

Evaluation of Lebanon WFP Country Strategic Plan 2023-2025

Summary Terms of Reference

The Lebanon WFP Country Strategic Plan Evaluation (CSPE) encompasses the entirety of WFP activities during the CSP period. The purpose of the CSPE is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

The CSP was approved in November 2022 for three years but a request to extend for another two years ending 2027 is in process as of November 2025. Aiming to reach around 2.4 million people, the CSP is focused on crisis response, with commitments to resilience building through five strategic outcomes and nine activities. The CSP further developed WFP's strategic shift toward strengthening national capacity and expanding coverage of social safety nets for vulnerable Lebanese with an envisioned evolution towards more strategic partnerships to support these commitments. It also committed to ensure a more effective mainstreaming of crosscutting issues including accountability to affected population, gender and conflict sensitivity in programming.

The CSP had a total planned budget of USD 5.3 billion later decreased to 3.1 billion after reprioritization exercise through two budget revisions. More than two thirds of the budget was allocated to crisis response. The CSP is funded at 35 percent. A third budget revision requesting to increase the CSP budget corresponding to the extension in time was in process as of November 2025.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan. WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency.

External stakeholders, including beneficiaries, government, donors, cooperating partners and other UN agencies will be consulted during the evaluation process.

The evaluation report will be presented at the Executive Board session in **November 2027**.

Key evaluation questions

The evaluation will address the following five key questions:

QUESTION 1: To what extent and in what ways is the CSP strategically positioned to address food and nutrition insecurity in Lebanon? The evaluation will assess the extent to which the CSP was informed by existing evidence and grounded in realistic assumptions to ensure its relevance and if WFP was appropriately positioned within evolving context and successive crises in Lebanon.

QUESTION 2: What contributions did the CSP make to food security and nutrition in Lebanon? The evaluation will assess the extent to which WFP targeted those most vulnerable to food insecurity and malnutrition; the extent to which WFP contributed to the expected results of the CSP including country capacity strengthening and whether there were any positive or negative unintended outcomes. It will also assess if the interventions were designed and implemented in an integrated manner with appropriate linkages between humanitarian action, development and contributions to peace and if the actions are sustainable with appropriate plans for handover and transition.

QUESTION 3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality? The evaluation will assess the achievement of cross-cutting aims (protection, accountability to affected populations, gender, equity and inclusion, environment, nutrition and other considerations). It will also assess the adherence to humanitarian principles and conflict sensitivity.

QUESTION 4: To what extent has WFP used its resources efficiently? The evaluation will assess the timeliness and cost-efficiency of WFP's response; and whether limited resources were optimized.

QUESTION 5: What are the critical factors internal and external to WFP, explaining performance and results?

The evaluation will assess the extent to which the CSP led to establishing and leveraging strategic and operational partnerships; ensuring appropriate institutional arrangements in place, including staffing, monitoring and reporting systems. Finally, the evaluation will assess whether monitoring systems were in place to support decision making.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in November 2022, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results i.e. adherence to humanitarian principles, gender and inclusion, protection and accountability to affected populations) from mid-2020. This also includes activities prior to the Country Strategic Plan (2023-2027) to better assess the results trends, contextual evolution and the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Lebanon CSPE (i.e. humanitarian assistance; social protection; climate change/resilience/food systems; country capacity strengthening; school feeding and nutrition programming).

OEV EVALUATION MANAGER: The evaluation will be managed by an Evaluation Officer in the WFP Office of Evaluation. The Evaluation Manager will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Judith Friedman, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final versions of all evaluation products.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, and the HQ Global Headquarters, including Regional Offices during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in June 2026 to inform the new CSP design process. A country stakeholder workshop will be held in November 2026 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: December 2025 -March 2026

Data collection: April – May 2026

Debriefing: June 2026

Reporting: July - December 2026

Stakeholder Workshop: November 2026

Executive Board: November 2027