



Management Response from WFP and UNHCR Country Offices to the recommendations of the decentralized evaluation of the UNHCR/WFP Joint Action for Multipurpose Cash Assistance in Lebanon (2019-2021) in Lebanon

1. This document, finalized in May 2023, presents the management response to the recommendations of the Evaluation of the UNHCR/WFP Joint Action for Multipurpose Cash Assistance in Lebanon (2019-2021).
2. The evaluation, which was commissioned by UNHCR and WFP Offices in Lebanon covers the operational years 2019-2021, which coincide with the socio-economic downturn, inflation, and devaluation of the local currency during which UNHCR and WFP have taken a number of measures to adapt to the situation and mitigate emerging risks. The evaluation considered the joint action funded by ECHO and covering WFP Cash for food (CFF) and UNHCR Multi-Purpose Cash Assistance (MCAP), in addition to WFP's multi-purpose cash modality (MPC). The evaluation was conducted by an Evaluation Team (ET) contracted through a transparent process and consisting of a team leader and 3 evaluators each with their specific focus. The evaluation's governance structure included: 1) the Management Group consisting of UNHCR and WFP evaluation co-managers, responsible for managing administrative aspects, facilitating communication, and ensuring the independent review of deliverables by the quality assurance firm, 2) the internal Steering Committee headed by UNHCR and WFP management and consisting of the technical team from both agencies, responsible for ensuring independence and impartiality, and 3) the Evaluation Reference Group consisting of main stakeholders and acting as an advisory body, reviewing and commenting on draft evaluation products and shaping recommendations.
3. The evaluation made 15 key recommendations and 13 sub-recommendations with corresponding actions. The matrix sets out whether UNHCR and WFP agree, partially agree or disagree with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities, and timelines.

Recommendations and related Sub-recommendations (Due date) <i>[as per evaluation report – one (sub-) recommendation per row, Due date in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Divisions)¹	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? Justify²</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each (sub-) recommendation³</i>	Action Lead (Supporting Offices/Divisions)⁴	Action Due date <i>[Month and year]⁵</i>
<p>Priority: High (a) and High/Medium (b-e)</p> <p>Recommendation 1.1.1:</p> <p>UNHCR and WFP should intensify or accelerate efforts to increase programme relevance, effectiveness and efficiency through:</p>					
<p>Sub-recommendation 1.1.1a</p> <p><i>a. Diversification of financial service providers (notably the use of MTOs) to: Reduce reliance on a single bank and its infrastructure; expand the range of access points for cash recipients.</i></p>	<p>UNHCR Basic Assistance unit, WFP Cash-Based Transfers unit, WFP Emergency Response unit</p>	<p><i>Partially Agreed</i></p> <p>UNHCR and WFP have already taken action to expand and diversify the number and type of cash-out points through the Lebanon One Unified Inter-Organizational System for E-cards (LOUISE) and the existing financial service provider (FSP).</p> <p>Regarding the reliance on a single bank, UNHCR and WFP will continue to rely on a unified payment instrument issued by a single FSP, maintaining the strategic partnership with one</p>	<p>UNHCR and WFP worked closely on the expansion of the redemption point network since the start of the economic crisis and will continue to pursue options for further expansion and diversification.</p> <p>Between December 2019 and April 2023, more than 50 ATMs were installed. Moreover, starting August 2022, the LOUISE FSP partnered with a local Money Transfer Operator (MTO) allowing UNHCR and WFP to expand the redemption point network to more than 70 MTO agents in the country. This has further improved the capacity and coverage of the redemption point network and ultimately reduced</p>	<p>UNHCR Basic Assistance unit, WFP Cash-Based Transfers unit, WFP Emergency Response unit</p>	<p>Continuous</p>

¹ Name of responsible WFP and/or UNHCR office/division. Names of supporting WFP and/or UNHCR offices/divisions (and/or external stakeholders if any in brackets).

² If “Partially agreed” or “Not agreed”, provide a brief reason for this.

³ One action per row. Insert new rows for multiple actions for one recommendation.

⁴ Name of responsible WFP and/or UNHCR office/division/unit. Names of supporting WFP and/or UNHCR offices/divisions and/or external stakeholders if any in brackets.

⁵ Not to exceed related (sub-)recommendation deadline.

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		<p>FSP but diversifying and expanding the options.</p> <p>UNHCR and WFP selected the FSP in a competitive tender based on its comparative advantages in terms of number of ATMs, liquidity, quality of service and costs. In addition, community consultations have shown that assisted families prefer to redeem assistance using one card offering multiple redemption options (incl. MTO outlets) rather than receiving payments through different FSPs.</p>	<p>waiting times and travel costs for assisted families.</p> <p>Discussions are ongoing between LOUISE FSP and Contract administrator (WFP) to partner with additional MTO companies operating in the country and further expand the redemption point network.</p> <p>Also, the re-establishment of dual currency redemption for refugee families assisted by UNHCR and WFP in May 2023 has significantly reduced the pressure on the redemption point network, ensuring a safer and more dignified experience for assisted families when accessing their assistance (for detailed findings see here).</p>		
<p>Sub-recommendation 1.1.1b</p> <p><i>b. Seek clarification from and agreement with the Cash Taskforce on the next steps (if any) for dollarisation and, if it is to be implemented, prepare through robust risk analysis and ensure that effective mitigation measures are considered (e.g. a phased approach).</i></p>	<p>UNHCR Basic Assistance unit, WFP Emergency Response unit</p>	<p><i>Agreed</i></p>	<p>Since May 2023, Syrian refugee families have been able to redeem their assistance in USD or LBP as UNHCR and WFP re-established the option of dual currency redemption.</p> <p>Dual currency disbursements successfully addressed key operational issues and improved the redemption experience of assisted families and</p>	<p>UNHCR Basic Assistance unit, WFP Cash Based Transfers unit, WFP Emergency Response unit</p>	<p>Completed</p>

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			<p>allowed refugees to access a more appropriate transfer value and protected their purchasing power.</p> <p>As the transition to a dual currency approach became a programmatic imperative, UNHCR and WFP have actively engaged with the Government of Lebanon (GoL) since February 2023. This engagement began with the Minister of Social Affairs (MoSA) as the co-chair of the Lebanon Crisis Response Plan (LCRP), followed by the Prime Minister's office, the Central Bank, and the Governor. Local authorities were also consulted. Advocacy efforts were also extended to other relevant stakeholders including other sectors (including Protection), the Cash Working Group, the Strategic Task Force on Cash, donors, and the Resident /Humanitarian Coordinator.</p> <p>UNHCR and WFP also carried out a joint risk assessment and put in place mitigation measures informed by consultations with beneficiaries and partners. A communication strategy</p>		

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			<p>was also developed to ensure effective information dissemination.</p> <p>Going forward, UNHCR and WFP will continue to seek support from donors and the authorities to mitigate possible political consequences of dual currency disbursements.</p>		
<p>Sub-recommendation 1.1.1c <i>c. Maintaining focus on minimising delays and inefficiencies in the cash delivery processes, notably with respect to service delivery points (MTOs vs. ATMs) and faster turnaround on card replacement.</i></p>	<p>UNHCR Basic Assistance unit, WFP Cash Based Transfers unit, WFP Emergency Response unit</p>	<p><i>Agreed</i></p>	<p>UNHCR and WFP actively monitor the use and functionality of redemption points to ensure safe and dignified access to cash assistance.</p> <p>Cooperating Partners are deployed at the busiest redemption points to facilitate faster replenishment, manage crowds, provide guidance, and support users.</p> <p>In addition, UNHCR and WFP worked closely with the FSP and partner MTO to determine gaps in coverage and diversifying redemption locations and options for assisted families.</p> <p>The re-introduction of dual currency disbursements significantly improved the capacity of the redemption network minimising delays and</p>	<p>UNHCR Basic Assistance unit, WFP Cash Based Transfers unit, WFP Emergency Response unit</p>	<p>Completed</p>

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			<p>inefficiencies in the cash delivery processes.</p> <p>Card replacement follows predetermined schedule considering the monthly beneficiary list generation cut-off date. The standard replacement time ranges from 10 to 45 days, depending on the timing of the card replacement request.</p> <p>WFP and UNHCR strengthened communication with beneficiaries, emphasizing that their entitlement remains intact even if their card is lost.</p>		
<p>Sub-recommendation 1.1.1d</p> <p><i>d. Incorporate specialist analysis of the legal, policy and macro-economic landscape into risk assessments related to cash programming, particularly as it relates to transfer values, dollarisation and inflation considerations which could mitigate the divergence between needs and resources. Such assessments should also incorporate timing considerations, i.e. potential opportunity costs (for programming and the organisations) in relation to specific action or inaction.</i></p>	<p>UNHCR Basic Assistance unit, WFP Cash Based Transfers unit, WFP Research, Assessment and Monitoring unit</p>	<p><i>Agreed</i></p>	<p>UNHCR and WFP have implemented several actions in 2022 and 2023 that speak to these recommendations and will continue to incorporate specialist analysis into risk assessments in the future. These actions included:</p> <p>a) The calculation of the economic capacity of refugee households to meet essential needs (ECMEN) has been utilized to establish the recommended transfer value, ensuring a more accurate assessment of the needs. ECMEN is jointly monitored by UNHCR and WFP to measure the</p>	<p>UNHCR Basic Assistance unit, WFP Cash Based Transfers unit, WFP Research, Assessment and Monitoring unit</p>	<p>December 2024</p>

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			<p>impact of cash assistance and evaluate its outcomes.</p> <p>b) Providing the survival minimum expenditures basket (SMEB) and the minimum expenditures basket (MEB) continue to serve as the primary references for determining the cost of basic needs. These baskets are extensively discussed in sector working groups and, more recently, in the Cash Working Group.</p> <p>WFP regularly publishes monthly market monitoring reports, providing valuable insights into the economic situation.</p> <p>Additionally, other reports, such as the legal, policy, and macro-economic landscape reports (MCI reports), are used as sources of information. UNHCR and WFP conduct the yearly vulnerability assessment for Syrian refugees (VASYR) in collaboration with UNICEF that is an essential process for coordinated and consultative planning decisions and programme design since its first iteration in 2013 and serves the broader aid community by providing critical baseline information. Key</p>		

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			<p>VASyR indicators fed into the Joint Interagency Assessment Framework that informs humanitarian needs overviews and response plans.</p> <p>d) WFP and UNHCR took part in Integrated Food insecurity Phase Classification (IPC) analysis which helps to classifying the severity and magnitude of food insecurity that is applicable across and between regions and countries over time. The IPC analysis in Lebanon covers Lebanese residents, Syrian refugees, as well as Palestine refugee in Lebanon and Palestine refugees from Syria.</p> <p>UNHCR and WFP receive quarterly reports from the World Bank on the economic situation and the state of the banking sector. The IMF also provides updates to the UN Country Team regarding their negotiations with the government and progress on required economic and financial reforms. These updates contribute to a comprehensive understanding of the economic context.</p>		

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Sub-recommendation 1.1.1e <i>e. Explore the potential for efficiency gains in pooling/combining all assistance types to provide a standard basic amount, if not possible to effectively layer with the resources available. Clarifying/simplifying approaches to cash transfer can lead to greater efficiencies and improve accountability to all stakeholders and generate greater donor buy-in.</i>	UNHCR Basic Assistance unit, WFP CBT	<p><i>Not agreed</i></p> <p>This recommendation is beyond the Joint Action and contingent on donor restrictions (earmarking).</p> <p>UNHCR and WFP will continue proactively advocating for flexible funding and will seek alignment on the side of donors to fulfil this recommendation.</p> <p>Moreover, it is not possible to have a standard cash amount for all cash programmes because programmes are designed to respond to different needs. The joint action offers complementary packages for multiple needs for food and non-food.</p>			N/A
<p>Priority: Medium</p> <p>Recommendation 1.2.1: (Due date)</p> <p>UNHCR and WFP should seek greater opportunities to enhance the gender responsiveness of the Joint Action beyond gender-sensitive cash disbursement processes, particularly if the external environment becomes more stable. This should include conducting caseload analyses that study the ongoing gender-</p>	UNHCR Basic Assistance unit, Protection & Registration unit, WFP Emergency Response unit, WFP Research Assessment and Monitoring unit	<p><i>Agreed</i></p>	<p>Continue inputting gender-related variables in the targeting model.</p> <p>Continue regularly reviewing the list of Categorical Targeting/GRM profiles using a gender-lens</p>	<p>UNHCR Basic Assistance unit</p> <p>UNHCR Basic Assistance unit, Protection & Registration unit;</p> <p>WFP Research, Assessment and Monitoring unit</p>	<p>At each targeting formula calibration</p> <p>Yearly</p>

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sensitivity and inclusiveness of the targeting model.			Conduct an analysis of the cash-assisted households to document gender-sensitivity and inclusiveness.	and Emergency Response unit UNHCR Basic Assistance unit, Protection & Registration unit, WFP Research Assessment and Monitoring unit and Emergency Response unit	December 2024
Priority: High Recommendation 1.3.1: (Due date) Continue efforts to identifying (and therefore reassessing) cases where household registration data is out of date as part of a redesign of the GRM for 2022-23, to ensure it continues to effectively address errors of exclusion. If UNHCR/WFP do make the proposed change to the targeting approach for 2022-23 and include the GRM profiles from the outset of targeting, the GRM could be straightforwardly reoriented in one (or more) of the following ways to ensure it continues to focus on identifying specific cases of erroneous exclusion due to the model, without calling into question the legitimacy of the model itself:					
Sub-recommendation 1.3.1a (Due date)	UNHCR Basic Assistance and Targeting unit,	<i>Agreed</i>	Revised GRM profiles are inputted in the targeting model on a yearly basis. However, some profiles do not get		Completed

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<i>a. Identifying households erroneously scored as being above the severely vulnerable threshold (i.e. not those who are among the 33% that are excluded from multi-purpose cash due to limited resources, as this is not an error due to the formula but due to the funding limitations).</i>	WFP Research, Assessment, and Monitoring unit		retained because of their limited prevalence in the database. In the 2023 assistance cycle, and based on lessons learned from the exclusion error analysis and Score Improvement Household Visits (SIHV), the 2021-22 GRM profiles were determined. To avoid the effort in filing claims and two months gaps of assistance for eligible families who would be maintained under certain GRM profiles as well as to compensate for the under-capture of certain protection profiles induced by the PMT model, UNHCR introduced categorical targeting based on the 2021-22 GRM profiles.		
Sub-recommendation 1.3.1b (Due date) <i>b. Maintaining assessment and assistance (i.e. via ECA/PCAP) to protection cases referred by protection actors and/or those who have become more vulnerable due to shock (to be effective, this would need to be available throughout the year).</i>	UNHCR Basic Assistance unit, UNHCR Protection	<i>Agreed</i>	Already in place: Emergency cash assistance (ECA) and Protection cash assistance (PCAP) programmes aim at responding in a timely manner to new protection risks and/or incident and/or sudden change of vulnerability. Situation assessment and inclusion is happening on a monthly basis for PCAP and on the spot for ECA.	UNHCR Protection	Continuous
Sub-recommendation 1.3.1c (Due date) <i>c. Maintain an appropriate capacity (via implementing partners) to conduct outreach visits to validate or amend household information in</i>	UNHCR Basic Assistance unit, Registration and Field	<i>Not agreed</i> GRM cannot be a data collection tool for updated registration information especially that 70% of the			N/A

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<p><i>cases where registration data and information supplied via the GRM process conflict, linked to the formal registration data update process.</i></p>		<p>claims received are via an online web-link, with very limited capacity to verify information provided following Registration SOPs. Keeping GRM data collection simple and straightforward allows efficient and quick submission of claims in a short duration. In addition, the cost of resources on such activity is too high and it is not justified especially with having high coverage such as with visits are not cost efficient.</p>			
<p>Priority: High-Medium Recommendation 1.3.2 (Due date)</p> <p>UNHCR/WFP should explore how information related to marginalisation profiles of households (that have limited possibilities for falsification) could be made public to increase accountability and transparency. The use of the Multidimensional Deprivation Index to determine qualification may not be easily understood by the general public, but the tool and questions are publicly available and could easily be understood by people working on this process and project. This would leave the</p>	<p>UNHCR Basic Assistance and Targeting unit, Communication with Communities, WFP Research, Assessment and Monitoring unit, WFP Accountability to Affected Populations unit,</p>	<p><i>Partially agreed</i></p> <p>There is agreement with the overall recommendation. Both agencies are enhancing their information and communication strategy with beneficiaries for a better understanding of the targeting approach. Substantial efforts have already been made in that regard. However, this does not necessarily mean making profiles or criteria used for</p>	<p>UNHCR and WFP to maintain and strengthen community engagement approaches in order to diversify channels and audiences. Specifically, to maintain the yearly Outreach Volunteer (OV) workshops on Targeting and Communication: Yearly workshops are organized and facilitated by UNHCR and WFP to brief Outreach Volunteers (OVs) on targeting and other communication. These workshops are an opportunity to answer the questions that OVs have. In addition, UNHCR and WFP facilitate monthly online briefings on cash and food assistance updates for</p>	<p>UNHCR Basic Assistance unit, Communication with Communities unit, Community Based Protection unit, WFP Research, Assessment and Monitoring unit, Accountability to Affected Populations unit</p>	<p>Yearly/monthly</p>

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previous per capita expenditure-based aspect of the targeting process as difficult to understand, but the percentage of recipients that solely qualify due to the per capita expenditure aspect of the PMT model would be reduced.	WFP Emergency Response unit	targeting public, given the possible risks and implications.	partners managing the OV programme.		
			UNHCR and WFP to keep updating and disseminating the General Cash Q&A (to frontliners, call centre operators, and partners), including sections on how targeting is done.	UNHCR Basic Assistance unit and Communication with Communities unit, WFP Research, Assessment and Monitoring unit, Accountability to Affected Populations unit, and Emergency Response unit	Monthly
			UNHCR and WFP will develop a video on Eligibility and Selection for cash assistance	UNHCR Basic Assistance unit and Communication with Communities unit, WFP Research, Assessment and Monitoring unit, Accountability to Affected Populations unit, and	March 2024

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				Emergency Response unit	
<p>Priority: High-Medium</p> <p>Recommendation 1.4.1</p> <p>(Due date)</p> <p>UNHCR and WFP should continue mechanisms to facilitate qualification for assistance in off-calendar periods outside inclusion through the complex PMT system (and unrelated to protection needs). The use of the MDDI and profiles may assist in identifying those with acute and unexpected need.</p> <p>This should be coupled with a predictable and transparent cash support entry and exit processes for recipients that are decoupled from annual re-enlistment tied into annual budgeting. Consider linking these cases to parallel modalities (e.g., ECA, PCAP) to underpin longer-term assistance.</p> <p>Annual analyses and reporting on caseloads should be undertaken to:</p>					
<p>Sub-recommendation 1.4.1a</p> <p>(Due date)</p> <p><i>a) Identify characteristics of households consistently receiving benefits who could benefit from a longer-term guaranteed support, and</i></p>	<p>UNHCR Basic Assistance and Targeting unit; WFP Research Assessment and Monitoring unit</p>	<p><i>Partially agreed</i></p> <p>It is extremely difficult to secure funds on a multiyear basis to provide a longer-term guaranteed cash support. Both funding and programmes are time-bound.</p>	<p>Continue implementing mid-year scoring of the unscored (i.e. households added to UNHCR’s Registration database after the yearly scoring exercise is completed).</p> <p>Continue implementing mid-year replacements and expansions. Replacements are regularly conducted during the assistance cycle to replace</p>	<p>UNHCR Basic Assistance unit and ICT, WFP Research Assessment and Monitoring unit</p> <p>UNHCR Basic Assistance unit and ICT, WFP Research</p>	<p>Yearly, at least. Next re-scoring exercise: expected between November 2023 and January 2024</p> <p>Several times per targeting assistance cycle.</p>

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			no-show households (card/PIN distributions or validation appointments). Expansions are regularly conducted during the assistance cycle when additional funding is available.	Assessment and Monitoring unit	
			Continue with the GRM. When targeting is completed and the beneficiaries informed of their status, those with grievances have 4 to 8 weeks to submit their claims through various channels. UNHCR and WFP then assess and act on these claims.	UNHCR Basic Assistance unit, ICT and Communication with Communities unit, WFP Research Assessment and Monitoring unit and Accountability to Affected Populations unit	Once a year. Next GRM expected Q1 2024
			Continue developing profile analysis on initial caseloads	UNHCR Basic Assistance unit, ICT and Registration, WFP Research Assessment and Monitoring unit and Emergency Response unit	Yearly
Sub-recommendation 1.4.1b (Due date) <i>b) Identify characteristics of households who face the greatest uncertainty in benefits: those who</i>	UNHCR Basic Assistance and Targeting unit	<i>Not agreed</i> This recommendation contradicts with the unbiased nature of the PMT approach.			N/A

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<i>receive it for a year, and then do not receive it a following year, with a view to developing profiles for automatic inclusion, or edge cases which sometimes (appropriately) do and sometimes do not qualify.</i>	WFP Research Assessment and Monitoring unit and Accountability to Affected Populations unit	Categorical targeting was introduced at the start of the 2023 assistance cycle to address the limitations of the PMT model.			
<p>Priority: High/Medium</p> <p>Recommendation 2.1.1 (Due date)</p> <p>Recommendation 2.1.1: In 2023, critically rethink the objectives, and the design, of cash for food and basic assistance in light of the changes in the context. While a cash programme for food and basic needs remains a relevant and critical part of the response for Syrians in Lebanon, the design fundamentals of the Joint Action should reflect the substantially greater reach of the programme with more limited contribution on a per capita/household basis to basic needs outcomes.</p>	UNHCR Programs, UNHCR CBI/CBT, WFP Emergency Response, UNHCR and WFP External Relations	Agreed	<p>Actions for this recommendation are already covered under section 1.1.1b. The recommendation essentially refers to the limitations in achieving our outcome objectives due to reduced purchasing power of the transfer value provided and the move to increased population coverage at the expense of depth of assistance. Enabling disbursements of cash assistance in dual currency is one way to address the erosion of purchasing power due to exchange rate depreciation and inflationary pressure.</p> <p>UNHCR and WFP will review the set outcome objectives and review the transfer value to meaningfully meet the food and basic needs of Syrian refugees in Lebanon by refining the targeting approach to identify more substantial differences in vulnerability variations. This also makes complementarity with other programs for greater impact very critical.</p> <p>This rethinking of the programmatic setup also requires more flexibility and</p>	UNHCR Program and CBI, WFP Cash Based Transfers unit and Emergency Response unit	April 2024

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			coordination by donors regarding the utilization of funds.		
Priority: High/Medium Recommendation 2.2.1 (Due date) Recommendation 2.2.1: Increase internal monitoring and analysis of outputs for both women-headed households and conduct (qualitative and/or quantitative) analysis of gender-related outcomes for women and girl members in all households with a view to:					
Sub-recommendation 2.2.1a (Due date) <i>a) More accurately determining existing gender-related indicators of vulnerability (e.g. female-headed households) and establishing new gender equality-related indicators (perhaps related to new programming measures noted below). Use of the IASC Gender and Age Marker (https://www.iascgenderwithagemarker.com/en/home/) should be considered.</i>	UNHCR Basic Assistance unit and M&E WFP RAM M&E	<i>Agreed</i>	UNHCR and WFP pursue new gender specific analytics in line with their corporate guidance regarding gender age and women empowerment (GEWE). Capacity and tools are continuously enhanced to mainstream gender equality and social inclusion. The tools used for evidence generation including vulnerability assessments, targeting approaches, monitoring tools, as well as reports, are all informed by gender, age, and disability analysis.	UNHCR Basic Assistance unit and M&E, WFP M&E, WFP Emergency Response unit	Dec 2023
Sub-recommendation 2.2.1b (Due date) <i>b) Incorporating programming measures that target gender-related issues, e.g. access to justice for women, livelihoods opportunities for women (in line with recommendations 4.3.1 and 4.4.1) and access to health care, in line with the findings of the VASyR.</i>	UNHCR Basic Assistance unit and M&E WFP RAM M&E	<i>Not agreed</i> The recommendation is beyond the objective of the cash programs. While monitoring is possible, changing the program design in the context of a basic		N/A	N/A

Recommendations and related Sub-recommendations (Due date) <i>[as per evaluation report – one (sub-) recommendation per row, Due date in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Divisions)¹	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? Justify²</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each (sub-) recommendation³</i>	Action Lead (Supporting Offices/Divisions)⁴	Action Due date <i>[Month and year]⁵</i>
		needs, emergency responsive program is not possible. UNHCR and WFP stress that enhanced gender and social inclusion measures are undertaken across all their activities.			
Priority: High-Medium Recommendation 2.3.1 (Due date) UNHCR and WFP should increase programme visibility and advocacy at all levels to combat inaccurate information about the programme and highlight its contributions to the socio-economic environment of Lebanon. Both agencies should capitalise on the increased advocacy power and voice that operating jointly brings to ensure these messages are more widely understood amongst Government stakeholders and the wider public. This should take place in coordination with ongoing developments in the social protection landscape for Lebanese so the Joint Action (and other multi-purpose case programming for Syrians) can be viewed as part of a package of support to all in need.	UNHCR and WFP External Relations and Communications	<i>Partially agreed</i> UNHCR and WFP will continue ensuring programme visibility and advocacy, taking into account what is realistic given contextual sensitivities.	UNHCR and WFP will continue engaging in advocacy at all levels, including authorities, civil society, influencers, refugees, public at large. UNHCR and WFP will continue with media monitoring and briefings. UNHCR and WFP will continue to actively engage with other operational (cash) actors and donors, incl. via respective sectors, the Cash Working Group and Strategic Task Force on Cash. Communications related to cash assistance will continue through the UN Communication Group, led by UNHCR with active participation of WFP.	UNHCR and WFP External Relations and Communications	Continuous
Priority: High-Medium Recommendation 2.4.1 (Due date) UNHCR and WFP should accommodate substantially diminished access by the Syrian population to mobile/cellular connectivity	UNHCR Basic Assistance and Communication with Communities unit	<i>Agreed</i>	UNHCR and WFP will continue updating their communication plans to ensure refugees communication needs are considered. The following activities will be implemented:	UNHCR Basic Assistance and Communication with Communities unit	Dec 2024

Recommendations and related Sub-recommendations (Due date) <i>[as per evaluation report – one (sub-) recommendation per row, Due date in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Divisions)¹	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? Justify²</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each (sub-) recommendation³</i>	Action Lead (Supporting Offices/Divisions)⁴	Action Due date <i>[Month and year]⁵</i>
<p>through an updated communications strategy that could consider the following measures:</p> <ul style="list-style-type: none"> - Advocate for the introduction of a toll-free number(s) for call centres. - Analysis of the changing dynamics of mobile phone access/ownership (e.g. increased intra-household sharing of devices). - Revised protection SOPs to reflect diminished access of vulnerable groups to safe/private telephone access. - Increased focus on call-back procedures for missed or dropped calls in call centres. - Use of validation sessions as an opportunity for information and accountability by UNHCR/WFP to the Syrian population regarding the programme. - diversification of two-way communication channels, including enhanced community engagement and in-person interaction (e.g. regular consultations, help desks) and expanded use of social media and technological solutions. - Exploring how call centre operations can adequately meet AAP considerations (e.g. regarding communication of targeting, re-inclusion approaches etc.). - Putting in place more outcome-related measures of call-centre performance, e.g. user-satisfaction surveys, user experiences/processes. - Tracking cost-effectiveness aspects of the call centre operations, to ensure that optimal value for money is being achieved vis á vis the original joint model. 	<p>WFP Cash Based Transfers unit, Accountability to Affected Populations unit, Emergency Response unit</p>		<p>UNHCR and WFP will pursue a variety of methods that can enhance access to the call centers including toll-free number and the associated cost/benefit to be compared with other options (click and call, bundles etc.)</p> <p>UNHCR and WFP to review existing data on changing dynamics of mobile phone access/ownership in the context of worsening economic crisis.</p>	<p>WFP Cash Based Transfers unit, Accountability to Affected Populations unit</p>	
<p>Priority: Medium Recommendation 3.1.1</p>	<p>UNHCR Basic Assistance unit,</p>	<p><i>Partially Agreed</i> The evaluation has not provided substantial evidence of other</p>	<p>As part of the 2022-23 Annual Targeting Review, UNHCR and WFP have already compared several</p>	<p>UNHCR Basic Assistance unit, WFP Research</p>	<p>April 2024</p>

Recommendations and related Sub-recommendations (Due date) <i>[as per evaluation report – one (sub-) recommendation per row, Due date in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Divisions)¹	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? Justify ²</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each (sub-) recommendation³</i>	Action Lead (Supporting Offices/Divisions)⁴	Action Due date <i>[Month and year]⁵</i>
<p>(Due date)</p> <p>Recommendation 3.1.1: To maximise cost-effectiveness, UNHCR/WFP should conduct an analysis of the costs and benefits of different approaches for targeting basic assistance. While there are limitations to the current targeting approach, all alternatives will have cost effectiveness trade-offs to consider. This should take into account factors such as the timeliness, costs, expected error, ease of implementation, room for bias/subjectivity and ways to mitigate, community understanding/acceptance, and potential for alignment on social protection. The key factor to consider is that agencies' own priorities (notably around cost-efficiency) will differ from those of communities. In this respect, a reduction in accuracy to some degree could be justified if overall it improves transparency and fairness for refugees.</p>	<p>WFP Research Assessment and Monitoring</p>	<p>contexts with similar population sizes using alternative/better targeting approaches.</p>	<p>combinations of PMT, Categorical targeting and Geographical targeting applied to real data - the current targeting approach stems from this analysis.</p> <p>UNHCR and WFP requested from the Joint UNHCR and WFP targeting HUB a review of targeting approaches/scenarios and a simulation of their potential costs, error, ease of implementation, community acceptance, engaging refugee communities. Discussions with the targeting Hub are still on going.</p>	<p>Assessment and Monitoring UNHCR/WFP Targeting Excellence HUB</p>	
<p>Priority: High</p> <p>Recommendation 3.2.1</p> <p>(Due date)</p> <p>UNHCR and WFP should maintain their strategy of seeking to mitigate the worst of the crises for the maximum amount of people as being the most appropriate strategy to meet the overall goal of the Joint Action, if not the specific objectives.</p>	<p>UNHCR Basic Assistance unit WFP Emergency Response, WFP Cash Based Transfers unit, WFP Research, Assessment and Monitoring unit</p>	<p><i>Agreed</i></p>	<p>Several actions are already in place such as maintaining an effective FSP redemption network with competitive fees, regular adjustment and advocacy for increase of TV in LBP (prior to May 2023).</p> <p>The continued negotiation and implementation of preferential humanitarian exchange rate with the Central Bank, implementation of return to dual currency redemption of assistance, and the expansion and diversification of redemption points</p>	<p>UNHCR Basic Assistance unit WFP Emergency Response, WFP Cash Based Transfers unit, WFP Research, Assessment and Monitoring unit</p>	<p>Continuous</p>

Recommendations and related Sub-recommendations (Due date) <i>[as per evaluation report – one (sub-) recommendation per row, Due date in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Divisions)¹	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? Justify²</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each (sub-) recommendation³</i>	Action Lead (Supporting Offices/Divisions)⁴	Action Due date <i>[Month and year]⁵</i>
			<p>and their functionality aiming to reduce access cost (including opportunity costs) for households.</p> <p>Prioritisation strategy to be revised in the new targeting cycle based on different scenarios, taking into account available resources, TV, distribution of assistance package.</p>		
<p>Priority: Medium</p> <p>Recommendation 3.3.1 (Due date)</p> <p>UNHCR and WFP should advocate for greater exploration of and investment in service-oriented solutions that allow vulnerable populations (refugees and poor Lebanese) to meet certain basic needs outside of cash assistance. For example, UNHCR/WFP should explore appetite among donors for greater support to enhancing universal health coverage / making access free at point of use. This is something that health sector actors, and UNHCR, could be well placed to support. In the context of inflation this could be one way to relieve pressure on basic needs cash assistance.</p>	<p>UNHCR and WFP Senior Management</p>	<p><i>Partially agreed.</i></p> <p>UNHCR and WFP along with other humanitarian agencies continue advocating for more support with different services for the most vulnerable among all populations in Lebanon. The example of exploring greater support for universal healthcare has been followed up by the Health Sector. However, it is unrealistic to expect that access to health care can be entirely free of charge for all levels of health care at primary, secondary and tertiary, yielding to relieving pressure on basic needs cash assistance.</p>	<p>UNHCR and WFP will continue to advocate for more support from donors on all humanitarian needs in Lebanon.</p>	<p>WFP Emergency Response, UNHCR Basic Assistance unit and Inter-Agency and External relations unit.</p>	<p>Continuous</p>
<p>Priority: Medium</p> <p>Recommendation 4.1.1 (Due date)</p> <p>Recommendation 4.1.1: To clarify the processes and boundaries of data-sharing on the Joint</p>	<p>Data protection/RAM Senior Management</p>	<p><i>Agreed</i></p>	<p>UNHCR and WFP will review the national data sharing agreement</p>	<p>UNHCR Data Controller</p>	<p>Dec 2023</p>

Recommendations and related Sub-recommendations (Due date) <i>[as per evaluation report – one (sub-) recommendation per row, Due date in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Divisions)¹	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? Justify²</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each (sub-) recommendation³</i>	Action Lead (Supporting Offices/Divisions)⁴	Action Due date <i>[Month and year]⁵</i>
Action, UNHCR and WFP should revisit the 2018 Data-Sharing Addendum to the Global MoU ensuring that it is fully internally consistent and reflects both organisations' data policies.					
<p>Priority: Medium-Low</p> <p>Recommendation 4.3.1</p> <p>(Due date)</p> <p>UNHCR and WFP should consider ways that the Joint Action could better link with and support recovery and self-reliance pathways of Syrians. Examples include:</p> <p><i>a. Beneficiaries could be ‘calibrated’ according to the presence of structural vulnerabilities or economic potential of the household, i.e. whether they require long term income support or have potential to support themselves if provided with the means to do so, for links to (UN or other) livelihoods programmes</i></p> <p><i>b. Link basic needs assistance to a package of support for those who either seek to migrate elsewhere or return to Syria.</i></p> <p><i>c. Explore more ‘development’ sources of finance to compensate for diminishing humanitarian funds.</i></p> <p><i>d. Deepen engagement with other actors along the humanitarian-development-peace nexus. This can be initiated with existing implementing partners that already have a mandate and capacity to undertake longer-term development programming and potentially resources to allocate to longer-term solutions for Syrians,</i></p>	UNHCR & WFP Senior Management UNHCR Basic Assistance and External Relations WFP CBT	<p><i>Partially agreed</i></p> <p>Due to contextual factors, while agree in principle, the current environment makes it difficult to apply the suggested action recommendations. Some actions are already in place: the Basic Assistance and Livelihood sectors tried to establish a cross-sector referral mechanism to refer beneficiaries of cash assistance programmes to livelihood opportunities. The problem lies with the vast gap between refugees benefiting from cash assistance versus the limited existing livelihood opportunities that the livelihood sector provides making the impact very minimal. Also, since the majority of refugees do benefit from cash assistance programmes, livelihood actors implementing cash for work opportunities started applying vulnerability criteria for beneficiary selection to match vulnerable refugees with livelihood opportunities.</p>	<p>To establish this link, livelihood opportunities that offer long term productive wages should be scaled up considerably. In the current context, expanding livelihood opportunities for refugees through opening up new sectors of work is still not allowed by the government. However, where possible, advocacy with the government on allowing refugees to be included in sectors where their skills can be of added value should continue to take place.</p> <p>UNHCR, WFP, and the World Bank are conducting a vulnerability assessment that will allow to compare vulnerabilities between refugees and host community. The analysis of the findings of this research, jointly with the World Bank, will shed light on refugee vulnerability from a development lens and will help in increasing development support for refugees.</p> <p>Continuous dialogue with development partners will be sustained to find overlapping areas whenever possible and development sources of funding will be utilized in parallel/alternative programmes that</p>	<p>UNHCR Senior Management, WFP Emergency Response</p> <p>UNHCR Basic Assistance unit, WFP RAM</p> <p>UNHCR Basic Assistance unit, WFP Emergency Response</p>	<p>Dec 2024</p> <p>Dec 2024</p> <p>Dec 2024</p>

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<i>either within Lebanon, and/or as part of the emergence of eventual return to Syria.</i>		It is important that refugees can make an informed decision about return to their countries of origin. There is no linkage between basic needs assistance in Lebanon and refugees' return to Syria.	specifically address structural reform, system strengthening, resilience, economic development, etc which are not the objective of this joint action but complementary to it, and within the agencies control. In addition, both humanitarian and development donors along with UN and CSO stakeholders discuss these issues in several forums.		
<p>Priority: Medium-Low Recommendation 4.4.1 (Due date)</p> <p>Recommendation 4.4.1: Redesign of the Joint Action objectives (see Recommendation 2.1.1) should include connections to the wider response and/or assistance to Lebanese via the following measures:</p> <p><i>a. Consolidation of the Joint Action plus other modalities of food and basic need assistance to Syrians to move more towards the foundations of a more coherent safety net and allow for greater economies of scale.</i></p> <p><i>b. Strategic coordination (and communication) of this (and other) assistance with that provided to vulnerable Lebanese, towards a coherent safety net design for the population as a whole.</i></p> <p><i>c. Consider ways to link up with and complement the UNICEF-supported social grants to refugees via, for example, support on identification and referral of cases for social grants that could provide additional 'layers' of assistance to meet vulnerabilities.</i></p>	UNHCR and WFP Senior Management External Relations	<p><i>Partially agreed</i></p> <p>While agreeing in principle, it is not possible to implement it in practice because Syrian refugees are excluded from the social safety protection framework.</p> <p>Social grant programs that are designed by UNICEF and ILO are based on demographic targeting (age bracket for example).</p> <p>Similar to what is currently being discussed in the national social protection strategy, targeting the host community, setting a TV limit of how much a household can receive in terms of financial assistance from different programmes can reinforce coordination of the different programmes in place which can allow better complementarity of programmes and reinforces</p>	UNHCR and WFP will develop exchanges and learning on targeting (PMT and beyond) with other social protection programmes in Lebanon, including the NPTP and ESSN programmes. In addition, analytical tools developed during the Joint Action lifespan are currently being used in other social protection programmes. as the payment system, the redemption point network, and the single card.	UNHCR Basic Assistance unit and Protection, WFP Emergency Response unit	June 2024

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<i>d. Ensure learning from the Joint Action (via needs assessments, outcome monitoring and evaluations, reviews etc.) feeds back into social protection initiatives through the LCRP and other coordination processes and forums.</i>		implementation of learning results. On the other hand, learning and coordinating with other organization is a continuous and ongoing process.			