

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE REPORT ON THE EVALUATION OF WFP'S LIVELIHOODS AND SCHOOL FEEDING ACTIVITIES IN LIBYA 2019- 2024



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BACKGROUND

This document presents the findings of the Decentralized Evaluation (DE) of the World Food Programme's (WFP) Livelihoods and School Feeding Activities in Libya from 2019 to 2024. The evaluation was commissioned to assess the relevance, effectiveness, efficiency, coherence, and sustainability of WFP's livelihoods and school feeding activities in Libya; to examine the integration of gender, equity and inclusion; and to develop actionable recommendations to guide future interventions and partnerships. Taking a utilization-focused, consultative approach, the evaluation serves the dual purpose of accountability and learning.

The evaluation made a total of six recommendations. The response presented below sets out whether WFP Libya CO agrees, partially agrees, or disagrees with the evaluation Recommendations and sub-Recommendations. It presents the planned (or taken) actions, responsibilities, and timelines.

Recommendations and sub-Recommendations [one Recommendation/sub-rec per row, deadlines in brackets]	Recommendation and sub-Recommendation lead office ¹	Management response ²	Actions	Action lead office ³	Action deadline (Indicate month and year)	Status ⁴	HQ COMMENTS 20240922
Priority: High Recommendation 1: For future work in these areas, strengthen strategic coherence and anchor interventions in geographic and institutional hubs. Deadline: December 2026	WFP Libya Management	Note: In 2025, WFP Libya phased out Activities 2 (Livelihoods and Resilience) and 3 (School Feeding). While the Country Office agrees with all evaluation recommendations, no actions are currently planned for those linked to these phased-out activities. Recommendations are retained for institutional learning and possible future reactivation.					
Priority: High Sub-recommendation 1.1:	WFP Libya Management	Partially Agreed. WFP Libya acknowledges the	1. Conduct mapping of operational partnerships and	N/A – Activity phased out	N/A	N/A	

¹ Indicate the lead office, with any supporting offices in brackets

² Indicate whether each Recommendation and sub-Recommendation is 'Agreed', 'Partially agreed' or 'Not agreed'. Briefly justify partially or not agreed

³ Indicate the action lead, with any supporting offices in brackets

⁴ Indicate the current status of the action – Not started/ Ongoing/ Completed

WFP should focus future recovery-oriented programming in a limited number of priority areas where operational partnerships and institutional relationships are strong. This will reduce fragmentation, enhance coherence across activities (e.g., school feeding and livelihoods), and allow for deeper engagement with stakeholders, particularly women's groups. Deadline: December 2026		strategic value of focusing future recovery-oriented programming in a limited number of priority hubs with strong institutional presence and alignment with resilience objectives. This approach would enhance coherence, reduce fragmentation, and support more meaningful stakeholder engagement. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.	institutional presence by region.				
			2. Select priority hubs and define intervention packages.	N/A – Activity phased out	N/A	N/A	
			3. Align CP engagement strategies to focus on these hubs.	N/A – Activity phased out	N/A	N/A	
Priority: High Sub-recommendation 1.2: Cooperating Partners (CPs) should be more closely engaged in activity and design,	WFP Libya Management, CP unit	Partially Agreed. WFP Libya recognizes the importance of strengthening	1. Develop partner capacity-building plans.	N/A – Activity phased out	N/A	N/A	
			2. Update CP FLA templates to include	N/A – Activity phased out	N/A	N/A	

monitored, and required to report in greater detail to ensure that their capacity to sustain results is enhanced, Deadline: December 2026		engagement with Cooperating Partners through participatory design processes, joint monitoring, and enhanced reporting requirements. Such measures contribute to improved sustainability and capacity development at the local level. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.	M&E responsibilities.				
			3. Organize annual design and learning workshops with CPs	N/A – Activity phased out	N/A	N/A	
Priority: High Sub-recommendation 1.3: Where appropriate, WFP should co-locate interventions to maximize economies of scale and institutional visibility. Deadline: December 2026	WFP Libya Management	Partially Agreed. WFP Libya supports the principle of co-locating complementary interventions, such as school feeding and livelihoods, to improve operational	1. Identify overlapping operational areas of Activity 2 and Activity 3.	N/A – Activity phased out	N/A	N/A	
			2. Pilot integrated activities in 2 locations.	N/A – Activity phased out	N/A	N/A	

		efficiency, enhance institutional visibility, and foster synergies across programme components. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.					
Priority: High Recommendation 2: Develop early frameworks for transition and handover. In Libya, if appropriate, and beyond, WFP should consider integrating a transition and sustainability framework into all future resilience-oriented programming. Deadline: December 2026	WFP Programme and Partnerships staff	Partially Agreed. WFP Libya acknowledges the importance of embedding transition and sustainability considerations into the design of future resilience-oriented programming. While such activities are not currently active under the present Country Strategic Plan (CSP), this recommendation remains highly					

		relevant and will be revisited if resilience programming is reintroduced.					
Priority: High Sub-recommendation 2.1: Defining minimum conditions for launch and handover and identifying value chains which small holders must be aware of and work in relation to (this may include large agro-industry). WFP should only engage in activities where a gap has been identified, particularly for local producers to be able to have a viable business development track. Deadline: December 2026	WFP Programme and Partnerships	Partially Agreed. WFP Libya acknowledges the importance of establishing clear criteria for launching and exiting resilience-oriented activities, particularly in relation to value chain viability and sustainability for smallholder producers. The development of a transition-readiness checklist would be a valuable tool to ensure strategic alignment and responsible handover. Note: As this activity has been	1. Draft readiness assessment tool for resilience programming.	N/A – Activity phased out	N/A	N/A	
			2. Conduct assessment in 2 program sites.	N/A – Activity phased out	N/A	N/A	

		phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.					
Priority: High Sub-recommendation 2.2: Identifying institutional hosts (e.g., Ministries of Education, Agriculture, Local Government, CPs). Deadline: December 2026	WFP Programme and Partnerships	Partially Agreed. WFP Libya recognizes the importance of identifying and engaging institutional stakeholders who could eventually host or sustain programme components. Formalizing partnerships with relevant ministries and local institutions contributes to ownership, accountability, and sustainability. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the	1. Map institutional roles and mandates in each region.	N/A – Activity phased out	N/A	N/A	
			2. Establish MoUs with 2 ministries.	N/A – Activity phased out	N/A	N/A	

		recommendation is retained for future programming if reactivated.					
Priority: High Sub-recommendation 2.3: Supporting national policy processes (e.g., school feeding strategy development). These should be co-owned by the government and partners, and conditionality (e.g., co-funding or in-kind contributions) can be used to build ownership.	WFP Programme and Partnerships	Partially Agreed. WFP Libya supports the principle of contributing to nationally led policy processes, particularly in sectors where WFP has comparative technical expertise such as school feeding. Facilitating co-ownership, aligned strategies, and accountability mechanisms is consistent with WFP’s capacity-strengthening mandate. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.	1. Provide technical assistance to Ministry of Education for policy drafting. 2. Convene multi-stakeholder forums on school feeding strategy.	N/A – Activity phased out	N/A	N/A	

Priority: Medium Recommendation 3: Engage new funding and policy allies. In contexts where public budgets are limited and donor fatigue is rising, WFP should consider diversifying its partnerships Deadline: December 2026	WFP Senior Management, Partnership	Partially Agreed. WFP Libya recognizes the need to diversify its partnership base to ensure sustainable support for its operations. The CO continues to engage with traditional donors while exploring opportunities with emerging donors, development institutions, and UN agencies. In the current context, private sector engagement related to school feeding or livelihoods remains on hold due to the suspension of those activities. However, these avenues will be re-examined if such programming is resumed under future CSP cycles.	
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Priority: Medium Sub-recommendation 3.1: Corporate social responsibility (CSR) investments (e.g., oil and gas sector). Rather than as a donor of philanthropic contributions, the Oil and Gas actors should be approached from a business case argument. The school feeding activities could for example form part of a long-term workforce development activity, while support to livelihoods could form part of the companies' remediation efforts. Deadline: December 2026	WFP Senior Management, Partnership	Partially Agreed. WFP Libya acknowledges the strategic value of engaging the private sector through CSR frameworks, particularly where shared objectives can be identified. However, given the phase-out of both school feeding and livelihoods programming, WFP is not currently positioned to initiate such partnerships. This approach may be revisited if long-term, resilience-oriented programming is reinstated. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.	1. Conduct stakeholder mapping of potential CSR partners. 2. Develop investment pitch linking livelihoods/school feeding to workforce pipelines.	N/A – Activity phased out	N/A	N/A	
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Priority: Medium Sub-recommendation 3.2: Foundations and philanthropic channels. These partnerships (also in sub-recommendation 3.1) are transformational, both because of the volume of contributions as well as the other opportunities. Clear safeguards and points of contact should be identified, Deadline: December 2026	WFP Senior Management, Partnership	Partially Agreed. WFP Libya acknowledges the potential value of engaging with philanthropic foundations as a means of diversifying resources and enhancing programmatic innovation. These partnerships require appropriate safeguards, transparency, and alignment with WFP principles. Given the current focus on emergency response and the phase-out of resilience-related activities, such partnerships are not being actively pursued at this time. Engagement may be explored in the future with support from the Regional Bureau and Headquarters should the	1. Compile list of potential philanthropic partners. 2. Submit at least two proposals by Q4 2026.	N/A – Activity phased out	N/A	N/A	
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		programming context evolve. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.					
Priority: Medium Sub-recommendation 3.3: WFP should also increase public visibility and advocacy efforts to elevate its strategic value and open policy dialogue channels with ministries and peer agencies Deadline: December 2026	WFP Programme teams	WFP Libya will increase its advocacy products and visibility events.	1. Develop a communications strategy tailored to resilience programming. 2. Organize two high-level visibility events annually.	N/A – Activity phased out	N/A	N/A	
Priority: High Recommendation 4: Align targeting with vulnerability and economic potential In country contexts such as Libya, future programs should be driven by area-based local level vulnerability analysis, updated food security data, and market diagnostics, in reference to targeting as per recommendation Deadline: December 2026	WFP Programme teams; RAM Unit	Partially Agreed. WFP Libya currently applies area-based targeting using FSOM, mVAM, market monitoring, and partner data to identify food-insecure populations. The CO will continue to refine geographic and group targeting based on					

		updated vulnerability and market analyses. While resilience and livelihoods programming are currently suspended, these targeting principles are applied across emergency operations and will inform future programming if expanded.					
Priority: High Sub-recommendation 4.1: Targeting should prioritize Underserved and high-potential areas (e.g., emerging smallholder markets) with an emphasis on those schools where female staff engage in volunteer work and commit personal resources, Deadline: December 2026	WFP Programme staff; RAM Unit	Partially Agreed. WFP Libya supports the recommendation to target underserved and high-potential areas based on food security, market access, and community-level indicators. Emphasis on locations where women are actively engaged as volunteers reflects WFP's broader gender and inclusion commitments. As school feeding and	1. Update area-based vulnerability maps.	N/A – Activity phased out	N/A	N/A	
			2. Incorporate female volunteer participation as selection criterion.	N/A – Activity phased out	N/A	N/A	

		livelihoods activities have been phased out, no follow-up actions are currently foreseen. This recommendation remains relevant and will inform targeting frameworks in the event that related programming is reactivated. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.					
Priority: High Sub-recommendation 4.2: Targeting should prioritize Groups that were previously excluded (e.g., women, displaced persons, people with disabilities) Deadline: December 2026	WFP Programme staff; RAM Unit	Agreed. WFP Libya fully supports inclusive targeting to ensure that women, displaced persons, and persons with disabilities are not excluded from assistance. Targeting	1. Review beneficiary selection criteria to ensure inclusion of vulnerable groups including disability, gender, and displacement across all activities.	Programme / RAM	December 2026	Ongoing	

		frameworks across all activities are constantly reviewed and adapted to reflect these priorities, in alignment with WFP's protection and accountability commitments.	2. Conduct inclusion audit across current activities.				
Priority: High Sub-recommendation 4.3: Targeting should prioritize Opportunities where social protection, livelihoods, and nutrition can be integrated, with a focus on displaced groups and the enrolment of girls. This will help maximize both social equity and economic return on investment. Deadline: December 2026	WFP Programme staff; RAM Unit	Partially Agreed. WFP Libya supports the concept of integrated programming that links social protection, livelihoods, and nutrition to maximize impact, particularly for displaced groups and adolescent girls. Such approaches are consistent with WFP's strategic vision for resilience-building and inclusive development. As the relevant activities (school feeding and livelihoods) have been phased out, no integrated	1. Identify convergence areas and align budgets across activities. 2. Design integrated implementation model.	N/A – Activity phased out	N/A	N/A	

		programming is currently planned. However, this recommendation is retained for consideration should conditions allow for the reintroduction of multi-sectoral programming in the future. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.					
Priority: Medium Recommendation 5: Re-design the Made in Libya model, should WFP decide to deepen school feeding–livelihoods linkages The concept of linking local agricultural production with school meals remains valid but requires redesign. Deadline: December 2026	WFP Programme team	Partially Agreed. WFP Libya acknowledges the value of integrated local procurement and school feeding models such as "Made in Libya". While school feeding and livelihoods activities have been phased out under the current					

		CSP, this model may be revisited and redesigned in future programming cycles, should those activities resume.					
Priority: Medium Sub-recommendation 5.1: WFP should pilot Farmer-to-kitchen procurement models based on a parent-teacher link whereby parents identify, support and monitor small producers Deadline: December 2026	WFP Programme staff; RAM Unit	Partially Agreed. WFP Libya acknowledges the potential value of localized procurement models that strengthen links between smallholder producers and school communities. The suggested parent-teacher engagement approach could contribute to ownership and accountability in school feeding programmes. As school feeding activities have been phased out under the current CSP, no pilot or procurement model is currently	1. Identify pilot site with parent-teacher engagement.	N/A – Activity phased out	N/A	N/A	
			2. Launch procurement pilot.	N/A – Activity phased out	N/A	N/A	

		planned. The recommendation is retained for future consideration should such programming be reintroduced. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.					
Priority: Medium Sub-recommendation 5.2: WFP should pilot Business development components in training Deadline: December 2026	WFP Programme staff; RAM Unit	Partially Agreed. WFP Libya supports the integration of business development components, including market planning and entrepreneurship, into livelihoods training curricula. Such approaches strengthen self-reliance and contribute to longer-term food security outcomes. As livelihoods activities have	1. Review and update training materials with business modules.	N/A – Activity phased out	N/A	N/A	
			2. Train CPs in delivery of revised modules.	N/A – Activity phased out	N/A	N/A	

		been phased out under the current CSP, no revisions to training curricula are currently planned. The recommendation is retained to guide future programme design should livelihoods programming resume. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.					
Priority: Medium Sub-recommendation 5.3: WFP should pilot Cooperative or group-based models to overcome scale and delivery challenges. Deadline: December 2026	WFP Programme staff; RAM Unit	Partially Agreed. WFP Libya recognizes the value of group-based or cooperative models in enhancing smallholder productivity, facilitating service delivery, and improving market	1. Mobilize smallholder groups in 2 target areas.	N/A – Activity phased out	N/A	N/A	
			2. Link to school feeding demand via contract farming.	N/A – Activity phased out	N/A	N/A	

		access. These models have been widely adopted in similar contexts to address scale and coordination gaps. As livelihoods activities have been phased out under the current CSP, no pilot is currently planned. The recommendation remains relevant and will be retained to inform future programming if reactivated. Note: As this activity has been phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.					
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Priority: Medium Sub-recommendation 5.4: WFP should pilot Inclusion of gender-sensitive business planning and market access strategies can expand the benefits, particularly for women and youth in rural areas. Deadline: December 2026	WFP Programme staff; RAM Unit	Partially Agreed. WFP Libya supports the inclusion of gender-responsive business planning and market access strategies as a means to enhance the impact and inclusivity of livelihoods programmes. Supporting women-led enterprises and youth participation contributes to more equitable and sustainable outcomes. As livelihoods activities have been phased out under the current CSP, no pilot is currently planned. This recommendation remains relevant and will inform future programming should such activities be reintroduced. Note: As this activity has been	1. Conduct gender analysis of rural market systems. 2. Develop tailored support packages for women and youth.	N/A – Activity phased out	N/A	N/A	
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		phased out, no follow-up actions are currently foreseen. However, the recommendation is retained for future programming if reactivated.					
Priority: High Recommendation 6: Expand outcome monitoring and community feedback systems. WFP should invest in tools and systems that go beyond tracking distribution outputs to measure actual changes in: Deadline: December 2026	WFP Programme staff; RAM Unit	Partially Agreed. WFP Libya has expanded outcome monitoring tools through FSOM and PDM to track key dimensions such as household income, coping strategies, and gender-related decision-making. A digital Complaints and Feedback Mechanism (CFM) was established in Q4 2024 and continues to support two-way communication with affected populations. These systems will be maintained and refined to support adaptive programming and accountability.					

Priority: High Sub-recommendation 6.1: A mapping of the actors involved, and a grouping of beneficiary groups within a priority list. This could be done using clear visual mapping and modelling, to enhance consultation with beneficiaries in the area. Deadline: December 2026	WFP Programme staff; RAM Unit	Agreed. WFP Libya supports the use of actor and beneficiary mapping tools, including visual modelling, to enhance coordination, improve geographic prioritization, and support meaningful consultation with affected populations. These approaches contribute to improved targeting and strengthen accountability to affected populations (AAP). This is a cross-cutting recommendation that could improve current emergency response activities.	1. Develop actor-beneficiary maps for three priority areas. 2. Present visual mapping outputs during community consultations to support inclusive feedback and engagement.	Programme / RAM unit	December 2026	Not Started	
Priority: High Sub-recommendation 6.2: A review of the expenditure handled by the CPs and the local partners, as well as their planning and handover needs. Deadline: December 2026	WFP Programme staff; RAM Unit	Agreed. WFP Libya will continue to strengthen financial oversight and planning processes with Cooperating Partners. This	1. Incorporate expenditure tracking requirements into CP reporting frameworks. 2. Conduct joint planning workshops	Programme (with support from Finance and Partnerships)	December 2026	Not Started	

		includes reviewing expenditure flows, aligning programme and budget planning cycles, and identifying capacity gaps related to handover and sustainability.	with CPs to define handover milestones and capacity needs.				
Priority: High Sub-recommendation 6.3: Household income, gender empowerment, school attendance and retention, through an emphasis on gender roles. Deadline: December 2026	WFP Programme staff; RAM Unit	Agreed. WFP Libya supports the integration of enhanced outcome indicators that capture household economic status, gender empowerment, and education-related metrics where applicable. A gender lens will be applied to indicator selection and analysis to ensure sensitivity to social roles and power dynamics. Given the operational need to maintain a lean FSOM framework, education-related indicators will be addressed through complementary	1. Continue monitoring gender and income-related outcomes through existing FSOM and PDM frameworks. 2. Retain education-related indicators using PDM tools for future application if school feeding activities resume.	RAM	December 2026	Ongoing. Gender markers that don't already exist have been applied to the latest FSOM (2025). Education-related indicators (school attendance and retention) will be included in dedicated PDM tools if / when school-based programm	

		tools, such as Post-Distribution Monitoring (PDM), when relevant.				ing resumes.	
Priority: High Sub-recommendation 6.4: Community satisfaction must be tracked in a more comprehensive manner. Monitoring frameworks must contain a dynamic digital tool to track contextual changes. Feedback mechanisms should be adapted to specific activities (e.g., livelihoods, school feeding) and include two-way channels for accountability and adaptive management Deadline: December 2026	WFP Programme staff; RAM Unit	Agreed. WFP Libya implemented a digital Complaints and Feedback Mechanism (CFM) in Q4 2024. The system provides two-way communication with affected populations and supports real-time tracking of community satisfaction and contextual changes. While current activities are limited to emergency assistance, the CFM is designed to be scalable and can accommodate additional programme-specific channels (e.g., for livelihoods or school feeding) if such activities resume in the future.	1. Maintain and adapt the existing CFM to reflect evolving operational needs. 2. Integrate feedback trends into programme decision-making and contextual analysis.	Programme / RAM	December 2026	Ongoing	

