



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board

First regular session

Rome, 27 February–2 March 2023

Distribution: General

Agenda item 6

Date: 30 January 2023

WFP/EB.1/2023/6-A/5

Original: English

Operational matters – Country strategic plans

For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft State of Palestine country strategic plan (2023–2028)

Duration	March 2023–February 2028
Total cost to WFP	USD 533,653,104
Gender and age marker*	3

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

Executive summary

Over the past five years, socioeconomic conditions in the State of Palestine have deteriorated and a protracted protection and humanitarian crisis has undermined the food security of millions of Palestinians. Sustained restrictions on trade, movement and access to resources, coupled with escalating conflict and a stalled peace process, have led to economic stagnation and a protracted fiscal crisis that hinders recovery from the shocks of the past decade and prevents sustainable development. Exacerbated by the coronavirus disease 2019 pandemic, the deteriorating situation is particularly pronounced in the Gaza Strip, which suffered yet further from the escalation of **hostilities** that occurred there in May of 2021.

The compound impacts of multiple shocks have stretched national resources and capacity, negatively affecting the attainment of the 2030 Agenda for Sustainable Development. Rising inflation, linked to the pandemic and now also spurred by the Ukraine crisis, has contributed to reductions in the purchasing power of Palestinians and increased food insecurity.

In the prevailing socioeconomic context, the State of Palestine faces the following drivers of food insecurity, to which this country strategic plan will respond: high unemployment rates and limited livelihood opportunities resulting in limited access to income and good-quality and nutritious food, particularly in the Gaza Strip and especially among women, youth and persons with disabilities; entrenched sociocultural gender inequality that impedes women's economic opportunities, financial inclusion and food and nutrition security; reduced national food production and increased reliance on food imports resulting from restricted access to natural resources, the impacts of climate change and limited knowledge and adoption of appropriate technological

Focal points:

Ms C. Fleischer
Regional Director
Middle East, Northern Africa and Eastern Europe
email: corinne.fleischer@wfp.org

Mr S. Abdeljaber
Country Director
email: samer.abdeljaber@wfp.org

innovations; and the dependence of the Palestinian Authority on external funding, which limits the coverage of the national social protection system, leaving it unable to respond to growing poverty.

Building on the strengths of the country strategic plan for 2018–2022, under this new plan for 2023–2028 WFP will address the needs of Palestinian communities through a humanitarian-development-peace nexus approach, responding to immediate humanitarian needs and simultaneously addressing longstanding socioeconomic vulnerability. WFP will maintain its large-scale distributions of unconditional food assistance, providing customized and equitable access to food through tiered assistance while linking skilled Palestinians to labour markets and promoting self-reliance. Successfully piloted livelihood interventions will be mainstreamed, and women, youth and people with disabilities will be encouraged to participate in activities that improve their access to livelihood opportunities. WFP will help to improve the capacity of national systems and institutions, thereby enabling food-insecure Palestinians to benefit from improved needs-based targeting, more efficient and effective delivery mechanisms and shock-responsive social protection programmes that are sensitive to nutrition, gender and disability considerations.

This country strategic plan for 2023–2028 is fully aligned with the State of Palestine's national development plan, national investment plan and social development sector strategy, among other national plans and strategies, the draft United Nations sustainable development cooperation framework for 2023–2025 and the humanitarian response plan for 2022. It will contribute directly to the achievement of Sustainable Development Goals 2 and 17 and indirectly to goals 1, 3, 4, 5, 12, 13 and 16 through the following four complementary outcomes:

- Vulnerable and food-insecure people in Palestine have improved ability to meet their food and nutrition needs throughout the year.
- Vulnerable people in Palestine, including youth, women and persons with disabilities, have improved access to livelihood opportunities and resilience to shocks by 2028.
- National institutions in Palestine have enhanced capacities to enable more sustainable, inclusive and integrated national systems and services, including social protection, by 2028.
- Humanitarian and development actors in Palestine have access to efficient and effective services and support throughout the year.

Draft decision*

The Board approves the State of Palestine country strategic plan (2023–2028) (WFP/EB.1/2023/6-A/5) at a total cost to WFP of USD 533,653,104.

* 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. The State of Palestine has a population of 5.35 million people¹ who are predominantly urban (85 percent) and young (38 percent are under 15) and inhabit the West Bank ~~(including East Jerusalem)~~ and the Gaza Strip. The Gaza Strip is home to 2.11 million people and had a population density of 5,533 people/km² in 2019.²
2. For the past five years a protracted and complex protection and humanitarian crisis has undermined the food security of millions of Palestinians. The lower-middle-income economy is characterized by a protracted fiscal crisis and economic stagnation, which are inextricably linked to a stalled peace process, prolonged conflict and internal political divisions. In 2021, the State of Palestine ranked 106th of the 191 countries on the human development index.
3. The Palestinian economy is interlinked with Israel's, and the population is significantly reliant on Israel for many requirements, including food, fuel and employment. The cost of living in the State of Palestine is directly linked to that in Israel, which in 2021 had a per capita gross domestic product of USD 39,913 compared with USD 3,052 in the State of Palestine.³
4. Restricted trade, movement and access to resources throughout the State of Palestine, especially in the Gaza Strip, continue to prevent sustainable development and recovery. Changing internal and regional political alliances and the lack of a political roadmap continue to put pressure on the Palestinian Authority, negatively affecting the economy and contributing to growing unemployment and widespread deprivation, which are especially pronounced in the Gaza Strip.
5. Poverty is chronic and widespread among Palestinians, resulting directly from limited participation in the labour force.⁴ Unemployment is entrenched and burgeoning, with the most vulnerable individuals being those who cannot work, including persons with disabilities, older persons or those who for various reasons face challenges in obtaining work, such as youth and women. The unemployment rate among women is 43 percent, double that of men (22 percent), and in 2019 youth unemployment reached a high of 43 percent.⁵ Job creation cannot keep pace with a rapidly growing labour force, and the qualifications and skills acquired by many youths do not match market needs.⁶
6. Climate change has impaired the livelihoods of vulnerable farming communities. Climate trends indicate that the State of Palestine experienced a noticeable increase in drought conditions between 1950 and 2020, with increases of between 0.3 and 1.5 °C in annual average temperatures and a decrease of between 5 and 15 mm in annual average rainfall.⁷

¹ Palestinian Central Bureau of Statistics. 2022. [Press release on the Occasion of the International Population Day, 11 July 2022](#).

² Palestinian Central Bureau of Statistics. 2020. [Palestine in Figures, 2019](#).

³ World Bank. Data. [GDP per capita \(constant 2015 US\\$\) – Israel, West Bank and Gaza](#).

⁴ International Labour Organization. 2021. [On the road to universal social protection: A social protection floor assessment in the Occupied Palestinian Territory](#).

⁵ Palestinian Central Bureau of Statistics. 2020. [Press release on the occasion of International Youth Day 2020](#).

⁶ An estimated 1 million new jobs will need to be created by 2030 to maintain current levels of employment (2015 base). United Nations Population Fund. 2017. [Youth in Palestine. Policy and program recommendations to address demographic risks and opportunities](#).

⁷ These figures are based on historic climate data mainly from Hijioka, Y. and others. 2014. [Climate Change 2014: Impacts, Adaptation, and Vulnerability. Part B: Regional Aspects. Contribution of Working Group II to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change \(IPCC\)](#), pp. 1327-1370 (data for 1950–2000), and from the Palestinian Meteorological Department database (data for 2000–2020), obtained directly from the department in the form of Excel sheets.

Climate projections suggest that such trends will increase and that heatwaves, dry spells, frost, floods, sandstorms and windstorms will become more severe. The consequences of climate change include the loss of productive assets, land degradation and water scarcity, which increase the spread of animal and plant diseases, increase production costs, decrease productivity and reduce farm incomes.

7. The coronavirus disease 2019 (COVID-19) pandemic exacerbated an already deteriorating humanitarian situation, exposing the reduced shock-responsive capacity of Palestinians and the Palestinian Authority. At the peak of the pandemic, the World Bank estimates 110,000 Palestinians fell into poverty,⁸ leading to increased vulnerability and food insecurity and the emergence of a “new poor” – predominantly young, educated people rendered vulnerable through increasing unemployment and low pay while not benefitting from social protection.
8. The May 2021 escalation ~~of hostilities~~ in the Gaza Strip caused deaths and large-scale destruction of infrastructure, productive assets and livelihoods,⁹ resulting in increased need for food assistance and other essential support for thousands of people in Gaza. The conflict, coupled with the socioeconomic impact of the COVID-19 pandemic, compounded the already widespread psychological trauma throughout Palestinian society and led to dramatic spikes in gender-based violence.¹⁰ Owing to the ongoing blockade, economic recovery in the Gaza Strip is slow; repeated shocks coupled with existing poverty are reducing economic access to nutritious diets, increasing the use of negative coping strategies, eroding social cohesion¹¹ and increasing dependence on aid.

1.2 Progress towards the 2030 Agenda for Sustainable Development

9. The Palestinian Authority has committed to attaining the 2030 Agenda and has incorporated Sustainable Development Goal (SDG) indicators into sectoral workplans for 2017–2023. Substantial progress has been made towards SDGs related to education, water, health and energy, but has been partially undone by the COVID-19 pandemic, particularly with regard to SDGs 1–5 and SDG 8.¹²
10. Despite the national goal of reducing emergency assistance, needs increased during the period covered by the country strategic plan (CSP) for 2018–2022 owing to a combination of protracted deprivation, the COVID-19 pandemic and the May 2021 escalation ~~of conflict~~ in Gaza.
11. The 2022 common country analysis identifies the following five enablers for accelerating future progress on the 2030 Agenda:
 - “advancing peace;
 - supporting good governance, effective institutions and human rights;
 - enabling private sector growth for employment, livelihoods and poverty reduction;
 - strengthening equitable access to high-quality basic services; and

⁸ World Bank. 2022. [The Palestinian economy will continue to operate below potential without concrete policy actions](#).

⁹ With an estimated USD 380 million in physical damage to core infrastructure assets and USD 190 million in economic losses. European Union and United Nations Special Coordinator for the Middle East Peace Process. 2021. [Gaza Rapid Damage and Needs Assessment: June 2021](#).

¹⁰ Protection Cluster Occupied Palestinian Territory. 2022. [Occupied Palestinian Territory \(oPt\) Protection Analysis Update: March 2022. Thematic Focus: Protection issues affecting women and girls](#).

¹¹ ACAPS. 2021. [Palestine: The political economy of Gaza – responding to economic vulnerability](#), Thematic Report, 28 September 2021.

¹² Palestine Economic Policy Research Institute. 2021. [The Impact of the COVID-19 Pandemic on the Sustainable Development Goals in the State of Palestine](#).

- building climate resilience, accessing natural resources, and leveraging food systems”.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goals 2 targets

12. *Access to food.* Food insecurity in the State of Palestine is a symptom of insufficient economic access to food, widespread poverty caused by high unemployment, the ongoing political impasse and the ensuing economic deterioration. Rising inflation has further reduced the purchasing power of Palestinians. Food accounts for more than half of the total expenditure of households with a low standard of living; the current surge in staple food prices resulting from the Ukraine conflict has placed additional financial strain on already vulnerable Palestinians.¹³
13. According to the 2020 socioeconomic and food security survey (SEFSec) released in January 2022,¹⁴ the proportion of food-insecure people in the State of Palestine increased from 22 percent in 2017 to 32 percent in 2020. The prevalence of severe food insecurity increased from 14 percent in 2018 to 17 percent in 2020.¹⁵ Palestinians living in the Gaza Strip, Bedouin and herding communities in ~~Area C~~[the West Bank](#),¹⁶ households headed by women and households with older persons or persons with disabilities were most at risk of food insecurity. Seventeen percent of households in Bedouin communities in Area C were food-insecure, as were 31 percent of households with a person with a disability (65 percent in the Gaza Strip) and 19 percent of households headed by women. In the West Bank, 62 percent of households were fully food-secure compared with just 25 percent in the Gaza Strip, where the prevalence of severe food insecurity was more than 20 times higher than in the West Bank.
14. *End malnutrition.* The coexistence of micronutrient deficiencies and increasing overweight and obesity is driven by poverty, food insecurity and poor dietary diversity, putting vulnerable groups such as pregnant and lactating women and girls and children under 5 at greater risk. According to the national nutrition surveillance system, 41 percent of pregnant and lactating women and girls in the Gaza Strip and 18 percent in the West Bank were anaemic in 2019, indicating a severe public health concern. The proportion of underweight children under 5 increased from 1.4 percent in 2014 to 2.1 percent in 2020, while the prevalence of moderate and severe wasting stagnated at 1.3 percent, representing a mild public health concern.¹⁷ Unhealthy eating and lifestyle habits were found to be common, especially among school-age children, highlighting the need for social and behaviour change to improve long-term nutrition outcomes.¹⁸
15. *Smallholder productivity and income.* Climate-related obstacles, including droughts and rising temperatures, impede productivity. The limited technical, financial and business capacity and access to climate information of smallholder farmers leaves them unable to make risk-informed decisions and hinders the adoption of climate-resilient technologies and

¹³ *Foreign Policy*. 2022. [Palestinians Feel Economic Pain From the War in Ukraine](#).

¹⁴ The socioeconomic and food security survey was conducted during the COVID-19 pandemic but prior to the Ukraine conflict and therefore does not capture inflation and the related increase in the price of food and other essentials. Palestine Food Security Sector and Palestine Economic Policy Research Institute. 2022. [Socio-Economic & Food Security Survey 2020. State of Palestine](#).

¹⁵ Palestine Food Security Sector and Palestine Economic Policy Research Institute. 2022. [Socio-Economic & Food Security Survey 2020. State of Palestine](#).

¹⁶ According to the 1995 Interim Agreement (“Oslo II”), Area C – which covers 60 percent of the territory and all of the Israeli settlements in the West Bank, – is under Israeli jurisdiction for civil and security matters apart from those issues for which powers and responsibilities have been transferred to the Palestinian Authority by agreement.

¹⁷ Palestinian Central Bureau of Statistics. 2021. [Palestinian Multiple Indicator Cluster Survey 2019–2020. Survey findings report](#).

¹⁸ WFP and United Nations Children's Fund. 2020. [Barrier Analysis and In-depth Qualitative Interviews Report: West Bank and Gaza Strip](#).

practices, reducing harvests and incomes. The situation is compounded by numerous restrictions on the movement of people and goods and on access to natural resources and markets. Although mostly unpaid, women's role in agriculture is significant, accounting for 87 percent of labour in livestock production and 54 percent in crop production.¹⁹

16. *Sustainable food systems.* The contribution of agriculture to the State of Palestine's food system is hampered by various factors, primarily limited access to and control over natural resources, a staple food production deficit and dependence on imports, limited access to agricultural markets, the fragmentation of agricultural land ownership and the adverse impacts of climate change and extreme weather events. In response, the Palestinian Authority has developed a roadmap and regional cluster plans for agricultural development aimed at achieving efficiency and effectiveness in food production systems, enhancing agricultural production as a business opportunity and contributing to national food security. The agricultural food system accounts for 11 percent of Palestinian employment and women conduct 30 percent of the work in that sector.

Progress on Sustainable Development Goal 17 targets

17. *Capacity strengthening.* The State of Palestine's limited financial resources impede the capacity and functionality of national institutions. The cost of responding to COVID-19 has increased the national deficit and delayed the implementation of many plans.
18. *Policy coherence.* Through the national policy agenda for 2017–2023, the Palestinian Authority aligned its priorities with the 2030 Agenda. However, significant human and financial obstacles have led to functional overlaps among authorities and agencies, compromising the effectiveness of food and nutrition security interventions.²⁰
19. *Diversified resourcing.* The State of Palestine remains heavily reliant on decreasing international financial assistance,²¹ exacerbating an already critical situation and affecting the implementation of national policies and programmes.

1.4 Hunger gaps and challenges

20. *Institutional framework for food and nutrition security.* The 2022 update of the zero hunger strategic review commissioned by WFP identified a lack of coordination between government and non-governmental agencies associated with the food and nutrition sector.²² The reductions and reallocation of funding at the national level have resulted in persistent gaps and delayed the implementation of the national food and nutrition security plan and the national investment plan.
21. *Vulnerability to shocks.* Factors such as sex, age, gender roles, socioeconomic status, disability and location put some Palestinians at greater disadvantage than others and leave them more vulnerable to shocks.
22. *Economic opportunities.* High unemployment and insufficient economic opportunities, fuelled by political deadlock, limit Palestinians' access to food, especially in the Gaza Strip. There is a mismatch between skills and labour market needs, which – alongside structural age and gender inequality – is among the main drivers of rising unemployment among women and youth.
23. *Gender inequalities.* Gender inequality and discriminatory social norms are a significant barrier to women's economic opportunities and financial inclusion, increasing the economic vulnerability of women and limiting their integration into job markets. In 2021 the labour

¹⁹ WFP. 2020. *Participatory Gender Analysis Report (West Bank & Gaza Strip): April 2020.*

²⁰ State of Palestine. 2019. *National Food and Nutrition Security Policy 2019–2030: Final Draft.*

²¹ The aid provided to the State of Palestine fell from 27 percent of gross domestic product in 2008 to 3 percent in 2020.

²² Palestine Economic Policy Research Institute. 2022. *Zero Hunger Strategic Review (2017): Update and Review of Progress.*

force participation rate among men was 69 percent and 17 percent for women,²³ and most of the work carried out by women is unpaid domestic and agricultural work.

24. *Food availability.* The agriculture sector produces only one third of the food that the State of Palestine needs and is challenged by restricted access to natural resources, climate change, limited knowledge and technological innovation and the limited financial capacity of producers to manage natural resource constraints and adopt innovative and climate-smart practices.
25. *Food imports.* The State of Palestine is a net importer of food, especially from Israel, and is increasingly vulnerable to regional and global price shocks. More than 90 percent of the State of Palestine's wheat is imported, including the 32 percent that comes from Ukraine. The State of Palestine also imports 37 percent of its vegetable oil from Ukraine. Between February and June 2022, the price of wheat flour increased by 32 percent and that of vegetable oil by 15 percent.²⁴ Prolonged conflict in Ukraine could have serious repercussions for food security, particularly for the people who are still reeling from COVID-19-related price hikes.
26. *Social protection.* Although social protection coverage is high in the State of Palestine compared with other countries in the region, it is below the world average, and the amount that beneficiaries receive limits its impact on poverty and vulnerability. Furthermore, the social protection system is fragmented; although the system is theoretically able to cover 40 percent of all poor Palestinians and more than 80 percent of those living in deep poverty,²⁵ only 44 percent of those living below the deep poverty line and an even smaller share of the poor currently receive assistance through the Palestinian national cash transfer programme.²⁶ The national social protection system is overstretched and reliant on dwindling external funding. Between May 2021 and July 2022, the Palestinian Authority was unable to maintain national cash transfer programme payments for 115,000 poor households, increasing the households' reliance on alternative safety net programmes such as those of WFP.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

27. The 2021 evaluation of the State of Palestine's CSP for 2018–2022 concluded that the CSP was highly relevant and aligned with key national policies, plans and strategies and with the United Nations development assistance framework for 2018–2022. According to the evaluation, the CSP enabled WFP to develop strategic partnerships and was responsive to changing circumstances and government priorities. WFP responded rapidly and effectively to the challenges posed by the COVID-19 pandemic and the 2021 escalation in Gaza, effectively managing large operations. WFP's assistance was timely, with broad coverage and appropriate targeting.
28. WFP's core interventions were aligned with national priorities, most notably food security and poverty reduction, and made a strong contribution to the dietary diversity of poor and severely food-insecure people. The evaluation noted that shifting to predominantly cash-based transfers (CBTs) had a positive impact on beneficiary household food

²³ Palestine Central Bureau of Statistics. 2021. *Palestinian Labour Force Survey 2021 Annual Report* (in Arabic).

²⁴ WFP vulnerability analysis and mapping analysis based on *Palestinian Central Bureau of Statistics data*.

²⁵ A household falls into deep poverty when its annual income is less than 50 percent of the poverty line.

²⁶ International Labour Organization. 2021. *On the road to universal social protection. A social protection floor assessment in the Occupied Palestinian Territory*.

- consumption scores²⁷ and local economies, increasing sales, the number of clients, job creation and investment in partner shops and the dairy value chain.
29. WFP's commitment to improving the institutional capacity of the Palestinian Authority was considered invaluable and enabled the Ministry of Social Development to better identify, target and assist food-insecure populations.
 30. WFP's provision of essential services for partners through an on-demand CBT platform and inter-agency services (community feedback mechanisms, logistics services) helped United Nations entities to "deliver as one". WFP services enabled partners to provide assistance that might otherwise have been unavailable owing to high delivery costs and limited technical capacity. The evaluation concluded that through the CBT platform WFP contributed to stabilization efforts and establishment of the conditions for peace, particularly in the Gaza Strip.
 31. Findings and recommendations from the 2020 decentralized evaluation of WFP's unconditional resource transfer activity and the CSP evaluation included the following recommendations for WFP, which guided the formulation of this new CSP:
 - Explore tiered and targeted assistance using vouchers of varying value based on need, especially by adjusting the voucher values for households headed by women or with members with disabilities to account for food consumption and poverty gaps.
 - Consider increasing voucher value.
 - Enhance the social protection system through stronger coordination and support the development of the national referral system.
 - Enhance WFP's evolving approach to resilience and livelihoods, including by linking beneficiaries to job opportunities and financial institutions.

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

32. WFP engaged proactively with the United Nations country team on the common country analysis and the United Nations sustainable development cooperation framework (UNSDCF) for 2023–2025. This CSP will maintain the focus on social protection, institutional capacity strengthening, livelihoods and emergency preparedness, in full alignment with the UNSDCF. Through enhanced coordination, contextually appropriate responses – including the humanitarian–development–peace nexus approach – and an increased focus on accountability to affected populations and conflict sensitivity, the CSP is aligned with the global protection cluster's strategic priorities for 2020–2024 and its humanitarian interventions are in line with the 2022 humanitarian response plan.
33. CSP activities are consistent with the Palestinian Authority's policy frameworks, notably the national development plan, the national policy agenda, the national investment plan for food and nutrition security and sustainable agriculture for 2020–2023, the social development sector strategy for 2021–2023 and the national food and nutrition security plan. The CSP will contribute to the national priorities of reducing poverty, achieving zero hunger, gender equality, youth empowerment and the strengthening of social protection.

2.3 Engagement with key stakeholders

34. The design of the CSP has been informed by continual dialogue with government ministries, ensuring that it reflects and complements national policy. Consultations with other United Nations entities, non-governmental organizations (NGOs), donors and beneficiaries have ensured broad buy-in. Design of the CSP was also informed by beneficiary

²⁷ WFP. 2018. *Secondary Impact of the Cash-Based Transfer-Voucher: Key Findings of 4th Round of Impact Measurement*.

consultations, which considered the sex, gender roles, ages, disabilities and cultural considerations of participants, key informant interviews, focus group discussions, and feedback from the community feedback mechanism hotline and post-distribution monitoring. A May 2022 strategic dialogue workshop in which WFP and the Ministry of Social Development participated helped to identify priority areas for WFP technical support. WFP shared the findings of the 2018–2022 CSP evaluation at a workshop during which key stakeholders provided input that further informed the design of the new CSP.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

35. Grounded in its longstanding experience in the State of Palestine, WFP will continue to save lives while expanding its demonstrated ability to work on the changing lives agenda. Following a humanitarian–development–peace nexus approach, WFP will respond to immediate humanitarian needs while addressing longstanding socioeconomic vulnerability.
36. The CSP is premised on the following theory of change:
 - If WFP supports the most vulnerable Palestinians so that they can meet their urgent food and nutrition needs while building their skills and capacities to generate income
 - and supports national institutions so that they can more effectively target and assist vulnerable communities in the State of Palestine,
 - then fewer people will be “left behind” and the Palestinian Authority will be able to make progress towards the achievement of SDGs 2 and 17.
37. The CSP is aligned with the WFP strategic plan for 2022–2025 and built around four interrelated outcomes that contribute directly to SDGs 2 and 17 and indirectly to SDGs 1, 3, 4, 5, 12, 13 and 16.
38. Embedded in each outcome, and ensuring the sustainability of interventions under the CSP, capacity strengthening is a central component of the plan and encompasses the capacity of vulnerable individuals to make informed food and nutrition choices and improve their economic empowerment and resilience, the capacity of national institutions and social protection systems to implement national strategies and, through enhanced service provision by WFP, the capacity of the humanitarian community.
39. WFP will demonstrate value for money through strategic engagement with the Palestinian Authority, other United Nations entities, international and national NGOs and the private sector to address key drivers of vulnerability. Enhanced synergies and coherence at the humanitarian–development–peace nexus will facilitate a stronger, more integrated approach to addressing community needs and reducing risk and vulnerability in the most impoverished communities, that builds on solid analysis and an understanding of community needs.
40. *Cross-cutting dimensions.* In line with its strategic plan for 2022–2025 and gender policy 2022, WFP will mainstream gender, age and disability throughout the CSP programme cycle, striving to meet the particular needs of the most vulnerable without discrimination and in a safe and dignified manner, and ensuring inclusive, protective and gender-transformative programming. Vulnerability analyses will facilitate the evidence-based prioritization of assistance, including for women, children, older persons and persons with disabilities, and will build on the outcomes of the WFP-led joint SDG programme with the United Nations Children’s Fund (UNICEF) and the International Labour Organization (ILO).
41. Protection, including the imperative to “do no harm”, accountability to affected populations and protection from sexual exploitation and abuse, will continue to be central to WFP’s operations, and all staff and partners will be trained in the core principles of protection from

sexual exploitation and abuse. A conflict-sensitive approach will be followed from the early stages of programme design, and conflict and protection analyses will be carried out throughout implementation of the CSP.

42. Nutrition will be integrated throughout the programme, with the immediate and underlying causes of micronutrient deficiencies addressed through distributions of fortified foods, the use of social and behaviour change communication (SBCC) in all activities, and strategic partnerships with nutrition actors and ministries aimed at influencing policy and strengthening nutrition advocacy.

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

Country strategic plan outcome 1: Vulnerable and food-insecure people in Palestine have improved ability to meet their food and nutrition needs throughout the year

43. CSP outcome 1 will respond to the immediate food and other essential needs of vulnerable and food-insecure Palestinians through unconditional resource transfers, including by complementing the national social safety net programme through the provision of CBT “top-ups” for the poorest and most vulnerable households. Activities under this outcome will also include SBCC focused on the prevention of micronutrient deficiencies.

WFP strategic outcome

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

Focus area

45. The focus area of CSP outcome 1 is crisis response.

Alignment with national priorities

46. CSP outcome 1 contributes to humanitarian response plan outcome 3, supports the national development plan and contributes to the social development sector strategy.

Expected outputs

47. The following two outputs will contribute to the achievement of CSP outcome 1:
- Output 1: Vulnerable and food-insecure people receive assistance through in-kind or cash-based transfers to meet their essential needs, including food and nutrition.
 - Output 2: Nutritionally vulnerable people and their communities benefit from awareness raising and behaviour change activities.

Key activities

Activity 1: Provide unconditional food assistance and social and behaviour change communication to vulnerable and food-insecure people

48. Under activity 1, WFP will provide targeted food assistance to the most vulnerable and food-insecure Palestinians. Complementing the national social safety net, WFP will target vulnerable and food-insecure people identified through the Ministry of Social Development’s national social registry, providing additional assistance to the poorest households to help meet their food needs. Using the updated proxy means-testing formula and food security indicators, WFP will also identify other vulnerable and food-insecure beneficiaries.
49. In line with recommendations from the CSP evaluation and the 2020 decentralized evaluation of WFP’s unconditional resource transfer activities, WFP will shift to tiered assistance using vouchers of varying values based on differentiated needs. WFP market data and the 2020 SEFSec analysis identified larger consumption gaps in certain vulnerable

socioeconomic groups, notably households headed by women and with members with disabilities. In response, WFP will target more vulnerable and food-insecure households with two tiers of top-up CBTs tailored to their needs, in addition to the standard voucher. WFP will also increase the base CBT amount in line with current market prices and in accordance with evaluation recommendations.

50. While CBTs will be the core modality for general food assistance, protection risks and geographical location make in-kind food the best transfer modality for Bedouin and herder communities in Area C of the West Bank, who are among the most at risk of food insecurity.²⁸ In-kind food assistance will also be provided in the Gaza Strip as a key component of WFP's emergency response and to help maintain a functioning food pipeline and stocked supply system that enable WFP to deliver in-kind assistance during emergencies.
51. General food assistance will be complemented by evidence-based and people-centred SBCC activities in the Gaza Strip and West Bank, targeting nutritionally vulnerable groups. Implemented in collaboration with the Ministry of Health, WFP's SBCC activities aim to empower families and communities to make healthier food choices, thus promoting long-lasting improvements in nutrition-related behaviours and healthy lifestyles and address in particular the rising problem of anaemia. Interventions will combine communication and community-based approaches, including nutrition awareness raising activities, the targeted use of social media, the labelling of iron-rich food, cooking sessions and support for home gardening.
52. In collaboration with the Ministry of Education, WFP will expand SBCC activities to schools and will pilot activities that reinforce healthy eating habits, including the production of food in school gardens and the supply of healthy snacks through local women's associations.

Partnerships

53. WFP will continue to work closely with the Ministry of Social Development on strategic planning and the targeting of food assistance.
54. Continued partnership with the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) will ensure the continuation of outreach and food assistance to targeted communities. WFP will collaborate with international and local NGOs to provide general food assistance, with the private sector on nutrition awareness and with traders and financial service providers to plan and manage CBT distributions.
55. Partnerships between women's organizations and schools will be fostered under the guidance and ownership of various ministries and in collaboration with other United Nations entities. Partnerships will focus on enhancing and formalizing women's income generation from the production and sale of healthy and nutritious foods.

Assumptions

56. Operational continuity will depend on having relatively stable political and security conditions in the West Bank and Gaza Strip. WFP also assumes that sufficient funding will be secured to enable an effective response, including adaptation to surges in need, and that authorities grant the access required.

²⁸ Palestine Food Security Sector and Palestine Economic Policy Research Institute. 2022. *Socio-Economic & Food Security Survey 2020. State of Palestine*.

Transition/handover strategy

57. Since vulnerability and food insecurity in the State of Palestine are causes that are driven by conflict, it is envisaged that WFP will continue to assist vulnerable Palestinians until the political, security and macroeconomic situation improves. WFP's capacity strengthening for national institutions is an essential component of an eventual transition.
58. Where possible, under CSP outcome 2 WFP will lay the foundations for transition for individuals receiving general food assistance who meet certain targeting criteria by providing complementary support that increases their livelihood opportunities.

Country strategic plan outcome 2: Vulnerable people in Palestine, including youth, women and persons with disabilities, have improved access to livelihood opportunities and resilience to shocks by 2028

59. CSP outcome 2 will address the economic drivers of food insecurity and build on the lessons learned from pilot livelihood interventions. CSP outcome 2 complements CSP outcome 1 in holistically contributing to work at the humanitarian–development–peace nexus to address socioeconomic vulnerabilities and humanitarian needs more effectively.
60. WFP's integrated and tailored support will strengthen the livelihoods of vulnerable Palestinians and have the objectives of boosting self-reliance, reducing aid dependency and mitigating the impacts of wide-ranging shocks and stressors. Actions will focus specifically on empowering women, youth and persons with disabilities. Investing in Palestinians' capacity and linking them to job markets will stimulate both household and local economies.

WFP strategic outcome

61. CSP outcome 2 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods.

Focus area

62. The focus area of CSP outcome 2 is resilience building.

Alignment with national priorities

63. CSP outcome 2 is aligned with UNSDCF outcomes 1, 2 and 4, the national policy agenda, the 2017 national adaptation plan, the social development sector strategy and the national agriculture sector strategy update covering 2021–2023.

Expected outputs

64. The following output will contribute to the achievement of CSP outcome 2:
- Output 3: Vulnerable people benefit from enhanced livelihood and entrepreneurial skills and improved access to productive assets to improve their livelihood opportunities and resilience to shocks and stresses, including climate-related shocks and stresses.

Key activities

Activity 2: Provide livelihood support (including skills training, asset creation and income generating opportunities) to vulnerable people, with a focus on women, youth and persons with disabilities

65. Activity 2 complements interventions under CSP outcome 1 by targeting vulnerable and food-insecure households that require strengthened human, social, financial, natural and physical capital to protect and enhance their livelihoods, boost their income-earning potential, better manage the effects of climate change and other shocks and stressors and reduce their reliance on humanitarian assistance and negative coping strategies. A baseline study will inform WFP's provision of tailored capacity strengthening activities for targeted individuals and complementary investments in appropriate productive assets that empower

people and strengthen their opportunities for meaningful and decent employment. WFP will focus on two interrelated transition pathways to resilience: vocational training to facilitate access to labour markets and the creation and maintenance of assets for agricultural livelihoods, along with related training.

66. Specifically, WFP will provide climate-sensitive agricultural technologies and training to support climate-vulnerable and poor smallholder farmers, enhancing their resilience in the face of the adverse impacts of climate change and minimizing the risks caused by extreme weather events. WFP will complement climate-smart interventions with the introduction of digital skills where relevant, the provision of training on value chains and marketing and the linking of smallholder farmers to reliable markets and financial schemes.
67. Livelihood interventions will focus on building the employability of beneficiaries through training in appropriate technical, vocational and “soft” skills, the selection of which will be informed by labour market assessments to ensure that the skills acquired match labour market demand. WFP will facilitate linkages between participants, financial service providers and business owners to maximize the potential for decent employment. In the Gaza Strip, WFP will seek digital solutions that link individuals to income-generating activities that transcend the blockade.
68. Agricultural and vocational training activities will be among the main entry points for gender-transformative programming and will be based on robust gender analyses. WFP will leverage its livelihoods programme to promote the financial inclusion of women, youth (18 and over) and persons with disabilities by supporting them in opening bank accounts and using mobile money, ensuring that women and men have improved access to focus group discussions and community dialogue sessions, training (including on digital literacy), productive assets, financial and market services and livelihood opportunities. WFP’s people-centred and gender-sensitive approach ~~is aimed at catalysing~~ aims to catalyse positive change that promotes and respects human rights and contributes to the elimination of discriminatory gender and age norms at the household and community levels. It is anticipated that by increasing women’s access to knowledge, productive assets and income, WFP will contribute to driving positive sociocultural changes.
69. WFP will take a comprehensive and conflict-sensitive nexus approach to programming by creating complementary links with state and non-state actors, service providers and the private sector for the provision of support in areas beyond WFP’s mandate or capacity, as well as using WFP’s added value to facilitate the links between them. CSP outcome 2 is expected to contribute to the prospects for peace through the economic stabilization of households and communities engaged in agricultural and vocational activities.

Partnerships

70. WFP will coordinate and collaborate with the ministries of agriculture, labour and social development and with the private sector and business-enabling environment (including local women’s organizations) to facilitate links between social protection and livelihood interventions. WFP will strengthen collaboration with the Palestinian National Economic Empowerment Institution, ensuring complementarity, expanded outreach and mutually maximizing impact.
71. WFP will seek new partnerships, including with technical and vocational education and training entities, financial institutions and business incubators. Coordination with other United Nations entities, NGOs, community organizations and organizations that specialize in gender issues will ensure a more inclusive and coherent approach to sustainable livelihood programming, facilitating the identification of the specific needs of women, men, girls and boys and ensuring that programmes are designed to empower women and other target groups economically and socially.

Assumptions

72. Successful implementation of CSP outcome 2 will depend on the maintenance of relatively stable political and security conditions in the West Bank and Gaza Strip and on WFP securing adequate funding.

Transition/handover strategy

73. WFP will work with individuals, households and communities to build their capacity to adapt and to improve their food, nutrition and economic security. Through strategic partnerships with the Ministry of Agriculture, the Environment Quality Authority and the Palestinian National Economic Empowerment Institution, WFP will lay the foundations for handover at the institutional level, ensuring that best practices are integrated into national programmes and that viable links are forged with the private sector, including financial and other service providers. Activities under this outcome will be implemented through partnerships with NGOs, ensuring the wide transmission of skills and capacities, while partnership with the Ministry of Agriculture will ensure that beneficiaries receive agricultural extension support following their transition away from participation in WFP activities.

Country strategic plan outcome 3: National institutions in Palestine have enhanced capacities to enable more sustainable, inclusive and integrated national systems and services, including social protection, by 2028

74. CSP outcome 3 exemplifies WFP's longstanding commitment and contribution to the strengthening of capacity and analysis at the national institutional level to enhance the consideration of food security, shock-responsiveness and nutrition-sensitivity in national systems, programmes, policies and plans. WFP will build on its partnerships with national institutions, in particular the ministries responsible for social development and agriculture and the Palestinian Central Bureau of Statistics (PCBS).
75. WFP will use its comparative advantage in supporting analysis and expertise in food and nutrition security and addressing essential needs to enhance national capacity and provide technical support to national institutions working to implement and support sustainable, inclusive and integrated national systems and social protection strategies and plans.

WFP strategic outcome

76. CSP outcome 3 is aligned with WFP strategic outcome 4: National programmes and systems are strengthened.

Focus area

77. The focus area of CSP outcome 3 is resilience building.

Alignment with national priorities

78. CSP outcome 3 contributes to UNSDCF outcome 2 and the social development sector strategy.

Expected outputs

79. The following output will contribute to the achievement of CSP outcome 3:
- Output 4: Vulnerable and food-insecure people benefit from the improved capacity of national systems and institutions to be more shock-responsive and sensitive to food security and nutrition needs.

Key activities

Activity 3: Provide technical expertise, capacity strengthening and support to national institutions to facilitate the implementation of national strategies and plans

80. WFP will continue to support nationally owned processes, including by embedding food and nutrition security into social protection (and its targeting) through the national social registry and by strengthening the shock-responsiveness of social protection mechanisms in close cooperation with ILO, UNICEF and the World Bank. Targeted capacity strengthening, based on a capacity assessment, will enhance the capacity of national institutions and thus facilitate better access to comprehensive and inclusive social protection programmes and services for the most vulnerable Palestinians.
81. Specifically, WFP will train staff and provide national institutions with technical advice on strengthening the social protection system in areas such as registration, targeting, outreach and service delivery, including the digitization of systems. WFP will collaborate with institutions to enhance nutrition- and food security-sensitivity within the social protection system to make the system more shock-responsive and to strengthen monitoring and the responsiveness of community feedback mechanisms. This activity will help the national social protection system to become more efficient and better equipped to reach the poorest and most vulnerable Palestinians (including the beneficiaries targeted under activity 1) while enhancing its capacity to deliver shock-responsive programming.
82. Building on a cross-border visit between the ministries of social development of the State of Palestine and Jordan in 2022, WFP will broker South-South cooperation agreements aimed at reinforcing the social protection system, focusing in particular on feedback mechanisms and digitization.
83. To support anticipatory disaster risk management, WFP will work with the PCBS to strengthen its capacity for food security analysis and evidence building and will support the rollout of real-time food security monitoring.
84. WFP will partner with Palestinian research institutes to conduct a Fill the Nutrient Gap study as a basis for evidence and recommendations to strengthen the nutrition-sensitivity of national systems, including the social protection system. WFP will work to ensure that food and nutrition security are integrated into the national social protection system, creating linkages between key ministries and the PCBS through which WFP will foster new approaches to SBCC on nutrition.
85. WFP will collaborate with the Ministry of Health on nationwide SBCC initiatives to tackle nutrition-related issues and with the Ministry of Education on the implementation of school-based interventions, including school gardens for teaching schoolchildren about climate-sensitive agricultural techniques and pesticide-free food production; it will also provide SBCC for students, teachers and parents.
86. Aligned with the national investment plan for food and nutrition security and sustainable agriculture, and through closer collaboration with the Ministry of Agriculture, WFP will work to develop innovative digital marketing and extension services for smallholder farmers.

Partnerships

87. Partnerships and close working relationships with the ministries responsible for social development and agriculture and the PCBS will continue. Agreements with the ministries responsible for health and education will result in diverse entry points at the community, school and national levels for innovative approaches to SBCC and strategic policy-level investments.

88. Continued partnership with UNICEF and ILO will reinforce the efforts of WFP and partners to integrate persons with disabilities into the national social registry. WFP will explore the possibility of additional relevant partnerships, including with UNRWA.

Assumptions

89. Achievement of CSP outcome 3 is based on the assumption that political stability is sufficient to ensure that the implementation of national strategies and plans is maintained, that the Palestinian Authority continues to require technical assistance for national social protection programmes and that coordination structures continue to function.

Transition/handover strategy

90. WFP seeks to empower national institutional capacity – including on gender, age and disability inclusion and analysis – to lead and effectively manage the core functions of the social development system, including social protection, health and education. Full transition to national ownership of WFP programmes will depend on political and economic conditions.

Country strategic plan outcome 4: Humanitarian and development actors in Palestine have access to efficient and effective services and support throughout the year

91. Building on the comparative advantage conferred by WFP's extensive field presence and technical capabilities, this CSP outcome will provide enabling services for humanitarian and development actors. WFP's expertise and services will be used by partners, resulting in the cost-efficient, effective and complementary delivery of assistance and services.

WFP strategic outcome

92. CSP outcome 4 is aligned with WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective.

Focus area

93. The focus area of CSP outcome 4 is crisis response.

Alignment with national priorities

94. CSP outcome 4 is aligned with humanitarian response plan outcome 2.

Expected outputs

95. The following two outputs will contribute to the achievement of CSP outcome 4:
- Output 5: Humanitarian and development actors benefit from WFP's on-demand services and are better able to reach and serve the most vulnerable people.
 - Output 6: Humanitarian and development actors are better able to provide assistance to vulnerable people through WFP's inter-agency services.

Key activities

Activity 4: Provide cash-based transfer platform services to humanitarian and development partners to enable them to meet the needs of targeted populations

96. WFP will provide the infrastructure, support and links to facilitate complementary humanitarian and development actions aimed at the achievement of collective outcomes that maximize outputs, reinforce the impact of WFP programming and contribute to the national priority of sustainable development.
97. Building on past successes and the significant expansion of its interoperable CBT platform in 2021, WFP will continue to offer partners on-demand access to that platform, which provides a coordinated, efficient, cost-effective and high-quality mechanism for the delivery of financial assistance to vulnerable Palestinians. Its cross-sectoral nature enables the

platform to complement the national social protection system and support the rapid scale-up of responses to increased food and other essential needs.

Activity 5: Provide inter-agency services and technical expertise to regional and national institutions and humanitarian actors

98. Through activity 5, WFP will coordinate inter-agency services, including an inter-agency community feedback mechanism with a toll-free hotline that offers essential support to beneficiary and humanitarian communities consistent with the principle of accountability to affected populations. Upstream work on the shock-responsiveness of national systems (activity 3) will be complemented by WFP capacity strengthening work with national and cross-border disaster management agencies on the operationalisation of disaster risk management policies and procedures.
99. WFP's reliable coordination of logistics sector activities ensures that humanitarian and development partners are better able to provide timely and appropriate relief. This is particularly relevant in the Gaza Strip, where WFP's coordination efforts are imperative to the maintenance of an open corridor for the harmonized importation of humanitarian and development goods.

Partnerships

100. WFP will establish broad partnerships in line with the requirements of service users, including other United Nations entities, national and international NGOs, the private sector and financial institutions.

Assumptions

101. CSP outcome 4 is based on the key assumptions that logistical challenges to access in the Gaza Strip continue to constrain inter-agency humanitarian response operations and that demand from humanitarian and development communities for the coordination of services continues, with WFP's CBT platform remaining competitive and offering value for money.

Transition/handover strategy

102. WFP will continue to position itself as a key provider and coordinator of humanitarian services until stakeholders have enhanced their ability to manage logistical arrangements independently or the political situation allows the unrestricted movement of commodities into the Gaza Strip.

4. Implementation arrangements

4.1 Beneficiary analysis

103. WFP will reach 438,000 women, men, girls and boys with nutrition-sensitive food assistance to meet their essential needs. Derived from the 2020 SEFSec, beneficiary numbers include 131,000 moderately food-insecure and 306,000 severely food-insecure individuals (62,189 in the West Bank and 244,574 in the Gaza Strip).
104. Under activity 1 WFP will meet the essential needs of 438,000 vulnerable and food-insecure people through unconditional food assistance (CBTs and/or in-kind food), including 22,500 beneficiaries in households headed by women, 32,600 in households with persons with disabilities and 38,000 in Bedouin and herder communities in Area C.
105. Activity 1 will target 2,200 beneficiaries at risk of anaemia, including through SBCC for pregnant and lactating women and girls and mothers of children under 5. One thousand school-age children and adolescents (700 girls and 300 boys) will participate in school-based SBCC activities each year, maximizing complementarity with the school-based nutrition interventions of the Ministry of Education and other United Nations entities.

106. Under activity 2, WFP will target 500 “new” people each year (2,500 over the life of the CSP), including women, youth (over 18) and persons with disabilities, participating in livelihood capacity strengthening activities and receiving livelihood asset support and training. Targeting will take into account the findings of an assessment of available livelihood assets.

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)

Country strategic plan outcome	Output	Activity	Beneficiary group	2023	2024	2025	2026	2027	2028	Total
1	1	1	Girls	80 227	80 227	80 227	80 227	80 227	80 227	80 227
			Boys	86 031	86 031	86 031	86 031	86 031	86 031	86 031
			Women	137 823	137 823	137 823	137 823	137 823	137 823	137 823
			Men	133 919	133 919	133 919	133 919	133 919	133 919	133 919
			Total	438 000	438 000	438 000	438 000	438 000	438 000	438 000
	2	1	Girls	700	700	700	700	700	700	700
			Boys	300	300	300	300	300	300	300
			Women	1 200	1 200	1 200	1 200	1 200	1 200	1 200
			Men	0	0	0	0	0	0	0
			Total	2 200	2 200	2 200	2 200	2 200	2 200	2 200
2	3	2	Girls	0	0	0	0	0	0	0
			Boys	0	0	0	0	0	0	0
			Women	250	250	250	250	250	250	1 250
			Men	250	250	250	250	250	250	1 250
			Total	500	500	500	500	500	500	2 500
Total (without overlap)				438 500	438 500	438 500	438 500	438 500	438 500	440 500

4.2 Transfers

107. Building on WFP’s comparative advantage as a leader in cash and voucher programming, unconditional food assistance under activity 1 will be provided predominantly through e-vouchers (the “Sahtein” card)²⁹ redeemable at participating shops.
108. In line with current market prices for food, WFP will increase the base CBT amount and introduce tiered CBT top-ups aimed at narrowing the expenditure gaps of households in the poorest and most vulnerable socioeconomic groups. Individuals in households headed by women or with persons with disabilities will receive top-up CBTs commensurate with WFP’s analysis of expenditure gaps and in addition to the standard CBT value. Should the needs of beneficiaries change, a multipurpose cash modality will also be considered to meet the expanded composite demands of the most vulnerable families.
109. As a central component of WFP’s emergency preparedness and response plan, in-kind food assistance will be provided to meet the immediate needs of 35,000 individuals in the Gaza Strip. Owing to the remote location of Bedouin and herder communities in Area C of the West Bank and their distance from commercial centres, WFP, through continued

²⁹ “Sahtein” means “let’s eat” or “enjoy your meal” in Arabic.

partnership with UNRWA, will continue to provide those communities with in-kind food assistance rather than CBTs.

110. To ensure that all needs are addressed appropriately, transfer modalities will be based on beneficiary consultations, market analyses and sex, age, gender roles, disability and protection needs.

4.3 Country office capacity and profile

111. The country office is based in East Jerusalem, with a field office in Gaza City, a port office in Ashdod (~~Israel~~) and staff in Hebron, Ramallah and Nablus (~~West Bank~~). In line with WFP commitments to gender equality and gender parity, 47 percent of country office staff are women. The country office structure was reviewed in 2021, resulting in a planned increase of staff positions from 92 to 118 under the new CSP, with an additional position shared 50/50 with WFP's Jordan country office. To ensure effective implementation of the new CSP the new office structure will bolster technical capacity in resilience, social protection and humanitarian-development-peace nexus work and continue to strengthen human capital, where required, to ensure effective programme management.

4.4 Partnerships

112. WFP will continue partner mapping to strengthen existing partnerships and build new strategic links with humanitarian, development and multi-mandated actors, including donors, national and international NGOs, other United Nations entities, international financial institutions, private sector entities and research institutes. Engagement and collaboration with diverse entities with various skills, including conflict-sensitivity and protection actors, will ensure complementary approaches to addressing some of the complex challenges in the State of Palestine and ensure that WFP's work follows a nexus approach.
113. WFP will continue to nurture its partnership with the Palestinian Authority, building on relationships with ministries to support progress towards the SDGs and national solutions, programmes and systems that ensure sustainability and ownership. WFP will further strengthen its existing partnerships with agencies working to enhance national social protection programmes and will expand its collaboration with other stakeholders, including the World Bank and the European Union. It will also develop partnerships with stakeholders involved in climate action and nutrition and will promote research relevant to food security and nutrition objectives.
114. WFP will leverage its expertise to better position itself in joint initiatives, pursuing joint inter-agency programming opportunities and strengthening partnerships at the humanitarian-development-peace nexus, including with UNICEF on joint nutrition projects and cash-based interventions, and with ILO and the World Bank on the enhancement of the national social protection system. Working with the United Nations Entity for Gender Equality and the Empowerment of Women, WFP will continue to support the Palestinian Authority in working to achieve gender equality and women's empowerment, including through the enhancement of women's financial inclusion. Through sustained collaboration with the United Nations Population Fund, WFP will support survivors of gender-based violence and youth through the provision of CBTs. WFP's close coordination with UNRWA will ensure the maintenance of joint food assistance programmes, needs assessments and emergency response and the promotion of social cohesion.
115. WFP is an active member of the United Nations country team and the humanitarian country team and co-chairs the food security sector with the Food and Agriculture Organization of the United Nations. WFP contributes at the humanitarian-development-peace nexus through the multisectoral social protection, agriculture, cash and data working groups and

leads the core group of the inter-agency network on protection from sexual exploitation and abuse.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

116. WFP will ensure that its monitoring and evaluation strategy is gender- and age-responsive, building on established monitoring practices and using tools that ensure robust and evidence-based results. Outputs, outcomes and processes will be monitored regularly based on WFP's corporate results framework for 2022–2025 and monitoring guidelines. Qualitative assessments will capture evidence on the impacts and effects of WFP activities. Monitoring and evaluation activities will ensure a full understanding of the efficiency, relevance, coherence and effectiveness of WFP interventions.
117. Based on the monthly progress reports of cooperating partners, output indicators will be measured to monitor progress and achievements. Post-distribution monitoring will be conducted using mobile data collection applications, with information gathered in a central database. Aggregate beneficiary and output-related data will be disaggregated by sex, age and disability, ensuring that evidence-based decision making is guided by detailed and nuanced analysis of the specific needs of women, men, girls, boys and persons with disabilities.
118. A ~~mid-term review of decentralized evaluation is planned for~~ activity 2 (livelihoods) in 2025. A CSP mid-term review that will inform implementation of the remainder of the CSP is also planned for 2025. ~~This will be~~, followed by a centralized CSP evaluation in 2026, which will contribute to informing future programming.

5.2 Risk management

Strategic risks

119. The security situation remains volatile, especially in the Gaza Strip, and any escalation of hostilities would jeopardize WFP's ability to support the most food-insecure communities. Emergency preparedness measures, inter-agency emergency coordination and ongoing security analysis to inform planning help to mitigate that risk, including by ensuring that access routes for humanitarian response remain open. CBTs can rapidly be scaled up to affected populations, and service provision ensures the continuation of financial, logistics and other services for partners in the event of increased hostilities.
120. Reduced funding is one of the greatest risks to WFP operations. WFP aims to mitigate that risk by enhancing its partnerships with existing and new donors in order to increase sustainable and predictable financial support. In addition, advocacy on the cost-efficiency of WFP programmes and the advantages of WFP distribution modalities will be bolstered. Prioritization strategies will ensure that assistance for the most severely food-insecure and vulnerable households continues in the event of funding shortfalls.
121. The State of Palestine, like the countries that surround it, is vulnerable to earthquakes and other sudden-onset natural disasters. WFP's emergency preparedness plan includes capacity strengthening for Palestinian Civil Defense, including on geographic information systems and early warning analytics, aimed at strengthening disaster preparedness measures, collaborative approaches for rapid and effective response and coordination with Jordanian and Israeli counterparts.

Operational risks

122. Safety risks related to COVID-19 are mitigated through transmission-reducing measures that include changes to modalities, distribution planning and virtual communication with partners and beneficiaries. WFP has demonstrated flexibility in data collection, shifting, when necessary, to phone-based interviews, including for key vulnerability analysis and mapping exercises such as market price monitoring.
123. The Palestinian community is largely patriarchal, resulting in economic and social gender inequality that limits women's and girls' access to WFP assistance. Taking into account gender and age analysis, WFP will tailor WFP programmes to the specific needs of affected populations, including women and girls.

Fiduciary risks

124. In line with corporate guidance, WFP applies stringent strategies for mitigating fraud and aid diversion. All cooperating partner documentation is thoroughly reviewed and subject to financial spot-checks before any payments are made. Beneficiaries of cash (via the on-demand service platform) are screened by international financial institutions. E-voucher activities are subject to regular reconciliation exercises and monitoring and evaluation data are cross-checked against spending data. All WFP suppliers and vendors are screened against the United Nations sanctions list.
125. To mitigate risks to staff health, safety and security, WFP will adhere to its own and United Nations standard operating procedures. Security-related fiduciary risks are mitigated through regular political, economic and security monitoring and by staff following the WFP field security accountability framework standards.

Financial risks

126. Food and fuel price fluctuations present a risk for WFP. To mitigate that risk, WFP will continue to procure commodities from the sources offering the best value for money, will continue to budget in United States dollars and will continue to monitor markets so that it can maintain the purchasing power of beneficiaries.

5.3 Social and environmental safeguards

127. In line with its 2021 environmental and social sustainability framework, WFP will integrate environmental considerations throughout the CSP. Using the corporate environmental and social risk screening tool, WFP will identify any unintentional effects of its actions; address and manage environmental risks, especially as they pertain to natural resource management; work with partners and beneficiaries to strengthen their capacity to implement environmentally sustainable activities for food security and nutrition; and, where possible, enable communities to profit from environmental actions such as the repurposing of wooden pallets piloted under the CSP for 2018–2022.
128. WFP's inter-agency community feedback mechanism handles all types of feedback and complaints, including those related to gender-based violence, sexual exploitation and abuse and issues pertaining to WFP or cooperating partners. A community engagement strategy will be developed during the CSP period, and beneficiary consultations will be central to any refinement of the community feedback mechanism, including the strengthening of messaging on its multi-functional platform and built-in referral system for increased outreach and two-way communication.

6. Resources for results

6.1 Country portfolio budget

129. Over the five-year duration of the CSP, WFP will require USD 533,653,104, of which 83 percent will be allocated to outcome 1, reflecting the sustained humanitarian needs, while resilience interventions planned under outcome 2 account for only 3 percent of the budget. Capacity strengthening activities under outcome 3 account for just 0.6 percent of the budget, while 12 percent is dedicated to on-demand and inter-agency services under outcome 4. WFP will allocate 3.4 percent of the budget (USD 17,000,000) to gender equality and women's empowerment.

TABLE 2: COUNTRY PORTFOLIO BUDGET(USD)

Country strategic plan outcome	Activity	2023	2024	2025	2026	2027	2028	Total
1	1	72 140 160	87 325 097	88 812 457	90 496 623	92 015 449	14 966 670	445 756 456
2	2	2 875 344	3 117 896	3 291 465	3 184 060	3 206 302	531 992	16 207 059
3	3	575 686	630 421	636 938	645 247	650 496	104 410	3 243 197
4	4	37 251 970	6 275 472	6 277 462	6 295 033	6 280 816	1 044 904	63 425 657
4	5	1 398 886	1 115 489	786 131	793 044	796 097	131 087	5 020 734
Total		114 242 046	98 464 374	99 804 454	101 414 007	102 949 159	16 779 063	533 653 104

6.2 Resourcing outlook and strategy

130. WFP values the financial support it has received from a large donor base, which has enabled the continued implementation of activities and the scale up of operations in response to shocks. With the funding outlook now more challenging owing to the impact of regional and global events, in particular the Ukraine conflict, activities under this CSP will require significant resource mobilization. The elaboration of a regularly updated partnership action plan builds on successful fundraising efforts. Through the implementation of that plan, WFP will track strategic resource mobilization efforts with existing and new donors, enabling it to diversify its donor base to include private donors, thematic and development-oriented funding streams and, where relevant, pooled funds for emergency and recovery interventions. WFP will scale up its engagement with non-traditional donors such as international financial institutions, private funds and innovative financing initiatives, leveraging expertise and resources for shared objectives and proactively advocating flexible and multi-year funding to reinforce sustainable programming.

ANNEX I**LOGICAL FRAMEWORK FOR STATE OF PALESTINE COUNTRY STRATEGIC PLAN (2023–2028)****SDG 2: Zero hunger****SDG target 1: Access to food**

Country strategic plan outcome 1: Vulnerable and food-insecure people in Palestine have improved ability to meet their food and nutrition needs throughout the year

WFP strategic outcome 1: people are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

Assumptions

Adequate resources are secured.

Beneficiaries will use cash saved from food and voucher assistance to buy complementary, nutritious food items to supplement their diet.

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for food security

Minimum diet diversity for women and girls of reproductive age

Activities and outputs

1. Provide unconditional food assistance and social and behaviour change communication to vulnerable and food-insecure people (URT-1.2: Unconditional resource transfer)

2. Nutritionally vulnerable people and their communities benefit from awareness raising and behaviour change activities (Output category: E: Social and behaviour change communication (SBCC) provided. Standard output: 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

1. Vulnerable and food-insecure people receive assistance through in-kind or cash-based transfers to meet their essential needs, including food and nutrition (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)

Country strategic plan outcome 2: Vulnerable people in Palestine, including youth, women and persons with disabilities, have improved access to livelihood opportunities and resilience to shocks by 2028

WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Assumptions

Multi-year and adequate funding is received.

Outcome indicators

Livelihood coping strategies for food security

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

Activities and outputs

2. Provide livelihood support (including skills training, asset creation and income generating opportunities) to vulnerable people, with a focus on women, youth and persons with disabilities (HIS-1.7: Household and individual skill and livelihood creation)

3. Vulnerable people benefit from enhanced livelihood and entrepreneurial skills and improved access to productive assets to improve their livelihood opportunities and resilience to shocks and stresses, including climate-related shocks and stresses (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

3. Vulnerable people benefit from enhanced livelihood and entrepreneurial skills and improved access to productive assets to improve their livelihood opportunities and resilience to shocks and stresses, including climate-related shocks and stresses (Output category: D: Assets created. Standard output: 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

SDG 17: Partnerships for the goals

SDG target 9: Capacity Building

Country strategic plan outcome 3: National institutions in Palestine have enhanced capacities to enable more sustainable, inclusive and integrated national systems and services, including social protection, by 2028

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

National institutions are engaged and willing to work.

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 contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

Activities and outputs

3. Provide technical expertise, capacity strengthening and support to national institutions to facilitate the implementation of national strategies and plans (SPS-1.10: Social protection sector support)

4. Vulnerable and food-insecure people benefit from the improved capacity of national systems and institutions to be more shock-responsive and sensitive to food security and nutrition needs (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 16: Global partnership

Country strategic plan outcome 4: Humanitarian and development actors in Palestine have access to efficient and effective services and support throughout the year

WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective

Focus area: crisis response

Assumptions

Partnership agreements are respected.

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs

4. Provide cash-based transfer platform services to humanitarian and development partners to enable them to meet the needs of targeted populations (ODS-2.4: On-demand services)

5. Humanitarian and development actors benefit from WFP's on-demand services and are better able to reach and serve the most vulnerable people (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)

5. Provide inter-agency services and technical expertise to regional and national institutions and humanitarian actors (LCS-2.1: Logistics cluster)

6. Humanitarian and development actors are better able to provide assistance to vulnerable people through WFP's inter-agency services (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)

REVISION MODEL

SDG 17: Partnerships for the goals

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.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: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has 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)

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

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.3.3: 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.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

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

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.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: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has 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)

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

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.3.3: 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.5. Nutrition integration

Cross-cutting indicators

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

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

PRE

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				
	Activity 1				
Beneficiary type	Vulnerable and food-insecure Palestinians			Vulnerable and food-insecure Palestinians in women-headed households	Vulnerable and food-insecure Palestinians in households with persons with disabilities
	In-kind food	Cash (multi- purpose)	CBTs (standard CBT)	CBTs (standard CBT + top-up)	CBTs (standard CBT + top-up)
Fortified cereals	300				
Pulses	25				
Fortified oil	15				
Iodized salt	5				
Tuna*	19				
Total kcal/day	1 267				
% kcal from protein	13.1				
% kcal from fat	14.0				
Cash-based transfers (USD/person/day)		0.667	0.413	0.58	0.48
Number of feeding days per year	360	360	360	360	360

* Tuna is not included in the total kcal/protein calculation as it is part of WFP's contingency stock in the Gaza Strip and not distributed every month to all beneficiaries.

ANNEX III

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Fortified cereals	39 420	25 432 314
Pulses	3 285	4 360 989
Fortified oil and fats	1 971	6 113 538
Mixed and blended foods	0	0
Other	3 154	25 994 747
Total (food)	47 830	61 901 587
Cash-based transfers		288 894 060
Total (food and cash-based transfer value)	47 830	350 795 647

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 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	
Focus area	Crisis response	Resilience building	Resilience building	Crisis response	
Transfers	376 737 645	12 599 095	2 533 940	64 479 409	456 350 090
Implementation	23 801 917	1 966 756	380 813	1 038 535	27 188 021
Adjusted direct support costs	18 011 101	652 044	130 503	2 622 016	21 415 664
Subtotal	418 550 663	15 217 896	3 045 256	68 139 961	504 953 776
Indirect support costs (6.5 percent)	27 205 793	989 163	197 942	306 430	28 699 328
Total	445 756 456	16 207 059	3 243 197	68 446 390	533 653 104

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
ILO	International Labour Organization
NGO	non-governmental organization
PCBS	Palestinian Central Bureau of Statistics
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SEFSec	socioeconomic and food security survey
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSDCF	United Nations sustainable development cooperation framework