Evaluation of Lebanon
WFP Country Strategic Plan 2018-2021

October 2021
Context

- Upper middle-income country
- Population of 6.8 million
- Over 2 million Syrian and Palestinian refugees
- Financial default and political crisis
- High levels of inequality
- Nascent social protection system
WFP Country Strategic Plan in Lebanon

1. Access to life-saving, nutritious and affordable food
2. Improved livelihoods
3. Access to safety nets for vulnerable Lebanese
4. Strengthened national humanitarian response capacity
Evaluation methodology

• Document Review
• 89 key informant interviews
• Remote approach to data collection due to COVID which did not affect validity of findings
• Gender sensitive
• Ethical considerations
Q1 To what extent is the strategic position, role and specific contribution of WFP based on country priorities and people’s needs as well as WFP strengths?

- Relevant to national commitments priorities and commitments to SDGs 2 and 17. Coherent with UN Framework
- Adapting to needs, addressed vulnerabilities in the evolving context of the protracted refugee crisis
- Aligned with the Lebanon crisis response plan for Syrian refugees, national strategies: agriculture, social development, and the national poverty targeting programme
- Capacity strengthening was not based on a clear road map
- Unclear how gender-transformative approaches would be operationalized
Q2 What is the extent and quality of the specific WFP contribution to country strategic plan strategic outcomes in Lebanon?

**STRATEGIC OUTCOME 1**
Unconditional food assistance and school feeding contributed to food security outcomes and higher school retention rates.

**STRATEGIC OUTCOME 2**
Positive effect on household *livelihoods*, food consumption and contributed to reduce the use of negative coping strategies.

**STRATEGIC OUTCOME 3**
Scaled up *emergency* caseload to enable vulnerable Lebanese to meet their basic food needs.

**STRATEGIC OUTCOME 4**
WFP’s contributions helped *strengthen capacity* of the NPTP operational systems.
Q2 What is the extent and quality of the specific WFP contribution to country strategic plan strategic outcomes in Lebanon?

WFP helped alleviate hunger in a complex protracted crisis, upholding the **humanitarian principle of humanity**

**Gender** was integrated in WFP programming, but there is scope for a more gender-transformative approach.

**AAP** Beneficiary complaints through a WFP/UNHCR call centre. Need to better explain CBT targeting criteria to the beneficiaries.
Q2 What is the extent and quality of the specific WFP contribution to country strategic plan strategic outcomes in Lebanon?

**Protection:** Streamlined call centre operations and improved services. Need to improve the timely handling of complaints, case tracking and referrals.

**Triple Nexus:** Peaceful co-existence between the Lebanese and refugee population groups due to resilience building work.

**Sustainability:** prospects for a handover of CBTs for refugees to national management were limited.
Q3 To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?

- Timely implementation, despite civil unrest and financial crisis
- WFP contingency measures ensured service continuity
- Improved overall efficiency
- Lack of a consistent cost-effectiveness analysis to inform decision making
Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

- Good use of data and evidence
- Pursuit of sustainable partnerships
- Flexibility in dynamic operational contexts, constrained by earmarking and complexity of the budgeting system
- High staff turnover and the loss of experienced staff
Conclusions

- The CSP introduced an integrated and coherent approach to addressing the root causes of vulnerability.

- WFP made a strategic shift to national capacity strengthening through support for the development of social safety nets.

- WFP had effective and efficient response mechanisms and was well placed to continue its dual role as a humanitarian and development actor.

- Its core comparative advantage was demonstrated through its swift ability to adapt programming in a timely and effective way.
Conclusions

Yet, there was limited progress in transformative gender mainstreaming at operational level

Need to work with partners to achieve better integration and coordination of emergency cash assistance with livelihood interventions

Despite WFP efforts, the CSP did not help increase flexible funding

Major strengths of WFP’s in-country capacity: vulnerability analysis and mapping, monitoring and evaluation

More progress needed at the level of outcome analysis
Recommendations

1. Clarify WFP’s core mandate, added value and strategic approaches
2. Enhance the strategic approaches, effectiveness and integration
3. Focus donor engagement on core funding, flexibility and response to national priorities
4. Expand emergency preparedness and response
5. Strengthen performance management strategy and learning
6. Ensure sufficient human resources capacity for responding to the increased challenges