and Lebanese NPTP beneficiaries, emergency support to NPTP beneficiaries, technical assistance to MoSA/NPTP, and support to PRS refugees) been able to respond to the different needs of the intended beneficiaries (women, men, girls, boys, people with disabilities, older people)?	Relevance
1.2	To what extent did the MADAD project adapt to the evolving humanitarian needs of the target populations, particularly in light of the multiple compounding crises (refugees, covid-19, Beirut port explosion, economic collapse, escalation of international conflict)?	Relevance, appropriateness
EQ2 – How effective was the MADAD project in meeting its objectives?		Effectiveness
2.1	To what extent has the cash transfers component of MADAD achieved its intended objectives? Did the cash assistance provided to vulnerable Lebanese and Syrian refugees adequately meet their basic needs? Were the outcomes different between men and women?	Effectiveness
2.2.	To what extent has the technical assistance component of MADAD achieved its intended objectives? How effective were the capacity-building initiatives in strengthening the institutional resilience and improving MoSA's operational efficiency?	Effectiveness
2.3	Did the communication campaign underlying the MADAD project achieve its intended objectives?	Effectiveness
EQ3 – How efficient was the design and implementation of the MADAD project?		Efficiency
3.1	How efficient was the delivery of cash assistance (including issuance, validation, redemption, and feedback) to vulnerable Syrian and Lebanese beneficiaries through the LOUISE/WFP systems?	Efficiency
3.2	How cost-efficient were the CBT mechanisms used for the MADAD project?	
3.3	How efficient was the implementation of the technical assistance agreement for WFP and NPTP?	Efficiency
EQ4 – How impactful was the MADAD project on strengthening safety nets in Lebanon to support the most vulnerable Lebanese and Syrian		Impact

refugees?		
4.1	How did the MADAD project contribute to reducing poverty and vulnerability among the target populations? Was there any difference among different target groups women, men, boys, girls, disabled, refugees, Lebanese etc.	Impact
4.2	How did the MADAD project contribute to equip the national institutions to provide adequate services to vulnerable populations in Lebanon? Did the project specifically contribute to equip the national institutions to reduce vulnerability in view of (sudden onset) shocks?	Impact
4.3	Did the MADAD project have any positive or negative, intended or unintended, impacts on the social, and economic well-being of the beneficiaries? If so, was there any difference among different beneficiary groups? Did the project have any positive or negative impact on the communities, specifically on social stability and intra and inter communal dynamics and relationships?	Impact
EQ5 – How coherent was the MADAD project with the national emergency and social protection frameworks and policies?		Coherence
5.1	How well has the MADAD project been interacting with the other programmes targeted at refugees and vulnerable Lebanese, including, but not limited to, other national social assistance programmes?	Coherence
5.2	Did the MADAD project align with the broader humanitarian response framework in Lebanon?	Coherence
EQ6 – How sustainable are the activities funded through the MADAD project?		Sustainability
6.1	How well was the technical assistance component of the MADAD project designed to ensure effective transition to national systems or other sustainable funding sources beyond its implementation period? Has it been able to successfully lay the ground for shock responsive safety net responses in case of emergency?	Sustainability
6.2	How well has the MADAD project aligned emergency assistance with the social protection landscape, including the National Social Protection Strategy, and the humanitarian-development-peace nexus in Lebanon?	Sustainability

5. Methodological approach and ethical considerations

5.1. Evaluation approach

75. The methodology will be designed by the evaluation team during the inception phase. They are requested to propose an innovative evaluation methods and techniques that can answer the evaluation questions, and taking into account the existing body of evidence around the components of the MADAD project, namely the results of the NPTP decentralized evaluation (expected January 2025) and the UNHCR/WFP's Joint Action for Multipurpose Cash Assistance decentralized evaluation (2022). . The proposed methodology should be clearly justified in relation to the different components of subject of evaluation, evaluation objectives **and the current security situation in Lebanon**. The evaluation approach should provide a holistic understanding of how different components of the MADAD interact with other factors and actors and how these interactions contributed to building the resilience of the most economically vulnerable host communities and refugees in Lebanon.

76. Given the learning objectives, the evaluation methods should be participatory. This means early identification of primary intended users of evaluation and engagement with the beneficiaries. The methodology should provide a credible story of WFP's intervention alongside where relevant that of other actors, including any unintended effects on policies, systems, and beneficiaries that were not foreseen during programme design. It should:

- Employ the relevant evaluation criteria above
- Ensure triangulation of data sources
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints
- 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

77. 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.). It will take into account any challenges to data availability, validity or reliability, as well as any budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).

78. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups refugees and host communities (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and considered. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible.

79. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.

80. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis as appropriate within the context of the subject of evaluation. The findings should include a discussion on intended and unintended effects of the intervention, including along gender equality and equity dimensions. The report should provide lessons/ challenges/recommendations for conducting gender and equity-

responsive evaluations in the future.

81. The following mechanisms for independence and impartiality will be employed: the evaluation team will work independently in the design and implementation of the evaluation, final decisions on and approval of evaluation products will be made by the evaluation committee; and an evaluation reference group will review and provide feedback, in relation to data collection and the methodology (see Annex 3 and 4 for details). Furthermore, a Country Office-based evaluation manager not involved in the subject's implementation will manage the evaluation, with quality assurance provided by regional evaluation unit and independent experts outside WFP.

82. The heightened insecurity is a contextual risk to be considered by the evaluation team when planning for the evaluation, whereby in-country missions might be limited. WFP acknowledges this constraint and will share information and provide support to the contractor in making necessary 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 and a hybrid modality (in country and remote) proposed, all while ensuring adequate national capacity is on-board. If the contracting firm foresees other specific restrictions that could affect the methodology and implementation of the evaluation, these should be indicated in the proposal together with their mitigation measures.

83. The evaluation team will expand on the methodology presented above and develop a detailed evaluation matrix in the inception report.

5.2. Preliminary considerations on evaluability and methodological implications

84. The main source of data for the evaluation will be made available to the Evaluation team, organized through a document library on the day of kick off meeting of inception phase. The document library will, include but not limited to:

- WFP Country Strategic Plan (2020-2025) document
- WFP Annual Country Reports, 2019 to 2024
- Evaluation of Lebanon WFP Country Strategic Plan 2018-2024
- Evaluation of UNHCR/WFP's Joint Action for Multipurpose Cash Assistance (2019-2021)
- Evaluation of the National Poverty Targeting Programme (NPTP) in Lebanon from January 2019 to August 2023
- Yearly VASyR reports, 2019 to 2024
- Existing process and outcome monitoring reports and corresponding datasets, 2019 to 2024
- WFP market monitor reports, 2019 to 2024
- NPTP UNWOMEN research study (in progress, draft available)
- All reports available through the VAM website <https://dataviz.vam.wfp.org/version2/the-middle-east-and-northern-africa/lebanon/reports>
- Other relevant documents and data sources as needed.

85. During the inception phase, the evaluation team will be expected to critically assess data availability, quality and gaps expanding on the information provided above. 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.

5.3. Ethical considerations

86. The evaluation must conform to [UNEG ethical guidelines for evaluation](#) (Integrity, Accountability,

Respect, Beneficence¹). Accordingly, the evaluation team 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 all stakeholders (the evaluators have the obligation to safeguard sensitive information that stakeholders do not want to disclose to others), ensuring cultural sensitivity, respecting the autonomy of respondents (beneficiaries, key informants, etc.), ensuring fair recruitment of participants (including women and socially excluded groups), ensuring appropriate and inclusive representation and treatment of the various stakeholder groups in the evaluation process (and that sufficient resources and time are allocated for it), and ensuring that the evaluation results do no harm to respondents or their communities.

87. The evaluation team 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.

88. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com>)². At the same time, the commissioning office management (Country Director) and the REU may also be informed.

89. The commissioning office has ensured that the evaluation team and evaluation manager will not have been and/or are not currently involved in the design, implementation or financial management of the MADAD project, have no vested interest, nor have any other potential or perceived conflicts of interest.

90. Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in future assignments (e.g. making recommendations for additional work with aim of being contracted to conduct that work). The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

91. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct, the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluation 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 (or individual contracts) are expected to sign a confidentiality agreement and a commitment to ethical conduct.³ These templates will be provided by the country office when signing the contract.

¹ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

² For further information on how to apply the [UNEG norms and standards](#) in each step of the evaluation, the evaluation team can also consult the [Technical Note on Principles, Norms and Standards for evaluations](#).

³ If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement and ethics pledge should also be signed by those additional members.

5.4. Quality assurance

92. 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 through document library on the day of kick off meeting. 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.

93. 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.

94. 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. There will be several rounds of reviews and feedback until draft deliverables are up to the expected quality.

95. To enhance the quality and credibility of DEs, an outsourced quality support (QS) service directly managed by the OEV reviews the draft ToR, the draft inception and evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.

96. 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](#)⁴, a rationale should be provided for comments that the team does not take into account when finalizing the report.

97. 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.

98. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information [WFP Directive CP2010/001 on information disclosure](#).

99.

100. 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.

⁴ [UNEG](#) Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

6. Organization of the evaluation

6.1. Phases and deliverables

102. Table 6 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. Annex 2 presents a more detailed timeline.

Table 6. Summary timeline – key evaluation milestones

Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	04 Nov 24 – 06 Feb 25	Preparation of ToR Final ToR Selection of the evaluation team & contracting Library of key documents	Lead: Evaluation manager
2. Inception	07 Feb – 03 May 25	Document review/ briefing Inception mission [in person or remote] Inception report	Lead: Evaluation team Support: evaluation manager
3. Data collection	04 – 29 May 25	Fieldwork Exit debriefing	Lead: Evaluation team Support: evaluation manager
4. Reporting	30 May – 23 Aug 25	Data analysis and report drafting Comments process Learning workshop (if possible) Final evaluation report Evaluation brief (two pager)	Lead: Evaluation team Support: evaluation manager
5. Dissemination and follow-up	24 Aug – 11 Oct 25	Management response Dissemination of the evaluation report and evaluation brief	WFP Lebanon

6.2. Evaluation team composition

103. The evaluation team is expected to include at least four members, including the team leader, with a mix of national/regional and international evaluator(s) with relevant expertise. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced team who can effectively cover the areas of evaluation. The evaluation team should have good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics. It will have strong methodological competencies in designing feasible data collection and analysis as well as synthesis and reporting skills. At least one team member should have demonstrated recent experience with WFP evaluation. At least one team members should have relevant subject matter expertise. The evaluation team is advised to propose team members with strong national experts, considering the current context where all non-essential travel to Lebanon remains suspended until further notice for security reasons.

Table 7: Summary of evaluation team and areas of expertise required

	Expertise required
Team Leadership (Senior level evaluator)	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • Excellent team management skills (coordination, planning, ability to resolve problems and deliver on time) • Strong experience in leading evaluations at country level, such as evaluations of cash-based transfer interventions, social protection interventions, and/or capacity strengthening programmes • Experience leading evaluations using national experts • Experience with applying evaluation mixed methods approaches, including reconstruction, and use of theories of change in evaluations • Strong presentation skills and excellent writing and synthesis skills • Experience facilitating in-person and hybrid meetings and workshops • Experience in humanitarian contexts • Expertise in one or more of the technical areas below
	<p>DESIRABLE</p> <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention • Good knowledge of the Lebanon country context, previous experience in country • Previous experience leading or conducting WFP evaluation(s) • Good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics
Thematic expertise - Evaluator	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • Fluency and excellent writing skills in English • Demonstrable analytical skills relevant to cash-based transfers, social protection, capacity strengthening, the humanitarian-development-peace nexus, and GEWE • Experience in humanitarian and/or development contexts • Excellent knowledge of the Lebanese context • Prior experience in evaluating design, implementation, outputs, and outcomes in the following areas: <ul style="list-style-type: none"> ○ cash-based transfers ○ social protection ○ capacity strengthening ○ humanitarian-development-peace nexus ○ GEWE
	<p>DESIRABLE</p> <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention • Previous experience leading or conducting WFP evaluation(s) • Good knowledge of the Lebanon country context, proved by previous experience in the country • Good knowledge of gender, equity, wider inclusion issues and, to the extent possible, power dynamics • Administrative and logistical experience
Quality assurance Evaluator	<p>MINIMUM REQUIREMENTS</p> <ul style="list-style-type: none"> • Experience in quality assurance of evaluations
	<p>DESIRABLE</p> <ul style="list-style-type: none"> • Familiarity with WFP programmes and modalities of intervention • Previous experience with WFP evaluation(s)

104. 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.

105. 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).

39. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP Lebanon evaluation manager. The team will be hired following agreement with WFP on its composition.

6.3. Roles and responsibilities

[Describe the roles and responsibilities of key stakeholders in the evaluation (amending standard text as needed), and reporting mechanisms including who is responsible for managing the evaluation throughout and signing off on the evaluation products. Indicate how stakeholders will provide feedback on draft reports and how this feedback will be presented to the evaluation team.]

106. The WFP Lebanon country office **management** (Director or Deputy Director) will take responsibility to:

- Assign an evaluation manager for the evaluation
- Establish the internal evaluation committee (EC) and the evaluation reference group (ERG)
- Approve the final ToR, inception and evaluation reports
- Approve the evaluation team selection
- Ensure the independence and impartiality of the evaluation at all stages through EC and ERG
- 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 debriefings with internal and external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

107. The **evaluation manager** manages the evaluation process through all phases including:

- Acting as the main interlocutor between the evaluation team, represented by the team leader and/or the firm's focal point, and WFP counterparts to ensure a smooth implementation process
- Drafting this evaluation Terms of Reference in consultation with key stakeholders
- Identifying and contracting the evaluation team and preparing and managing the evaluation budget
- Preparing the terms of reference and schedule of engagement for the EC and ERG
- 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
- Ensuring EC and ERG are kept informed on progress, and escalating issues to the EC as appropriate
- Conducting the first level quality assurance of the evaluation products
- Submit all drafts to the REU for second level quality assurance before submission for approval

108. An internal Evaluation Committee (EC) is formed to steer the evaluation process and ensure it is independent and impartial. [The roles and responsibilities of the EC include overseeing the evaluation process, making key decisions and reviewing evaluation products. Annex 3 provides further information on the membership/composition of the evaluation committee and roles and responsibilities (see Annex 3 for details)]

109. The regional bureau will take responsibility to:

- Advise the evaluation manager and provide technical support to the evaluation throughout the process through the REU
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required through the [name the technical units relevant for the subject of evaluation]
- Provide comments on the draft ToR, inception and evaluation reports from a subject-contents perspective through the [name the relevant RB technical units]
- Provide second level quality assurance of all evaluation products through the regional evaluation unit before they are approved
- Support the preparation of a management response to the evaluation and track the implementation of the recommendations.

110. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP DE 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 REU, EM and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the REU and the Office of Evaluation helpdesk (wfp.decentralizedevaluation@wfp.org) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines or other risks to the credibility of the evaluation process.

6.4. Security considerations

111. **At the time of writing these Terms of Reference, all non-essential travel to Lebanon remains suspended until further notice for security reasons.** The evaluation team should make provisions for working with national experts in-country and in coordination with the international experts especially for field work and other tasks requiring in-person presence.

112. **Security clearance** where required is to be obtained through the Lebanon Country Office Security.

- 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.

113.

6.5. Communication

114. To ensure a smooth and efficient evaluation process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders throughout the process. This will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) during the inception phase.

115. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

116. As per norms and 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. Following the approval of the final evaluation report, the evaluation will be published in WFP internal and public websites.

117. Evaluators shall provide a copy of the evaluation reports that is free of personally identifiable information (PII) and proprietary information. Final versions of evaluation reports ready for publication should be accessible to persons with disabilities. For guidance on creating documents accessible to persons with disabilities, please see the following resources: <https://www.section508.gov/create/documents>; <https://www.section508.gov/create/pdfs>

6.6. Proposal

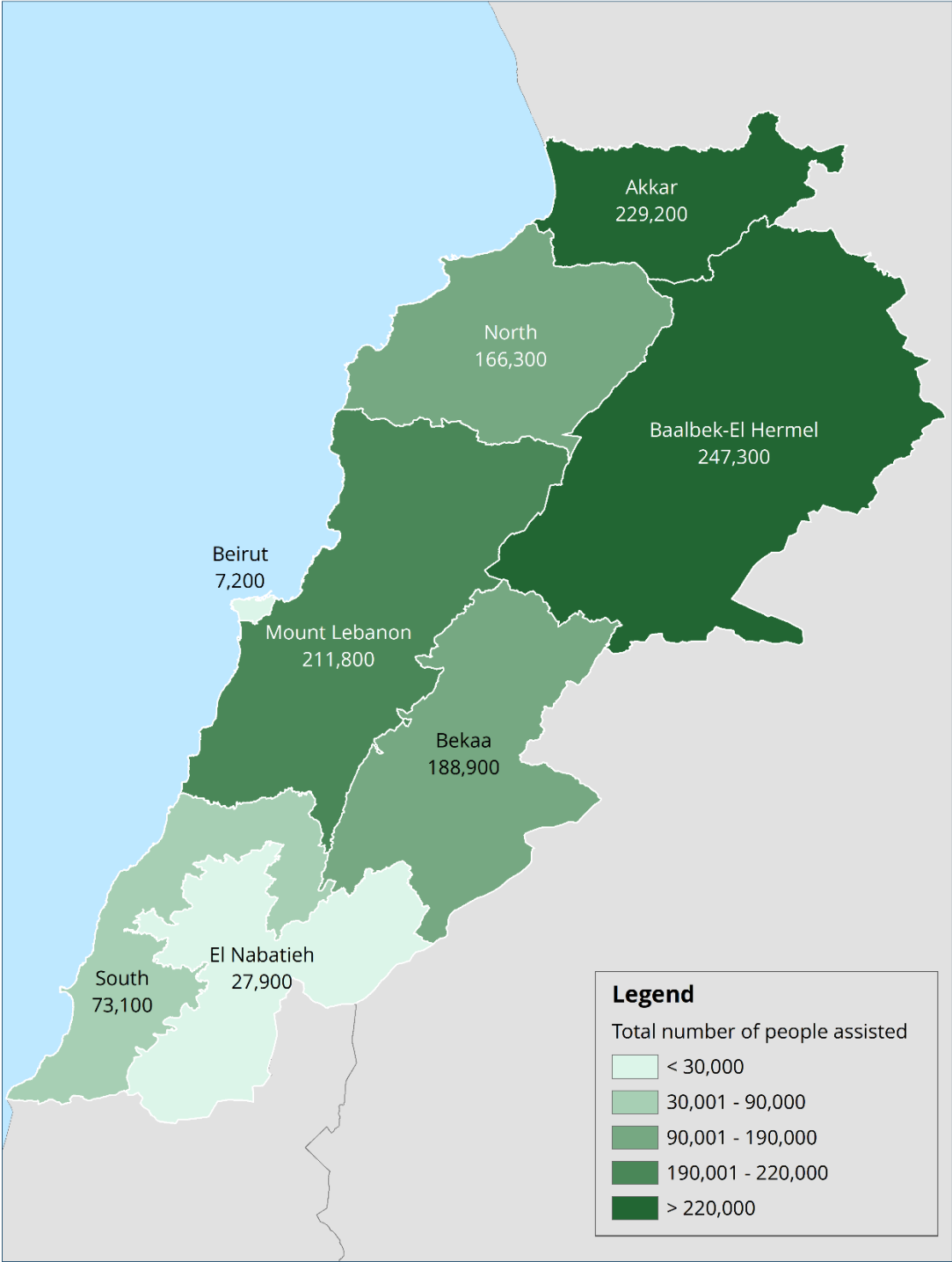
118. The evaluation will be financed from the Contract TF-MADAD/2019/T04.153

119. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, etc.). The budget should be submitted as Excel file separate from the technical proposal document.

120. 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 proposed team members as part of the decision-making process and selection,

121. Please send any queries to [name and title of CO/HQ division EM], at [email] and [name and title of REU focal person] at [email]

Annex 1. Map



Annex 2. Timeline

	Phases, deliverables and timeline	Level of effort	Total time required for the step
Phase 1 - Preparation (total duration: Recommended – 2.25 months; Average: 4.4 months)			
EM	Desk review, draft ToR and quality assure (QA) using ToR QC	(2 weeks)	18 Nov 2024 (1 month)
REU	Quality assurance by REU		20 Nov (1 week)
EM	Revise draft ToR based on feedback received	(3 days)	22 Nov (1 week)
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS, if required	N/A	29 Nov (1 week)
EM	Revise draft ToR based on DEQS and share with ERG	(3 days)	04 Dec (1 week)
ERG	Review and comment on draft ToR	(1 day)	18 Dec (2 weeks)
EM	Revise draft ToR based on comments received and submit final ToR to EC Chair	(3 days)	20 Dec (1 week)
EM	Start recruitment process	(0.5 day)	(0.5 day)
EC Chair	Approve the final ToR and share with ERG and key stakeholders	(0.5 day)	03 Jan 2025 (1 week)
EM	Launch Procurement Process		4 weeks
EM	Assess evaluation proposals/ Conduct interviews and recommend team selection	(2 days)	24 Jan (1 week)
EC Chair	Approve evaluation team selection	(0.5 day)	31 Jan (1 week)
EM	Evaluation team contracting and PO issuance	(1 day)	06 Feb (3 weeks)
Phase 2 - Inception (total duration: Recommended – 1.75 months; Average: 2.1 months)			
ET	Desk review of key documents	(5 days)	15 Feb (2 weeks)
EM/ET	Inception briefings, with REU support as needed	(1-2 days)	16 Feb (1-2 days)
ET	Inception mission in the country (if applicable)	(1 week)	23 Feb (1 week)
ET	Draft inception report	(2 weeks)	12 March (3 weeks)
EM	Quality assure draft IR by EM and REU using QC	(2 days)	14 March (1 week)
ET	Revise draft IR based on feedback received by EM and REU	(2-3 days)	19 Mar (1 week)
REU	Share draft IR with quality support service (DEQS) and organize follow-up call with DEQS, if required	(0.5 day)	29 Mar (2 weeks)
ET	Revise draft IR based on feedback received by DEQS	(2 days)	04 Apr (1 week)
EM	Share revised IR with ERG	(0.5 day)	05 Apr (0.5 day)

ERG	Review and comment on draft IR	(1 day)	17 Apr (2 weeks)
EM	Consolidate comments	(0.5 day)	18 Apr (0.5 day)
ET	Revise draft IR based on feedback received and submit final revised IR	(3 days)	24 Apr (1 week)
EM	Review final IR and submit to the evaluation committee for approval	(2 days)	26 Apr (1 week)
EC Chair	Approve final IR and share with ERG for information	(1 week)	03 May (1 week)
Phase 3 – Data collection (total duration: Recommended – 0.75 months; Average: 1 month)			
ET	Data collection	(3 weeks)	24 May (3 weeks)
ET	In-country debriefing (s)	(1.5 day)	29 May (1 week)
Phase 4 – Reporting (total duration: Recommended – 2.75 months; Average: 5.8 months)			
ET	Draft evaluation report	(3 weeks)	30 Jun (4-5 weeks)
EM	Quality assurance of draft ER by EM and REU using the QC,	(2-3 days)	03 July (1 week)
ET	Revise and submit draft ER based on feedback received by EM and REU	(2-3 days)	08 July (1 week)
EM	Share draft ER with quality support service (DEQS) and organize follow-up call with DEQS, if required	(0.5 day)	19 July (2 weeks)
ET	Revise and submit draft ER based on feedback received by DEQS	(2-3 days)	26 July (1 week)
ERG	Review and comment on draft ER	(0.5 day)	06 Aug (2 weeks)
ET	Learning workshop	(1 day)	07 Aug (1 day)
EM	Consolidate comments received	(0.5 day)	08 Aug (0.5 day)
ET	Revise draft ER based on feedback received	(2-3 days)	15 Aug (2 weeks)
EM	Review final revised ER and submit to the evaluation committee	(2-3 days)	16 Aug (1 week)
EC Chair	Approve final evaluation report and share with key stakeholders	(1 day)	23 Aug (1 week)
Phase 5 - Dissemination (total duration: Recommended – 1 month; Average: 1.9 months)			
EC Chair	Prepare management response	(5 days)	20 Sep (4 weeks)
EM	Share final evaluation report and management response with the REU and OEV for publication and participate in end-of-evaluation lessons learned call	(0.5 day)	11 Oct (3 weeks)

Annex 3. Role and composition of the evaluation committee

122. 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) who will be the chair of the committee.

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

- The Country Director or Deputy Country Director (Chair of the Evaluation Committee)
- Evaluation manager (Evaluation Committee Secretariat)
- Head of Programme or programme officer(s) directly in charge of the subject(s) of evaluation
- Regional evaluation officer (REO)
- Head of Research, Assessment and Monitoring (RAM)
- Head of Partnerships and Communication
- Country office procurement officer

Annex 4. Role, composition and schedule of engagement of the evaluation reference group

124. **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 DEs.

125. 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.

Composition

Country office	Name
Core members: <ul style="list-style-type: none"> • Country Director or Deputy Country Director (Chair) • Evaluation Manager (secretary or delegated chair) • Head of Programme • Head of RAM • Head of Partnerships and Communication • Head of Social Protection • Head of CBT • Protection Officer • Gender Officer 	
Regional bureau	Name
Core members: <ul style="list-style-type: none"> • Regional Evaluation Officer • Regional Monitoring Advisor • A member of the Regional Programme Unit • Regional Gender Adviser • Other possible complementary members as relevant 	

Annex 5. Bibliography

Annual Country Report - Lebanon - 2019, LB01: https://www.wfp.org/operations/annual-country-report?operation_id=LB01&year=2019#/14600

Annual Country Report - Lebanon - 2020, LB01: https://www.wfp.org/operations/annual-country-report?operation_id=LB01&year=2020#/21055

Annual Country Report - Lebanon - 2021, LB01: https://www.wfp.org/operations/annual-country-report?operation_id=LB01&year=2021#/22670

Annual Country Report - Lebanon - 2022, LB01: https://www.wfp.org/operations/annual-country-report?operation_id=LB01&year=2022#/24671

Annual Country Report - Lebanon - 2023, LB02: https://www.wfp.org/operations/annual-country-report?operation_id=LB02&year=2023#/

Integrated Food Security Phase Classification:

https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Lebanon_Acute_Food_Insecurity_Projection_Update_Apr_Sep2024_Report.pdf

Annex 6: MADAD Results Framework

Overall Objective/Impact: <i>Increased economic resilience of the most vulnerable Lebanese and Syrian refugees in Lebanon.</i>	
PERFORMANCE INDICATORS	SOURCE/S OF VERIFICATION
1. Household Livelihood Coping Strategy Index (LCSI) of the poorest Lebanese households (emergency and NPTP), by gender of household head	MoSA bi-annual Monitoring - PDM
2. Household Livelihood Coping Strategy Index (LCSI) of the most vulnerable Syrian refugees, by gender of household head.	WFP Outcome monitoring through Post Distribution Monitoring
Specific Objective/Outcome 1: Vulnerable Syrian refugee and Lebanese households are able to meet their needs through direct transfers.	
1.1 Household Reduced Coping Strategy Index (rCSI) of the poorest Lebanese households (emergency and NPTP)	MoSA bi-annual Monitoring - PDM
1.2 Household Reduced Coping Strategy Index (rCSI) of the most vulnerable Syrian refugees	WFP Outcome monitoring through Post Distribution Monitoring
1.3 Percentage of Lebanese household benefitting from the action with acceptable Food Consumption Score (FCS) (emergency and NPTP)	MoSA bi-annual Monitoring - PDM
1.4 Percentage of vulnerable Syrian households with acceptable Food Consumption Score (FCS)	WFP Outcome monitoring through Post Distribution Monitoring
1.4.1 Percentage of targeted vulnerable Palestine households self-reporting an improved ability to meet their essential needs	UNWRA
1.5 Percentage of Households of the most vulnerable Syrian refugees not incurring new debts to meet basic needs.	WFP Outcome monitoring through Post Distribution Monitoring
1.5 Percentage of Households Lebanese household benefitting from the action not incurring new debts to meet basic needs.	WFP Outcome monitoring through Post Distribution Monitoring
1.6 Percentage of the Lebanese households (emergency and NPTP) benefitting from the action reporting capacity to meet basic needs	MoSA bi-annual Monitoring - PDM
1.7 Percentage of households of the most vulnerable Syrian refugees benefitting from the action reporting capacity to meet basic needs	WFP Outcome monitoring through Post Distribution Monitoring
1.8 Proportion of poor Lebanese NPTP households able to access assistance in a safe and dignified manner without being subject to associated risks at programme sites, going to and coming back from programme sites.	MoSA bi-annual Monitoring - PDM
1.9.1 Proportion of vulnerable Palestine refugee households able to access assistance in a safe and dignified manner without being subject to associated risks at programme sites, going to and coming back from programme sites	UNWRA
1.9 Proportion of vulnerable Syrian refugee households able to access assistance in a safe and dignified manner without being subject to associated risks at programme sites, going to and coming back from programme sites.	WFP Outcome monitoring through Post Distribution Monitoring
1.10 Percentage of vulnerable Syrian beneficiaries who are informed about key aspects of the programme including awareness of their entitlement and how to reach WFP with complaints.	WFP Outcome monitoring through Post Distribution Monitoring
1.11 Percentage of Lebanese (emergency and NPTP) beneficiaries who are informed about key aspects of the programme including awareness of their entitlement and how to complain.	MoSA bi-annual Monitoring - PDM
1.12 Percentage of complaints received through the call centre and addressed within two months (Syrian Refugees)	WFP Outcome monitoring through Post Distribution Monitoring
1.13 Number of referrals of Syrian refugees received from external agencies as per referral Standard Operating Procedures (SOP)	WFP Outcome monitoring through Post Distribution Monitoring
Output 1.1: Vulnerable Lebanese and Syrian refugees receive timely, effective and efficient assistance to cover their basic needs.	

1.1.1. Percentage of poor Lebanese individuals receiving assistance monthly (viz planned)	Monthly beneficiary list
1.1.2 Number of poor Lebanese households receiving assistance monthly	Monthly beneficiary list, reported quarterly
1.1.3 Number of poor Lebanese individuals (emergency and regular windows) receiving assistance monthly	Monthly beneficiary list, reported quarterly
1.1.4 Percentage of vulnerable Syrian individuals receiving multi-purpose cash assistance monthly (viz planned)	Monthly beneficiary list,
1.1.4.1 Percentage of vulnerable targeted Palestine individuals receiving multi-purpose cash assistance (viz planned)	UNWRA
1.1.5 Number of vulnerable Syrian refugee households receiving multi-purpose cash assistance monthly	Monthly beneficiary list, reported quarterly
1.1.6 Number of vulnerable Syrian refugee individuals receiving multi-purpose cash assistance monthly	Monthly beneficiary list, reported quarterly
1.1.7 Total amount of cash distributed monthly to poor Lebanese NPTP households and individuals (emergency and regular windows) (USD)	Monthly Bank payment lists
1.1.8 Total amount of cash distributed monthly to vulnerable Syrian refugee households and individuals (USD)	Monthly Bank payment lists
1.1.10. Amount of cash distributed to vulnerable Palestinian refugees from Syria (US\$)	UNWRA
1.1.11 Number of vulnerable Palestinian Refugees in Syrian households receiving two additional cash transfers for food	UNWRA
1.1.12 Number of vulnerable Palestine Refugees in Lebanon households receiving a one-off cash payment EUTF RF 11	UNWRA
Specific Objective/Outcome 2: Improved capacity of relevant government agencies to implement the NPTP at the central and local levels and develop shock-responsive social assistance system.	
2.1 Status of Beneficiary tracking report for NPTP beneficiaries.	PCM Dashboard (under development); MoSA BDM
Output 2.1: Improved systems in relevant government institutions are in place.	
2.1.1 Status of MoSA's Beneficiary Data Management (BDM) system for NPTP beneficiaries	NPTP Technical Working Group (NPTP-TWG)
2.1.2 Status of MoSA's structure of the Grievance Redress System (GRS).	NPTP-TWG
2.1.3 Status of NPTP Communication strategy	NPTP-TWG
Output 2.2: Monitoring and evaluation tools developed	
2.2.1 Status of appeals mechanism for refugees	WFP-AAP
2.2.2 Status of assessment to be conducted on flexible modality pilot for poor Lebanese	NPTP-TWG
Output 2.3: Staff capacity improved to effectively implement the NPTP cash assistance.	
2.3.1 Number of MoSA and PCM staff (by gender) trained on operational systems.	WFP
2.3.2 Number MoSA and PCM staff (by gender) trained on Communications Strategy.	WFP
2.3.3 MoSA-NPTP and SDC staff trained (by gender) on WFP AAP policies	WFP
2.3.4 Number of MoSA and PCM staff (by gender) trained on monitoring and evaluation	WFP
ACTIVITIES	
1. Support GoL and partners in defining roles of a coordination mechanism for social assistance or social protection.	WFP (with MoSA, PCM, WB, EU)
2. Form/activate the NPTP-TWG	WFP (with MoSA, PCM, WB, EU)
3. Update NPTP Operations Manual	WFP (with MoSA, PCM, WB, EU)
4. Monthly transfer of cash through the WFP e-card system	WFP
5. Beneficiary phone calls through the hotline for Lebanese and Syrian beneficiaries (on card/cash distributions, non-redemptions, and general HH contact and feedback)	WFP
6. provide technical support on M&E to MoSA and PCM	WFP
7. E-card transaction tracking for Lebanese and Syrian beneficiaries	WFP

The above Outcomes, Outputs, and Activities are achievable under the following assumptions:

- *Stable and committed governance and security environments*
- *Agreement with government stakeholders on project design and implementation*
- *Funding availability for targeted interventions*
- *Access to distribution points is secured*
- *WFP and partners respect field-level agreements to enable program to function smoothly*
- *Staple goods prices remain stable*
- *Markets continue to be able to provide sufficient quantity and quality of goods*
- *Cash voucher systems secure.*
- *Continued access to targeted beneficiaries*

[Name of commissioning office]

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wfp.org/independent-evaluation