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## **Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Lebanon (2018–2021)**

### **Background**

1. This document presents the WFP management response to the recommendations in the evaluation of the country strategic plan (CSP) for Lebanon (2018–2021).
2. The evaluation was conducted between January 2020 and April 2021. To assess strategic and operational continuity it covered WFP activities implemented from 2016 to mid-2020.
3. Taking a utilization-focused and consultative approach, the evaluation served the dual purpose of accountability and learning and has informed the preparation of the next CSP for Lebanon.
4. The evaluation team made six recommendations, two strategic in nature and four operational. Sub-recommendations describe how each overall recommendation can be implemented.
5. This response sets out whether WFP management agrees, partially agrees or disagrees with each recommendation and sub-recommendation. It presents the planned (or completed) actions, responsibilities and timelines.

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### **Focal points:**

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Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
<p><b>Priority: High</b>  <b>Overall deadline: December 2025</b>  <b>1. In the design of the next CSP, WFP should clarify its core mandate, added value and strategic approaches and allow for annual updates in order to reflect contextual and programmatic changes.</b></p>	<p>Lebanon country office (Regional Bureau for the Middle East and Northern Africa, Programme – Humanitarian and Development Division (PRO))</p>	<p>Agreed</p>			
<p><b>Priority: High</b></p> <p>i. Develop a more comprehensive country strategic plan document that clarifies the dual core mandate and comparative advantages of WFP and emphasizes its capacity to reach large numbers of vulnerable Lebanese and refugee households in order to respond to their food and nutrition needs (SDG 2, zero hunger).</p>	<p>Country office (regional bureau, PRO)</p>	<p>Agreed</p>	<p>WFP will incorporate the strategy for livelihoods and resilience into the new CSP theory of change. The strategy includes the pathway from humanitarian to development activities for people on unconditional assistance, nutrition-sensitive programming and conflict-sensitive programming. However, the implementation of livelihoods, resilience and broader development interventions is conditional on securing long-term, multi-year, flexible resources.</p>	<p>Deputy Country Director (country office programme management unit)</p>	<p>December 2022</p>
<p>ii. Set out clearly the “dual track” approach of mitigating the impact of the Syrian conflict and addressing pre-existing structural constraints through links with the WFP dual mandate.</p>			<p>WFP will outline the humanitarian principles that guide work on protection, gender and accountability to affected populations in the CSP document.</p>		

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<ul style="list-style-type: none"> <li>iii. Set out the long-term vision of WFP and its strategy for resilience and the development of inclusive social protection and nutrition sensitive programming.</li> <li>iv. Outline the guiding humanitarian principles and elaborate on protection, gender equality and accountability to affected populations.</li> <li>v. Include disaster risk reduction and emergency response preparedness.</li> </ul> <p>Deadline: December 2022</p>			<p>WFP will engage with the disaster risk management unit in the Council of Ministers (with support from the United Nations Development Programme (UNDP) and other humanitarian partners, including other United Nations entities, with a view to strengthening government capacity for disaster risk reduction and emergency response. This engagement will be reflected in the new CSP document.</p>		
<p><b>Priority: High</b></p> <p>1.2 Develop a robust theory of change to underpin the next country strategic plan.</p> <ul style="list-style-type: none"> <li>i. Combine the line of sight with a country strategic plan theory of change that describes the change process.</li> </ul> <p>Deadline: December 2022</p>	Country office	Agreed	WFP will develop a robust theory of change for the new CSP	Country office programme management unit	December 2022

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<p><b>Priority: High</b></p> <p>1.3 Review annually and update as required the country strategic plan document, line of sight and theory of change in order to reflect changes in context, priority needs, programmes and financial resources.</p> <p>Deadline: December 2025</p>	Country office (regional bureau)	Agreed	The country office will review the annual performance plan and annual country report each year and will revise the CSP to update the CSP, line of sight and theory of change as needed.	Country office (country office programme management unit)	December 2022–December 2025
<p><b>Priority: Medium</b></p> <p><b>Overall deadline: December 2023</b></p> <p><b>2. Enhance the strategic approaches, effectiveness and integration of cash-based transfers, resilience, social protection and capacity strengthening.</b></p>	Country office (regional bureau, headquarters – Cash-based Transfers Division (CBT), PRO, Country Capacity Strengthening Unit (CCS))	Agreed			
<p><b>Priority: Medium</b></p> <p>2.1 Cash-based transfers (CBTs)</p> <p>i. Develop a more integrated, joined-up, development oriented strategy that links cash-based transfers with WFP livelihoods and resilience building activities in order to support households and communities on their journey towards self-reliance.</p>	Country office (regional bureau, CBT)	Partially agreed The targeting exercises will continue to be carried out yearly because the proxy means testing formula used to assess the eligibility of Syrian refugee families for assistance requires at least yearly (and not at longer intervals) updating in a dynamic environment such as Lebanon’s because it would not be	As mentioned in action 1.1 i. above, the country office will explore links between cash-based transfers, school feeding, livelihoods, and nutrition activities during the development of the line of sight and theory of change for a new CSP. Examples of such links include home-grown school feeding programmes and the integration of local production into the retail network (through WFP-contracted shops) or the	Country office programme management and research, assessment, and monitoring (RAM) units	December 2023

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		<p>possible to identify vulnerabilities as they evolve and therefore be in a position to assist those most in need. As for reviewing the current targeting approach, WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) will continue to review and refine the targeting methodology. In 2021, for example, WFP and UNHCR included district prioritization based on food security and multidimensional poverty measures. From an accountability perspective, the grievance redress mechanism enables families that are deemed ineligible in the targeting cycle to reach out to UNHCR and WFP so that exclusion errors can be rectified after verification.</p>	<p>integration of conditional and unconditional assistance.</p>		

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ii. Adjust the duration of cash-based transfers and food distribution cycles to match the needs of the people assisted rather than adopting generic cycles.			The country office will conduct a study to assess whether livelihood programmes can be extended from a three- to six-month cycle.		
iii. Critically review the LOUISE model of operations for cash-based transfer delivery and the current targeting approach from an efficiency, effectiveness and accountability to affected populations perspective.			A LOUISE review will be carried out during the development of a new CSP and will include review of the targeting methodology and the duration of assistance.		
iv. Revise the modalities of cash-based transfer provision depending on the approach selected by WFP. Consider revising the frequency of the targeting process.  Deadline: December 2023			WFP will conduct modality revisions with the current change in currency for the national poverty targeting programme (NPTP) and livelihoods and emergency social safety net (ESSN) activities. Further modality changes for other activities are being considered. WFP will continue in partnership with UNHCR to review the relevance of cash-based transfer modalities and will adapt them to the evolving situation.		

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<p><b>Priority: Medium</b></p> <p>2.2 Resilience</p> <p>i. Develop integrated community-based packages for resilience and build internal links across strategic outcomes and with activities.</p>	Country office (regional bureau)	<p>Agreed</p> <p>The livelihood and resilience strategy, including its theory of change, is based on needs in Lebanon and not on funding availability. The degree to which the strategy is implemented, however, will depend on the resources available. As indicated in the 2019 decentralized evaluation of livelihood activities, multi-year flexible funding is required for high-quality livelihood, resilience and broader development programmes.</p>	WFP will develop community-based approaches that provide a pathway for individuals to transit from unconditional cash-based transfers (e.g., for social protection) to conditional transfers (e.g., for livelihoods).	Country office programme management and RAM units	December 2025
<p>ii. Develop a unified and complementary resilience approach with other actors linked to the food security, nutrition and agriculture sectors.</p>			WFP will develop a unified and complementary resilience approach with other actors in the food security and agriculture sectors.		

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iii. Target cash-based transfer beneficiaries in order to support the creation of sustainable livelihoods.			The country office programme management unit will target cash-based transfer beneficiaries with a view to creating sustainable livelihoods in close coordination with the RAM unit. This will require a diverse donor base that facilitates multi-year funding. With multiple donors and multiple grant terminal disbursement dates, WFP will be able to smooth the funding flow and reduce the risk of disruption that arises when a donor changes funding positions.		
iv. Leverage WFP financial assistance to support locally produced food products where possible while safeguarding food security.			In mid-2022, WFP will launch a call for expressions of interest aimed at scanning the partnership landscape and learning about the strategies and programmes of non-governmental organizations (NGOs) in Lebanon, particularly those related to local food production for food security.		



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v. Ensure that the theory of change for resilience and livelihoods programming is in line with available human and financial resources.			WFP developed a monitoring and evaluation framework for livelihood activities in the first quarter of 2021, and the RAM unit hired a full time monitoring and evaluation staff member to support the livelihoods programme. The framework will be refined throughout its implementation.		
vi. Set up a monitoring framework, including SMART indicators at the output and outcome levels, in order to measure gains in employment and increases in income.			The RAM unit will expand the monitoring and evaluation framework to cover medium- and long-term results (including contributions to income opportunities), with corresponding indicators and measurement tools.		

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<p>vii. Increase the number of qualitative and strategic discussions held with cooperating partners, including local non-governmental organizations.</p> <p>Deadline: December 2023</p>			<p>WFP will continue to work with other United Nations entities and NGOs with a view to ensuring complementary programme delivery through multilateral coordination (e.g., the Lebanon crisis response plan) and bilateral collaboration (e.g., with UNDP, the Food and Agriculture Organization of the United Nations, the International Labour Organization (ILO) and the reconstruction credit institute, KFW). Existing collaboration includes work to harmonize livelihood transfer rates and on forestry and other natural resource sites.</p>		
<p><b>Priority: Medium</b></p> <p>2.3 Social protection system development</p> <p>i. Develop a theory of change, in line with available human and financial resources, for WFP's role in strengthening national capacity to implement an inclusive social protection system.</p>	<p>Country office (regional bureau, PRO, CCS)</p>	<p>Agreed</p>	<p>The country office will develop a theory of change outlining WFP's role in national capacity strengthening for an inclusive social protection system, building on the results framework of the European Union's Regional Trust Fund in Response to the Syrian Crisis (MADAD) project.</p>	<p>Country office programme management unit</p>	<p>December 2023</p>

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ii. Advocate that school feeding be part of social protection.			The country office will continue to advocate the transition of the WFP school feeding programme to a national programme incorporated into the national social protection system.		
iii. Advocate that nutrition-sensitive approaches be integrated into existing and newly developed social safety net activities.			The new WFP social protection strategy will highlight nutrition-sensitive issues.		December 2021 (action already completed)
iv. Advocate that social safety nets be scaled up on the basis of need in a manner that prioritizes cash-based transfers.			WFP collaborates with the Government on implementation of the NPTP and ESSN and ensures that national institutions are supported in their efforts to improve the effectiveness and efficiency of their programmes. WFP will continue to advocate that these social safety nets be scaled up and their activities be based on needs and reaching the right people.		

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<p>v. Engage with the Ministry of Social Affairs, other United Nations entities, the World Bank and other development partners on the development of a strategic, coordinated and coherent approach to capacity building.</p> <p>Deadline: December 2023</p>			<p>WFP's engagement in capacity building work is mainly related to social assistance through the NPTP. Consultations have been held with the World Bank, the United Nations Children's Fund and ILO on WFP's multi-year capacity building and technical assistance work with the Ministry of Social Affairs, funded by the European Union MADAD.</p>		
<p><b>Priority: Medium</b></p> <p>2.4 Capacity strengthening</p> <p>i. Develop a clear vision of WFP's role in national capacity strengthening, prioritizing areas in which WFP has a comparative advantage in Lebanon.</p>	Country office (PRO)	<p>Partially agreed</p> <p>In providing capacity strengthening for national institutions, WFP already prioritizes areas where it has a comparative advantage and support for national social protection systems. At present, WFP's focus is on supporting the Government in targeting the most vulnerable individuals for programme delivery, including of CBT, livelihood and resilience building programmes.</p>	<p>During the development of the new CSP, WFP will develop a country capacity strengthening strategy in line with corporate guidance.</p>	Country office programme management and RAM units	December 2023

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
ii. Orient capacity building plans towards facilitating government management of nationally-owned processes and systems. Deadline: December 2023			WFP will continue to implement capacity strengthening activities (mainly funded by the European Union MADAD) that support the development of government-owned systems for the effective implementation of social protection programmes.		
<b>Priority: Medium</b> <b>Overall deadline: December 2023</b> <b>3. Focus donor engagement on core funding, flexibility and response to national priorities.</b>	Country office (headquarters Partnership and Advocacy Department (PA))	Agreed			
3.1 Continue to advocate unearmarked core funding and multi-year funding, especially for cash-based transfers and food assistance for both Lebanese and refugee population groups.	Country office (PA)	Agreed	WFP will continue to advocate unearmarked core funding and multi-year funding. Unearmarked funding has increased from 2 percent of total funding in 2018 to 6 percent in 2021. Despite the increase, the overall share of unearmarked funding remains a very small portion of the total funding received. Advocacy of unearmarked funding beyond the country office level is needed.	Country office management(country office external relations unit, PA)	December 2025

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3.2 Strengthen resource mobilization for building national capacity to support inclusive social protection systems.	Country office (PA)	Agreed	The country office will continue to strengthen resource mobilization, focusing on inclusive social protection systems and with accountability to affected populations, gender mainstreaming, inclusion and other matters. The country office won a Sustainable Development Goals grant for its work on enhancing national institutional capacity to address gender issues and is working with the Ministry of Social Affairs on the establishment of a grievance redress mechanism for receiving information from its beneficiaries.	Country office management and external relations unit	December 2023
3.3 Develop a clear strategy on how best to use savings resulting from changes in exchange rates and inflation.	Country office (PA)	Not agreed The recommendation is no longer applicable because the exchange rate has stabilized and the country office has negotiated a “humanitarian exchange rate”, as a result of which savings are no longer generated. Throughout the crisis in Lebanon the market exchange rate has fluctuated and the			

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		<p>preferential humanitarian exchange rate that WFP has negotiated is aligned with the parallel market rate. In August 2021, WFP negotiated an increase in the transfer value with the Ministry of Social Affairs, bringing it into line with the food and non-food costs included in the survival minimum expenditure basket. There are therefore no more savings to be gained from inflation. The country office will continue to advocate appropriate transfer values with relevant authorities and to expand programmes as necessary. The country office has utilized the resulting "savings"(i.e., the amount that WFP was unable to distribute in 2020 and 2021 owing to the devaluation of the national currency) very carefully as it advocates sustainable assistance.</p>			

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3.4 Invest further in the leading role of WFP in United Nations coordination mechanisms, with an emphasis on donor engagement in support of the United Nations country team in Lebanon.	Country office (PA)	Agreed	Senior management will continue to advocate a stronger role for WFP in United Nations coordination mechanisms (such as the logistics sector in Lebanon). In addition to its leading role in the basic assistance cash working group, WFP will continue to lead on fostering donor engagement in support of the United Nations country team, including through increased donor engagement in advocacy with the Government on increased transfer values and the use of the United States dollar as the currency for assistance provision.	Country office management	December 2025
3.5 Anticipate and mobilize supplementary resources for sudden-onset emergencies.	Country office (PA)	Agreed	WFP will solicit internal flexible funding or launch an immediate-response emergency operation in the case of a sudden-onset emergency. The country office will maintain its contingency plan as part of the next CSP and will continue to advocate unearmarked funding to facilitate the rapid mobilization of resources in the case of a new emergency.	Country office programme management unit (PA)	December 2025



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<p><b>Priority: High</b></p> <p><b>Overall deadline: December 2022</b></p> <p><b>4. Expand emergency preparedness and response based on the humanitarian principles in the face of an increasingly fragile operating environment.</b></p>	Country office (regional bureau, Emergency Operations Division (EME), PRO)	Agreed			
<p>4.1 Incorporate the increased uncertainty and deepening vulnerabilities into programming strategies.</p> <p>i. Contextualize regional and country-level analysis in order to support preparedness and response.</p>	Country office (regional bureau, EME, PRO)	<p>Agreed</p> <p>A fourth field office in southern Lebanon will not be established because the operation is adequately covered from the Beirut Mount Lebanon South field office.</p>	WFP is strengthening regional and country-level analysis with improved use of risk registers and a package of emergency preparedness and response actions.	Country office management	December 2025

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ii. Embed emergency preparedness and regularly update contingency planning exercises in programming.			The country office conducts regular emergency response preparedness and contingency planning exercises with support from the regional bureau. It also regularly monitors evolving situations and the possible implications for its programmes of deterioration of the economic situation and shortages of basic commodities such as fuel. Adaptive measures are taken every day, the risk matrix is updated regularly and the emergency preparedness and response package is implemented.		
iii. Integrate protection concerns and humanitarian principles more firmly and explicitly into future strategies.			WFP will incorporate protection concerns and the humanitarian principles more firmly into the next CSP.		
iv. Set up a fourth suboffice to support WFP operations in southern Lebanon and maintain the Beirut sub-office with a focus on refugees in urban areas.					

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<p>4.2 Strengthen mechanisms for accountability to affected populations in order to support and reinforce social cohesion and stability at the community level.</p> <p>i. Improve the efficiency of the call centre complaints and feedback process to ensure timely follow-up.</p>	Country office	Agreed	<p>At the time of the evaluation, work on the establishment of a new call centre was already under way. The centre was launched in July 2021 using the corporate WFP complaint and feedback mechanism. It is fully functioning for Lebanese people and was extended to refugees in September 2021.</p>	Country office programme management unit	December 2021
<p>ii. Revise the cash-based transfer targeting process with the objective of improving its transparency for beneficiaries.</p>			<p>Although very effective in enhancing targeting, the proxy means testing formula is difficult to explain to affected communities. WFP will nonetheless review the communication strategy for the targeting process and will strengthen communications with partners in order to improve their understanding of the logic and evolution of the targeting system, acquaint them with the targeting formula and better equip them to inform refugees about targeting. In partnership with UNHCR, WFP will organize orientation and communication sessions with field-level partners in order to equip them with the skills needed to communicate targeting outcomes to beneficiaries.</p>		December 2022

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iii. Integrate efforts to support social cohesion in the face of deepening vulnerabilities among Lebanese and refugee communities.			WFP will integrate social cohesion into the design and implementation of programmes in accordance with recommendations from the September 2021 report of the Stockholm International Peace Research Institute (SIPRI) on WFP's contribution to improving the prospects for peace in Lebanon.		
iv. Translate the triple nexus agenda (for humanitarian, development and peace activities) into operational principles and priorities, drawing on lessons learned on the effects of WFP actions on conflict dynamics at the community level in other parts of the world.			WFP will strive to operationalize the triple nexus agenda by implementing recommendations from the SIPRI report, which focused on how cash-based transfers can improve the prospects for peace in the extremely complex, dynamic and uncertain conditions in Lebanon.		

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<p><b>Priority: Medium</b>  <b>Overall deadline: December 2023</b>  <b>5. Strengthen performance management strategy and learning in order to inform decision making.</b></p>	Country office (regional bureau)	Agreed			
5.1 Invest in vulnerability analysis and mapping and monitoring and evaluation capacity in order to maintain the quality of work and to be able to respond to the growing requests for high quality data and analysis.	Country office (regional bureau)	Agreed	The vulnerability analysis and mapping (VAM) and monitoring and evaluation units were expanded in 2020. A further increase in staffing is expected in 2021 with the creation of VAM positions in field offices and the scale-up of functions such as targeting for social protection, food security and market analysis, beneficiary data management and field monitoring in the country office.	Country office RAM unit	December 2023
5.2 Help the programme units to develop contextually relevant SMART output and outcome indicators for results measurement analysis.	Country office (regional bureau)	Agreed	The country office RAM unit will continue to support the programme units in contextualizing activity-specific logical frameworks, especially for livelihoods and resilience activities.	Country office RAM and programme management units	December 2025

Recommendations and sub-recommendations	Recommendation or sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
5.3 Encourage closer integration of the vulnerability analysis and mapping and monitoring and evaluation programme units in order to better capture lessons learned related to CSP strategic outcomes.	Country office (regional bureau)	Agreed	The country office VAM and monitoring and evaluation functions are currently merged into the RAM unit.	Country office RAM unit	December 2023
5.4 Develop learning strategies and knowledge sharing with the Government, other United Nations agencies and non-governmental organizations regarding triple nexus programming, embedding standards related to the humanitarian principles and gender-transformative approaches.	Country office (regional bureau)	Agreed	The country office will participate in the common country assessment, which will enable the joint development of an overarching framework to guide WFP and other United Nations entities in working at the humanitarian-development-peace nexus, leaving no one behind and identifying opportunities to adjust operational and programmatic practices for transformative impact.	Country office programme management unit	December 2023
5.5 Work on guidance and instruments for generating evidence on the efficiency and cost-effectiveness of WFP operations.	Country office (regional bureau)	Agreed	The country office will work with the Research, Assessment and Monitoring Division (RAM), the Supply Chain Operations Division (SCO) and CBT at headquarters to conduct a cost-efficiency and effectiveness study on the CBT and in-kind modalities under activity 1.	Country office RAM unit (RAM, CBT, SCO)	December 2022

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<p><b>Priority: High</b>  <b>Overall deadline: December 2022</b>  <b>6. Strengthen human resources capacity to implement ongoing programme and management priority actions and prepare for the next country strategic plan.</b></p>	Country office (regional bureau)	Agreed			
<p><b>Priority: High</b>  6.1 Simplify budget revision processes and ensure sufficient human resources.</p> <ul style="list-style-type: none"> <li>i. Ensure that adequate time, systems and support (human resources from the Regional Bureau for the Middle East and Northern Africa or headquarters) are available to country office staff when they prepare country strategic plan revisions.</li> </ul>	Country office (regional bureau)	Agreed	The regional bureau will make available sufficient human resources, including from PRO, the Budget and Programming Division and other relevant divisions, to support the country office in the preparation of country strategic plan revisions through clear and concise budget revisions.	Regional bureau	December 2022

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<p>ii. Allow for flexibility in the budget processes to take into account country and intervention circumstances by specifying the elements that are mandatory and those that can be waived when advisable under the circumstances.</p> <p>Deadline: December 2022</p>			<p>At the time that the field work for the evaluation was proceeding, this area was already receiving attention under the Integrated Road Map.</p> <p><i>Flexibility measures:</i> The programme review and approval process (PRP) has since the beginning included several flexibility measures to allow for streamlined processes based on particular contexts. These include waivers of strategic and electronic PRPs, shortening the electronic PRP period, fast track approvals, ad hoc timeframes and others.</p> <p><i>Simplification measures:</i> Since 2020 efforts have been made to streamline and shorten the duration of the approval process, especially in case of emergencies.</p>	Operations Management Support Office (OMS)	Completed



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<p><b>Priority: Medium</b></p> <p>6.2. Ensure sufficient human resources.</p> <p>i. Ensure that the country office has sufficient human resources, notably in the units dedicated to vulnerability analysis and mapping, monitoring and evaluation, accountability to affected populations and protection, in order to allow for more high-quality analysis, to fill information gaps related to efficiency and cost-effectiveness and to increase learning opportunities for staff and cooperating partners.</p>	Country office (regional bureau)	Agreed	WFP has already scaled up capacity in the units and field offices and is carrying out a review with the aim of matching the staff positions and skills with the needs of the country office.	Country office human resources unit and management	December 2021
<p>ii. Strengthen the field sub-offices through dedicated gender and accountability to affected populations and protection focal points and increase information dissemination, training and capacity building for staff and cooperating partners.</p> <p>Deadline: December 2021</p>			WFP has increased information dissemination and capacity strengthening for cooperating partners and field staff. For example, all personnel engaged in partnership proposals – including heads of field offices and cooperating partner staff – have been sensitized on gender-responsive budgeting and reporting and all partnership proposals now have gender budgets.		

## Acronyms

CBT	Cash-based Transfers Division
CCS	Country Capacity Strengthening Unit
CSP	country strategic plan
EME	Emergency Operations Division
ESSN	Emergency Social Safety Net
ILO	International Labour Organization
MADAD	European Union Regional Trust Fund in Response to the Syrian Crisis
NGO	non-governmental organization
NPTP	National Poverty Targeting Programme
PA	Partnership and Advocacy Department
PRO	Programme – Humanitarian and Development Division
PRP	programme review and approval process
RAM	Research, Assessment and Monitoring Division
SCO	Supply Chain Operations Division
SIPRI	Stockholm International Peace Research Institute
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
VAM	Vulnerability analysis and mapping