



Management Response Follow UP from WFP and UNHCR Country Offices to the management response actions based on 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 August 2024, presents the results of the management response follow-up, conducted to assess the implementation of recommendations and track progress on action items one year after the evaluation's completion (yellow highlighted columns).
2. The management response was 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).
3. 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.
4. 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>	One Year After Completion Follow-up update	Follow-up status
<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 FSP but diversifying and expanding the options.</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</p>	<p>UNHCR Basic Assistance unit, WFP Cash-Based Transfers unit, WFP Emergency Response unit</p>	<p>Continuous</p>	<p>As of June 2024, LOUISE network is comprised of 308 cash out points (176 ATMs and 132 MTOs), following progressive expansion of selected MTO agents, mainly in areas underserved by existing ATMs. The expansion and diversification of the redemption points reduced dependency of a limited and overused ATMs in some areas.</p> <p>This network expansion, in addition to the resumption of dual currency redemption and the overall reduction in the number of assisted</p>	<p>Completed</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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		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>and coverage of the redemption point network and ultimately reduced 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>families due to funding shortfalls, has significantly decongested the network, and WFP monitoring findings show that travel times, travel costs and waiting time for beneficiaries at redemption points are well within acceptable levels, allowing a safe, fast and dignified redemption experience for assisted families.</p> <p>WFP and UNHCR will continue to expand the redemption network on an ongoing basis to ensure proximity to the beneficiaries, and redemption network will be adjusted geographically to need requirements-based beneficiary location as additional needs arise.</p>	
Sub-recommendation 1.1.1b <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>	UNHCR Basic Assistance unit, WFP Emergency Response unit	<i>Agreed</i>	<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</p>	UNHCR Basic Assistance unit, WFP Cash Based Transfers unit, WFP Emergency Response unit	Completed	NA	Completed

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			<p>operational issues and improved the redemption experience of assisted families and 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</p>				

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			<p>informed by consultations with beneficiaries and partners. A communication strategy 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>UNHCR Basic Assistance unit, WFP Cash Based Transfers unit, WFP Emergency Response unit</p>	<p>Completed</p>	<p>NA</p>	<p>Completed</p>

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			<p>The re-introduction of dual currency disbursements significantly improved the capacity of the redemption network minimising delays and 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 <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</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</p>	<p>UNHCR Basic Assistance unit, WFP Cash Based Transfers unit, WFP Research, Assessment and Monitoring unit</p>	<p>December 2024</p>	<p>In addition, the previously completed actions, ECMEN methodology was agreed and implemented and SMEB composition was revised.</p> <p>ECMEN is also part of the outcome monitoring exercises conducted at both UNHCR and WFP. UNHCR continues to conduct the</p>	<p>Completed</p>

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<i>opportunity costs (for programming and the organisations) in relation to specific action or inaction.</i>			<p>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 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</p>			<p>quarterly protection monitoring survey and WFP conducts the monthly price monitoring and market situation analysis contributing to SMEB calculation and gap analysis.</p>	

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			<p>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 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</p>				

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			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.				
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	Not agreed This recommendation is beyond the Joint Action and contingent on donor restrictions (earmarking). UNHCR and WFP will continue proactively advocating for flexible funding and will seek alignment on the side of donors to fulfil this recommendation. 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.			N/A		
Priority: Medium Recommendation 1.2.1:	UNHCR Basic Assistance unit,	Agreed	Continue inputting gender-related variables in the targeting model.	UNHCR Basic Assistance unit	At each targeting	Gender-related variables were successfully included in the calibration of the 2023	Completed

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<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-sensitivity and inclusiveness of the targeting model.</p>	<p>Protection & Registration unit, WFP Emergency Response unit, WFP Research Assessment and Monitoring unit</p>				<p>formula calibration</p>	<p>targeting formula. No challenges faced.</p>	
			<p>Continue regularly reviewing the list of Categorical Targeting/GRM profiles using a gender-lens</p>	<p>UNHCR Basic Assistance unit, Protection & Registration unit; WFP Research, Assessment and Monitoring unit and Emergency Response unit</p>	<p>Yearly</p>	<p>The GRM profile list was updated in December 2023, leading to positive results on gender metrics. No challenges faced</p>	<p>Completed</p>
			<p>Conduct an analysis of the cash-assisted households to document gender-sensitivity and inclusiveness</p>	<p>UNHCR Basic Assistance unit, Protection & Registration unit, WFP Research Assessment and Monitoring unit and Emergency Response unit</p>	<p>December 2024</p>	<p>Gender aspects in Targeting for Cash presented to Donors on 6 December 2023: -</p>	<p>Completed</p>
<p>Priority: High Recommendation 1.3.1: 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</p>							

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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) <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>	UNHCR Basic Assistance and Targeting unit, WFP Research, Assessment, and Monitoring unit	<i>Agreed</i>	Revised GRM profiles are inputted in the targeting model on a yearly basis. However, some profiles do not get 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.		Completed	NA	Completed

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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/Completed	NA	Completed
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 cases where registration data and information supplied via the GRM process conflict, linked to the formal registration data update process.</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 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.			N/A		
Priority: High-Medium Recommendation 1.3.2	UNHCR Basic Assistance and Targeting unit, Communicatio	<i>Partially agreed</i> There is agreement with the overall recommendation.	UNHCR and WFP to maintain and strengthen community engagement approaches in order to diversify channels and	UNHCR Basic Assistance unit, Communicati	Yearly /Monthly	Periodic information sessions and Cash and food assistance organized with frontliners in charge	Completed

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<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 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.</p>	<p>n with Communities, WFP Research, Assessment and Monitoring unit, WFP Accountability to Affected Populations unit, WFP Emergency Response unit</p>	<p>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 targeting public, given the possible risks and implications.</p>	<p>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 partners managing the OV programme.</p>	<p>on with Communities unit, Community Based Protection unit, WFP Research, Assessment and Monitoring unit, Accountability to Affected Populations unit</p>		<p>of the communication with communities, throughout the year. Yearly workshops on Targeting planned with frontliners (partners staff interacting with refugees notably at CdCs) in 2024, for increased efficiency.</p>	
			<p>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.</p>	<p>UNHCR Basic Assistance unit and Communication with Communities unit, WFP Research, Assessment and Monitoring unit, Accountability to Affected Populations unit, and Emergency Response unit</p>	<p>Monthly</p>	<p>General Q&A on Cash and Food assistance and Monthly Excerpt periodically updated in coordination between UNHCR and WFP. Disseminated to frontliners, Call centre operators, partners.</p>	<p>Completed</p>
			<p>UNHCR and WFP will develop a video on Eligibility and Selection for cash assistance</p>	<p>UNHCR Basic Assistance unit and</p>	<p>March 2024</p>	<p>The production of the video was paused - pending confirmation on</p>	<p>Ongoing</p>

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				Communication with Communities unit, WFP Research, Assessment and Monitoring unit, Accountability to Affected Populations unit, and Emergency Response unit		the evolution of the targeting approach. UNHCR and WFP engaged the targeting hub to support in determining more simplified approaches in communicating the targeting methodology. The engagement with the targeting hub process is still ongoing. Final Report is expected in September 2024.	
Priority: High-Medium Recommendation 1.4.1 (Due date) 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. 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.							

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Annual analyses and reporting on caseloads should be undertaken to:							
Sub-recommendation 1.4.1a (Due date) <i>a) Identify characteristics of households consistently receiving benefits who could benefit from a longer-term guaranteed support, and</i>	UNHCR Basic Assistance and Targeting unit; WFP Research Assessment and Monitoring unit	<i>Partially agreed</i> 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.	Continue implementing mid-year scoring of the unscored (i.e. households added to UNHCR’s Registration database after the yearly scoring exercise is completed).	UNHCR Basic Assistance unit and ICT, WFP Research Assessment and Monitoring unit	Yearly, at least. Next re-scoring exercise: expected between November 2023 and January 2024	Mid-year rescoring successfully implemented in January 2024. No challenges faced. This process reconducted on an annual basis.	Completed
			Continue implementing mid-year replacements and expansions. Replacements are regularly conducted during the assistance cycle to replace no-show households (card/PIN distributions or validation appointments). Expansions are regularly conducted during the assistance cycle when additional funding is available.	UNHCR Basic Assistance unit and ICT, WFP Research Assessment and Monitoring unit	Several times per targeting assistance cycle.	Successful selection of additional cases as part of the initial selection to account for no-show cases during the year - annihilating the need of in-cycle no-show replacement. Funding constraints prevented the implementation of expansions in 2024. This process reconducted on an annual basis.	Completed
			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	Once a year. Next GRM expected Q1 2024	2023-24 GRM was successfully implemented between October 2023 and February 2024. UNHCR and WFP received 144,000 unique claims. After a thorough claim review, 12,869 families were re-included for Cash for Basic Needs assistance. This	Completed

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				Monitoring unit and Accountability to Affected Populations unit		process reconducted on an annual basis.	
			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	Profile analysis (Gender and Specific Needs) successfully conducted on the initial caseload in October 2023 - and presented to BAWG in November 2023.	Completed
Sub-recommendation 1.4.1b (Due date) <i>b) Identify characteristics of households who face the greatest uncertainty in benefits: those who 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>	UNHCR Basic Assistance and Targeting unit WFP Research Assessment and Monitoring unit and Accountability to Affected Populations unit	Not agreed This recommendation contradicts with the unbiased nature of the PMT approach. Categorical targeting was introduced at the start of the 2023 assistance cycle to address the limitations of the PMT model.			N/A		
Priority: High/Medium Recommendation 2.1.1 (Due date) 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	UNHCR Programs, UNHCR CBI/CBT, WFP Emergency Response, UNHCR and WFP	Agreed	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	UNHCR Program and CBI, WFP Cash Based Transfers unit and Emergency Response unit	April 2024	Dual currency redemption reinstated in May 2023 - contributing to partially preserving the erosion of purchasing power linked to local currency depreciation.	Completed

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<p>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>	<p>External Relations</p>		<p>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 coordination by donors regarding the utilization of funds.</p>			<p>While given the choice, vast majority of recipient do redeem in USD. Noting that since May 2023, the LBP market rate stabilised, and more recently a new official rate close to the market has been endorsed.</p> <p>Non-Food Transfer Value increased from \$25 to \$40/family in December 2024 (however with parallel reduction of the Food component TV from \$20 to \$15/individual at the same time, due to reduced budget/funding and to avoid larger discontinuation of families in need of assistance). Review of Transfer Values is ongoing as part of the 2024-25 Assistance cycle preparation</p> <p>Complementary and synergies with other cash assistance programme also continue to be sought, including UNHCR Cash for Protection and Cash for Rent programmes. Cash for Protection can now be</p>	

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						<p>allocated in complement to MCAP in certain situations, in order to ensure proper levels of assistance.</p> <p>For the 2023 ECHO proposal, UNHCR and WFP revised the outcome objectives targets to make it more in line with the socio-economic situation (Proposal accepted in June 2023).</p>	
<p>Priority: High/Medium</p> <p>Recommendation 2.2.1 (Due date)</p> <p>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:</p>							
<p>Sub-recommendation 2.2.1a</p> <p><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.iascgenderwithagemar)</i></p>	<p>UNHCR Basic Assistance unit and M&E WFP RAM M&E</p>	<p><i>Agreed</i></p>	<p>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</p>	<p>UNHCR Basic Assistance unit and M&E, WFP M&E, WFP Emergency Response unit</p>	<p>Dec 2023</p>	<p>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</p>	<p>Completed</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>	One Year After Completion Follow-up update	Follow-up status
<i>ker.com/en/home/) should be considered.</i>			well as reports, are all informed by gender, age, and disability analysis.			for evidence generation including vulnerability assessments, targeting approaches, monitoring tools, as well as reports, are all informed by gender, age, and disability analysis. All post distribution and outcome monitoring survey results are disaggregated by gender of head of households. An analysis by gender of head of the households is done for all outcome indicator and written in the reports that will be published once cleared. The outputs for assisted caseload is analysed by gender and age on a quarterly basis.	
Sub-recommendation 2.2.1b <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	Not agreed The recommendation is beyond the objective of the cash programs. While monitoring is possible, changing the program design in the context of a basic needs, emergency responsive program is not possible. UNHCR and WFP stress that enhanced gender and social inclusion measures are		N/A	N/A		

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		undertaken across all their activities.					
<p>Priority: High-Medium</p> <p>Recommendation 2.3.1</p> <p>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.</p>	UNHCR and WFP External Relations and Communications	<p><i>Partially agreed</i></p> <p>UNHCR and WFP will continue ensuring programme visibility and advocacy, taking into account what is realistic given contextual sensitivities.</p>	<p>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.</p> <p>Communications related to cash assistance will continue through the UN Communication Group, led by UNHCR with active participation of WFP.</p>	UNHCR and WFP External Relations and Communications	Continuous	<p>The protection environment has become increasingly challenging since the implementation of the evaluation, making communication efforts a delicate balancing act. Trends in the media are monitored and analysed regularly.</p> <p>UNHCR and WFP's public communication on cash assistance aimed to prevent further escalation while addressing misinformation and disinformation on the subject, and contextualizing it within the overall assistance strategy provided in Lebanon. This involved the RC/HC and was implemented in line with discussions at the UN Communications Group. Additionally, UNHCR and WFP continued to actively engage with other operational cash actors and donors through designated fora. UNHCR engaged with Lebanese media to combat misinformation actively and address key topics related to</p>	Ongoing

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						refugees and UNHCR's work in Lebanon.	
<p>Priority: High-Medium</p> <p>Recommendation 2.4.1</p> <p>UNHCR and WFP should accommodate substantially diminished access by the Syrian population to mobile/cellular connectivity 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 	<p>UNHCR Basic Assistance and Communication with Communities unit</p> <p>WFP Cash Based Transfers unit, Accountability to Affected Populations unit, Emergency Response unit</p>	<p><i>Agreed</i></p>	<p>UNHCR and WFP will continue updating their communication plans to ensure refugees communication needs are considered. The following activities will be implemented:</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>UNHCR Basic Assistance and Communication with Communities unit</p> <p>WFP Cash Based Transfers unit, Accountability to Affected Populations unit</p>	<p>Dec 2024</p>	<p>Both agencies continue to maintain their diverse AAP architecture, including communication with affected populations and multiple inter-operable feedback channels. For instance, in February 2024 launched the Online Contact Form on the HELP Lebanon website, which facilitates digital messaging for those without personal email addresses. UNHCR, together with WFP, has also developed a series of four videos to guide refugees on how to access assistance at the ATM, and continue to strengthen direct communication with communities through community volunteers. Lastly, as part of its planned mid-2024 rollout of its automated system</p>	<p>Completed</p>

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<p><i>and in-person interaction (e.g. regular consultations, help desks) and expanded use of social media and technological solutions.</i></p> <ul style="list-style-type: none"> <i>- Exploring how call centre operations can adequately meet AAP considerations (e.g. regarding communication of targeting, re-inclusion approaches etc.).</i> <i>- Putting in place more outcome-related measures of call-centre performance, e.g. user-satisfaction surveys, user experiences/processes.</i> <i>- 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.</i> 						<p>for the National Call Centre, UNHCR has reviewed referral pathways for cash assistance claims submitted through the various complaint and feedback mechanisms, including the National Call Centre. WFP maintains a robust call center capacity to receive, rapidly process and redirect claims as needed.</p> <p>The pursuit of a free-to-call (toll-free) line was not feasible due to excessive cost and in the light of shrinking funding. Other accountability channels however have been enhanced, including, in addition to the channels listed above, the WFP call centre conducting outbound return calls for all missed calls within the same week, equipping frontliners and the call centre with Q&As to adequately address queries including on targeting, conducting call centre satisfaction surveys biannually.</p>	

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<p>Priority: Medium</p> <p>Recommendation 3.1.1</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>UNHCR Basic Assistance unit, WFP Research Assessment and Monitoring</p>	<p><i>Partially Agreed</i></p> <p>The evaluation has not provided substantial evidence of other contexts with similar population sizes using alternative/better targeting approaches.</p>	<p>As part of the 2022-23 Annual Targeting Review, UNHCR and WFP have already compared several 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>UNHCR Basic Assistance unit, WFP Research Assessment and Monitoring UNHCR/WFP Targeting Excellence HUB</p>	<p>April 2024</p>	<p>Joint Targeting Hub's review started in February 2024 - including a review of alternative targeting approaches relevant for the Lebanese context. Recommendations were provided. The final report is expected in September 2024.</p>	<p>Ongoing</p>
<p>Priority: High</p> <p>Recommendation 3.2.1</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</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>UNHCR Basic Assistance unit WFP Emergency Response, WFP Cash Based</p>	<p>Continuous</p>	<p>As of June 2024, LOUISE network is comprised of 308 cash out points (176 ATMs and 132 MTOs), following progressive expansion of selected MTO agents, mainly in areas underserved by existing ATMs. The</p>	<p>Completed</p>

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	and Monitoring unit		<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 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>	Transfers unit, WFP Research, Assessment and Monitoring unit		<p>expansion and diversification of the redemption points reduced dependency of a limited and overused ATMs in some areas. This, along with the shift to dual currency redemption, has led to reduced times and cost to reach ATMs.</p> <p>Prioritisation strategies are assessed and revised yearly, prior to each assistance cycle, building on scenario taking into consideration levels of vulnerabilities, budget availabilities, coverage of families in needs and Transfer values options.</p>	
<p>Priority: Medium Recommendation 3.3.1 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</p>	UNHCR and WFP Senior Management	<p><i>Partially agreed.</i> 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</p>	UNHCR and WFP will continue to advocate for more support from donors on all humanitarian needs in Lebanon	WFP Emergency Response, UNHCR Basic Assistance unit and Inter-Agency and External relations unit.	Continuous	UNHCR continued its ongoing exchange with donors through bilateral- and multilateral meetings. Briefings for a larger group of donors were organized on a regular basis and ad-hoc as needed. The agency also organized field missions for embassy staff and visitors from abroad to get a better understanding of the situation on the ground and UNHCR's various interventions, including in the health sector.	Ongoing

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this could be one way to relieve pressure on basic needs cash assistance.		to relieving pressure on basic needs cash assistance.				<p>UNHCR further provided regular updates by e-mail on the protection environment and any other topic of interest to donors.</p> <p>In parallel, joint WFP-UNHCR advocacy on cash assistance continued.</p> <p>UNHCR continues to extensively engage and communicate with partners and donors for greater support in various areas, including the health sector. However, funding remains limited and various actors reduce their activities rather than expanding them.</p> <p>Beyond the health sector, WFP continues to include Syrian refugees among its Food Assistance for Assets activities in the livelihoods and resilience programmes, to enhance opportunities of income, however, the reach of such programmes remains very limited compared to the joint cash programme.</p>	
<p>Priority: Medium</p> <p>Recommendation 4.1.1</p> <p>Recommendation 4.1.1: To clarify the processes and boundaries of</p>	Data protection/RAM	<i>Agreed</i>	UNHCR and WFP will review the national data sharing agreement	UNHCR Data Controller	Dec 2023	UNHCR and WFP, along with our legal teams at HQ, are engaged in discussions to	Ongoing

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data-sharing on the Joint 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.	Senior Management					revise the 2018 Data Sharing Addendum.	
<p>Priority: Medium-Low</p> <p>Recommendation 4.3.1 (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</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>It is important that refugees can make an informed decision about return to their countries</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.	UNHCR Senior Management, WFP Emergency Response	Dec 2024	UNHCR and the World Bank (WB) submitted a proposal to the joint data centre (JDC) to conduct an in-depth analysis on economic opportunities for refugees in Lebanon based on LVAP data in July 2024. The goal is to understand how the skill sets of refugees are currently helping them find jobs and how these skills can be capitalized on to increase their earning potential while benefiting the overall Lebanese economy. The study will unpack sectors where refugees predominantly work, the income generated, educational background, household composition, potential sectors where they can leverage their skills, and the missing skill sets that would allow for better job opportunities. This analysis will be coupled with qualitative data collection to understand firsthand the challenges refugees face and the potential opportunities they see. Based on the	Ongoing

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<p><i>have a mandate and capacity to undertake longer-term development programming and potentially resources to allocate to longer-term solutions for Syrians, either within Lebanon, and/or as part of the emergence of eventual return to Syria.</i></p>		<p>of origin. There is no linkage between basic needs assistance in Lebanon and refugees' return to Syria.</p>				<p>results of this study, UNHCR will discuss with partners and donors to try to influence advocacy towards the government for more complementary labour policies.</p> <p>WFP systematically includes Syrian refugees among its Food Assistance for Assets/Training activities in the livelihoods and resilience programmes, to enhance opportunities of income and skills generation. However, the limited scope and resourcing of such programmes also limited the possibility to establish some avenues for refugees in a sustainable manner and at scale for the time being.</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>UNHCR Basic Assistance unit, WFP RAM</p>	<p>Dec 2024</p>	<p>The LVAP assessment was finalized and provided a cross-population analysis that clearly showed that although the overall situation in the country is affecting all its residents, refugees are still disproportionately affected and are the most vulnerable. This data is feeding into reports and assessments which document the needs across populations and is being used to inform response planning.</p>	<p>Ongoing</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>	One Year After Completion Follow-up update	Follow-up status
			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 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.	UNHCR Basic Assistance unit, WFP Emergency Response	Dec 2024	Under the Dutch Prospects Partnership, UNHCR is supporting ILO in reviewing the government (Ministry of Labor) work permit SOPs for Syrians with the goal of suggesting ways to simplify these procedures for better system strengthening and structural reforms.	Ongoing
<p>Priority: Medium-Low Recommendation 4.4.1</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</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</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	UNHCR is constantly engaged with UNICEF and ILO (penholders of the national social protection strategy) to identify additional areas of inclusion of refugees in national systems. In 2023, refugees were included in the national disability allowance managed by UNICEF in addition to the previously available services such as public schools, hospitals, PHCCs, and SDCs. In addition to the advocacy efforts, UNHCR through its work on vulnerability assessments with the World Bank and	Ongoing

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>	One Year After Completion Follow-up update	Follow-up status
<p><i>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> <p><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></p>		<p>reinforce coordination of the different programmes in place which can allow better complementarity of programmes and reinforces implementation of learning results.</p> <p>On the other hand, learning and coordinating with other organization is a continuous and ongoing process.</p>				<p>WFP (LVAP) contributes to generating evidence in support of the inclusion agenda.</p>	