

Evaluation of Lebanon WFP Country Strategic Plan 2023-2025

Terms of reference



**World Food
Programme**

**SAVING
LIVES
CHANGING
LIVES**

March 2025

(reissued in Nov 2025 with slight modifications)

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1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders.

2. 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.

3. The ToR are structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders, and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the proposed methodological approach and ethical considerations; and section 6 indicates how the evaluation will be organized.

2. Reasons for the evaluation

2.1. RATIONALE

4. Country strategic plan evaluations (CSPEs) are conducted in line with WFP CSPE coverage norms as defined in the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). They provide an opportunity for the country office to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new Country Strategic Plan (CSP), scheduled for Executive Board (EB) approval in November 2027.

2.2. OBJECTIVES

5. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Lebanon; and 2) provide accountability for results to WFP stakeholders.

2.3. KEY STAKEHOLDERS

6. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders of this CSPE are the WFP country office in Lebanon, the Regional Office for Middle East, Northern Africa and Eastern Europe and headquarters technical divisions. Other key stakeholders include the government of Lebanon, WFP EB members, the beneficiaries, local and international non-governmental organizations (NGOs), international financial institutions such as the World Bank and the United Nations country team.

7. The CSPE will seek to engage with affected populations in Lebanon, including beneficiary household members, community leaders, teachers, school personnel, social workers and other participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and marginalised population groups such as refugees and out of school children and their parents.

8. The Government of Lebanon is an important partner of WFP in the implementation of its CSP. In particular, the evaluation will seek to engage with the Presidency of the Council of Ministers, the Ministry of Agriculture, the Ministry of Social Affairs, the Ministry of Education and Higher Education, the Ministry of Health, the Ministry of Environment, the Ministry of Economy and Trade, and the Ministry of Energy and Water, National Disaster Risk Management Unit, as well as relevant municipalities. National Government stakeholders and decentralized Government entities are expected to have an interest in the results of the evaluation, as the exercise aims to promote collaboration and synergies among national institutions and WFP, and accelerating progress towards replication, hand-over and sustainability.

9. Other key stakeholders of the CSP include a range of i) UN agencies, including the Office of the

United Nations High Commissioner for Refugees (UNHCR), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), the Food and Agriculture Organization (FAO), the United Nations Children's Fund (UNICEF), the International Labour Organization (ILO), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the United Nations Development Programme (UNDP), as well as the UN Resident Coordinator Office; ii) international financial institutions such as the World Bank and iii) non-governmental organizations (NGOs) and civil society institutions such as the Lebanese Red Cross as well as stakeholders contributing to Lebanon's food systems. International and local partners of WFP in Lebanon have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. They have an interest in ensuring that WFP activities are coherent and effective. The evaluation represents an opportunity to highlight any areas where collaboration, co-ordination and synergies within the UN system and its partners can be improved.

10. Selected stakeholders will be interviewed and consulted during the inception and data collection phases and will be expected to participate in a workshop towards the end of the reporting phase.

3. Context and subject of the evaluation

3.1 CONTEXT

11. Since 2019, Lebanon has experienced economic and financial crisis, further exacerbated by the COVID-19 pandemic, and the massive explosion in the Port of Beirut in August 2020. Most recently, the dramatic escalation of hostilities in the southern border with Israel resulted in significant displacement, damage to infrastructure and further strained the economy. Population movements continued after the ceasefire in November 2024 in Lebanon and the fall of the Syrian Regime¹. The protracted economic contraction led to a marked decline in Gross Domestic Product (GDP) per capita, which dropped by 24 percent between 2019 and 2021², and, in July 2022, Lebanon was reclassified by the World Bank as a lower-middle income country. In April 2023, driven by record-high currency depreciation, Lebanon recorded the highest nominal food price inflation rate in the world.³ In end 2024 World Bank estimates a 6.6 percent cut in GDP growth attributing it to the recent conflict with the cumulative GDP contraction since 2019 estimated to be more than 38 percent.⁴

12. Lebanon hosts the highest number of refugees per capita worldwide, including an estimated 1.5 million Syrian refugees, 11, 238 refugees of other nationalities⁵ and 493,201 Palestinian Refugees in Lebanon (PRL) under the UNRWA mandate.⁶

13. High inflation, reduced access to basic services, and increasing social tensions continued to drive high levels of food insecurity. The latest Integrated Food Security Phase Classification (IPC) Analysis estimated that, between October and November 2024, about 1.59 million Lebanese, Syrian and Palestinian Refugees from Syria were experiencing high levels of acute food insecurity and were classified in IPC Phase 3 (Crisis) or above, corresponding to 29 percent of the analysed population (Figure 1). This is an increase from 23 percent in the period April -September 2024.

¹ The ceasefire on 27 November 2024 followed by 860,700 displaced people returning to their villages while 123,800 remained internally displaced by end of 2024. Since the fall of the regime in Syria on 7 December, thousands of Syrians returned home, while 70,000 Syrians fled to Lebanon.

² GDP per capita (constant 2015 USD) – Lebanon, [World Bank data](#)

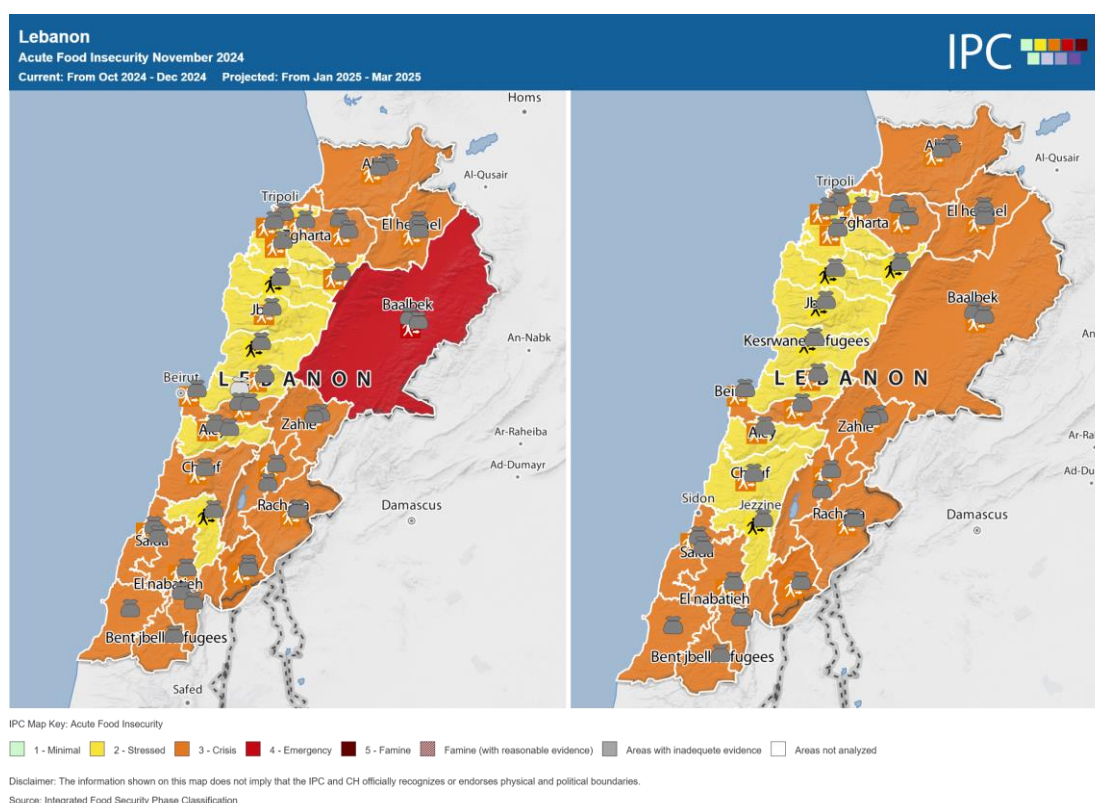
³ WFP Lebanon [External Situation Report #15](#) – June 2023

⁴ World Bank. 2024. [Lebanon Economic Monitor. Mounting Burdens on a Crises-Ridden Country](#)

⁵ UNHCR. [Lebanon at a glance](#)

⁶ UNRWA. 2023. NB: registration with UNRWA is voluntary; deaths as well as emigration remain often unreported, and refugees can continue registering new-borns as they move abroad through the UNRWA online registration system.

Figure 1: Acute food insecurity: Oct – Dec 2024; Projection from Jan-Mar 2025



Source: IPC Lebanon: Acute Food Insecurity Situation May - October 2023

14. In 2024, Lebanon ranked 133 out of 146 countries on the Global Gender Gap Index, which takes into account gender gaps in economic and political participation, education, and health.⁷ There is a National Strategy for Combating Violence against Women and Girls 2019- 2029. In 2020, the Ministry of Social Affairs, with the support of the European Union through the EU Madad Fund and in partnership with UNICEF, launched its Strategic Plan for the Protection of Women and Children for the period 2020–2027.⁸

15. It is estimated that between 10 and 15 percent of the population in Lebanon has physical, sensory, intellectual, or mental disabilities, but the legal framework on the rights of persons with disabilities is limited and lacks enforcement.⁹

16. The Lebanon crisis response plan (LCRP) for 2017–2022, the emergency response plan for 2021–2022, the Lebanon Response Plans (2024, 2025) and the United Nations sustainable development cooperation framework (UNSDCF) for 2023–2025 developed following the 2022 review of the United Nations strategic framework (2017-2022) and the United Nations Country Team's (UNCT) 2022 common country analysis exercise, are the core planning frameworks for WFP and the United Nations in Lebanon. WFP action in the country aims to support Lebanon's Reform, Recovery and Reconstruction Framework (3RF), the National Social Protection Strategy, and the country's commitments to the achievement of SDGs 2 and 17. Other key national plans relevant to WFP work are the Lebanon five-year General Education Plan 2021-2025, the National Agriculture Strategy (2020 – 2025), and the 2020 Coronavirus Disease 2019 (COVID-19) National Health Strategic Preparedness and Response Plan of the Ministry of Health.

17. Building on the context section of the present ToR, the inception report will present a more elaborated contextual analysis as it relates to the CSP.

⁷ World Economic Forum.2024. [Global Gender Gap 2024](#).

⁸ <https://www.unicef.org/lebanon/press-releases/ministry-social-affairs-launched-partnership-unicef-its-2020-2027-strategic-plan>

⁹ WFP. 2023. Disability Inclusion Survey Results, May 2023

3.2 THE SUBJECT OF THE EVALUATION

18. WFP has been operating in Lebanon since 2012 to provide support to vulnerable Lebanese and refugees, primarily Syrian. Since 2018, WFP operations in Lebanon have been framed around two CSPs. These are:

[Lebanon Country Strategic Plan \(2018-2022\)](#)

[Lebanon Country Strategic Plan \(2023-2025\)](#)

19. **The previous CSP (2018-2022) was evaluated in 2020**, and the evaluation was presented to the EB in November 2021.¹⁰ The evaluation provided six recommendations. Key actions the WFP Country Office committed to in response to the CSPE recommendations included:

- Developing a theory of change for the following CSP to clarify WFP Lebanon mandate and vision.
- Refining the targeting methodology in coordination with UNHCR, to better match the needs of the people assisted.
- Incorporating protection concerns and humanitarian principles more firmly into programming.
- Undertaking a staffing review to match staff positions with the needs in the country.
- Increased information dissemination and capacity strengthening for cooperating partners.

20. In line with the CSPE's recommendations, the CSP 2023-2025 further developed the country office's strategic shift to strengthening national capacity and expanding coverage of social safety nets for vulnerable Lebanese. The CSP document anticipates a further evolution in partnerships with International Financial Institutions, in line with the country office commitment to strengthen resource mobilization for building national capacity in inclusive social protection systems. The country office engaged in a series of community consultations for the design of the CSP 2023-2025 and committed to ensure a more effective community feedback mechanisms and to mainstream gender, protection and conflict sensitivity more comprehensively into programme planning, design and implementation.^{11,12}

21. Table 1 lists the strategic outcomes (SOs), activities and modalities of both strategic plans, highlighting the changes which have occurred.

¹⁰ The CSP 2018-2022 originally was supposed to be up to December 2020. In November 2020 it was extended to 2021 and in September 2021 it was extended to 2022.

¹¹ WFP Lebanon CSP 2023-2025

¹² As of November 2025, a request is under review for an extension of the CSP by two years along with budget increase.

Table 1: Lebanon CSP 2018-2022 and CSP 2023-2025, overview of SOs and activities

CSP 2018-2022		CSP 2023-2025		Key changes
Strategic Outcomes	Activities and modalities of intervention (Food, Cash-based Transfer (CBT), Capacity Strengthening (CS), Service Delivery (SD))	Strategic Outcomes	Activities and modalities of intervention (Food, CBT, CS, SD)	
SO1: Food-insecure refugees – including school-age children – and crisis-affected host populations have access to life-saving, nutritious and affordable food throughout the year. (Crisis Response)	Act 1: Unconditional resource transfers to support access to food. <i>(Food, CBT, CS)</i>	SO1: Economically-vulnerable and food-insecure people in Lebanon, including refugees, meet their basic needs during and in the aftermath of crises (Crisis Response)	Act 1: Provide unconditional assistance to crisis-affected people in Lebanon, including refugees. <i>(Food, CBT, CS)</i>	School meals activities have been integrated under the resilience-building SO supporting national safety nets programmes. Previous Root causes focus area (SO3 and SO5) reformulated as Resilience building (under new SO2 and SO4) New activity 4 integrates conflict sensitive and gender transformative approaches, and introduces the food transfer modality. Previous activity 8, 9 and 10 reformulated as new Activity 6 and 7, clearly distinguishing services to humanitarian partners and on-demand services to Government. Additional activities 8 and 9, to support provide ETC and UNHAS services in
	Act 2: School meal activities. <i>(Food, CBT, CS)</i>	SO2: Extremely poor and vulnerable people in Lebanon, including children, are more resilient through inclusion in national social safety nets throughout the year (Resilience Building)	Act 2: Provide unconditional cash transfers to extremely poor Lebanese through national safety net programmes . <i>(CBT)</i>	
SO3: Vulnerable populations in Lebanon are enabled to meet their basic food needs all year long. (Root Causes)	Act 5: Unconditional resources transfers to support access to food. <i>(CBT)</i>		Act 3: Provide nutritious school meals to Lebanese and refugee children. <i>(Food, CBT, CS)</i>	
SO2: Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2021. (Resilience Building)	Act 3: Individual capacity strengthening activities. <i>(CBT, CS)</i>	SO3: Individuals, households and communities vulnerable to economic and climatic shocks in Lebanon have more resilient livelihoods by 2025 (Resilience Building)	Act 4: Provide vulnerable Lebanese and refugee communities with integrated resilience and area-based livelihood support through conflict-sensitive and gender transformative approaches. <i>(Food, CBT, CS)</i>	

CSP 2018-2022		CSP 2023-2025		Key changes
Strategic Outcomes	Activities and modalities of intervention (Food, Cash-based Transfer (CBT), Capacity Strengthening (CS), Service Delivery (SD))	Strategic Outcomes	Activities and modalities of intervention (Food, CBT, CS, SD)	
	Act 4: Asset creation and livelihood support activities (CBT, CS)			response to the conflict (Added in Budget Revision-02 in Nov 2024)
SO5: National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance. (Root Causes)	Act 7: Institutional capacity strengthening activities. (CS)	SO4: National institutions in Lebanon have increased capacity to manage social safety nets and other programmes by 2025 (Resilience Building)	Act 5: Provide <u>technical expertise, capacity strengthening and policy advice</u> to enhance Government capacity. (CS)	
SO6: Partners in Lebanon benefit from effective humanitarian coordination, expertise, services in the areas of logistics and procurement. (Crisis Response)	Act 8: Provision of Logistics sector services to all partners. (SD)	SO5: Humanitarian stakeholders benefit from enhanced coordination and mandated services to deliver assistance during, in the aftermath, and in anticipation of crises (Crisis Response)	Act 6: Provide <u>sector coordination and mandated services</u> to humanitarian partners. (SD)	
	Act 9: Provide procurement services to stakeholders in Lebanon. (SD)		Act 7: Provide <u>on-demand services</u> , including resources transfer services, to Government and other partners. (SD)	
	Act 10: Provision of technical support and electronic payment services system to Government and partners in assisting extreme poor and vulnerable Lebanese populations access social services and cash. (SD)		Act 8: Provide <u>Emergency Telecommunication Cluster services</u> to humanitarian and development actors. (SD)	
			Act 9: Provide <u>United Nations Humanitarian Air Services</u> to humanitarian and development actors. (SD)	

Source: Line of sight CSP Lebanon 2023-2025, Budget Revision 02. Act=Activity

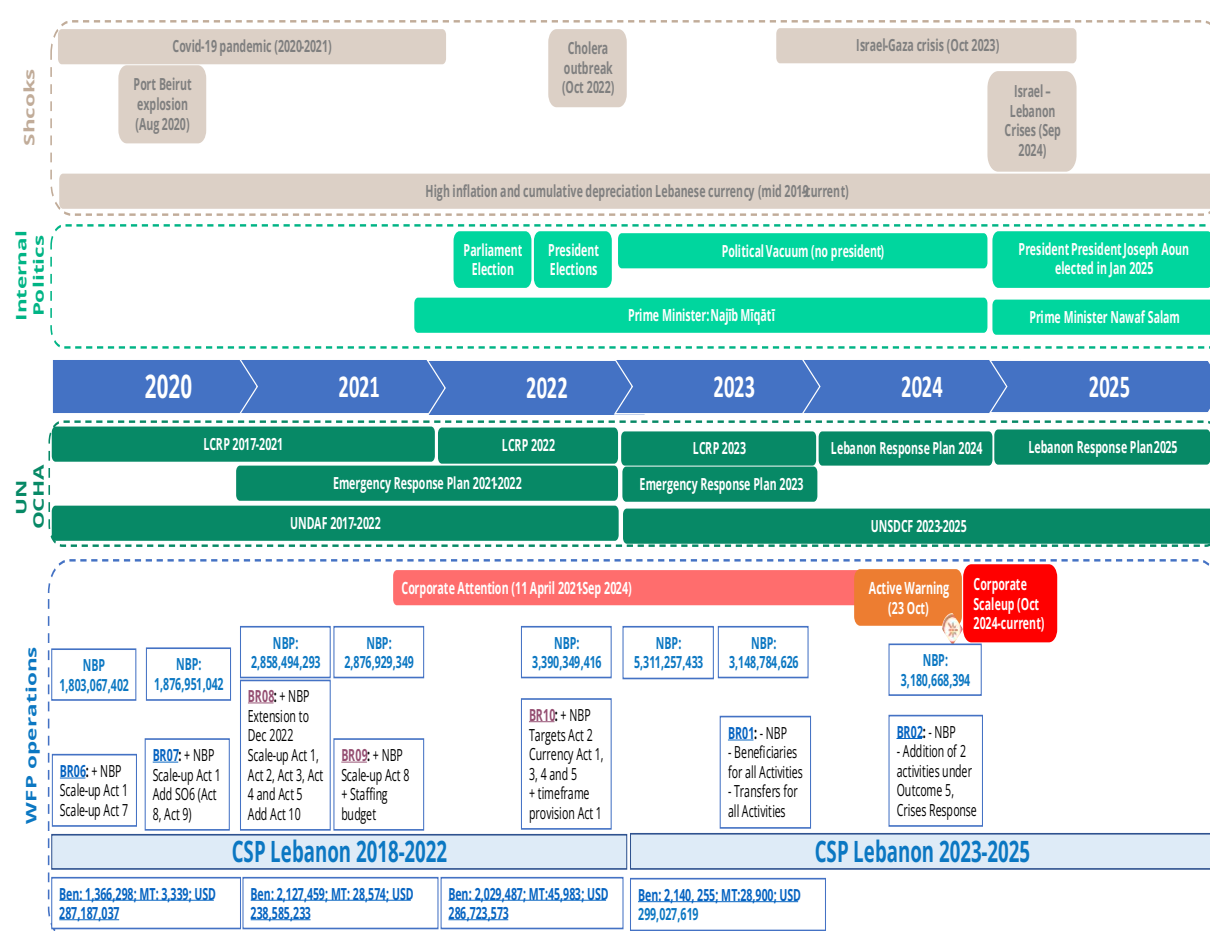
22. The CSP 2023-2025 logic of intervention is based on the following **underlying assumptions** (beyond availability of funding):

- For unconditional transfers (SO1): the functioning of banking systems and food supply chains is maintained.
- For school feeding and safety nets (SO2): schools remain accessible and open; the development, endorsement and adequate funding of a national school meals strategy; Government's increase of financial contributions to the National Poverty Targeting Program (NPTP) budget.
- For country capacity strengthening (SO4): the activation and functioning of an inter-ministerial social protection committee to ensure proper coordination of government-led institutions; WFP access to the necessary infrastructure in order to assess Lebanon's logistics capacities.
- For service provision (SO5): Government's requirement for financial assistance for its national social protection programme; functioning of coordination structures; continued demand for services.

Evolution of the CSPs vis-à-vis the evolving context

23. Figure 2 below provides an overview of WFP CSPs and associated budget revisions (BR) since 2020, along with major contextual developments that occurred in the country.

Figure 2: Evolution of Lebanon CSPs and changes in the external environment, 2020–2024



Source: CSP Lebanon 2018-2022, 2023-2025 and related budget revisions, Annual Country Reports. Note: Ben=beneficiaries, MT: Food Distributed; USD=CBT distributed; UNDAF=United Nations Development Assistance Framework; UNSDCF=United Nations Sustainable Development Cooperation Framework; BR=Budget Revision; Act=Activity; NBP=Needs-based Plan.

24. The CSP 2018-2022 underwent ten budget revisions, increasing the Needs-based Plan (NBP) from USD 885 million to USD 3.39 billion.¹³ 52 per cent of the NBP of the CSP 2018-2022 was funded by the end of 2022¹⁴. Main donors included Germany (30 percent), United States of America (27 percent), European Commission (13 percent) and United Kingdom (12 percent).

Financial overview of Lebanon CSP 2023-2025

25. Table 2 below provides an overview of the budget structure and funding level of the CSP 2023-2025, by SO, showing that Crisis response focus area (SO1 and SO5) represent more than two thirds of the NBP. The overall budget was substantially reduced in October 2023 in line with WFP's retargeting and prioritization. In September 2024, another budget revision was done in response to the escalation of conflict with a corresponding increase in budget. As of Jan 2025, the overall funding level of the CSP was at 35.7 percent of the NBP, and the main donors included the United States of America (27 percent), Germany (24 percent), European Commission (19 percent) and Canada (6 percent). Capacity strengthening activities under SO4 were comparatively better funded, with 95 percent of the needs-based plan being covered.

¹³ The Evaluation of Lebanon WFP CSP 2018-2021 covered all activities under in Lebanon for the period 2018–mid-2020, including 6 out of the 10 budget revisions.

¹⁴ [WFP Lebanon CSP 2019-2022 Resource Situation](#)

Table 2: CSP Lebanon 2023-2025 cumulative financial overview

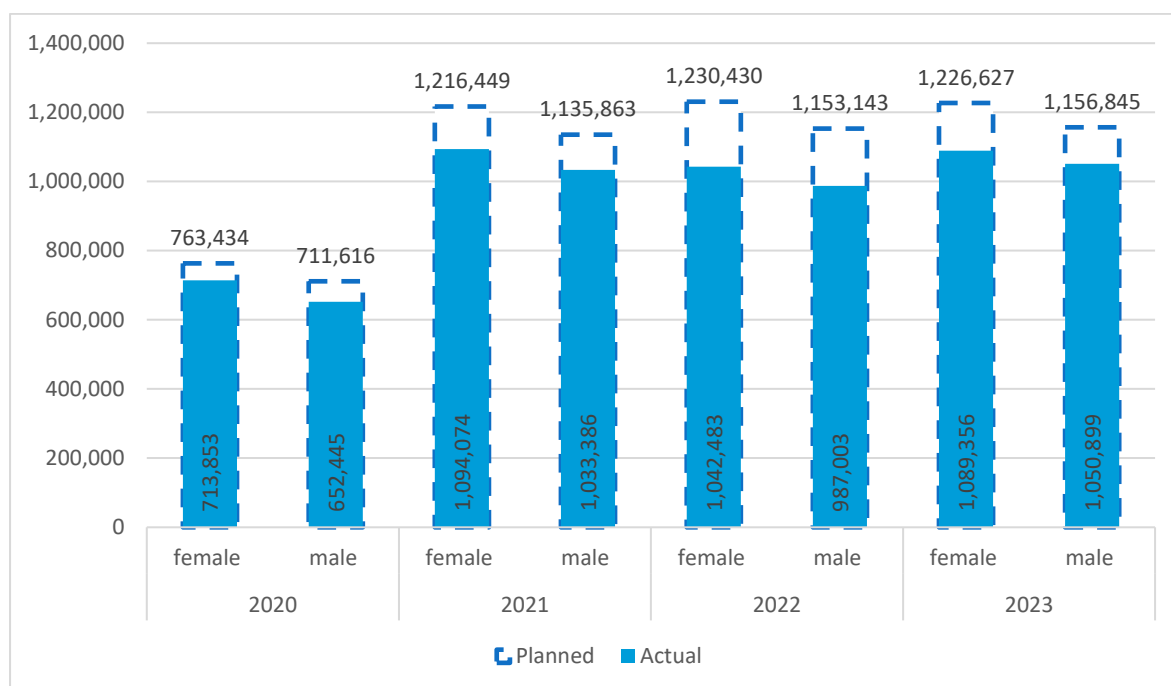
Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, budget revision 01 (USD)	NBP, budget revision 02 (USD)	Cumulative allocated resources (USD)	Resourcing level (%)
Crisis response	SO 1	Act. 01	2,689,784,421	↓ 1,493,541,518	↓ 1,492,576,441	537,142,944	36.0%
		Non Activity Specific				3,983,595	
	Sub-total SO 1		2,689,784,421	↓ 1,493,541,518	↓ 1,492,576,441	541,126,539	36.3%
Resilience building	SO 2	Act. 2	584,638,418	↓ 530,983,408	↑ 531,372,519	181,370,313	34.1%
		Act. 3	72,763,117	↑ 76,706,267	↑ 76,782,995	27,636,233	36.0%
		Non Activity Specific				-94,035	
	Sub-total SO 2		657,401,535	↓ 607,689,675	↑ 608,155,514	208,912,511	34.4%
Resilience building	SO 3	Act. 4	87,703,819	↑ 95,381,696	↑ 95,442,046	28,031,364	29.4%
		Non Activity				4,178,658	
	Sub-total SO 3		87,703,819	↑ 95,381,696	↑ 95,442,046	32,210,022	33.7%
Resilience building	SO 4	Act. 5	8,825,219	↑ 9,342,932	↑ 10,956,043	10,402,254	94.9%
	Sub-total SO 4		8,825,219	↑ 9,342,932	↑ 10,956,043	10,402,254	94.9%
Crisis response	SO 5	Act. 6	2,122,939	↓ 1,920,457	↑ 15,520,324	7,847,700	50.6%
		Act. 7	1,597,068,330	↓ 728,915,961	↓ 727,415,961	232,931,667	32.0%
		Act. 8			↑ 482,450	0	0.0%
		Act. 9			↑ 14,066,433	0	0.0%
	Sub-total SO 5		1,599,191,270	↓ 730,836,418	↑ 757,485,168	240,779,367	31.8%
	Non SO Specific					15,062,614	
	Total Direct Operational Cost		5,042,906,263	↓ 2,936,792,240	↑ 2,964,615,212	1,048,493,307	35.4%
	Direct Support Cost (DSC)		42,484,643	↑ 65,397,982	↑ 67,446,068	32,946,805	48.8%
	Indirect Support Cost (ISC)		225,866,527	↓ 146,594,404	↑ 148,607,114	53,113,503	35.7%
	Grand Total		5,311,257,433	↓ 3,148,784,626	↑ 3,180,668,394	1,134,553,615	35.7%

Source: SPA Plus, Lebanon Annual Country Report 2023-2025 and CSP Lebanon 2023-2025, budget revision 01, budget revision 02.

Beneficiary outlook since 2020

26. The total number of actual beneficiaries has increased since 2020, although it has systematically remained slightly below the planned figures (Figure 3). It is worth noting that the percentage of refugees out of total beneficiaries decreased from 70 percent in 2020 to 61 percent in 2023. Table 3 shows that the vast majority of beneficiaries are assisted through unconditional transfers. The country office reported reaching an additional 750,000 displaced people affected by the most recent conflict under the emergency response in 2024.

Figure 3:Country office Lebanon's planned and actual beneficiaries 2020-2023



Source: COMET CM-R001b Lebanon

Table 3: Proportion of country office Lebanon's beneficiaries by programme area

Programme Areas	2020	2021	2022	2023
Asset Creation and Livelihood	4%	4%	3%	1%
School based programmes	6%	8%	3%	8%
Unconditional Resource Transfers	90%	88%	94%	91%

Source: COMET CM-R023 Lebanon

Staffing

27. The WFP Country Office is based in Beirut with three sub offices: 1. Beirut Field office, covering South, Nabatieh, Beirut and Mount Lebanon governorates 2. Zahle Field Office covering Bekaa and Baalbek-Hermel governorates; and North Field Office covering North and Akkar governorates. There is a total of 241 employees 52 percent of which are women; 52 percent of country office employees are on short-term contracts and 83 percent are Lebanese nationals.

4. Evaluation scope, criteria and questions

28. The unit of analysis of this evaluation is the 2023-2025 CSP and the previous CSP (see paragraph 14), understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP approved by WFP Executive Board, as well as the subsequent budget revision. The evaluation will focus on assessing progress towards the CSP's expected outcomes and cross cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP

partnership strategy, including WFP strategic positioning in the complex, dynamic context of Lebanon, particularly as relates to relations with the national government and the international community. The temporal scope of the evaluation should cover the period July 2020 to mid-2025, including the last two years of the preceding CSP (since the cut-off date of the data collection of the previous CSPE). While the evaluation will focus primarily on the current CSP (2023-2025), the last two years of the previous CSP will be covered through a focus on strategic shifts/elements of continuity between the two CSPs, results trends, contextual evolutions, and the CSP 2023-2025 design process (including use of evidence).

29. The evaluation will address five main questions common to all WFP CSPEs (Table 3 below), with sub-questions adapted to the specific context of Lebanon. Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the CSP and country context, including as they relate to any unforeseen crises.
30. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage as applicable. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected Populations, the environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.
31. During the inception phase, the evaluation team in consultation with the OEV and the country office will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the CSP; or may be informed by the recommendations of previous evaluations. The themes of special interests identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions (EQs) and sub-questions.
32. At this ToR stage, the following themes of interest have been tentatively identified, based on consultations with the Country Office:
 - a. WFP performance and positioning with regard to **institutional capacity strengthening including service provision to the Government and other humanitarian partners**, particularly given Lebanon country office's leading role in this area;
 - b. More broadly, WFP Lebanon's overall **approach to partnerships and its effects on results**, including with the Government, other UN agencies such as UNHCR, and the World Bank.
 - c. Building upon **emergency responses including leveraging existing systems and networks**, given the mix of successive sudden-onset crises and an ongoing response to a protracted crisis.
 - d. **Strengthening food systems** through engagement with national actors as well as WFP's livelihoods and resilience programming.

Table 4: Lebanon CSPE - Evaluation questions

EQ1 – To what extent and in what ways is the CSP strategically positioned to address food and nutrition insecurity in Lebanon?

1.1	To what extent is the CSP - including the shifts from previous plan - informed by existing evidence, including the evaluation of the previous CSP, and focussed on addressing the food security and nutrition situation in Lebanon?
1.2	To what extent has WFP's strategic positioning remained relevant, in light of the successive crises in Lebanon? To what extent did it introduce new programmatic elements/modalities to support emergency responses while leveraging existing structures and capacities where these were available, to respond to changing needs and national priorities? And how effectively did WFP sustain its comparative advantage in the context?

1.3	To what extent is the CSP grounded in realistic assumptions, including on funding and did it adequately consider and mitigate risks?
EQ2 – What contributions did the CSP make to food and nutrition security in Lebanon?	
2.1	To what extent did targeting of assistance ensure that the communities and individuals most vulnerable to food insecurity and malnutrition were being reached? How did WFP prioritize assistance in light of funding gaps, and what were the consequences in terms of coverage and depth of assistance?
2.2	To what extent and in what ways did WFP achieve its outcomes including meeting basic needs of crises affected population (SO1); improved resilience through inclusion of vulnerable population in social safety nets (SO2); improved resilience to climatic shocks (SO3); and strengthened national institutions (SO4). Were there any unintended outcomes, positive or negative?
2.3	To what extent has WFP prepared the conditions for sustainability of its results from a financial, social and environmental perspective, including handover/transition as appropriate?
2.4	To what extent was the CSP designed and implemented in an integrated manner including nutrition and did it facilitate strategic linkages between humanitarian action, development cooperation and contributions to peace in Lebanon, particularly given the advent of several crises during the CSP implementation period?
EQ3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality?	
3.1	To what extent were WFP interventions people-centred and ensured contribution to achievement of cross-cutting aims (protection and AAP; Gender and Inclusion). How did this effect the achievement of outcomes and programme quality?
3.2	To what extent did WFP adhere to the humanitarian principles and manage any needed trade-offs?
EQ4: To what extent has WFP used its resources efficiently?	
4.1	To what extent were the CSP outputs delivered and related budget spent within the intended timeframe?
4.2	To what extent was the CSP delivered in a cost-efficient manner and were limited resources optimized including through selection of intervention modalities, programme integration and innovation?
EQ5: What are the critical factors, internal and external to WFP, explaining performance and results?	
5.1	How well and in what ways did WFP establish and leverage strategic and operational partnerships - particularly with the Government, UNHCR and other UN agencies, and the World Bank? And how did these influence performance and results?
5.2	Did WFP have appropriate institutional arrangements in place to deliver the CSP, including staffing, monitoring, and reporting arrangements and other?
5.3	Were there any other factors within WFP's control that influenced the delivery and results of the CSP?

5. Methodological approach and ethical considerations

5.1 PRELIMINARY CONSIDERATIONS ON EVALUABILITY AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

33. This CSPE will be able to build on several sources of secondary evidence. The list of the evaluations and audits covering the evaluation period presented in Annex 2 shows that CO Lebanon has been engaged in a considerable amount of centralized and decentralized evaluations since mid-2020. These will be used to fine tune the scope and for triangulation of evidence from additional data sources. In addition, this CSPE will benefit from regular external / joint reporting exercises (e.g., Vulnerability Assessment of Syrian Refugees in Lebanon; Humanitarian Needs Overview; UNCT Common Country Analysis).
34. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.
35. At this stage the following evaluability challenges have been identified:
 - Timeframe covered by the evaluation: the evaluation covers the last two years of the CSP 2018-2022 and the first two and half of the CSP 2023-2025. A preliminary overview of the availability of data (Annex 1), show that the number of outcome indicators has not changed between the two CSPs, and 3 cross cutting indicators have remained the same. However, trend analysis of performance indicators across the two CSPs may represent a challenge, as the Corporate Results Framework has changed over time to be aligned with the WFP Strategic Plans. Moreover, the validity of the outcome indicator related to country capacity strengthening (i.e. Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening¹⁵) would need to be verified during the inception phase.
 - The security situation is currently very volatile and may be changing, depending on the evolution of wider conflict dynamics in the region.
36. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

5.2 EVALUATION APPROACH

37. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic

¹⁵ WFP Lebanon Annual Country Report 2022.

perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).

38. The achievement of any SDG national target and of WFP SOs is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
39. The CSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the inception mission based on desk review, which will be discussed, adjusted and amended in discussions with the country office. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes, as well as the internal and external assumptions made for the intended change to take place along these pathways. To assess WFP's effectiveness the evaluation will assess the likelihood of WFP's contribution to strategic outcomes, considering funding levels and pace of expected change, verifying the internal logic of the theory of change, the quantity and quality of outputs delivered, and the validity of internal and external assumptions made. It will also consider any external factors such as interventions by government or other humanitarian or development actors that might have affected outcome level changes. On this basis, the evaluation will then estimate the likelihood that WFP has contributed to outcome level changes and, where appropriate, look at measurement of outcome indicators to assess whether WFP assistance was sufficient to reach the outcome targets.
40. The CSPE will adopt a participatory approach gathering inputs from the different evaluation stakeholders and with regular consultation of the internal reference group (see paragraph 61), while upholding the independence of judgement by the evaluation team. Data collection and analysis will be informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage. This approach will allow to capture unintended outcomes of WFP operations, positive or negative.
41. **Data collection methods:** The evaluation will use a mixed methods approach, whereby quantitative and qualitative data will be collected through a mix of primary and secondary sources with different techniques including **desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation**. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.
42. **Data analysis methods:** Evaluation firms are encouraged to elaborate in their proposals on the methods for data analysis they plan to apply for this evaluation, which may include, but are not limited to:
 - **contribution analysis** for assessing contribution to outcomes;
 - **outcome harvesting**/mapping for assessing results of resilience-building efforts specifically, and
 - **process tracing** and/or **systems mapping** for assessing results of institutional capacity strengthening activities.
43. The rationale for the selection of methods – and their justification for use in the context of Lebanon, and their role in helping answer the evaluation questions – should be made clear in the proposal. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including a detailed [evaluation matrix](#) in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers. In their proposal, evaluation firms are encouraged to propose appropriate and efficient data collection and analysis methods, tailored to the questions and main areas of interest of the evaluation and considering anticipated evaluability challenges.
44. The methodology should aim at data disaggregation by sex, age, disability status, nationality or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants

and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the inception stage to conduct a detailed stakeholder mapping and analysis.

45. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and marginalized groups.¹⁶

5.3. ETHICAL CONSIDERATIONS

46. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.¹⁷ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).¹⁸ This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities. The team is expected to make efforts to hear the voices of marginalized and hard to reach groups.
47. Personal data will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.
48. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the Lebanon CSP, have no vested interest, nor have any other potential or perceived conflicts of interest.¹⁹
49. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.²⁰
50. 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>). At the same time, the team leader should inform the evaluation manager and the Director and Deputy

¹⁶ In choosing the methods to evaluate the CSP, the ET should refer to the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

¹⁷ For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the ET can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

¹⁸ Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

¹⁹ "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 a person's 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 a downstream assignment. 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.

²⁰ If there are changes in the ET or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

5.4. QUALITY ASSURANCE

51. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This 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 and recommendations on that basis. 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.
52. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes a full editorial review as well as reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments. Deliverables not meeting quality standards will not be accepted by OEV. Should the team require additional support in order to produce timely outputs of sufficient analytical rigour or editorial quality it is the responsibility of the company to provide this. Quality assurance by the company is expected to include pro-active steering and guidance to the evaluation team along the process. It is therefore essential that the evaluation company foresees sufficient resources and time for this quality assurance and that personnel dedicated to quality assurance consistently participate in briefings provided by the Office of Evaluation.
53. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The (Deputy) Director of OEV must approve all evaluation deliverables.
54. All final evaluation reports will be subjected 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 final evaluation report.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

55. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 5: Summary timeline – key evaluation milestones		
Main phases	Timeline	Tasks and deliverables
1. Preparation	February 2025 March 2025	Final ToR Evaluation team and/or firm selection & contract

2. Inception	Dec 2025 Dec 2025 Dec 2025 Jan 2026 Mar 2026	Inception mission to Beirut (team leader & EM) Remote meetings with selected colleagues from RBC Briefing with OEV Deputy Director and QA2 Evaluation team submits draft Inception report OEV comments on IR draft 0 (Evaluation manager, research analyst, QA2) Evaluation team shares IR draft 1 OEV comments on IR draft 1 (DDoE) Evaluation team shares IR draft 2 Final Inception Report approved (DDoE)
3. Data collection	April 15-May 15 2026	Evaluation mission, data collection and exit debriefing (evaluation team – 3 weeks)
	Jun 2026	Analysis workshop (evaluation team plus, subject to team agreement, evaluation manager attendance) - 2.5 days Preliminary findings debrief (3 weeks after the exit debriefing)
4. Reporting	Jul-Aug 2026 Sep 2026 November 2026 December - 2026	Evaluation Report (ER) drafting OEV comments on ER draft 0 (Evaluation manager, research analyst, QA2) Evaluation team shares ER draft 1 OEV comments on ER draft 1 (DDoE) Evaluation team shares ER draft 2 Stakeholder workshop Final evaluation report (cleared by DDoE)
	Jan-Feb 2027	Summary evaluation report drafted by the EM and validated by Team Leader Summary evaluation report QA 2 Summary evaluation report approved by DoE
5. Dissemination	Q1 2027 onwards	Management response and EB preparation Wider dissemination

6.2. EVALUATION TEAM COMPOSITION

56. The evaluation will be conducted by a gender, geographically and linguistically diverse and balanced evaluation team of up to **four consultants** with relevant expertise (including a **team leader (senior evaluator)**, **two senior national/ regional thematic experts based in country** and a **data analyst**. The selected evaluation firm is responsible for proposing a mix of evaluators and thematic experts with multi-lingual language skills (Arabic and English) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English.
57. The evaluation team will have strong methodological competencies in designing feasible data capture methods and analysis as well as synthesis and reporting skills. The evaluation team should have good

knowledge of gender, equity, wider inclusion issues. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities. In particular, experience with refugee settings, familiarity/knowledge of the issues related to Lebanese-Palestinian relations in Lebanon and of the wider situation in the middle east would be highly desirable.

58. The national experts should have a good overview of national stakeholders in the areas of WFP operations to be able to lead the stakeholder mapping, both at capital and field level, and identification of key informants across different parts of the country.

Table 6: Summary of evaluation team and areas of expertise required

Team Leadership	Minimum requirements: • Team Management, coordination, planning, ability to resolve problems and deliver on time • Strong presentation skills and excellent writing skills Experience in conflict-affected and politically complex settings • Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning and nexus dynamics, including with UN organizations • Experience with applying theory-based mixed-methods approaches and other methods included in the proposal. Strong ability to navigate political sensitivities, and strong understanding the complexity of the relation between UN and member states. Desirable requirements: • Prior working experience in Lebanon or similar complex contexts is preferred • Prior experience with WFP evaluation is a plus
Thematic expertise	• Humanitarian assistance and forced displacement, including humanitarian principles and protection, assistance for refugees and displaced people. • Nutrition (treatment and prevention of moderate acute malnutrition and nutrition-sensitive programming) • Food systems and resilience • School feeding (including home-grown school feeding and links to rural economies) • Cash-based transfer • Institutional capacity strengthening and Social Protection Other technical expertise needed in the team: • Gender and inclusion analysis • Protection and Accountability to affected people • Targeting
National experts	Minimum requirements • Expertise in relevant technical areas above • In-depth knowledge of the political, economic and social context in Lebanon • Good knowledge of national stakeholders in the areas of WFP operations • Proven experience in conducting data collection, including interviews and focus group discussions for evaluation or research studies Desirable requirements • Experience in working with the UN • Solid English writing skills
Data analyst	Minimum requirements • Relevant understanding of evaluation and research and knowledge of food assistance, • Proven ability to provide qualitative and quantitative research support to evaluation teams including data cleaning and data analysis proficiency in excel • Strong writing and presentation skills, proofreading, and note taking Desirable requirements

	• Previous experience with WFP evaluation(s)
Quality assurance and editorial expertise	• Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) • Experience in quality assurance of written technical reports and briefs • Experience in coaching senior staff and conflict resolution • Previous experience with WFP evaluations

6.3. ROLES AND RESPONSIBILITIES

59. This evaluation is managed by the WFP Office of Evaluation with Sameera Ashraf responsible for evaluation management. Both have not worked on issues associated with the subject of evaluation. They are responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. They will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Juith Friedman, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation will clear the final evaluation products and present the CSPE to the WFP EB for consideration in November 2027.
60. An [internal reference group](#) composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; be available for interviews with the evaluation team.
61. The country office will facilitate the evaluation team's contacts with stakeholders in Lebanon; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Marco Principi, RAM Officer, has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.4. SECURITY CONSIDERATIONS

62. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity 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 including taking security training (BSAFE) and attending in-country briefings. All evaluation team members should be willing and able to travel to WFP operation sites in Lebanon, within the restrictions imposed by the UN Department of Safety and Security or the WFP Security Division.

6.5. COMMUNICATION

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

63. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.

64. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP EB in June 2024. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

6.6. THE PROPOSAL

Considerations for the preparation of the financial offer:

- a. In-country inception mission - budget for 5 working days plus travel days for the Team Leader only.
- b. Evaluation data collection mission and exit debriefing – budget for 3 weeks plus travel days for the evaluation team (Team Leader and senior thematic experts).
- c. Should translators/ interpreters be required for data collection including virtual interviews, the evaluation firm will make arrangements and include the cost in the budget proposal.
- d. Analysis workshop 2.5 days (in person) for all team members including the company QA should be budgeted.
- e. Stakeholder workshop to be held in Beirut - budget for 4 working days plus travel days for the Team Leader only.
- f. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.
- g. Proposals should build in sufficient flexibility to deal with possible risks restrictions or flare-up of civil unrest / conflict.
- h. All evaluation products will be produced in English.

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

Annex 1 List of relevant Previous Evaluations And Audits

WFP Centralized and Decentralized Evaluations carried out in Lebanon since mid-2020	
Policy Evaluations	Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition
	Evaluation of WFP's Policy on Country Strategic Plans
Strategic Evaluations	Mid-term evaluation of WFP's Strategic Plan 2022-2025
	Strategic evaluation on WFP's support to refugees, internally displaced persons, and migrants
	Joint Evaluation of collaboration among the United Nations Rome-Based Agencies
Decentralized Evaluations	Evaluation of the National Poverty Targeting Programme in Lebanon from 2019 to 2023.
	Evaluation of the UNHCR/WFP Joint Action for Multipurpose Cash Assistance in Lebanon (2019-2021), February 2023
	Lebanon, School Feeding in Emergencies: an evaluation, August 2022
Synthesis	School Feeding in Emergencies: a synthesis evaluation
	Synthesis of evidence and lessons on WFP's cooperating partners from centralized and decentralized evaluations
Impact Evaluation	Impact Evaluation on WFP's humanitarian targeting

Source: OEV/MIS

WFP Internal Audits of Lebanon country office since mid-2020	
Internal Audits	Internal Audits of WFP Operations in Lebanon , December 2021

Source: WFP Internal Audits

Annex 2: Acronyms

ACR	Annual Country Report
BR	Budget revision
CBT	Cash-based Transfers
CS	Country Capacity Strengthening
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
EB	Executive Board
EQ	Evaluation Question
EU	European Union
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GEEW	Gender Equality and the Empowerment of Women
HDI	Human Development Index
ILO	International Labour Organization
IPC	Integrated Food Security Phase Classification
MoPH	Ministry of Public Health
MoSA	Ministry of Social Affairs
NBP	Needs-Based Plan
NGOs	Non-governmental organizations
ONN	National Nutrition Office
OEV	Office of Evaluation
NPTP	National Poverty Targeting Programme
PHQA	Post Hoc Quality Assessment
PRL	Palestinian Refugees in Lebanon
PRS	Palestinian Refugees from Syria
RA	Research Analyst

RAM	Research Assessment Monitoring
SD	Service Delivery
SDG	Sustainable Development Goal
SO	Strategic Outcome
TOR	Terms of Reference
ToC	Theory of Change
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSDCF	United Nations Sustainable Cooperation Framework
WFP	World Food Programme

Office of Evaluation

World Food Programme

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