

World Food Programme Lebanon

Decentralized Evaluation of WFP Livelihoods and Resilience Activities in Lebanon from 2016 to 2019 Management Response

	Recommendation <i>[as per evaluation report]</i>	Management Response <i>[Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief response]</i>	Actions to be taken <i>[Briefly state what actions will be taken to address the recommendation]</i>	Action By <i>[WFP Country Office, WFP Regional Bureau, WFP Headquarters, External Stakeholders (UN Agency, Government body, Donor)]</i>	Implementation timeframe <i>[Month, Year]</i>	Status <i>[Not started/In progress/On hold/Complete]</i>
1	In collaboration with FOs and CPs and with support from RBC and HQ, the CO should review the Programme ToC to more clearly articulate the vision for change that the Programme seeks to bring about, its livelihoods and resilience objectives, and the logical sequence between outputs, outcomes and impact.	<p style="text-align: center;"><i>Accepted</i></p> <p>While WFP Lebanon Livelihood Programme has been based on the 2018-2021 Country Strategic Plan (CSP), WFP recognizes the need for a refreshed theory of change (ToC) and strategy.</p> <p>Considerable progress has been made on this recommendation since the end of the evaluation</p>	<p>ToC is being revised and is expected to be finalized in mid-2020. The development process engages all relevant units at Country Office (CO) and Field Office (FO) levels, as well as external stakeholders.</p> <p>Already, the Livelihood Unit has been restructured and staff added to improve delivery.</p>	1.1-1.3 Lebanon CO Livelihood and M&E Units, FOs, CPs,	1.1-1.3 February-June 2020	In progress

<p>1.1 Clear, realistic and measurable objectives in light of WFP mandate and expertise, internal and CP capacity, resources and funding, and existing internal and external constraints should be developed.</p> <p>1.2 The logical sequence between outputs, outcomes and impact should be clearly spelled out, underlying assumptions and influential internal factors (e.g. CP capacity, programme dedicated resources) as well as external ones (e.g. risks and shocks, narrowing space of assistance to displaced Syrians, available type and length of funding) should be made explicit.</p> <p>1.3 This should be conceived and implemented as a joint exercise among the CO, FOs and CPs, and if possible also including government agencies, to ground discussions in operational realities and</p>	<p>period, including started revision of the ToC and developing a new Livelihood Strategy. Approach detailed in the "Actions To Be Taken" column.</p> <p>1.1-1.3 Recommendations accepted</p>	<p>1.1-1.2 The revised ToC states a clear objective and details causal logic, assumptions and risks for all linkages between outputs, outcomes, and objective. The ToC reflects impact pathways for refugee and host populations to emphasize the need for a different programmatic approach and strategy of engagement for the different population groups. The revised ToC makes explicit outputs and outcomes, that are necessary to reach the overall objective, but that are outside the scope of WFPs operations. For these, WFP will be identifying relevant actors to consult and engage with on an ongoing basis</p> <p>1.3 The development process engages Livelihoods and M&E units, including relevant CO, FO, and CP staff. Outcome-level alignment with Government is done through the Lebanon Crisis Response Plan (LCRP), and other key strategies.</p>	<p>and other stakeholders</p>		
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	ensure that local perspectives, concerns and ideas are adequately included.					
2	<p>In collaboration with FOs and CPs and with support from RBC and HQ, the CO should update the current livelihoods strategy to operationalize the revised ToC, specifically focusing on conceptualizing resilience, outlining the programmatic and targeting approach, and the engagement with CPs.</p> <p>2.1 Resilience: Drawing on existing resources adopt a definition and conceptualization of resilience for the Programme and articulate answers to “resilience to what?” (e.g. which shocks, pressures and stresses), and “for who?” (e.g. the country, communities, households, and/or individuals – women and men, Syrian, Lebanese).</p> <p>2.2 Programmatic approach: Revisit the type and length of activities delivered to ensure their alignment with</p>	<p><i>Partially accepted</i></p> <p>WFP recognizes the need for a new Livelihood Strategy. New programming and targeting approaches are required to capture the complexity of vulnerabilities and address key gaps and challenges in the food and agriculture sectors.</p> <p>2.1 Recommendation accepted 2.2 Recommendation accepted. 2.3 Recommendation accepted. 2.4 Recommendation partially accepted. We concur with the recommendation to emphasize capacity building of CPs. However, while longer duration FLAs are already in place with some CPs (see recommendation response 5), the full inclusion of clauses indicating the contingency of longer-term FLAs requires RB and HQ involvement.</p>	<p>Based on the ToC, research and consultations, WFP is currently developing a new Livelihood Strategy. The Strategy will define overarching objective, outcomes and outputs, including the linkages between activities. The Strategy will contribute towards the next WFP Lebanon CSP.</p> <p>2.1-2.2 <i>Resilience and programmatic approach:</i> The strategy articulates and defines the following points:</p> <ul style="list-style-type: none"> • A clear conceptualization of resilience, including defining target populations. • WFP's approach to enhancing the livelihoods of vulnerable Lebanese and Syrian refugee in the current economic and financial crisis. • WFP's approach to integrate Livelihoods activities with Social Protection efforts to build pathways out of poverty for displaced populations and Lebanese; 	<p>2.1-2.3 WFP Country Office</p> <p>2.4 WFP Country Office, RBC and HQ</p>	<p>2.1-2.3 February-June 2020</p> <p>2.4 CP capacity building action plan: June 2020</p>	<p>In progress</p>

<p>the ToC and with the Programme vision for livelihoods support and resilience-building for targeted populations. In light of the different needs, capacities and prospects that Syrians and Lebanese have in this context, the development of a different programmatic approach and strategy of engagement for Syrians and Lebanese (e.g. different types and length of activities) to make the Programme more relevant to their needs and increase effectiveness should also be considered as part of this process.</p> <p>2.3 Targeting: Using the ToC as the foundation, revisit the current targeting approach to ensure alignment to the revised resilience and livelihoods objectives of the Programme. Build on ongoing efforts to explore how the Programme can expand its focus to also tailor activities to support the livelihoods of Syrian</p>		<ul style="list-style-type: none"> • WFP's approach to value chain development activities to support the agricultural sector. • WFP approach to enhance Food-Assistance for Asset (FFA) and Food-Assistance for Training (FFT) activity complementarities, and to reach common objectives. • WFP's approach to build on successful activities and to scale up interventions with a good balance between on-the-ground activities and wider systems-level support. <p>2.3 <i>Targeting</i>: The strategy will annex a revised targeting approach and guidelines for CPs.</p> <ul style="list-style-type: none"> • For vulnerability Lebanese, their eligibility is continued to be determined by WFP livelihood vulnerability assessment to ensure vulnerable Lebanese who require livelihoods support and resilience building is targeted. • For Syrian refugees, WFP will build learnings on whether outcomes set in ToC are more likely to be achieved by targeting the bottom of the vulnerability ranking who receive multipurpose cash assistance or those ones with slightly higher ranking but 			
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	<p>and Lebanese urban populations.</p> <p>2.4 Engagement with CPs: CO and FOs should continue to work on engaging with and investing in the capacity-building of fewer, more specialized CPs beyond the Programme annual funding cycle. To reduce the administrative burden of developing new FLAs every year, the inclusion of clauses indicating the contingency of longer-term FLAs on receipt of donor funding could also be explored by the CO with support from HQ.</p>		<p>receive less cash/food e-card assistance, and decide the way forward on targeting approach based on the learnings.</p> <ul style="list-style-type: none"> • Activities to be adjusted to better target vulnerable Lebanese and Syrian refugee populations under the current projects, and targeting criteria for small scale farmers are being developed to facilitate social inclusion of these vulnerable groups into key agricultural value chains. • Livelihood and Social Protection units to develop an integrated approach to design programs to ensure pathways out of poverty by linking transfers and livelihood. • In light of the Economic and COVID-19 Crises, WFP livelihood vulnerability assessment to be updated. • Increase support for the livelihoods of Syrian and Lebanese urban populations. <p>2.4 <i>Engagement with CPs:</i> Develop an action plan for capacity building of CPs based on their identified needs and gaps. Special emphasis will be placed on capacity building of national CPs.</p>			
3	<p>The CO should expand and improve the current monitoring</p>	<p><i>Accepted</i></p>				

<p>and reporting framework as well as the data collected and analyzed by the Programme to ensure a more robust monitoring of results and strengthen evidence-based decision-making.</p> <p>3.1 Monitoring outcomes: Ensure that outcomes identified in the revised ToC are systematically and comprehensively monitored. Specific, well-defined indicators for each activity or pillar and appropriate disaggregation, at the minimum, by gender and status (Lebanese vs. Syrian) should be included.</p> <p>3.2 Data: Monitoring and Evaluation data should be collected in a way that it can be merged with Programme data with a view to strengthening the connections among different databases: the adoption of unique identifiers should be considered in this regard. The CO should also conduct a comprehensive review of the data</p>	<p>WFP accepts the overall recommendation of working towards a more robust monitoring and evaluation framework with strong feedback loops.</p> <p>3.1-3.3 Recommendations accepted</p>	<p>On Annual basis and at the time of the launch of components within the Livelihoods Programme (e.g. FFT, FFA, etc.), the M&E team conducts a revision of existing tools and systems to ensure that the outcomes of the activities are measured. The CO Livelihood and M&E units are currently updating the monitoring and reporting framework for 2020-2021 activities including monitoring tools to make sure that appropriate data is collected and analyzed and stored in a way that feeds back into programme development in a timely manner. The tools will be in line with the TOC and expected pathways identified.</p> <p>3.1 <i>Monitoring outcomes:</i> The new monitoring framework will be developed on the basis of activities, outputs and outcomes in the TOC. Gender, nationality, age and disability will be monitored.</p> <p>3.2 <i>Data:</i></p> <ul style="list-style-type: none"> As part of the annual exercise and in line with the revised TOC, monitoring tools and systems will be re-designed to produce results and feedback to programme in a faster manner while ensuring high data quality. The data and results will also be integrated into the overall CO WFP beneficiary database system. An additional 	<p>WFP Lebanon CO</p>	<p>3.1 August 2020 3.2 Throughout 2020 implementation 3.3 Ongoing throughout 2020</p>	<p>In progress</p>
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<p>collected and analyzed by the Programme and take the necessary steps to improve its quality, coherence and completeness. Building on the findings of the current piloting of digital data collection, the CO in collaboration with FOs and CPs should pay specific attention to improving the quality of participant/registration data to strengthen outcome monitoring and redress the errors that are driving cash transfer delays.</p> <p>3.3 Evidence-based decision-making: To ensure more evidence-based programmatic decision-making, the CO could consider launching annual "Learning events", involving FOs and CPs and held prior to CSP revisions and/or the roll out of new activities, during which data collected is analyzed, presented, and discussed, with clear suggestions put forward for strategic and operational Programme adjustments. A structured</p>		<p>staff maybe hired for livelihood monitoring management.</p> <ul style="list-style-type: none"> • Review of existing beneficiary and databases to address loopholes and missing data points. • Process monitoring at the FO level will be enhanced to ensure that programmatic issues are addressed and followed up on. • Capacity building of CPs will be conducted to improve quality of data and reports received. • With regards to digital data collection of participant/registration data, CO has developed and is currently piloting a digital attendance tracking platform that will reduce human intervention in the payment list/service list process and thus reduce human errors. This platform will also be directly linked to the beneficiary database and through above-mentioned monitoring activities cross-checked for completeness and compliance. <p>3.3 Evidence-based decision-making:</p> <ul style="list-style-type: none"> • CO has initiated research on key thematic areas to ensure evidence based programme design, inform WFP Lebanon strategic direction, highlight to 			
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	<p>management response process might further ensure that accepted recommendations are incorporated in programming going forward.</p>		<p>external counterparts WFPs position, and steer advocacy efforts with national and local government.</p> <ul style="list-style-type: none"> • For the 2020 onwards, CP and WFP assessment, survey, and other evidence-based decision making tools will assist the selection of activities (e.g. sectors and jobs types for programmatic intervention). • Learning events/programme and unit retreats are also organized regularly to ensure inputs and lessons learnt are incorporated for operational programme adjustments. 			
4	<p>The CO and FOs should redress the programmatic weaknesses identified by the evaluation with a view of improving the overall quality and effectiveness of the Programme by addressing gaps in assessment and analysis and corporate guidance for FFT activities.</p> <p>4.1 Assessment and analysis:</p> <ul style="list-style-type: none"> • Ensure that conflict risk assessments are systematically 	<p><i>Partially Accepted</i></p> <p>WFP aims to strength livelihood assessment and analysis to inform programmatic response.</p> <p>4.1 <i>Assessment and analysis:</i></p> <ul style="list-style-type: none"> • WFP recognizes the need to first develop guidance on conflict sensitive programming to ensure consistency across programme implementation, then conduct such conflict risk assessments. 	<p>WFP recognizes certain gaps in the systematization and documentation of programme assessment and analysis and is updating the corresponding set of tools to address gaps:</p> <p>4.1 <i>Assessment and analysis:</i></p> <ul style="list-style-type: none"> • Conflict Sensitive Programming Guidance for FLAs to be developed by Livelihood and AAP/Protection Units. • Cost efficiency analysis: CO Livelihood and Finance units to 	<p>4.1 WFP CO 4.2 WFP HQ, RB, CO</p>	<p>4.1 December 2020 4.2 December 2020</p>	<p>In progress</p>

<p>conducted before the roll out of activities.</p> <ul style="list-style-type: none"> Incorporate systematic cost efficiency analysis in the project management cycle, at least once every year. At the minimum, the main cost drivers of the Programme should be reviewed, overall and by pillar or activity. A comparative analysis of cost effectiveness of CPs should also be undertaken to assess areas such as cost per participant; ratio between assets, trainings, or goods directly delivered to participants and other costs; cost per outcome. <p>4.2 FFT Manual: In light of the expanding FFT portfolio of activities and with the support of HQ and RBC, complement the FFA Manual developed for Lebanon with a FFT Manual to provide appropriate guidance for the design and implementation of</p>	<ul style="list-style-type: none"> For the cost efficiency analysis, WFP is already undertaking cost per participant analysis at call for proposals review stage and at end of project. Other approaches, such as, ratios between assets, trainings, or goods directly, and cost per outcome to be conducted in future. CO will work on systematizing and documenting this analysis process. <p>4.2 FFT Manual</p> <ul style="list-style-type: none"> While CO is providing inputs to corporate guidance on FFT. The development of a final corporate level FFT guidance is not a process controlled at CO level. 	<p>develop documentation procedure for cost efficiency analysis in addition to conducting analysis which are currently not conducted.</p> <p>4.2 FFT manual:</p> <ul style="list-style-type: none"> WFP FFT corporate guidance is being developed at HQ and RB-levels, including lessons learnt and best practices from Lebanon. 			
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	training activities for use by CO, FO and CP staff.					
5	The CO should work with the donor and HQ to improve the predictability and duration of funding and adjust internal procedures to the extent possible to enable a longer-term programme implementation approach.	<p><i>Accepted</i></p> <p>The WFP continues to explore different funding opportunities to support resilience activities and ensure business continuity between donor's funding cycles. The CO, with the support of HQ and RB, will aim to identify funds which can potentially bridge any gaps, particularly during year-end budget closures, allowing continuity in activities (particularly seasonal activities).</p> <p>Internal procedures to enable a longer-term programme implementation approach has been already incorporated into the call for proposals and FLAs with Cooperating Partners by designing projects with 2 year period and signing of agreement for the duration of more than 1 year while budget to be signed on yearly basis.</p>	<p>Under the guidance of WFP Lebanon management, External Relations will identify potential multi-year funding opportunities in support of resilience activities.</p> <p>Under the current funding structure, measures have been taken to ensure longer-term planning and implementation: FFA activities have been planned in 2 phases for 2019-2020 and FFT activities for 2020-2021. FLAs have thus been signed for a longer duration to enable better programming and planning and reduce the year to year change of CPs and activities.</p>	WFP HQ, RB, CO	<p>Working with donors on predictability will be applied for next year funding (Starting October 2020 to January 2021).</p> <p>Adjusting internal process to enable long-term approach have been completed.</p>	In Progress