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Draft Lebanon country strategic plan (2023–2025)

Duration	1 January 2023–31 December 2025
Total cost to WFP	USD 5,311,257,433
Gender and age marker*	4

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

Since 2019, Lebanon has faced a multifaceted crisis characterized by the largest economic and financial contraction ever experienced in peacetime, further aggravated by political deadlocks, the coronavirus disease 2019 pandemic and the 2020 Beirut port explosion. Lebanon's compounded crises have eroded progress towards the achievement of the Sustainable Development Goals, with all communities suffering drastic increases in poverty and food insecurity. Social tensions within and between communities have also increased, largely owing to competition over limited resources, particularly as Lebanon continues to host 1.5 million Syrian refugees.

In this context, the country strategic plan for 2023–2025 seeks to ensure that the food and other essential needs of women, men, girls and boys in Lebanese and refugee communities are met and that resilience at the household and community levels is strengthened.

At the national and local levels, WFP will support the Government in building sustainable institutions and systems capable of responding to current and future shocks. Over the course of the country strategic plan, that support will enable WFP to start transferring to the Government the fiscal and operational responsibility for providing assistance to the most vulnerable. A core assumption is that the Government will implement much-needed structural reforms, enabling

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economic recovery and providing adequate capacity and resources for nationally owned social safety nets.

In pursuit of Sustainable Development Goals 2 and 17, the country strategic plan aims to achieve the following five outcomes aligned with the Government-approved Lebanon crisis response plan, the Lebanon emergency response plan, other national priorities and the United Nations sustainable development cooperation framework for 2023–2025:

- *Outcome 1:* Economically vulnerable and food-insecure people in Lebanon, including refugees, meet their basic needs during and in the aftermath of crises.
- *Outcome 2:* Extremely poor and vulnerable people in Lebanon, including children, are more resilient through inclusion in national social safety nets throughout the year.
- *Outcome 3:* Individuals, households and communities vulnerable to economic and climatic shocks in Lebanon have more resilient livelihoods by 2025.
- *Outcome 4:* National institutions in Lebanon have increased capacity to manage social safety nets and other programmes by 2025.
- *Outcome 5:* Humanitarian stakeholders benefit from enhanced coordination and mandated services to deliver assistance during, in the aftermath and in anticipation of crises.

To achieve these outcomes, WFP will continue to build critical partnerships with the Government, non-governmental and community organizations, the World Bank and other United Nations entities, including the Office of the United Nations High Commissioner for Refugees, the United Nations Children’s Fund and the Food and Agriculture Organization of the United Nations.

Draft decision*

The Board approves the Lebanon country strategic plan (2023–2025) (WFP/EB.2/2022/7-A/8) at a total cost to WFP of USD 5,311,257,433.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Once an upper-middle-income country, Lebanon has seen a significant drop in overall social and economic achievements, and between 2015 and 2020 it fell from 67th to 92nd place on the Human Development Index.¹ Decades of financial mismanagement and weak governance have culminated in an unravelling of the financial system and rising socioeconomic grievances. In 2021, gross domestic product fell to a projected USD 21.8 billion, a 58 percent contraction in two years.² A sharp deterioration in the value of the Lebanese pound (by 211 percent against the United States dollar in 2021) in a context of high import dependency has resulted in soaring inflation: between 2019 and 2022 the consumer price index increased by 771 percent and the food price index by more than 3,000 percent.³
2. Since 2019, poverty and food insecurity have been rising as households face dramatic inflation, particularly in food prices, deteriorating purchasing power and limited social safety nets. According to WFP assessments, 53 percent of the Lebanese population (or 2.06 million people) was severely or moderately vulnerable in December 2021, representing an 11 percentage-point increase over the previous 12 months.⁴
3. With the presence of 1.5 million refugees from the Syrian Arab Republic, 207,700 from the State of Palestine and about 14,800 from other countries, Lebanon hosts the largest number of refugees per capita in the world. The deprivation faced by those refugees has been aggravated by the economic crisis: in 2021, 88 percent of Syrian refugees (or 1.32 million people) were extremely poor⁵ compared with 73 percent of refugees of other nationalities in 2020.⁶
4. Lebanon's financial crisis and the impoverishment of its population have aggravated existing extremes of income, wealth and gender inequality and inequitable access to employment opportunities, education and healthcare. In 2021, Lebanon ranked 132nd of 156 countries in terms of gender gaps in economic and political participation, education and health.⁷ Persons with disabilities face particularly significant challenges in accessing education and basic needs and services.
5. Children are also negatively affected by the multifaceted crisis. Nine percent of Lebanese households and 22 percent of Syrian households have been forced to send their children to work, and 15 percent of Lebanese and 35 percent of Syrian households have stopped sending their children to school. An estimated 30 percent of school-age Syrian refugee children have never attended school. More households are marrying off their young daughters to reduce their economic burden, with one in five Syrian girls (age 15–19)

¹ United Nations Development Programme. 2020. *Human Development Report 2020: The next frontier – Human development and the anthropocene*.

² World Bank. 2022. *Lebanon's Crisis: Great Denial in the Deliberate Depression*. Press release, 25 January 2022.

³ Central Administration of Statistics. 2022. *Consumer Price Index data for February 2022*.

⁴ The household deprivation score is a measure of non-monetary poverty developed by WFP using data from its mobile vulnerability analysis and mapping surveys. It ranks households according to the number of vulnerability conditions experienced with respect to five minimum living standards in the spheres of food, health, education, shelter and livelihoods.

⁵ United Nations Children's Fund, Office of the United Nations High Commissioner for Refugees and WFP. 2022. *VASyR 2021 – Vulnerability Assessment of Syrian Refugees in Lebanon*.

⁶ Office of the United Nations High Commissioner for Refugees. 2021. *VARON 2020: Vulnerability Assessment of Refugees of Other Nationalities in Lebanon*.

⁷ World Economic Forum. 2021. *Global Gender Gap Report 2021 – Insight Report*.

reported as being married in 2021.⁸ The number of reported cases of child abuse and exploitation has also increased, by 44 percent between 2020 and 2021.⁹

1.2 Progress towards the 2030 Agenda for Sustainable Development

6. Lebanon presented a voluntary national review on its progress towards the goals of the 2030 Agenda for Sustainable Development in 2018, highlighting the impact of the Syrian refugee crisis on public services and the economy and the need to address increasing poverty, improve education and health services and increase women's participation in the political and economic spheres.
7. In 2021, Lebanon ranked 93rd of 165 countries in terms of progress towards the Sustainable Development Goals (SDGs), with indications that progress towards seven SDGs was on track or improving.¹⁰ The data were provided by United Nations entities and international non-governmental organizations (NGOs) because the Government and its Central Administration of Statistics have been unable to provide recent national data on progress towards SDG targets, largely owing to a lack of capacity and resources. There is scant evidence to show meaningful advancement towards prioritized SDGs, and it now seems that many of the goals will be difficult to achieve by 2030.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

8. *Access to food.* As a result of the economic crisis, food insecurity has deteriorated drastically among all population groups. According to WFP assessments, 44 percent of Lebanese were food insecure in December 2021 compared with 30 percent in January of that year.¹¹ An increasing number of Lebanese households are unable to meet minimum dietary requirements: in December 2021, 33 percent had poor or borderline food consumption and 57 percent faced severe constraints on their access to food, forcing them to resort to coping mechanisms such as reducing both the size and number of meals consumed, borrowing food and reducing expenditure on health and education. In July 2021, half of the Syrian refugee population was food insecure, up from 30 percent in April 2019, with households headed by women more likely to be food-insecure (53 percent) than those headed by men (49 percent).¹² Thirty percent of refugees from other nationalities were food-insecure in July 2021, up from 22 percent in April 2019.
9. *End malnutrition.* An estimated 200,000 children under the age of 5 suffer from some form of malnutrition, including anaemia, stunting and wasting. Among Syrian refugees the stunting rate is 25 percent, up from 17 percent in 2013, and nine of 10 children age 6–23 months do not have a minimum acceptable diet. The prevalence of anaemia represents an additional public health concern among Lebanese, Syrian and Palestinian women and children.¹³
10. *Smallholder productivity and incomes.* Lebanon's agriculture sector contributes 3 percent of gross domestic product, employing 12 percent of the labour force on a full-time basis and an additional 13 percent on a part-time or seasonal basis. Due to inheritance laws, women

⁸ United Nations Children's Fund. 2021. *Lebanon: Children's future on the line*.

⁹ United Nations Children's Fund. 2021. *At least one million children in danger of violence as crisis intensifies in Lebanon – United Nations*. Press release, 17 December 2021.

¹⁰ United Nations Sustainable Development Solutions Network. 2021. *Sustainable Development Report 2021*. Press release, 14 June 2021.

¹¹ WFP mobile vulnerability analysis and mapping surveys. January–December 2021.

¹² United Nations Children's Fund, Office of United Nations High Commissioner for Refugees and WFP. 2022. *VASyR 2021 – Vulnerability Assessment of Syrian Refugees in Lebanon*.

¹³ Lebanon Nutrition Sector. 2021. *Lebanon – National Nutrition SMART Survey Report – August–September 2021*.

are often prohibited from owning land and tend to be limited to small-scale agricultural activity with limited access to productive resources and markets. Most agricultural inputs, such as seeds and fertilizers, are imported and have become prohibitively expensive as a result of the economic crisis and the depreciation of the Lebanese pound. However, local producers and processors may benefit from increasing demand for local products as consumers seek less expensive alternatives.

11. *Sustainable food systems.* Agricultural and industrial productivity are low, with markets relying heavily on imports. A lack of credit facilities, currency depreciation and capital control measures have hindered the payment of suppliers of agricultural inputs, which has in turn had severe impacts on production.¹⁴ Environmental degradation and the effects of climate change including soil degradation, water contamination and pollution, unregulated urbanization, increases in annual temperatures and extreme weather events such as flooding and forest fires place additional pressure on the agriculture sector.

Progress on Sustainable Development Goal 17 targets

12. WFP works with the Government, other United Nations entities, donors and other partners to ensure policy coherence, diversified resourcing and enhanced global partnerships that support the achievement of the SDGs. The Government is being provided with strategic guidance and technical and financial assistance for social protection policy development and programme design with a view to eventually institutionalizing the National Poverty Targeting Programme (NPTP). WFP, the United Nations Children's Fund (UNICEF), the International Labour Organization, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the United Nations Development Programme (UNDP) jointly implement a programme of the United Nations SDG Fund aimed at supporting efforts to make the NPTP an integrated, rights-based, gender-responsive and disability-inclusive programme.
13. Since the start of the economic crisis and the 2020 Beirut port explosion, WFP has played a key role in enabling enhanced humanitarian response in Lebanon through logistics, procurement and coordination services. Between September 2021 and March 2022 WFP supplied fuel for critical health and water facilities and services in collaboration with the health and the water, sanitation and hygiene sectors.

1.4 Hunger gaps and challenges

14. Increasing international food prices and Lebanon's inability to secure hard currency are a significant concern, particularly because about 80 percent of food is imported. The destruction of the Beirut port's main grain silo in the 2020 explosion has left the country unable to maintain significant wheat reserves. The lifting of import subsidies on key food and non-food commodities, depreciation of the local currency, high unemployment and stagnating incomes have pushed an increasing number of households into food insecurity and poverty and contributed to rising socioeconomic grievances. As Lebanon relies heavily on imports from the Russian Federation and Ukraine, food imports and prices, especially for wheat, could be in jeopardy leading to increased constraints on food availability and affordability.¹⁵
15. Refugees and poor Lebanese are those most exposed to shocks. Among Lebanese, food insecurity is strongly associated with certain demographic characteristics, such as the dependency ratio within households and the presence of chronically ill or disabled household members. As for ~~Syrian~~ refugees, they are almost completely dependent on

¹⁴ World Bank. 2021. *World Bank Supports Small Scale Lebanese Farmers Reeling under the Pressure of Lebanon's Multiple Crises.* Press release, 20 May 2021.

¹⁵ TRIAS Consult. 2022. *Lebanon Country Context Analysis: provision of UN Sustainable Development Cooperation Framework for the UN Country Team in Lebanon.* (Not available online.)

- humanitarian assistance until durable solutions are found because the regulatory and economic environments limit their ability to engage in gainful employment.
16. Lebanon's national social protection system has significant normative and coverage weaknesses and a history of chronic underfunding, leaving large parts of the population without social protection (including social insurance and assistance). The national statistics system is inadequate, and analyses of the drivers of poverty and vulnerability are impeded by an absence of up-to-date data on households. In response to the crisis, the Government expanded the coverage of the NPTP and launched an emergency social safety net programme funded through a World Bank loan. However, the social protection system remains dependent on multilateral aid and its effectiveness is hampered by the limited capacity of national institutions to manage programmes.
 17. In December 2021, the unemployment rate among women was 42 percent, compared with 17 percent among men;¹⁶ in January 2022, the rate among young people reached 23 percent.¹⁷ Lebanon lacks a national employment strategy to address issues such as low labour force participation, a large informal sector and high numbers of low-skilled and low-productivity jobs.
 18. High production costs, low output value, weak infrastructure and a shortage of liquidity due to bank control mechanisms have had a detrimental effect on medium- and small-scale farmers,¹⁸ who are facing rising poverty. Smallholder farmers are significantly affected by climate change and will be compelled to adapt to maintain production and secure year-round income. In recent years Lebanon has faced summer wildfires, which have burned vast swathes of woodland and forced many people to evacuate their homes.
 19. Due to protests and movement restrictions related to the coronavirus disease 2019 (COVID-19) pandemic, most public schools closed for up to 13 months during the 2020 and 2021 school years. As a result, disparities between private school students and both Lebanese and refugee public school students are increasing. Many households now rely on irregular incomes – such as those earned from sending their children to work – to supplement their meagre earnings. More children are consuming only one or two meals per day.¹⁹

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

20. *Achievements.* An evaluation of WFP's country strategic plan (CSP) for 2018–2022 found that WFP achieved strong results in a complex and challenging environment by successfully responding at scale to changing needs by targeting the most vulnerable Lebanese and refugees and was well-placed to maintain its dual role in humanitarian and development interventions. WFP cash-based transfer (CBT) interventions improved food consumption and dietary diversity, reduced the use of negative coping strategies, had a stabilizing effect and acted as a lifeline for the most vulnerable.²⁰ As the crisis unfolded WFP leveraged its ability to swiftly adapt and scale up effective and efficient responses to ensure that more

¹⁶ World Bank. 2022. *Unemployment, youth total (% of total labor force ages 15–24) (national estimate) – Lebanon*.

¹⁷ Central Administration of Statistics of the Lebanese Republic and International Labour Organization. 2022. *Lebanon follow-up Labour Force Survey January 2022*.

¹⁸ Food and Agriculture Organization of the United Nations. 2020. *Special Report: FAO Mission to Assess the Impact of the Financial Crisis on Agriculture in the Republic of Lebanon*.

¹⁹ United Nations Children's Fund. 2021. *Surviving without the basics: The ever-worsening impact of Lebanon's crisis on children*.

²⁰ Tschunkert, K. Stockholm International Peace Research Institute. 2021. *The World Food Programme's Contribution to Improving the Prospects for Peace in Lebanon*.

people had safe and dignified access to assistance, thereby mitigating the impact of the protracted refugee crisis and the deepening economic crisis on the most vulnerable.

21. *Lessons learned.* As Lebanon is confronted with multiple crises, WFP is looking beyond the provision of short-term emergency assistance to create the conditions necessary for the recovery and resilience of those affected. In addition to continued advocacy for much-needed economic reform and stabilization as a precondition for recovery, WFP will reinforce synergies among activities, including resilience building activities, with a view to establishing a strong humanitarian–development–peace nexus.
22. *Partnership.* WFP has demonstrated strong leadership in both the refugee response and the recent compounded crisis and will continue to build on strategic partnerships and ensure that outcomes remain consistent with national development policies and humanitarian response plans. Successful examples of partnership on which to build include the Vulnerability Assessment of Syrian Refugees initiative, which provides an annual multisectoral update on the status of the refugee population; the Lebanon One Unified Inter-Organisational System for e-Cards (LOUISE) platform; and collaboration with the strategic and technical committees led by the World Bank and the Government.
23. *Strategic change.* The CSP will see WFP expand its strategic shift from an initial focus on responding to the refugee crisis, including through interventions for Lebanese host communities, to one that includes strengthening national capacity and expanding coverage of social safety nets for vulnerable Lebanese. Demonstrating programmatic agility, WFP's response will be tailored to meet the increasing needs of vulnerable Lebanese through adaptive targeting and contingency planning. WFP's updated theories of change will emphasize its core dual mandate and comparative advantage in reaching large numbers of vulnerable households. In addition, its long-term vision and strategy will aim to improve resilience and create sustainable livelihoods, leveraging the links between employment and asset creation opportunities, social protection and local and national economic development plans.
24. In line with commitments related to gender, protection and accountability to affected populations, this CSP will be geared towards a gender-transformative approach, inclusive community engagement and conflict-sensitive programming. As part of a coordinated approach to accountability to affected populations WFP is committed to developing a community engagement plan aimed at improving community inclusion efforts and will conduct conflict-sensitive risk assessments and analyses with a view to enhancing cohesion and stability. Regular analysis of the cost-efficiency and effectiveness of transfer modalities and flexible programme design will facilitate adaptation in a volatile operational setting.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

25. WFP is fully committed to continuing to be an effective, collaborative member of the United Nations community in support of Lebanon's priorities with regard to the humanitarian–development–peace nexus. The Lebanon crisis response plan (LCRP) for 2017–2022, the emergency response plan for 2021–2022 and the United Nations sustainable development cooperation framework (UNSDCF) for 2023–2025, developed following the United Nations strategic review and the 2022 common country analysis exercise, are the core planning frameworks for WFP and the United Nations in Lebanon.
26. The CSP is aligned with Lebanon's Reform, Recovery and Reconstruction Framework (3RF), the development and poverty reduction goals of the Ministry of Social Affairs, and the country's commitments to the achievement of SDGs 2 and 17. The CSP supports the 2021 general education plan, the national agriculture strategy for 2020–2025 and the 2021 COVID-19 response of the Ministry of Health.

2.3 Engagement with key stakeholders

27. The development of this CSP benefited from consultations with key stakeholders, including United Nations entities, NGOs, civil society representatives, donors and national counterparts. WFP worked closely with the United Nations country team to develop joint planning processes. Beneficiaries participated in CSP design through a series of community consultations across a range of geographic areas and livelihood and community groups, including for women, young people and persons with disabilities.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

28. WFP's interventions contribute to the triple nexus, combining humanitarian, development and peacebuilding actions. Theories of change designed for the programmes to be implemented under the CSP acknowledge the need to combine the direct provision of unconditional food and basic assistance to address the underlying causes of food insecurity and poverty with resilience programming that provides long-term solutions for the people and communities affected by the multiple crises. That combination of assistance takes into account both the food and other basic requirements of households and the geographic dimension of vulnerability at the community level. WFP interventions across all outcomes will be closely integrated, with efforts to strengthen individual and institutional capacities and systems leading to a progressive decrease in direct implementation and overall needs over time. WFP's efforts will be sensitive to communities' unique characteristics and will aim to enhance social cohesion between refugee and Lebanese populations.
29. WFP will continue to integrate age, gender, disability inclusion and diversity into the implementation and monitoring of the CSP, in accordance with its strategic plan for 2022–2025, the gender policy for 2022–2026, the 2020 protection and accountability policy and findings from the evaluation of the CSP for 2018–2022, with the aim of ensuring that programmes and approaches are conflict-sensitive, protective, inclusive and gender-transformative.
30. CSP activities will address the needs, priorities and inequality related to beneficiaries' age, sex and disability status, thus contributing to equal control over resources and decision making by women and men and ensuring food security and nutrition for all. Through social and behaviour change communication WFP will sensitize beneficiary communities to positive nutrition practices and will actively promote best practices in infant and young child feeding.
31. WFP will enhance income-generating opportunities for women, young people and persons with disabilities and will improve access to high-quality education for girls and boys. To address structural barriers to gender equality, WFP will integrate gender-transformative and nutrition-sensitive initiatives that help to balance family responsibility for domestic tasks and care work.
32. WFP will strive to achieve positive protection outcomes at the individual, household and community levels, aiming to ensure a conflict-sensitive approach, strengthen community engagement in mechanisms for accountability to affected populations and integrate environmental and social safeguards into all activities.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Economically-vulnerable and food-insecure people in Lebanon, including refugees, meet their basic needs during and in the aftermath of crises

33. CSP outcome 1 addresses the immediate needs of refugees and vulnerable Lebanese through unconditional resource transfers provided in a safe and dignified manner using CBTs, in-kind food or a combination thereof.

WFP strategic outcome

34. CSP outcome 1 is aligned with WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

Focus area

35. The focus area of this CSP outcome is crisis response.

Alignment with national priorities

36. CSP outcome 1 contributes to UNSDCF outcome 1 under the people goal; and LCRP strategic objectives 1 and 2.

Expected output

37. This CSP outcome will be achieved through the following output:
- Economically-vulnerable and food-insecure people in Lebanon, including refugees, receive unconditional assistance to meet their food and other basic needs.

Key activities

Activity 1: Provide unconditional assistance to crisis-affected people in Lebanon, including refugees

38. WFP will provide unconditional assistance to meet the food and other essential needs of refugee households through CBTs (e-vouchers or unrestricted cash) and of extremely poor and vulnerable Lebanese households through in-kind food or CBT assistance. The transfers are designed to cover 100 percent of households' basic food needs.
39. Through its retail strategy, WFP will endeavour to ensure that beneficiaries have access to diverse, high-quality foods at competitive prices. WFP's network of contracted shops will enable it to provide extra controls to ensure that transfers reach the intended beneficiaries. WFP will also support local retailers in providing the best value, variety, quality and service and will promote women's economic empowerment by contracting with shops owned by women.
40. WFP will revise the composition of the food basket with a view to optimizing its value for money and nutritional value and ensuring that rations and CBT values match household needs.
41. WFP will develop and deliver messages that sensitize individuals and raise their awareness of healthy diets and encourage social and behaviour change towards the adoption of good nutrition practices.

Partnerships

42. WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) signed a data-sharing agreement that gives WFP access to personal data on refugees in order to facilitate better targeting and prioritization of assistance. WFP, UNHCR and UNICEF provide assistance to Syrian refugees through the LOUISE platform, which enables beneficiaries to redeem diverse types of humanitarian cash-based assistance using a common electronic card, thereby increasing the operational efficiency of cash-based assistance and the sharing of knowledge, expertise and technology.

43. WFP collaborates with UNHCR and UNICEF on annual joint vulnerability assessments relating to Syrian refugees in Lebanon. It co-leads the food security sector with the Food and Agriculture Organization of the United Nations (FAO) and NGOs, ensuring stronger partnerships in support of sustainable and comprehensive food security initiatives within the humanitarian and development community.
44. Subject to the availability of resources, WFP will cooperate with the United Nations Relief and Works Agency for Palestine Refugees in the Near East to provide CBTs to meet the food needs of food-insecure Palestinian refugees living in Lebanon, including those from the Syrian Arab Republic.

Assumptions

45. WFP will be able to effectively contribute to this outcome provided that funding is available and that functioning banking systems and food supply chains are maintained. WFP has contingency plans in case problems emerge with working through the national banking system.

Transition/handover strategy

46. WFP will continue to provide assistance to refugees and extremely poor Lebanese until the macroeconomic situation improves, as expected, from 2024 onwards. WFP assistance will be gradually phased out as national social protection systems and programmes gain operational and fiscal viability. Should the situation in the country not allow for the gradual handover of assistance as planned, WFP will continue to support the most vulnerable Lebanese and refugees until handover becomes feasible.

Country strategic plan outcome 2: Extremely poor and vulnerable people in Lebanon, including children, are more resilient through inclusion in national social safety nets throughout the year

47. CSP outcome 2 addresses the food, nutrition and other basic needs of extremely poor and vulnerable people in Lebanon, including children and people with specific needs, through their inclusion in social protection programmes.

WFP strategic outcome

48. CSP outcome 2 is aligned with WFP strategic outcome 2 (People have better nutrition, health and education outcomes).

Focus area

49. The focus area of this CSP outcome is resilience building.

Alignment with national priorities

50. WFP's interventions are aligned with the national social protection strategy framework developed by the Inter-Ministerial Committee on Social Policy and coordinated by the Ministry of Social Affairs; pillar 3 of the 3RF, on social protection, inclusion and culture; and UNSDCF outcomes 1 and 2 under the people goal.
51. WFP's strategy is aligned with the general education plan for 2021–2025 of the Ministry of Education and Higher Education, which defines how equitable access to high-quality educational opportunities can be ensured for all girls and boys living in Lebanon, in particular vulnerable Lebanese and refugee children.

Expected outputs

52. CSP outcome 2 will be achieved through the following three outputs:
 - Extremely poor Lebanese receive unconditional resource transfers to meet their basic needs.

- Children in targeted schools, including refugees, receive a daily nutrition-sensitive school meal and benefit from a home-grown school feeding pilot in order to decrease dropout, increase attendance and ability to learn, and improve their nutritional intake.
- Communities benefit from nutrition awareness activities to promote healthy dietary practices and social cohesion.

Key activities

Activity 2: Provide unconditional cash transfers to extremely poor Lebanese through national safety net programmes

53. WFP assists vulnerable Lebanese households living in extreme poverty by providing unconditional cash transfers through the NPTP. NPTP assistance comprises cash transfers that meet food needs and a cash top-up that covers other essential needs. WFP will support the Government in increasing the coverage of the NPTP and building national stewardship of social safety nets while WFP reduces its financial support for the programme in expectation of the Government gradually committing national funds to ensure the programme's financial sustainability.
54. WFP relies on a proxy means test approach led by the Government for the selection of individuals for inclusion in the NPTP and will seek to include additional targeting criteria to ensure that people with specific needs, such as pregnant and lactating women and girls, persons with disabilities, older people and households with out-of-school children, receive appropriate and tailored entitlements. WFP will emphasize the synergies between the NPTP and other social protection programmes, such as school feeding and resilience-building activities, in pursuit of enhanced outcomes.

Activity 3: Provide nutritious school meals to Lebanese and refugee children

55. WFP will provide nutritious school meals to improve children's ability to learn and encourage school enrolment and regular attendance by girls and boys age 5–14. In addition to promoting school attendance and enhancing nutrition outcomes, school feeding aims to reduce the likelihood of extremely poor households resorting to negative coping mechanisms such as child marriage and child labour.
56. WFP will promote healthy dietary practices through awareness raising sessions targeting schoolchildren and teachers. Good nutrition practices will be reinforced through social and behaviour change communication activities at children's summer camps. Both Lebanese and refugee children will participate, facilitating interaction among different nationalities and strengthening social cohesion.
57. Nutritious food for school meals will be produced and procured locally, thereby benefiting local farmers and stimulating the local economy. WFP will seek to develop a home-grown school feeding pilot to promote and increase the procurement of locally produced fresh and nutritious food and strengthen local food systems. The participation of local producer and farmer groups (in particular those established under activity 4) and the hiring of local community members to prepare school meals and snacks will provide income-generating opportunities, particularly for women.
58. WFP will scale up the number of children and schools served with a view to addressing low dietary diversity, anaemia and low school enrolment. The selection of schools will be geographically based, taking into account food insecurity, poverty and education indicators while ensuring that WFP activities complement those of other humanitarian actors.

Partnerships

59. WFP will continue to implement school meals in conjunction with the Ministry of Social Affairs, the Presidency of the Council of Ministers, the Ministry of Education and Higher

Education, the Ministry of Agriculture, the Ministry of Health and the Central Administration of Statistics, among other government entities.

60. In accordance with the national social protection strategy framework, WFP will engage closely with UNICEF, the International Labour Organization, UN-Women and UNDP to ensure effective coordination. WFP will align its activities with the various government-led social protection initiatives and strategies to promote inclusive, human-rights based, shock- and gender-responsive and nutrition-sensitive social protection systems. WFP will continue to collaborate with the Government to develop synergies between the NPTP and other social assistance programmes such as the joint UNICEF and Government-led child and disability grants programme.
61. Within the frameworks of the LCRP, the emergency response plan and the UNSDCF, WFP will provide leadership and guidance on establishing and using links and opportunities to improve the provision of assistance to vulnerable Lebanese households through social protection systems. Leveraging the commitments articulated at the 2021 Arab Ministerial Forum on social protection, WFP will promote advocacy and the sharing of lessons and learning opportunities in order to strengthen regional approaches that address all dimensions of social protection.
62. WFP works with the Ministry of Education and Higher Education to increase equitable access to education for all children living in Lebanon and to improve their learning outcomes through resilient and high-quality public education.
63. WFP will collaborate with UNHCR, UNICEF and other education stakeholders on ensuring a robust and coordinated approach to the targeting of schools. WFP plays an active role in the education and nutrition sectors, participating in joint assessments and coordinated responses.

Assumptions

64. It is assumed that WFP will secure adequate funding to scale-up the number of targeted schools and children, and that schools remain accessible and open. Successful implementation would require the development, endorsement and adequate funding of a national school meals strategy. Furthermore, WFP assumes that the Government will increase financial contributions to the NPTP budget.

Transition/handover strategy

65. WFP will gradually decrease its engagement in the NPTP while ensuring that the Government has the technical and human capacity to assume the management of core functions of the programme and to deliver assistance to an increasing number of beneficiaries. During the transition, WFP will work with the Government to strengthen its capacity to implement the programme at scale.
66. WFP's long-term objective is for the school meals programme to move from being WFP-owned to being fully integrated into the Government's portfolio. Under CSP outcome 4 WFP will focus on working with the Government in building its capacity to develop and augment national school meals strategies and policies.

Country strategic plan outcome 3: Individuals, households and communities vulnerable to economic and climatic shocks in Lebanon have more resilient livelihoods by 2025

67. CSP outcome 3 aims to strengthen the resilience of vulnerable Lebanese and refugees by investing in their skills, assets and capacity. It will seek to strengthen the food system to make it more sustainable, and will facilitate conflict-sensitive and integrated resilience building to enhance the ability of communities, households and individuals to absorb, and adapt to increasing shocks and stressors.

WFP strategic outcome

68. This CSP outcome is aligned with WFP strategic outcome 3 (People have improved and sustainable livelihoods).

Focus area

69. The focus area of this CSP outcome is resilience building.

Alignment with national priorities

70. WFP's engagement is aligned with national priorities in the agriculture sector, particularly the national agriculture strategy, and with national climate change and resilience priorities, which are reflected in Lebanon's 2020 nationally determined contributions under the United Nations Framework Convention on Climate Change.

71. The interventions under CSP outcome 3 are aligned with livelihood sector outcomes 1 and 2 of the LCRP; pillar 2 of the 3RF, on job creation and economic opportunities; and UNSDCF outcome 2 under the people goal and outcome 1 under the prosperity goal.

Expected outputs

72. CSP outcome 3 will be achieved through the following three outputs:

- Vulnerable people participating in livelihood activities, such as asset creation, natural resource management, and income-generating opportunities, receive assistance to meet their food needs and enhance their self-reliance.
- Communities benefit from integrated, area-based interventions, such as asset creation, natural resource management, and value chain strengthening, to adapt to climate change and improve the local economy.
- Local producers and businesses receive technical assistance and resources to increase their production quantity and quality, market access and competitiveness.

Key activities

Activity 4: Provide vulnerable Lebanese and refugee communities with integrated resilience and area-based livelihood support through conflict-sensitive and gender transformative approaches

73. WFP will provide conditional resource transfers to vulnerable people in order to increase and preserve their access to food while providing incentives for their participation in individual market-based capacity strengthening activities to improve their employability. WFP will deliver individual-level support, including foundational skills training, technical and vocational education and other skills development, with special emphasis on gender-transformative activities and the needs of women, persons with disabilities and young people. These interventions will be defined through community consultations using tools such as WFP's three-pronged approach, which combines community-based participatory planning, seasonal livelihoods planning and integrated context analysis such as the Consolidated Livelihood Exercise for Analysing Resilience.

74. Following an integrated and area-based²¹ approach, WFP will provide conditional assistance to enable people vulnerable to economic and climatic shocks to meet their immediate food needs while engaging in the creation and rehabilitation of productive community assets, natural resource management and the upgrading of value chains. Activities will be coupled with conflict-sensitive natural resource management and climate adaptation interventions aimed at sensitizing communities and increasing their adoption of good environmental practices leading to improved livelihoods and local economic development. WFP will seek to

²¹ Area-based targeting criteria may include, but are not limited to, the poverty rate, the concentration of refugees and the level of existing climate resilience.

strengthen the capacity of community committees to maintain and manage community assets beyond the period of the project. WFP interventions will promote gender equality, women's empowerment and social cohesion between Lebanese and refugee communities through conflict-sensitive programming and the involvement of women, persons with disabilities and young people.

75. WFP will provide technical support and resources for local producers and businesses to increase the quantity and quality of their production and improve their market access and competitiveness. WFP will increase the procurement of food from local producers and link producers to home-grown school feeding pilots under CSP outcome 2. Through capacity building, technical assistance, CBTs and grants for targeted local producers and businesses, WFP intends to strengthen local food systems and economies while ensuring that communities and vulnerable groups, such as women and young people, have access to job opportunities and high-quality products.

Partnerships

76. WFP will engage with the ministries responsible for agriculture, environment, education and higher education, energy and water and municipalities in support of national and subnational priorities. WFP will undertake capacity strengthening with a view to ensuring that local institutions maintain productive assets beyond the duration of projects and support community-led initiatives in value chain upgrading.
77. WFP partners with FAO, UNDP, UNHCR, civil society organizations and NGOs to ensure that project design and implementation are participatory.
78. In support of the wider business-enabling environment and to strengthen local food systems, WFP engages with micro-, small and medium-sized enterprises, agriculture cooperatives and private sector and academic entities.

Assumptions

79. Successful implementation assumes that multi-year funding will be available to ensure the sustainability of activities that require an extended period of support.

Transition/handover strategy

80. Focusing on women and young people, WFP will build the capacity of communities, households and individuals to move towards improved food, nutrition and economic security. In doing so, it will contribute to an enabling environment for market opportunities (such as opportunities to market to schools supported under activity 3) and improved stewardship of productive agricultural assets and natural resources. WFP will seek to strengthen gender-responsive and equitable food systems by providing targeted assistance to critical micro-, small and medium-sized enterprises. In parallel, WFP will work with ministries and municipalities to ensure that best practices are integrated into national programmes and that the subnational technical expertise gained in resource management is retained.
81. WFP and other United Nations entities aim to improve the current normative and regulatory environment for refugees, which currently restricts their employment to three economic sectors: construction, agriculture and cleaning.

Country strategic plan outcome 4: National institutions in Lebanon have increased capacity to manage social safety nets and other programmes by 2025

82. Under CSP outcome 4, WFP will initiate a gradual transition from WFP-operated to Government-operated social safety nets and will work with the Government in its efforts to further develop national social protection programmes, policies and systems. To contribute to this outcome, WFP will augment the capacity strengthening components of the NPTP and the school feeding programme and support the Government in food supply chain

management. WFP will continue to work with the Government to strengthen nutrition in conjunction with the emergency nutrition sector and support the introduction of recommendations to the Ministry of Health based on the standardized monitoring and assessment of relief and transitions survey.

WFP strategic outcome

83. CSP outcome 4 is aligned with WFP strategic outcome 4 (National programmes and systems are strengthened).

Focus area

84. The focus area of CSP outcome 4 is resilience building.

Alignment with national priorities

85. WFP actions are aligned with the national social protection framework, which stresses the importance of the Government's ownership and stewardship of social protection initiatives. The interventions are aligned with pillar 3 of the 3RF; LCRP strategic objective 3, support service provision through national systems; and UNSDCF outcome 2 under the peace goal, and outcome 1 under the planet goal.

Expected outputs

86. CSP outcome 4 will be achieved through the following two outputs:
- The Government has strengthened national programmes, policies, and systems, as well as increased financial and technical capacity to implement social protection programmes and other activities.
 - The Government has enhanced capacity for food supply chain management.

Key activities

Activity 5: Provide technical expertise, capacity strengthening and policy advice to enhance Government capacity

87. WFP will assist the Ministry of Social Affairs in implementing the national social protection strategy through the elaboration of action plans that include staff training and the provision of materials and technical advice for building sustainable and inclusive social protection systems and the development of operational processes and governance structures that foster national stewardship of social assistance systems.
88. WFP will help the Government to develop its own national school meals programme by providing technical assistance to the Ministry of Education and Higher Education to strengthen the ministry's capacity for monitoring and reporting on the school meals programme and developing a national framework for a gender- and disability-responsive national school meals policy and strategy.
89. With the participation of key stakeholders, WFP will conduct a Systems Approach to Better Education Results exercise on school feeding in Lebanon, which will clarify the readiness of the Government to develop a national school feeding programme. The exercise will also inform the formulation of a national roadmap and related action plan for the programme.
90. WFP will build the capacity of the Ministry of Agriculture, provide its regional offices with equipment for fire management, and support its nurseries, forest centres and national reserve committee in the design and implementation of natural reserve plans.
91. Building on its logistics expertise and in cooperation with ministries and local authorities, WFP will seek to increase institutional capacity for logistics and integrate Lebanon's supply chain network. WFP plans to support the formulation of policies aimed at enhancing transportation and customs and thus improving food supply chain management. Based on

a situation analysis comprising assessments of logistics capacity and service markets, WFP will identify critical areas in which the improvement of supply chain and logistics capacity is required. WFP will also propose capital investments, including for port rehabilitation and storage facilities, and the transfer to ministries of knowledge on strategic sourcing, commodity and market price analysis and all aspects of contract management.

Partnerships

92. WFP will work with a range of government ministries to achieve CSP outcome 4.

Assumptions

93. This outcome assumes that an inter-ministerial social protection committee is activated and fully functioning to ensure proper coordination of government-led institutions. It is also assumed that WFP will have access to the necessary infrastructure in order to assess Lebanon's logistics capacities.

Transition/handover strategy

94. WFP will seek to ensure the Government has enhanced institutional capacity to design, plan, and implement programmes, including on gender and disability inclusion, so that it can lead and effectively manage the core functions of the social protection programme. It is anticipated that in conjunction with the Government, WFP will establish a national school feeding strategy and a clear plan for mobilizing resources and engaging relevant stakeholders.

Country strategic plan outcome 5: Humanitarian stakeholders benefit from enhanced coordination and mandated services to deliver assistance during, in the aftermath, and in anticipation of crises

95. CSP outcome 5 frames WFP's support for a common platform for the delivery of assistance and articulates its support for service delivery by the Ministry of Social Affairs in the area of social safety nets.

WFP strategic outcome

96. CSP outcome 5 is aligned with WFP strategic outcome 5 (Humanitarian and development actors are more efficient and effective).

Focus area

97. The focus area of this CSP outcome is crisis response.

Alignment with national priorities

98. Interventions are aligned with pillar 3 of the 3RF.

Expected outputs

99. CSP outcome 5 will be achieved through the following two outputs:

- Humanitarian stakeholders benefit from enhanced coordination and mandated services during times of crisis to deliver assistance.
- Partners benefit from on-demand services to implement their programmes.

Key activities

Activity 6: Provide sector coordination and mandated services to humanitarian partners

100. Positioning itself as a key humanitarian actor, WFP will support the humanitarian community in working to meet any future sector and cluster needs, including coordination and mandated services to enable partners to carry out activities. WFP will continue to lead Lebanon's logistics cluster and its food security and agriculture sectors.

Activity 7: Provide on-demand services, including resources transfer services, to Government and other partners

101. Building on its global and national experience and technical capacity, WFP will remain available as a service provider for humanitarian partners and the Government, providing support for the implementation of their programmes.
102. WFP started to support the implementation of the World Bank-funded, Government-led emergency social safety net programme in 2022. Under this activity, WFP is ready to maintain that support and continue to act as a service provider for transfers of monetary resources under the Government's social assistance programmes. WFP will provide the Government with socioeconomic data on households from which beneficiaries will be selected. Once selected by the Government, beneficiaries will receive cash-based assistance through money transfer operators procured and contracted by WFP.
103. In the event of an additional unforeseen crisis, WFP is ready to support the humanitarian community with any other on-demand services required. The joint LOUISE payment platform will remain available.

Partnerships

104. WFP will provide the Presidency of the Council of Ministers for household data collection services and the use of WFP's payment system to deliver CBTs to Lebanese households.

Assumptions

105. It is assumed that the Government will continue to require financial assistance for its national social protection programme, coordination structures will continue to function, and demand for other services will continue.

Transition/handover strategy

106. WFP will continue to position itself as a key humanitarian service provider until humanitarian stakeholders have sufficient capability to deliver their own programmes effectively and independently.
107. WFP will lay the foundation for the Government's eventual assumption of responsibility for and implementation of the national social protection system, including through capacity strengthening support under CSP outcome 4.

4. Implementation arrangements

4.1 Beneficiary analysis

108. Over the course of the CSP, WFP plans to assist 2.46 million women, men, girls and boys across all population groups. WFP intends to target beneficiaries based on multidimensional criteria, including – but not limited to – food insecurity. Targeting for activity 2 is carried out by the Government using proxy means testing to target chronically poor Lebanese. To ensure harmonization in targeting among vulnerable Lebanese beneficiaries, both the Government and WFP have active and effective systems for identifying and eliminating duplication in targeting across programmes.
109. Under activity 1, WFP will initially assist 1.86 million refugees and Lebanese people and expects to gradually reduce that number to 1.46 million by 2025, as the economic situation improves. WFP plans to reach 1.35 million Syrian refugees, 27,300 Palestinian refugees from the Syrian Arab Republic, 74,807 Palestinian refugees from Lebanon and 11,000 refugees of other nationalities. By 2025, it is anticipated, 250,000 Lebanese receiving in-kind assistance will be transitioned over to national safety nets, while 150,000 refugees projected by the Government to return to their countries of origin will no longer require assistance.

110. Under activity 2, WFP will continue to support 430,000 beneficiaries in 2023, with a gradual reduction to 285,000 in 2024 and just over 140,000 in 2025 as needs reduce and the Government assumes responsibility.
111. Under activity 3, WFP will assist 150,000 Lebanese and refugee schoolchildren in 2023, gradually increasing to 220,000 in 2025. Targeting criteria will be established in coordination with the Ministry of Education and Higher Education.
112. Under activity 4, over the three years of the CSP WFP will provide conditional CBTs and capacity strengthening for 27,000 participants, of whom 50 percent will be women and girls and 30 percent young people. In total, activity 4 will reach 40,000 beneficiaries in 2023 and 50,000 in 2025. WFP will conduct geographic targeting based on poverty, the concentration of refugees hosted, the resilience index and the project's impact in the intervention area.

Country strategic plan outcome	Activity	Beneficiary group	2023	2024	2025	Total	
1	1	Girls	436 015	401 115	358 665	436 015	
		Boys	460 597	422 897	376 697	460 597	
		Women	526 869	470 869	396 319	526 869	
		Men	439 689	393 289	331 489	439 689	
		Total	1 863 170	1 688 170	1 463 170	1 863 170	
2	2	Girls	80 840	53 580	26 884	80 840	
		Boys	84 280	55 860	28 028	84 280	
		Women	136 311	90 345	45 332	136 311	
		Men	128 571	85 215	42 758	128 571	
		Total	430 002	285 000	143 002	430 002	
	3	3	Girls	77 865	96 034	114 202	114 202
			Boys	72 135	88 966	105 798	105 798
			Total	150 000	185 000	220 000	220 000
	3	4	Girls	12 000	13 500	15 000	40 500
			Boys	12 600	14 175	15 750	42 525
Women			8 680	9 765	10 850	29 295	
Men			6 720	7 560	8 400	22 680	
Total			40 000	45 000	50 000	135,000	
Total (without overlap)			2,383,472	2 080 720	1 730 672	2 461 022	

4.2 Transfers

113. CBTs will be the main modality used for both unconditional and conditional assistance for refugees and Lebanese beneficiaries, and in-kind food assistance will continue to be used on a smaller scale under activity 1 and as a contingency under activities 3 and 4. The choice of transfer modality will be based on a cost-efficiency, effectiveness and feasibility analysis that encompasses the functioning of markets and the financial sector, social cohesion and "do-no-harm" considerations and emphasizes high-risk groups such as persons with

disabilities. Given the ongoing hyperinflation, WFP will closely monitor key commodity prices in the market and will revise the amount of CBTs and the composition of the food basket.

114. WFP will continue to leverage its expertise as the major actor in cash-based assistance in Lebanon, continually adapting to changing banking restrictions, exchange rate fluctuations, the use of two currencies, price volatility, a lack of liquidity and other risks. WFP will rely on several mechanisms and contractual arrangements for the disbursement of restricted and unrestricted CBTs through automated teller machines, shops and money transfer operators. WFP is committed to ensuring value for money and seeking the optimal experience for beneficiaries, taking into account such factors as travel distance, waiting times, accessibility, literacy requirements and protection concerns.
115. WFP will maintain the local and international procurement of commodities for food baskets to assist vulnerable Lebanese households, thereby preserving its ability to switch between CBTs and in-kind modalities and its well-established supply chains that can be quickly scaled up if required. In addition, WFP has established contingency plans for the use of in-kind food assistance under activities 3 and 4 in the event of major disruptions in the financial sector.

4.3 Country office capacity and profile

116. Prior to the start of the CSP, WFP will conduct an organizational alignment review to identify structural and workforce gaps and inform efforts to achieve better organizational performance. A learning needs assessment will identify the capacity building needs of staff and help to improve efficiency and performance. WFP may consider conducting a strategic workforce planning exercise with a view to making adjustments to meet structural and workforce needs and deliver on the CSP's strategic priorities.

4.4 Partnerships

117. WFP conducted a stakeholder mapping exercise covering the interests and priorities of its current and potential partners, including the host Government, donors, NGOs, civil society organizations, international financial institutions (IFIs), the other Rome-based agencies, other United Nations entities and private sector actors. WFP will continue to invest in outreach to donors with the aim of forging long-term multistakeholder partnerships and pursuing more flexible and predictable financing.
118. WFP will partner with the 3RF partners (the World Bank, the European Union, the United Nations and the Government) on moving individual beneficiaries from social protection programmes by helping them to build resilience through dedicated interventions. WFP anticipates a further evolution in its partnerships with IFIs through a shift from service provision to greater engagement in policy and programme design.
119. WFP is an active member of the United Nations country team and the humanitarian country team and co-chairs the food security and agriculture sector with FAO. It also contributes to the livelihoods, protection and education sectors, the basic assistance, gender and social stability working groups and the core group of the prevention of sexual exploitation and abuse network. WFP co-chairs the cash working group with UNHCR, the United Nations resident coordinator's office and UNICEF. WFP will partner with UNHCR and UNDP to leverage funding for refugee operations; with UNICEF and the United Nations Educational, Scientific and Cultural Organization on school feeding activities; and with FAO on enhanced livelihoods and food systems. WFP also participates in the UNDP-led social stability working group.
120. WFP currently works with 23 international and national NGOs, and the number of cooperating partners is expected to grow with the expansion of the response between 2022 and 2023. WFP will continue to improve the capacity and capability of local NGOs and engage in a more collaborative approach. It will seek additional partners with whom to work to

improve nutrition-sensitive programming, [disability inclusion](#), conflict sensitivity, gender equality and women's empowerment and knowledge and research opportunities.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

121. WFP will develop a comprehensive gender-responsive monitoring and evaluation strategy covering each CSP outcome, with specific roles and responsibilities for cooperating partners, the country office and sub-offices. Outputs, outcomes and processes will be monitored regularly based on WFP's corporate results framework for 2022–2025 and in accordance with monitoring guidelines. WFP will conduct regular food security outcome monitoring, which allows comparisons between various segments of the population. A community feedback mechanism will facilitate the consolidation of information from a variety of feedback channels that are easily accessible and tailored to diverse needs. The information will be used to monitor the positive and negative impacts of the implementation of CSP activities according to sex, age and disability criteria and will inform programme adjustments and decision making.
122. WFP will implement the recommendations of various evaluations and reviews such as the 2021 evaluation of the CSP for 2016–2019, the 2020 evaluation series on emergency school feeding between 2015 and 2019, the 2019 evaluation of livelihoods and resilience activities in Lebanon between 2016 and 2019 and the ongoing joint evaluation with UNHCR of multi-purpose cash-based activities.
123. The ongoing third-party monitoring of multi-purpose cash-based activities for Syrian refugees carried out by the Cash Monitoring, Evaluation, Accountability and Learning Organizational Network since 2017 complements WFP's monitoring and evaluation activities by providing independent research, lessons learned and recommendations.
124. In line with the recommendations of the evaluation of the CSP for 2018–2022, performance management and learning will be strengthened to better inform decision making. Monitoring will be conducted using mobile data collection applications and information will be gathered into a central database. Data collection and analysis of output indicators, including beneficiary figures, will be carried out through the country office tool for managing effectively. WFP will consolidate monitoring findings and lessons learned and report on results each quarter in order to inform the adaptation of interventions for better delivery of intended results. In addition to a CSP evaluation conducted in the second year of implementation, a decentralized evaluation will be carried out during the period of the CSP.
125. WFP uses the Washington Group Short Set of Disability Questions to facilitate the identification of persons with disabilities in target populations and the integration of disability inclusion into protection risk assessments.

5.2 Risk management

Strategic risks

126. Since 2019, conditions in Lebanon have been volatile, with increases in humanitarian needs, social tensions and civil unrest. WFP is closely monitoring the situation, informed by regular security risk analysis and enhanced inter-agency collaboration.
127. Securing the level of funding required to achieve the objectives of the CSP will require strong, results-based and innovative approaches to ensure the mobilization of flexible multiyear funding. WFP will formulate a prioritization strategy aimed at ensuring continued assistance for the most vulnerable people, households and communities under various funding scenarios.

Operational risks

128. The economic crisis presents significant risks to WFP, including the reduced operational capacity of partners, suppliers and retailers. To minimize the disruption of assistance, WFP has been working with a financial service provider to increase the number of automated teller machines and has been exploring alternative delivery mechanisms for CBTs and pre-financing mechanisms that would limit financial losses.
129. Increasing social, economic and gender inequality, along with possible further political instability triggered by the parliamentary and presidential elections in 2022 may result in the need to adjust some activities. WFP will emphasize continuity planning and engage with the international and national communities to deliver on its mandate and assist beneficiaries.
130. WFP will ensure that the assistance provided does no harm to women, men, girls or boys, including persons with disabilities, but rather enhances their safety, dignity and integrity. WFP will mainstream protection and conflict sensitivity into programme planning, design and implementation to ensure meaningful community engagement and enhanced accountability to vulnerable populations, especially through effective community feedback mechanisms and continuous engagement with security actors to address increasing vigilantism. Together these efforts will lead to safer, more inclusive and more dignified access to assistance.

Fiduciary risks

131. WFP is highly risk-averse with regard to fiduciary issues, including those pertaining to the health, safety and security of staff. WFP trains staff and cooperating partners on integrity policies with a view to ensuring that they are aware of their obligations in relation to the humanitarian principles, WFP's anti-fraud and anti-corruption policy, protection from sexual exploitation and abuse and the use of child labour. WFP has enhanced the reporting and identification process through the community feedback mechanism, especially for allegations of sexual exploitation and abuse.

Financial risks

132. In a context of banking restrictions, capital controls and exchange rate fluctuations, WFP will continue to conduct market assessments, monitor prices and forecast funding with a view to ensuring the delivery of assistance to the most vulnerable.
133. The sustained and persistent increase in international food and fuel prices due to global market shortages and exacerbated by the conflict in Ukraine is likely to result in cost increases for both international and local procurement. WFP will continue to seek new sources of wheat, fortified wheat flour and pulses.

5.3 Social and environmental safeguards

134. WFP upholds the human rights principles of accountability, rule of law, participation and inclusion, equality and non-discrimination for all people. Activities are implemented in ways that respect people's needs, rights and capacity. WFP safeguards the personal data of beneficiaries, makes all efforts to prevent the use of child labour and forced labour in WFP activities and promotes the inclusion and participation of the people who are most marginalized and vulnerable to food insecurity, such as persons with disabilities.
135. WFP will use its corporate environmental and social safeguards framework to screen activities and projects for environmental and social risks.

6. Resources for results

6.1 Country portfolio budget

136. Over the three years of the CSP, WFP will need USD 5.3 billion, of which 54 percent is for CSP outcome 1 for unconditional resource transfers to Lebanese and refugee beneficiaries. Transfers to Lebanese beneficiaries under the national social protection system, and the related support costs, account for 42 percent of the total budget. WFP will allocate USD 55.2 million to interventions that promote gender equality and women's empowerment.

Country strategic plan outcome	Activity	2023	2024	2025	Total
1	1	986 891 437	979 736 245	922 140 269	2 888 767 950
2	2	287 567 249	216 049 640	124 252 208	627 869 097
	3	20 701 595	25 898 520	31 547 731	78 147 846
3	4	29 381 540	31 381 794	33 429 721	94 193 055
4	5	2 881 706	3 157 774	3 438 737	9 478 217
5	6	760 319	758 523	761 164	2 280 006
	7	432 376 332	588 782 919	589 362 011	1 610 521 262
Total		1 760 560 177	1 845 765 415	1 704 931 841	5 311 257 433

6.2 Resourcing outlook and strategy

137. Previous contributions to operations in Lebanon have stemmed from four main donors. WFP will pursue innovative approaches with non-traditional funding sources, proactively advocate flexible, multi-year funding and diversify and expand new avenues for strategic partnerships and resource mobilization.

138. In the event of funding shortfalls WFP will prioritize the provision of life-saving assistance over school meals, livelihoods and other safety nets. Should further prioritization be required within life-saving assistance, likely measures would include reducing transfer values or rations.

ANNEX I**LOGICAL FRAMEWORK FOR LEBANON COUNTRY STRATEGIC PLAN (JANUARY 2023–DECEMBER 2025)****SDG Goal 2: Zero hunger****SDG target 2.1: Access to food**

Country strategic plan outcome 1: Economically vulnerable and food insecure people in Lebanon, including refugees, meet their basic needs during and in the aftermath of crises

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: crisis response

Assumptions

Adequate resources are secure

No disruption of cash systems

No disruption of food supply chain

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Activities and outputs

1. Provide unconditional assistance to crisis-affected people in Lebanon, including refugees (URT-1.2: Unconditional resource transfer)

Economically vulnerable and food-insecure people in Lebanon, including refugees, receive unconditional assistance to meet their food and other basic needs (Output category A: Resources transferred. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Economically vulnerable and food insecure people in Lebanon, including refugees, receive unconditional assistance to meet their food and other basic needs (Output category B: Nutritious food provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Economically vulnerable and food insecure people in Lebanon, including refugees, receive unconditional assistance to meet their food and other basic needs (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Country strategic plan outcome 2: Extremely poor and vulnerable people in Lebanon, including children, are more resilient through inclusion in national social safety nets throughout the year

Strategic outcome 2: People have better nutrition, health and education outcomes

Focus area: resilience building

Nutrition-sensitive

Assumptions

Adequate resources are secured

Schools remain open and accessible

The Government can increase its financial contribution to the social protection system

Outcome indicators

Attendance rate

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Livelihood coping strategies for essential needs

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Retention rate/drop-out rate, by grade

Activities and outputs

2. Provide unconditional cash transfers to extremely poor Lebanese through national safety net programmes (URT-1.2: Unconditional resource transfer)

Extremely poor Lebanese receive unconditional resource transfers to meet their basic needs (Output category A: Resources transferred. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

3. Provide nutritious school meals to Lebanese and refugee children (SMP-1.5: School based programmes)

Children in targeted schools, including refugees, receive a daily nutrition-sensitive school meal and benefit from a home-grown school feeding pilot in order to decrease dropout, increase attendance and ability to learn, and improve their nutritional intake (Output category: A: Resources transferred. Standard output: 2.3: School-aged children and adolescents access school-based health and nutrition packages)

Children in targeted schools, including refugees, receive a daily nutrition-sensitive school meal and benefit from a home-grown school feeding pilot in order to decrease dropout, increase attendance and ability to learn, and improve their nutritional intake (Output category F: Smallholder farmers supported, Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

Children in targeted schools, including refugees, receive a daily nutrition-sensitive school meal and benefit from a home-grown school feeding pilot in order to decrease dropout, increase attendance and ability to learn, and improve their nutritional intake (Output category N: School feeding provided. Standard output 2.3: School-aged children and adolescents access school-based health and nutrition packages)

Communities benefit from nutrition awareness activities to promote healthy dietary practices and social cohesion (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

SDG target 2.4: Sustainable food system

Country strategic plan outcome 3: Individuals, households and communities vulnerable to economic and climatic shocks in Lebanon have more resilient livelihoods by 2025

Strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Assumptions

Multiyear and adequate resources are secured

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Livelihood coping strategies for food security

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Activities and outputs

4. Provide vulnerable Lebanese and refugee communities with integrated resilience and area-based livelihood support through conflict-sensitive and gender transformative approaches (ACL-1.6: Community and household asset creation)

Communities benefit from integrated, area-based interventions, such as asset creation, natural resource management, and value chain strengthening, to adapt to climate change and improve the local economy (Output category C: Capacity development and technical support provided. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

Communities benefit from integrated, area-based interventions, such as asset creation, natural resource management, and value chain strengthening, to adapt to climate change and improve the local economy (Output category D: Assets created. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

Local producers and businesses receive technical assistance and resources to increase their production quantity and quality, market access and competitiveness (Output category F: Smallholder farmers supported. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

Vulnerable people participating in livelihood activities, such as asset creation, natural resource management, and income-generating opportunities, receive assistance to meet their food needs and enhance their self-reliance (Output category A: Resources transferred. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

Vulnerable people participating in livelihood activities, such as asset creation, natural resource management, and income-generating opportunities, receive assistance to meet their food needs and enhance their self-reliance (Output category D: Assets created. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

Vulnerable people participating in livelihood activities, such as asset creation, natural resource management, and income-generating opportunities, receive assistance to meet their food needs and enhance their self-reliance (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

Vulnerable people participating in livelihood activities, such as asset creation, natural resource management, and income-generating opportunities, receive assistance to meet their food needs and enhance their self-reliance (Output category G: Skills, capacities and services for climate adapted livelihoods. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

SDG 17: Partnerships for the goals

SDG target 17.9: Capacity building

Country strategic plan outcome 4: National institutions in Lebanon have increased capacity to manage social safety nets and other programmes by 2025

Strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

Logistic infrastructures are accessible

Outcome indicators

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

Systems Approach for Better Education Results (SABER) school feeding index

Activities and outputs

5. Provide technical expertise, capacity strengthening and policy advice to enhance Government capacity (SPS-1.10: Social protection sector support)

The Government has enhanced capacity for food supply chain management (Output category C: Capacity development and technical support provided. Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve Zero Hunger and other SDGs)

The Government has strengthened national programmes, policies, and systems, as well as increased financial and technical capacity to implement social protection programmes and other activities (Output category C: Capacity development and technical support provided. Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

SDG target 17.16: Global partnership

Country strategic plan outcome 5: Humanitarian stakeholders benefit from enhanced coordination and mandated services to deliver assistance during, in the aftermath and in anticipation of crises

Strategic outcome 5: Humanitarian and development actors are more efficient and effective

Focus area: crisis response

Assumptions

The Government requires support for its national social protection programme

Demand for services will continue

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs**6. Provide sector coordination and mandated services to humanitarian partners (LCS-2.1: Logistics cluster)**

Humanitarian stakeholders benefit from enhanced coordination and mandated services during times of crisis to deliver assistance (Output category C: Capacity development and technical support provided. Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

Humanitarian stakeholders benefit from enhanced coordination and mandated services during times of crisis to deliver assistance (Output category H: Shared services and platforms provided. Standard output 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

7. Provide on demand services, including resources transfer services, to Government and other partners (ODS-2.4: On-demand services)

Partners benefit from on-demand services to implement their programmes (Output category H: Shared services and platforms provided. Standard output 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: WFP meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability

Cross-cutting indicators

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Percentage of WFP country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Percentage of country office with a functioning community feedback mechanism

CC.2.4: Number of country offices with an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP, UNDPO, UNFPA, UNHCR, UNICEF, UN-Women, OCHA)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

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CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

CC.3.2: Percentage of food assistance decision making entity members who are women

CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.4.2: Percentage of WFP offices implementing environmental management systems

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

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ANNEX II

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY								
	CSP outcome 1			CSP outcome 2			CSP outcome 3	
	Activity 1			Activity 2		Activity 3	Activity 4	
Beneficiary type	Syrian and non-Syrian refugees and crisis-affected Lebanese			The most vulnerable Syrian refugees (multi-purpose cash)	Vulnerable Lebanese	Vulnerable Lebanese (multi-purpose cash)	Syrian refugees and vulnerable Lebanese	Syrian refugees and vulnerable Lebanese
Modality	CBTs and food - Lebanese	CBTs - Syrian	CBTs - non Syrian	CBTs	CBTs	CBTs	CBTs and food	CBTs and food
Cash-based transfers (USD/person/day)	1.01	1.20	1.20	0.80	1.20	0.71	0.54	1.40
Rice, white, short-grain	83.330	-	-	-	-	-	66.670	83.330
Wheat (fortified), bulgur, whole or ground	58.330	-	-	-	-	-	33.335	58.330
Pasta, spaghetti, white	66.660	-	-	-	-	-	66.660	66.660
Pasta, vermicelli	16.670	-	-	-	-	-	16.670	16.670
Lentils, whole, green	75.000	-	-	-	-	-	33.335	75.000
Beans, white, dried	66.670	-	-	-	-	-	33.335	66.670
Chickpeas	66.670	-	-	-	-	-	66.670	66.670

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY								
	CSP outcome 1				CSP outcome 2			CSP outcome 3
	Activity 1				Activity 2		Activity 3	Activity 4
Beneficiary type	Syrian and non-Syrian refugees and crisis-affected Lebanese			The most vulnerable Syrian refugees (multi-purpose cash)	Vulnerable Lebanese	Vulnerable Lebanese (multi-purpose cash)	Syrian refugees and vulnerable Lebanese	Syrian refugees and vulnerable Lebanese
Modality	CBTs and food - Lebanese	CBTs - Syrian	CBTs - non Syrian	CBTs	CBTs	CBTs	CBTs and food	CBTs and food
Canned tuna (in oil, not drained)	13.350	-	-	-	-	-	-	13.350
Vegetable oil, sunflower oil fortified	38.500	-	-	-	-	-	32.000	38.500
Salt, iodized	4.160	-	-	-	-	-	8.340	4.160
Tomato paste	13.330	-	-	-	-	-	13.330	13.330
Sugar	17.000	-	-	-	-	-	-	17.000
Total kcal/day	CBTs: 2 100				-	-	CBTs: 250	CBTs: 1 050
	Food: 1 959				-	-	Food: 1 428	Food: 1 959
% kcal from protein	Food: 15				-	-	Food: 13.6	Food: 15
Number of feeding days per year	360				360		CBTs:140 Food: 60	CBTs: 90 Food: 30

ANNEX III

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	71 273	49 366 595
Pulses	64 715	75 750 586
Oil and fats	11 645	19 760 761
Mixed and blended foods	0	0
Other	21 602	61 706 030
Total (food)	169 235	206 583 971
Cash-based transfers		3 004 599 204
Total (food and cash-based transfer value)	169 235	3 211 183 175

ANNEX IV

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)						
	SDG target 2.1/ WFP strategic outcome 1	SDG target 2.1/ WFP strategic outcome 2	SDG target 2.4/ WFP strategic outcome 3	SDG target 17.9/ WFP strategic outcome 4	SDG target 17.16/ WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Crisis response	
Transfers	2 657 126 783	644 182 578	82 995 486	7 931 416	1 583 350 731	4 975 586 993
Implementation	32 657 638	13 218 957	4 708 333	893 803	15 840 539	67 319 271
Adjusted direct support costs	22 673 748	5 525 172	740 364	74 515	13 470 844	42 484 643
Subtotal	2 712 458 169	662 926 707	88 444 183	8 899 734	1 612 662 113	5 085 390 906
Indirect support costs (6.5 percent)	176 309 781	43 090 236	5 748 872	578 483	139 155	225 866 527
Total	2 888 767 950	706 016 943	94 193 055	9 478 217	1 612 801 269	5 311 257 433

Acronyms

3RF	Reform, Recovery and Reconstruction Framework
CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IFI	international financial institution
LCRP	Lebanon crisis response plan
LOUISE	Lebanon One Unified Inter-Organisational System for e-Cards
NGO	non-governmental organization
NPTP	National Poverty Targeting Programme
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women