



WFP EVALUATION

Evaluation of Lebanon WFP Country Strategic Plan 2018-2021

October 2021

Round Table



WFP
World Food
Programme

SAVING
LIVES
CHANGING
LIVES

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



Access to life-saving, nutritious and affordable food

1



Improved livelihoods

2



Access to safety nets for vulnerable Lebanese

3



Strengthened national humanitarian response capacity

4

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

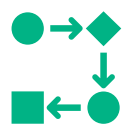
Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?



Good use of data and evidence



Pursuit of sustainable partnerships

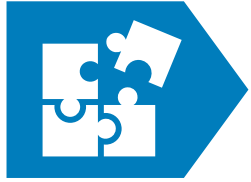


Flexibility in dynamic operational contexts, constrained by earmarking and complexity of the budgeting system

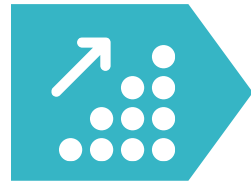


High staff turnover and the loss of experienced staff

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

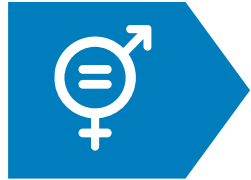


WFP had effective and efficient response mechanisms and was well placed to continue its dual role as a humanitarian and development actor



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