

Topic/Theme	What went well?	What did not go well/issues?	Key learnings (What needs to continue as good practice and changed)
<p>Fresh Food Voucher</p> <ul style="list-style-type: none"> - Beneficiary identification and verification - Distribution process and outlets functioning (vendors) - BMIS - Monitoring and Accountability - Coordination - Supply process - other 	<ol style="list-style-type: none"> 1. Registration and verification of beneficiaries was good and smooth overall 2. FFV were distributed from outlets and the project life target was reached 3. Approval from CIC RRR was overall fast thus the FFV started very fast 4. CIC inaugurated all FFV outlets. CIC visited FFV outlets and also provided feedback to WV. RRR and IRC visited camp programs and CCLCS 5. Timely Report submission to UNO created trust and confidence with the UNO 6. Good coordination and relations with govt. office both at the camp and out of the camp helped for the implementation 7. To respond to the COVID-19 crisis, modified SoPs were quickly put in place (in consultation with donor) for implementation adjusting the distribution modalities and implementation approach. This was very important to guide the implementation during COVID-19 and respond rapidly to the changes in context 8. Provision of prepacked food package due to COVID -19 disruption was a good and relevant practice to respond to the situation (preventing crowd and longtime queuing, speeding up the distribution, maintenance of physical distancing etc.) 9. Support from the MEAL team for the timely completion of FFV PDMs surveys, and 	<ol style="list-style-type: none"> 1. Distributions camp IE and IW, were stopped during COVID-19 and it took a while for approval to be given to start distribution due to fear to transmission of Covid19 in these camps 2. WFP took over some camps (3,15 and 4) which led to delay in starting up the program 3. Challenges in few camps to get the CIC approval 4. COVID 19 caused insecurity, affected the distribution speed, it created some delays (some camps with confirmed COVID cases were temporarily suspended by CIC) 5. Some vendors did not supply fresh and quality food 6. Some beneficiaries were buying more eggs (big quantities of eggs) than the other food items part of food basket 7. Voucher entitlement for beneficiaries based on two categories of family size (1-7 members and 8+) was not adequate to the different needs as per family size. The WFP GFD project has four categories of entitlements as per family size, same approach should have been in place for the FFV. 	<ol style="list-style-type: none"> 1. Continue to strengthen the relationships with Govt. CIC authorities and other actors as that is instrumental to get approvals on time and have a smooth implementation 2. Beneficiaries needs to be continuously sensitized on the importance of complementary food commodities nutritional values 3. Strong coordination and active participation in the food security cluster coordination meetings are instrumental to influence decision making in the cluster and support successful implementation 4. Constant engagement with vendors will help to address price fluctuation. Specific stipulation of the protocols for price fluctuation should be in the agreement with vendors. 5. Rapid adjustment of SoPs in case of crisis is necessary to respond quickly to the context changes and not interrupt the provision of essential services to beneficiaries. 6. The FFV value entitlements based on family size should be in alignment with general food distribution criteria (4 categories of households as per family size)

	<p>sharing of findings resulted in improvement of the activities.</p> <p>10. Improvement of food dietary due to the complimentary of the FFV food basket with the ongoing WFP general food distribution</p> <p>11. FFV program helped in the reduction of the selling of in-kind food provided by WFP general food distribution</p> <p>12. WV influence in the FSL sector allowed for timely completion of the FFV program target</p>	<p>8. In the first quarter there were challenges in standardizing the targeting approach and implementation approach. Lack of clarity and standardization of targeting approaches in the cluster such as different partners had different family categories for providing food entitlements, different voucher values not harmonized among several organizations/standardized in cluster level. Catchment areas division among organizations was also challenging in the beginning.</p> <p>9. Commodity price fluctuation during the life of the project especially during COVID- 19 was a challenge</p>	<p>7. Standardized sectoral/cluster approaches, operating procedures are important for a smooth coordination of activities among different organizations in different camps and maximizing the impact for beneficiaries</p> <p>8. Regular follow up meetings with vendors should be undertaken to ensure the quality of supplies/food/services provided</p>
<p>CCLCs</p> <ul style="list-style-type: none"> - Beneficiary identification and attendance - Cooking sessions - Awareness sessions - Monitoring and accountability - Coordination - Supply process 	<p>1. Women had an opportunity to learn and improve the nutrition practices contributing to their household nutritional status.</p> <p>2. Women beneficiaries now can differentiate the different food groups (it has also been observed that in E- voucher and GFD program, beneficiaries have the knowledge they received from CCLC (It was mentioned that in REVA report, it showed that there is a huge improvement in 2019 and 2020)</p> <p>5. Homestead gardening, beneficiaries got seeds from the WV and they are now practicing the gardening in their shelter surroundings which contributes to increased nutritious food in their households</p> <p>6. Mothers know how to make nutritious food for their children which contributed in improving the nutritional status of their children</p>	<p>1. Having only one time slot for cooking session and the timing of cooking session is not appropriate for women. Women need to cook early in the morning</p> <p>2. The time remained for the implementation of full program for CCLC was very short particularly for the new established CCLCs. Main reasons for this were:</p> <ul style="list-style-type: none"> - Delays from procurement to find vendors/suppliers for the construction of new CCLC. - Delays on revision of the budget for CCLC construction (donor did not approve the type of materials to be used for the construction so this delayed the starting up the construction) 	<p>1. The cooking sessions schedule/time should be set to fit women's daily schedule</p> <p>2. More IEC materials in regards to the CRM should be in place for CCLCs intervention</p> <p>3. Establishing a CRM committee (community members/lead mothers/mahji and accountability and implementation staff) would improve the accountability</p> <p>4. In FFV there were help desk assistants but in CCLC there were no HDA's. It is recommended to budget specific staff and resources to ensure the accountability of CCLC interventions</p> <p>5. Engaging CCCL beneficiaries in markets for income generation activities</p>

	<p>7. Maintaining a very good relationship, and peace in the CCLC center led to peacebuilding in camps</p> <p>9. There was excellent coordination with CiC, site management and community leaders also for CCLC activities. (There was strong cooperation between the Head Majhi, Block Majhi and Sub Block Majhi for the beneficiary selection. Sensitization meetings have played an effective role)</p> <p>8. Culturally appropriate cooking demonstration sessions supported the learning process for cooking nutritious foods and food preservation in home.</p> <p>9. Beneficiaries have been oriented and skilled on gender base violence issues, protection, WASH and Human Rights which contributed in family wellbeing and establish peaceful situation in family.</p> <p>10. CCLC provided a social support network/platform for women to get together outside the confinement of the shelter and socialize and share issues and support each other.</p>	<ul style="list-style-type: none"> - Difficulties in getting the land/location for new CCLC - Due to COVID 19 crisis the CCLC operation was suspended for some months <p>3. The CCLC facilitators facilitated all the types of training topics/areas (nutrition, hygiene, cooking process etc). Learning process would be more effective if specialized facilitators for each topic/area of training are assigned rather than having a generalist approach- one facilitator providing training/awareness in all areas/topics</p> <p>4. A huge number (50) beneficiaries cooking in one CCLC setting/premise created difficulties in maintaining a proper process due to the congestion of the small spaces of the CCLCs</p> <p>5. Government decision for not allowing refugees being employed as volunteers for the activities in camps (At Oct-Nov'19) hampered the regular flow of activities in CCLCs until Dec'20. There was lack of clarity about this issue for quite some time thus affecting the mobilization of women facilitators for CCLCs activities</p> <p>6. Recruitment issues - Changing of male facilitators and recruitment of female facilitators affected the implementation of CCLCs activities (At the beginning male facilitators were recruited and then they were replaced with female facilitators</p> <p>8. DC office did not give permission for LPG use in CCLCs which caused a delay</p>	<p>would help them to earn an income for their livelihood</p> <p>6. Organizing of food fairs would help to escalate further the promotion of the nutritious food and learning in community level</p> <p>7. It is recommended to have specialized facilitators providing training sessions for specific technical topics/sectoral areas – the learning outcomes would be higher if such approach is applied</p> <p>8. Government liaison department role in strengthening the relationships and advocacy with government offices is crucial for effective implementation and getting approvals on time for CCLC activities.</p> <p>9. Budget need to be allocated for procuring sufficient raw materials for the cooking demonstration sessions and IGA development for CCLCs beneficiaries</p> <p>11) In order to ensure a meaningful engagement/participation (in a conservative context of social gender norms) prioritize hiring female facilitators to engage in activities focused on women</p>
--	---	---	--

		<p>of 1.5 to 2 months for starting the cooking sessions</p> <p>9. Raw materials and food items were not budgeted for conducting cooking demonstration</p>	
<p>MTCs</p> <ul style="list-style-type: none"> - Beneficiary identification/selection and attendance - Learning sessions - Participants attendance - Monitoring and accountability - Coordination - Supply process – vocational tools, etc 	<ol style="list-style-type: none"> 1. 270 trainees (180 women in sewing and 90 men in solar repair) learned skills in the MTCs 2. The construction of three MTC (separate training classrooms for women and men in Camp 9) was completed 3. Good team work, coordination, and leadership (Field Manager, stakeholders, government, etc.) led to successful selection of beneficiaries. This coordination with local government stakeholders particularly is important given the sensitivity that might be associated with having both refugees and host community members as beneficiaries of MTC 4. Reprogramming of the MTC curriculum-switching to production of masks by the MTC beneficiaries was creative and relevant practice to respond to the COVID-19 pandemic related needs and also support beneficiaries to earn an income. The project is on good track to achieve the target for mask distribution (More than 16000 masks have been already distributed). 5. MTC provided good opportunities for Rohingya beneficiaries for skill development (solar light repair, tailoring) 6. Door to door mask distribution was a good practice because there were less exclusion errors and also it was blanket distribution, everyone received masks) 	<ol style="list-style-type: none"> 1. COVID-19 disrupted regular operation of MTCs (training for sewing and solar repairing) and as result the target was not achieved 2. More frequent MEAL support was needed for MTC activities (sometimes just monthly). 3. Supply Chain challenges and delays impacting programming; often needed to procure rapidly (another factor for delays and not reaching the target alongside COVID 19) 4. Location – some beneficiaries could not “leave” their camp to attend MTC activities on the border 5. Other WV Sectors (WASH, CP, GFD) programming caused challenges in EFSP programming in Camp 11 and 12 in terms of government relations 	<ol style="list-style-type: none"> 1. Good coordination on all levels is essential for the success of the program 2. Location of MTCs was strategic to support layered activities (overlapping with other EFSP activities) 3. Consider to have Help Desk assistants/accountability staff for MTC activities to collect verbal feedback instead of relying mostly in complaint boxes 4. Increased number of masks produced by other WV project teams will allow for stronger collaborated mask distribution 5. Keep trainings open to everyone (gender balance) and increase training in cooking and handicrafts 6. Accountability system needs to be in place for MTC activities (similar to the designated system for FFV distribution). Beneficiary complaints and feedback from MTC participants on their satisfaction with the quality of training) 7. More frequent monitoring visits (two times per month) should be conducted for MTC activities

	<ol style="list-style-type: none"> 7. Capacity building of both refugee and host community beneficiaries contributed to peacebuilding between the host community and the refugees 8. Due to the skills of provided in the MTCs, majority of new beneficiaries, hoping to start their own IGAs in the future which will lead to sustainability of livelihood 9. MTCs beneficiaries produced good quality masks (reusable, washable)- masks met the WHO standards for COVID- 19 locally made masks to ensure health safety of beneficiaries. 10. Good coordination with all actors in camps enabled good response on mask production and distribution to refugees in all camps 		<ol style="list-style-type: none"> 8. Coordination with other WV teams (WASH, CP etc.) contributes for maximizing the benefits for camps beneficiaries
Coordination with government and camp site management stakeholders	<ol style="list-style-type: none"> 1. EFSP project was overall well received and welcomed from CiC authorities and other government stakeholders 2. CIC was helpful in providing continuous support for the camps related interventions 3. Having coordination meetings during start- up phase was a good practice, essential for setting a strong foundation for collaboration and smooth operation of camps interventions 4. Monthly coordination meetings with CIC were very helpful for coordination and addressing issues in timely manner 5. One to one meeting with specific CIC representatives and government stakeholders in addition to the monthly coordination meetings was also a good practice because it helped for building relationships, strengthening the collaboration and addressing the issues 	<ol style="list-style-type: none"> 1. Challenges experienced in regards to CCLC and MTC in COVID 19 situation. The CCLC and MTC activities were suspended by CIC during the first months of COVID- 19 pandemic which delayed implementation of these activities and affected the achievement of end targets 2. Beneficiary registration process was challenging sometimes because of lack of information from CIC. Some beneficiaries were not in the camps assigned for FFV, they had reallocated in other camps etc. 3. Tension and lack of trust of beneficiaries towards site management authorities. Beneficiaries used to complain to WV staff about the fact that site management authorities 	<ol style="list-style-type: none"> 1. Good relations with CIC and other actors help for successful implementation particularly for FFV 2. Monthly coordination meetings and one to one meeting with CiC reps are very helpful for smooth implementation of the project and addressing issues in timely manner 3. CIC reps visits in the camps interventions are good for the visibility of the project and accountability 4. Higher level management update meetings with CIC help for a smooth implementation of activities 5. Majhis are instrumental for implementation of activities in the camps 6. Informing the CIC authorities prior to final selection of vendors or

	<ol style="list-style-type: none"> 6. CIC reps and government authorities visited frequently EFSP camps interventions. The monitoring visits and program level visit are good practices contributing to the transparency of interventions and increased trust among government and WV 7. Good relations with other sectors staff and other actors in the camps were also established 8. Coordinating with mahjis was overall good as they know the reality of the refugees in block level, and they represent the refugee's community. Majhi helped for beneficiary identification, communicating with beneficiaries about project interventions 9. CIC deployed volunteers for mobilization of beneficiaries 10. CIC provided fire extinguishers for the project which improved the collaboration between the CIC and the EFSP program 11. Majhi and imams were present in CIC coordination meetings which helped to strengthen the coordination with these community leaders 	<p>would come to visit project activities/sites (they did not welcome their visits)</p> <ol style="list-style-type: none"> 4. Sometimes, CIC tried to intervene to influence WV staff to favor or give food vouchers to certain beneficiaries 5. In the beginning there were challenges with the CIC as they would not accept the vendors selected for FFV outlets 6. Sometime CIC overstepped their authority by causing delays for the project start up and implementation. 7. Turnover/rotation of CIC assigned to camps affected the approvals and starting of activities in the camps (there were changes of CIC assigned to specific camps thus the project team had to re-engage with a new CIC to get approval and coordinate the activities) 	<p>service providers in camps is important to get their buy in and support</p>
<p>Project start up, hiring, training and staffing structure</p>	<ol style="list-style-type: none"> 1. Rapid start up, on time for the FFV intervention 2. Staff on-boarding was timely which contributed to the early start-up of the activities 3. Project orientations completed within the first week and staff were equipped to start implementation 4. G2G training helped to orient leaders/managers on USAID policies, rules and regulations, procedures enabling them to 	<ol style="list-style-type: none"> 1. Baseline delayed by 3-4 weeks for consultant and that delayed the activities on both sides (incl. camp) 2. Procurement and construction related delays <ul style="list-style-type: none"> • MTCs started late (Q2 started) • 62 planned CCLCs but only 55 were completed, with the additional 13 completed 6 months into the project 	<ol style="list-style-type: none"> 1. Adjusted MEAL staffing needs. Fewer officers and more field monitoring assistants are needed to be able to cover monitoring of all activities in all camps (particularly CCLCs and MTC suffered in this regard) 2. G2G and other orientation trainings to be conducted before/during design process 3. Advertise early for baseline before start of program to give sufficient

	<p>implement in alignment with donor standards/regulations</p> <ol style="list-style-type: none"> 5. Weekly meetings of all the EFSP SLT were a good practice for real time sharing of issues and taking actions 6. Regular field team and WVUS core team meetings created a space for addressing timely issues that clarification of compliance issues 7. Sharing attitude among staff was good for capacity building 8. Peer capacity building of staff to staff was a good practice 9. Baseline study provided a benchmark to measure outcomes 	<ul style="list-style-type: none"> • Procurement of equipment (laptops) delayed programming <ol style="list-style-type: none"> 3. Rainy season delayed activities 4. Staff structure FFV: more field assistants were needed to facilitate field level activities; challenge to meet demands of changing distribution patterns 5. Lacking in-depth orientations at the beginning of the program (3-4 days long training) – CCLC, FFV 6. Visas – leadership delays during start up and then during COVID they could not visit field to provide guidance 7. Senior Leadership team split roles/cost sharing (challenging to have 100% commitment to the project) 8. Beneficiary registration. BMIS had challenges and delays (Camps 3 and 16) delayed (Need to recruit additional BMIS staff/data entry assistants to support for updating beneficiary information, number of HHs who received FFV was quite high compared to the actual BMIS staff) 9. Delays for recruitment of the MEAL officer for camps and host communities created gaps in frequent monitoring of CCLC and MTC activities (joined in February) 	<p>time for procuring the consultant (procuring a high-quality consultant requires time and sometimes re-advertising of consultancy is needed)</p> <ol style="list-style-type: none"> 4. Consider also hiring a consultant firm since the design phase to provide technical expertise on the design and establishing the theory of change (baseline and endline) This would ensure high quality for end line survey and evaluating the impact of the project and avoid delays caused by the long processes required for procuring separate consultants for baseline and end line 5. Open communication and information sharing among staff at all levels is key for successful implementation 6. Strong senior leadership engagement at all levels is key for successful implementation 7. Increase first aid and fire extinguishers at all FFV distribution sites 8. Government liaison department in National Office needs to strengthen the relationships with respective government authorities to get visa approvals on time for expatriate staff 9. Improve beneficiary registration process 10. Need to recruit sufficient BMIS staff to support the beneficiary
--	--	--	--

			registration and beneficiary information management processes. High number of HH beneficiaries require higher number staff/data entry assistants
Budget management procurement, and P&C process/procedures	<ol style="list-style-type: none"> 1. Timely financial reports and information on the burn rate shared weekly and monthly by finance officer with implementation staff for proper budget management 2. Project staff list is provided with details account code to ensure accuracy of cost booking. 3. Outstanding Activity (eg. PR, Pending Buyer action, Approval Pending, Bill Submission) was monitored to keep the burning rate stable. 4. Timely recruitment of staff. The recruitment process was very impressive as majority of the staffs were recruited within 1st September, 2019. HR planned the recruitment long time before the actual implementation started (about 90% completed before the project started) 5. Timely procurement of vendors for FFV 6. Facilitators recruitments was helpful to support activities in the camp 7. Project was implemented within approved budget 8. Training and orientation were provided by P&C to all staff on WV policy and procedures 9. PC and management had a good coordination and on time support was provided 10. The budget was overall sufficient to cover planned activities 	<ol style="list-style-type: none"> 1. Selection of vendors from local community was a challenge as they demanded to be selected even though they did not have the capacity to provide quality services 2. Sections of proper locations to construct vendors' outlets 3. Late payment/processing of vendors bills led to low burn rate. Poor documentation led to delay in processing of vendors payments 4. Staff were not willing to stay in project areas/location which led to loss of time travelling back and forth 5. Price fluctuations of commodities (food commodities particularly during COVID-19 Pandemic) 6. Budget did not cover some of the activities (eg packaging bags) for beneficiary to carry their food 7. Issues with under budgeting for some activities and staff - WV PNS cover some of the under budgeted costs. The budget was not aligned to the level of the staff needed to implement (as well as some activities) 8. Late recruitment of MEAL officer for camps affected the coverage of all camps activities for monitoring (particularly MTCs and CCLCs 	<ol style="list-style-type: none"> 1. Conduct a thorough assessment of local vendors (in local communities not just Cox Bazar) to identify local vendors within the community that have the capacity to provide services as it is more efficient to have local service providers 2. Regular market survey enabled SCM to negotiate market prices with vendors 3. Change commodity items to beneficiaries' choice by changing the modality of the voucher from commodity base to value base. 4. More training should be provided for selected vendors on WV SCM processes and policy (child protection, Anti-fraud etc). 5. Ensure staff are recruited and based in the specific project location (that should be highlighted in the vacancy announcement) 6. If the staffing plan is given to HR early on time the recruitment will be completed on time 7. Timely coordination with HR, Finance and Procurement is key to successful implementation 8. Ongoing orientation/training sessions on financial and

	<p>11. Supply chain team provided orientation for all vendors which helps for proper implementation</p>	<p>considering the large coverage – 55 CCLCs)</p> <p>9. Few budget lines were combined for host and camps which created some confusion for charging</p> <p>10. CCLC and MTC were underspent because of start delay – late procurement (see for more the respective sections) and the suspension of activities due to COVID- 19</p> <p>11. There was not proper breakdown of the MTC budget costs which made it challenging for management and monitoring</p> <p>12. Most of field staff came from other organizations and were not familiar with WV financial/budget monitoring procedures, procurement etc.</p>	<p>procurement procedures with vendors (especially when new ones are coming on board) are necessary to prevent delays on the procurement and financial processes</p> <p>9. Procurement plan has to be shared beforehand on time with procurement team because it takes long time to provide materials/find/select vendors for the required project services</p> <p>10. Provision of in-depth and continuous training on WV procurement and financial procedures to the new WV staff is essential to enable the staff to use properly the system</p> <p>11. Ensure proper approved documentation during the time of Purchase Request funding.</p> <p>12. Is important that G2G (Gateway to Grants) policies orientation/ training is trickled down to the implementation staff</p>
<p>Reporting and information sharing</p>	<p>1.Immediate and regular information sharing and feedback supported the program to solve the issues on spot.</p> <p>2. Weekly updates meetings were useful in sharing information and discussing the progress</p> <p>3. Beneficiaries can provide feedback to us which helps us to improve the project.</p> <p>4. Various identified issues are now a base for the team to design and implement other programs with less error.</p>	<p>1. Issues regarding beneficiaries’ numbers and HH size - SADD info was not collected properly in the beginning which needs to be solved for the future projects.</p> <p>2. CFRM mechanism should have been placed properly (and sufficiently sourced with staff) for CCLC and MTC just like for the FFV which will allow the team to share information and feedback from and back to beneficiaries on their concerns</p>	<p>1.Setting up quarterly target in the beginning of the project in the IPTT made it easy for operation team to implement and become accountable to the targets.</p> <p>2.Periodic (quarterly) lessons learned sharing events among staff are important for learning and improvement</p> <p>3. Provision of the summary updates of the daily monitoring and project site visits reports to operation team in</p>

	<p>5. Reports submitted regularly in a timely manner to the different stakeholders</p> <p>6. Use of social platform like skype was also helpful to share the progress to the broader team.</p> <p>7. Visibility materials commodity price list of the project interventions etc. were in place and ensured a good visibility of the project and information sharing</p> <p>8. Monitoring reports and PDM reports were shared in due time to inform the management on the project efficiency and effectiveness</p>	<p>3. The BMIS system created delays in the setting up the beneficiary database and created a parallel manual system which led to long delay in establishing the beneficiary database.</p>	<p>weekly basis so that they can comply with it. (The monitoring reports are monthly, though the daily monitoring visits/reports are shared with ops team after the completion of the monitoring activity)</p> <p>3. Sensitize the beneficiaries with the program interventions so that they can understand their entitlements and rights.</p> <p>4. Share the information more frequently towards the beneficiaries.</p> <p>Training and capacity building for BMIS and project staff is very critical for beneficiaries registration and set up of the database.</p>
--	---	--	--