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Draft Syrian Arab Republic interim country strategic plan (2022–2023)

Duration	January 2022–December 2023
Total cost to WFP	USD 2,865,679,705
Gender and age marker*	4

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

Executive summary

The Syrian Arab Republic has faced a prolonged crisis since 2011, which has caused severe damage to the country's economic and social fabric. In 2020, protracted conflict, economic collapse and the impacts of the coronavirus disease pandemic further exposed the Syrian people to food insecurity and eroded their livelihoods. As of late 2020, 12.4 million people, 60 percent of the population, were food-insecure, an increase of 57 percent from 2019, with households headed by women disproportionally affected. Some 6.7 million people remain internally displaced. In addition there are an estimated 3.1 million people with disabilities. While acute malnutrition is not widespread, high stunting rates indicate that chronic malnutrition remains a problem nationwide.

Reflecting WFP's experience and lessons learned and harnessing its comparative advantages and collaboration with humanitarian and development stakeholders, the 2022–2023 interim country strategic plan is aimed at responding to the growing food and nutrition needs, the severe deterioration of livelihoods and resilience and the collapse of food systems. WFP will continue its large-scale provision of unconditional food assistance, refocus its education and nutrition activities and expand its activities aimed at strengthening livelihoods, boosting household resilience and restoring food systems. It will further embed strategic efforts to enhance beneficiary targeting and

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management, the use of digital tools, gender- and disability-sensitive data collection, evidence-based programming and diversity of transfer modalities.

The interim country strategic plan is designed to achieve four strategic outcomes:

- Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees across all governorates in the Syrian Arab Republic, meet their basic food and nutrition needs all year round.
- Food-insecure communities in targeted areas are able to meet their food and nutrition needs throughout the year thanks to resilient livelihoods and restored access to basic services.
- Nutritionally vulnerable groups across the Syrian Arab Republic, especially boys, girls and pregnant and lactating women, have access to malnutrition prevention and treatment services throughout the year.
- Humanitarian partners across the Syrian Arab Republic are enabled to assist crisis-affected populations all year long.

In line with the WFP Gender Policy (2015–2020) and the WFP protection and accountability policy, and based on findings and recommendations of the evaluation of the WFP regional response to the Syrian crisis (January 2015–March 2018), gender and protection principles will be meaningfully mainstreamed into WFP's efforts to achieve the four strategic outcomes. Consistent communication with beneficiaries will ensure that achievements are fully informed by the various views and capacities of the targeted girls, boys, men and women, including those with disabilities.

The interim country strategic plan for 2022–2023 is aligned with the draft strategic framework for cooperation between the Government of the Syrian Arab Republic and the United Nations for 2021–2024 and contributes to the implementation of the inter-agency humanitarian response plan and the achievement of Sustainable Development Goals 1, 2, 3, 4, 5, 11 and 17, both directly and indirectly.

Draft decision*

The Board approves the Syrian Arab Republic interim country strategic plan (2022–2023) (WFP/EB.2/2021/X-X/X) at a total cost to WFP of USD 2,865,679,705.

* 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. In the Syrian Arab Republic, a decade of protracted crisis has taken a heavy toll on the population. Around 12.3 million people have been displaced, either outside the country (5.6 million) or internally (6.7 million[1]). In addition there are an estimated 3.1 million people with disabilities.[2] Since 2019 the country has experienced an unprecedented economic downturn fuelled by continued conflict, mass population displacement, the impacts of the financial crisis in neighbouring Lebanon, external economic pressure and the coronavirus disease 2019 (COVID-19) pandemic. The Central Bureau of Statistics reported an average inflation rate of 200 percent in 2020. As a result, the already depressed purchasing power of the average Syrian household has plummeted, the value of the Syrian pound has collapsed and food prices have soared, putting additional pressure on already severely eroded livelihoods.

2. A middle income country before the crisis, the Syrian Arab Republic ranked 151st of 189 countries in the 2019 Human Development Index.[3] Before the crisis, the country had achieved several of the Millennium Development Goals, but many gains have since been reversed.

3. The education system, already fractured by a decade of conflict, was rendered more fragile by the compounded impacts of COVID-19. Around 6.4 million children are food-insecure and 6.9 million require urgent education support. In 2020, 2.45 million school-age children were estimated to be out of school;[4] this number is thought to have increased since then due to the deteriorating economic situation and an increase in negative coping strategies such as early marriage and child labour.

4. Conditions for women and girls have deteriorated significantly since the start of the crisis.[5] The Syrian Arab Republic currently ranks 122nd of 162 countries on the 2019 Gender Inequality Index,[6] 150th of 153 countries on the 2020 Global Gender Gap Index[7] and 165th of 167 countries in the 2019/20 Global Women, Peace and Security Index,[8] an index that reflects women's autonomy and empowerment in the home, in the community and in society. According to the International Labour Organization, the labour force participation of Syrian women was estimated at 14.7 percent in 2019, compared with 74.4 percent for men, while the unemployment rate among adult women (age 15–64) was 20.4 percent, compared with 6 percent among men.[9]

5. While relative stability has returned to many areas and conflict and violence are increasingly concentrated in specific regions, negative security trends, including economically-motivated crime and unrest, have recently re-emerged. Social cohesion remains fragile under increasing

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[1] United Nations Office for the Coordination of Humanitarian Affairs. 2021. *Humanitarian needs overview. Syrian Arab Republic*.

[2] United Nations Office for the Coordination of Humanitarian Affairs. 2020. *Humanitarian Response Plan: Syrian Arab Republic*.

[3] United Nations Development Programme. 2020. *Human Development Report 2020*.

[4] United Nations Office for the Coordination of Humanitarian Affairs. 2021. *Humanitarian needs overview: Syrian Arab Republic*.

[5] United Nations Office for the Coordination of Humanitarian Affairs. 2020. *Humanitarian Response Plan: Syrian Arab Republic*..

[6] United Nations Development Programme. 2020. *Human Development Report 2020*.

[7] World Economic Forum. 2019. *Global Gender Gap Report 2020*.

[8] Georgetown Institute for Women, Peace and Security and Peace Research Institute Oslo. 2019. *Women, Peace and Security Index 2019/20: Tracking sustainable peace through inclusion, justice, and security for women.*

[9] International Labour Organization (ILO). ILOSTAT database based on modelled ILO estimate, data retrieved on 29 January 2021, https://data.worldbank.org/indicator/SL.UEM.TOTL.MA.ZS?locations=SY.

economic pressure in many geographical areas, and economic deterioration is likely to exacerbate negative power and gender inequalities, increasing pressure on the most vulnerable. The scale of the damage and the complexity of the crisis imply that even if an inclusive political solution is found, humanitarian needs are likely to persist for many years thereafter.

1.2 Progress towards the 2030 Agenda for Sustainable Development

6. In 2015, the Government of the Syrian Arab Republic aligned its national development agenda with the global 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs). In October 2019, the Government issued the "Syria 2030" strategic plan providing guiding policies and an implementation framework aligned with the 2030 Agenda. The same year, the Government presented its first national report on the SDGs, which serves as a baseline report on the status of SDG achievement in the Syrian Arab Republic. The report emphasized the progress made against the Millennium Development Goals prior to the conflict and the numerous challenges to achieving the SDGs, specifically due to a decrease in revenues and production and the inability of the State to invest in the economic and social sectors.[10]

1.3 Progress towards SDGs 2 and 17

Progress on SDG 2 targets

7. *Access to food.* Since 2018 the country has experienced continuous deterioration in the food security situation: 12.4 million girls, women, men and boys are currently considered to be food-insecure, by far the highest number ever recorded; 1.3 million people are severely food-insecure, more than twice as many as in 2019; and an additional 1.8 million people are at risk of food insecurity.[11]

8. Extremely high levels of food insecurity persist due to loss of livelihoods, high unemployment rates (especially among women and young people), reduced household purchasing power and extreme food price inflation. At the end of 2020, as a result of the depreciation of the Syrian pound, food prices were 236 percent higher than the year before, reaching levels 29 times the five-year pre-crisis average.

9. Households headed by women have a poorer food security status than households headed by men[12] and may be increasingly exposed to exploitation and abuse. Households with family members with disabilities have higher monthly expenditure than those without disabilities and only a quarter of them report having sufficient income.[13]

10. Current projections indicate that the food security situation is likely to deteriorate further before any significant recovery materializes. As such, self-sufficiency or significant livelihood recovery remains unlikely for the crisis-affected population in the near term.[14]

11. *End malnutrition.* More than 4.6 million boys and girls age 6–59 months and pregnant and lactating women and girls (PLWG) are at risk of undernutrition and in need of services for the

[10] Syrian Arab Republic. 2019. *The First National Report on Sustainable Development Goals SDGs – Executive Summary*.

[11] 54.8 percent of interviewed female-headed households were found to be food-insecure compared to 50.5 percent of male-headed households (noting that only 14 percent of the interviewed households were female-headed). WFP. *Syrian Arab Republic 2020 Food Security Assessment/Food Security and Livelihoods Assessment*.

[12] 17 percent of female-headed households had poor food consumption compared to 8 percent of male-headed households in the period April–June 2020. WFP. 2020. *The Socio-Economic Impacts of the COVID-19 Pandemic in the Syrian Arab Republic (April–June 2020).*

[13] Humanitarian Needs Assessment Programme, Syria. 2020. *Summer 2020 Report Series: Disability Overview*.

[14] WFP. 2020. *The Socio-Economic Impacts of the COVID-19 Pandemic in the Syrian Arab Republic (April–June 2020)*.

prevention and treatment of malnutrition.[15] Acute malnutrition prevalence has been relatively low in recent years (although with significant geographic variations) while chronic malnutrition was a persistent nutrition problem even before the current crisis.

12. The growing food insecurity across the country in 2020 spawned concerns over a similar deterioration in the nutrition situation, with indications of a notable decline in the nutrition status of PLWG and children, the most vulnerable segments of the population. According to monitoring data from WFP's nutrition programmes, there was an increase of 12 percent in the number of patients admitted to clinics for the treatment of acute malnutrition across the country in the second half of 2020, with a 20 percent increase in new cases of acute malnutrition identified among PLWG.

13. *Smallholder productivity and incomes.* Around one-quarter of the Syrian population is estimated to be engaged in agricultural production. Food production has deteriorated significantly since the onset of the crisis. The large-scale destruction of agricultural infrastructure has been exacerbated by the effects of climate change, including drought, limited water availability and changing weather patterns, all of which have negatively affected the livelihoods of smallholder farmers and eroded community resilience. In many cases, agricultural land has been abandoned due to insecurity and population displacement, disruption of markets or damage to critical irrigation infrastructure. Farmers in rural areas face several challenges, including lack of access to seeds and fertilizers, high transportation costs, the presence of unexploded ordnance, limited marketing opportunities and damaged infrastructure, limiting their ability to increase agricultural output.

14. *Sustainable food systems:* The crisis is estimated to have resulted in losses of at least USD 118 billion from the destruction of physical capital, including housing, productive assets and communal infrastructure.[16] The result has been a near-total collapse of food systems, which has led to widespread food insecurity. In 2020, 450,000 internally displaced persons (IDPs) returned to their areas of origin, many of which had seen widespread destruction of assets and infrastructure, limiting the returnees' ability to resume their livelihoods.

Progress on SDG 17 targets

15. The strategic framework for cooperation between the Government of the Syrian Arab Republic and the United Nations (UNSF) for the period 2021–2024, which is still in draft form, recognizes that there is a need to strengthen and expand partnerships with national and international stakeholders in the policy, capacity-building and service delivery areas. WFP-led initiatives to provide common services in logistics, telecommunications and air transport, as well as other on-demand services where needed, including cash-based platforms, are still needed to enable the response of humanitarian partners.

1.4 Hunger gaps and challenges

16. The conditions in the Syrian Arab Republic prior to the crisis, the crisis itself and the resulting dramatic economic downturn seen since 2019 have resulted in severe food security and nutrition gaps and challenges:

- A total of 12.4 million girls, boys, women and men are unable to meet their food needs without food assistance, spurred by the increasing inability of Syrian families to purchase food of adequate quantity, quality and variety.

[15] United Nations Office for the Coordination of Humanitarian Affairs. 2021. *Humanitarian needs overview: Syrian Arab Republic*.

[16] United Nations Economic and Social Commission for Western Asia. 2020. *Losses exceeding $442 billion and millions in need of humanitarian assistance: the catastrophic repercussions of 8 years of war in Syria*.

- A total of 4.6 million people need support to reduce the prevalence and risk of malnutrition.
- A decade of continuous crisis has depleted assets, erased livelihoods and eroded household and community resilience; the productive assets and infrastructure of the severely weakened agriculture sector need to be rebuilt to foster recovery and resilience.
- Food systems have been severely disrupted across many areas, leading to widespread food insecurity and the need for food assistance.
- Extensive damage to public infrastructure and services needs to be addressed to enable access to education, health and other services.
- Over 6.9 million school-age children require support aimed at enabling their access to education and improving their food security, nutrition and health.
- Social safety nets have been seriously disrupted and need to be revitalized to protect the most vulnerable.
- The changing roles of women and men need to be better analysed, with women increasingly becoming heads of households but not necessarily being protected by an adequate legal and economic framework.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

17. Throughout a decade of crisis, WFP has strengthened its humanitarian response in the Syrian Arab Republic, scaling the provision of unconditional food assistance while successfully expanding integrated activities related to nutrition, education and livelihoods and resilience, in partnership with other United Nations entities where possible.

18. In response to the high food assistance needs in the country, WFP will continue to emphasize the provision of life-saving unconditional food assistance. Learning from the decentralized evaluation of emergency school feeding in the Syrian Arab Republic over the period 2015-2019,[17] which highlighted the appropriateness, relevance and effectiveness of school feeding activities, WFP will refocus the school feeding strategy to target school-age children in especially vulnerable areas to boost their food security, nutrition and health while working closely with partners, including the Ministry of Education and the United Nations Children's Fund (UNICEF), and the education sector to improve access to high-quality education (SDG 4).

19. Efforts to scale up livelihood activities have proved challenging, both in terms of funding and implementation. Therefore, to ensure that its interventions are cost-effective and sustainable, WFP will pivot from a focus on household-level interventions towards community-level asset rehabilitation. This approach contributes to SDG targets 2.1, 2.3 and 2.4 and aligns directly with the three nodes of the humanitarian-development-peace "triple nexus" by providing food assistance to save lives and avoid asset depletion; restoring food systems to rebuild livelihoods and enable sustainable food security; and bringing communities together to work on resilience interventions in areas previously affected by conflict to promote social cohesion.

20. While the COVID-19 pandemic has presented significant operational challenges since its beginning in early 2020, WFP has developed standard programme operating procedures that have allowed its activities to continue. Since early 2020, WFP has partnered with the World Health Organization, UNICEF, the United Nations Development Programme, the United Nations Population Fund (UNFPA) and Médecins sans frontières on multiple COVID-19

[17] WFP. Forthcoming. *Decentralized Evaluation. Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria (2015–2019) – Syria Evaluation Report*.

initiatives, including direct assistance interventions, service provision, beneficiary outreach and impact assessments.

21. Cash-based transfers (CBTs) were first used by WFP in 2014. Over the course of 2020, WFP doubled the number of contracted CBT retailers, increased the number of CBT beneficiaries by 16 percent and piloted CBTs as a transfer modality in the general food assistance (GFA) activity as part of a hybrid basket (in-kind/CBTs). The results of the hybrid transfer pilot were positive, demonstrating that such a transfer shields the most vulnerable from economic volatility, ensuring that they maintain acceptable food consumption even when prices soar.

22. Responding to the findings of the evaluation of WFP's regional response to the Syrian crisis over the period 2015–2018,[18] WFP has strengthened its commitments related to gender, protection and accountability to affected populations (AAP). WFP has established a Syrian gender, protection and AAP unit with dedicated and trained staff and, conscious of the inherent synergies between SDGs 2 and 5, endeavours to design and implement all its activities in a way that ensures that they are gender-responsive. WFP continues to emphasize the collection, analysis and use of sex- and age-disaggregated data. In 2020, WFP invested significantly in enhancing its gender-responsive monitoring and evaluation systems, including by mainstreaming and standardizing the collection of gender-sensitive data, as well as the collection of qualitative data through focus group discussions with the various segments of affected communities.

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

23. *National development plans.* The Syria 2030 strategic plan introduced in 2019 is built on four pillars: administrative reform and promoting integrity; growth and development; infrastructure and energy; and human development. The plan brings together the social, economic and environmental dimensions of the 2030 Agenda in an overall vision of a prosperous and self-reliant Syrian Arab Republic.

24. *UNSF.* The UNSF for 2016–2017 was extended yearly through 2020. A new UNSF for the period 2021–2024 has been drafted and is awaiting formal approval and adoption. The UNSF complements the inter-agency humanitarian response plan (HRP), providing a multi-year framework that focuses primarily on the resilience of people and communities, basic livelihoods and early recovery. A 2017 mid-term review of the UNSF called for the strengthening of links between humanitarian assistance and long-term interventions. The UNSF for 2021–2024 is centred around four priority programme pillars: availability of and access to basic and social services; sustainable socioeconomic recovery; durable solutions; and people resilience and effective institutions.

25. The HRP includes geographical areas not covered by the UNSF and remains the primary overarching framework with which the interim country strategic plan (ICSP) is aligned. In addition, WFP contributes to the goals of the UNSF through activities in food security and agriculture, early recovery, nutrition, education, logistics and emergency telecommunications.

2.3 Engagement with key stakeholders

26. The design of the ICSP was informed by lessons learned from, among other things, beneficiary consultations conducted by WFP under regular monitoring activities, including beneficiary perception surveys and focus group discussions. In recent years, WFP has invested significantly in improving its monitoring systems and processes and AAP, ensuring that they take an inclusive approach. The results of this work are continually integrated into programme planning processes, including the design of the ICSP. The development of the ICSP also benefited from discussions with partners, donors and national counterparts. WFP engages

[18] WFP. 2018. *Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis (January 2015–March 2018)*.

with its cooperating partners on an ongoing basis and uses their feedback to inform programme design and implementation. WFP also works closely with the United Nations country team, participating actively in the inter-agency programme management team in addition to engaging in regular bilateral consultations and joint planning processes with the Food and Agriculture Organization of the United Nations (FAO), UNFPA and UNICEF, with whom WFP is progressively aligning in terms of strategy. WFP also participates in dialogue with the Government regarding the UNSF through the United Nations country team and engages more deeply with specific line ministries for programme implementation.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

27. The ICSP theory of change, which is based on analysis, lessons learned and consultations, is that WFP's continued investment in the improved implementation of its activities, including enhanced targeting and needs assessment and robust delivery systems, will ensure that those activities contribute to sustainable and equitable national systems. The ICSP combines the direct provision of unconditional food and nutrition assistance with livelihood and resilience programming aimed at addressing the underlying causes of food insecurity. Through the integration of gender and protection across activities, cooperation with partners and advocacy at the policy level, programming is designed to be holistically gender-sensitive, ensuring that the assessed needs of women, men, girls and boys are met. WFP will rely increasingly on digital solutions to enhance programme delivery and effectiveness.

28. Responding to the large-scale food assistance needs, GFA targeting the most food-insecure households, including those headed by women, will remain the core of WFP's programme of work. WFP will further enhance its emergency response in the face of sudden-onset emergencies. School-age children in especially vulnerable areas will continue to benefit from school feeding activities. WFP will provide malnutrition treatment and prevention services to PLWG and children under 5.

29. While conditions are not yet conducive to a large-scale transition from emergency response to long-term livelihood and resilience programming, WFP will lay the groundwork for sustainable interventions that contribute to reducing food assistance dependence. Where conditions allow, WFP will scale up community-level livelihood interventions that strengthen the resilience of households and communities with regard to current and future shocks. WFP will develop livelihood opportunities that promote women's leadership and economic empowerment while advocating with relevant stakeholders and participating in platforms that contribute to gender equality. Based on in-depth context analysis, WFP's interventions will seek to strengthen food systems at all levels, from production through transformation to consumption. Restoring or enhancing community and household assets and communal agrarian infrastructure and investing in productive sectors will be key to the recovery and return of displaced populations and social cohesion among affected communities. These efforts will be complemented by WFP's support for national social protection systems.

30. WFP has invested significantly in its CBT framework in recent years and will continue to emphasize the scale-up of CBTs, primarily through expanded use of CBTs in GFA where feasible and appropriate.

31. WFP will refine its response to target those most in need, including by tailoring assistance composition and modality to the specific needs of individual households. Enhanced beneficiary targeting will be made possible by the operationalization of the results of the nationwide household-level vulnerability needs review to be completed in 2021, which will enable WFP to move from status-based to vulnerability-based beneficiary selection underpinned by detailed and gender-sensitive vulnerability data.

32. Building on its comparative advantage in the Syrian Arab Republic, including its vast field footprint, longstanding country presence and technical capabilities, WFP will continue to emphasize partnerships that enable the response of other humanitarian actors. WFP's provision of common services remains an important enabling element of the multisectoral humanitarian response, with WFP providing logistics, telecommunications and air transport services to partners and other humanitarian actors across sectors. WFP will build on the partnerships developed through the inter-agency COVID-19 response to work closely with entities like UNICEF and UNFPA, including to provide on-demand services for the joint provision of CBTs.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees across all governorates in the Syrian Arab Republic, meet their basic food and nutrition needs all year round

Focus area

33. The focus area of strategic outcome 1 is crisis response. The activities will address the humanitarian needs of food-insecure Syrians, including by using schools as a platform for reaching children in vulnerable areas while encouraging them to attend school.

Alignment with national priorities

34. Strategic outcome 1 contributes to strategic objective 1 of the HRP (on providing life-saving humanitarian assistance), pillar I of the UNSF (2021–2024) (availability and access to basic and social services) and pillar D of Syria 2030 (human development).

Expected outputs

35. The following outputs will contribute to strategic outcome 1:

- Targeted food-insecure communities receive food assistance that meets their basic food needs.
- Cooperating partners have enhanced capacity to improve food-insecure communities' access to safe and dignified food assistance.
- Food-insecure communities benefit from WFP-led food security analysis and sector coordination that supports harmonized food assistance.
- School-age boys and girls receive school meals and/or CBTs that meet their food and nutrition needs and encourage school enrolment and attendance.
- Male- and female-headed households in vulnerable circumstances benefit from WFP support for the national supply chain that facilitates access to affordable food in markets.

Key activities

Activity 1: Unconditional resource transfers to food-insecure households

36. Syrian households across all 14 governorates assessed as being in need of food assistance based on WFP vulnerability and targeting criteria will be eligible for GFA. WFP's response to sudden-onset emergencies, including population displacement, will include case-by-case examination to determine eligibility for assistance. In cases of displacement, where people have no access to cooking facilities and/or an urgent response is needed, WFP may provide ready-to-eat or wholesaler-provided rations to cover immediate food needs.

37. Beneficiaries will be assisted through in-kind food baskets, CBTs or hybrid in-kind/CBT entitlements. Transfer modality will be based on beneficiary preferences,[19] cost-effectiveness, cost-efficiency and feasibility analysis that takes into account local macroeconomic conditions and market functionality. WFP will rely on its corporate digital beneficiary information and transfer management platform (SCOPE) for CBT activities.

Activity 2: Provide meals and cash-based transfers to school-age boys and girls attending formal and non-formal education centres

38. Activity 2 aims to enhance the food security, nutrition, health and education status of children while fostering an inclusive and enabling learning environment. The activity will improve the nutrition status of children; encourage their regular attendance and enrolment in both formal and non-formal settings; and alleviate the economic burden faced by their families to minimize negative coping mechanisms and protection issues such as child labour and child marriage. Pre-primary and primary students in schools located in prioritized areas with poor food security, nutrition and education indicators will be eligible for assistance. Prioritization will be coordinated with the education sector and informed by the results of the planned 2021 nutrition assessment for school-age children.

39. The school feeding activity will be implemented through three components: in-school provision of fortified snacks (date bars) to children enrolled in formal and non-formal education that meet up to one third of their daily micronutrient needs; provision through cooperating partners of daily fresh meals that provide added nutrition value through the use of fortified wheat flour and a diversified menu of quality ingredients sourced from local markets; and provision of CBTs to beneficiaries of UNICEF-supported formal and non-formal educational programmes, including the "Curriculum B" accelerated learning programme. With the increase in the number of out-of-school children and the further detrimental impact that the deteriorating economic situation might have, WFP will focus on providing more comprehensive support to attract out-of-school children back to school, through both in-kind support in non-formal education centres and the provision of vouchers to children referred from non-formal to formal education programmes to encourage the pursuit of learning and mitigate the risk of their dropping out of school for work or early marriage.

Partnerships

40. WFP co-leads the food and agriculture sector with FAO and coordinates GFA with its members. WFP and UNICEF have signed a memorandum of understanding to maximize children's access to a high-quality and safe learning environment; improve the health and nutrition status of school-age children; and support the resilience of food systems and local communities. Under the memorandum of understanding, WFP and UNICEF will leverage their combined resources and, where possible, jointly target formal and non-formal education facilities with a comprehensive package of interventions that include school feeding, distribution of school supplies and nutrition education and awareness-raising, thereby fostering improved learning conditions and boosting the quality of education. This package will be complemented by enhanced monitoring systems and gender-sensitive capacity strengthening for the Ministry of Education, including through support for the education management information system, in partnership with the United Nations Educational, Scientific and Cultural Organization.

Assumptions

41. It is assumed that funding will be available and that access needed to implement the activities under this outcome will be granted.

[19] Data on preferences are collected through monitoring tools and feedback mechanisms.

Transition/handover strategy

42. WFP will adjust its GFA response to any changes in assessed needs and will phase this response out if and when it is no longer needed. Through advocacy and technical assistance, WFP will support the Ministry of Education in developing a national school feeding framework for addressing gender inequalities and tackling the issues that cause girls and boys to drop out of school, such as child labour and early marriage, leading to a gradual transition of the programme to the Government of the Syrian Arab Republic.

Strategic outcome 2: Food-insecure communities in targeted areas are able to meet their food and nutrition needs throughout the year thanks to resilient livelihoods and restored access to basic services

Focus area

43. The focus area of strategic outcome 2 is resilience building. The activities will build resilience and restore livelihoods through household- and community-level interventions and strengthened social safety nets.

Alignment with national priorities

44. Strategic outcome 2 contributes to strategic objective 3 of the HRP (resilience and livelihoods), priority programme pillar II of the UNSF for 2021–2024 (sustainable socioeconomic recovery) and pillars C (growth and development) and D (human development) of Syria 2030.

Expected outputs

45. The following outputs will contribute to strategic outcome 2:

- Food-insecure male- and female-headed households benefit from conditional food or CBTs that meet their food and nutrition needs in exchange for their participation in livelihood activities.
- Smallholder farmers and their communities benefit from rehabilitated community assets that protect their access to food and promote their self-reliance.
- Crisis-affected communities improve their food security and nutrition through the restoration and enhancement of staple food value chains.
- Male- and female-headed households in vulnerable circumstances benefit from improved social safety nets that enhance their food security.

Key activities

Activity 3: Support diversified and sustainable livelihoods and food systems at the household, community and national levels

46. WFP will develop integrated interventions focusing on targeted communities, following a multi-layer approach at the household, community and food-system levels. Households will participate in the creation and rehabilitation of home-based, group-based and communal assets through food assistance for assets and/or food assistance for training activities. In addition to technical inputs and training, beneficiaries of food assistance for assets and/or food assistance for training will receive a protective food assistance ration (in-kind or CBT).

47. To select, prioritize and design community-based interventions, WFP will conduct participatory assessments of needs, priorities and risks using WFP's three-pronged approach.[20] The active participation of women, including those with disabilities, will be encouraged through

[20] The three prongs are integrated context analysis, seasonal livelihood programming and community-based participatory planning.

gender-responsive programming.[21] The interventions will contribute to the economic empowerment of women, not only in terms of direct support for their livelihoods and incomes but also by promoting teamwork and partnership skills. The activities will contribute to enhancing women's access to and control of resources, enhancing their self-confidence and decision-making capacity and building their resilience with regard to shocks and food insecurity.

48. Rehabilitation and improvement of irrigation systems and other communal agricultural assets are critical to encourage smallholder farmers to return to cultivation, improve agricultural productivity and revitalize local markets.[22] Bread value chain restoration and enhancement will remain a strategic priority for WFP as a way to contribute to sustainable, nutrition-sensitive access to food. In addition to improving the availability and quality of subsidized bread, this will stimulate employment opportunities and strengthen local economic recovery. WFP will intervene at all points of the value chain, including support for farmers; rehabilitation of silos, mills and bakeries; and technical support and capacity strengthening relevant to the development of a national wheat flour fortification policy.

Activity 4: Provide technical assistance to strengthen national social safety nets

49. Under activity 4, WFP will contribute to strengthening the national social protection system to expand its coverage of basic needs. WFP will seek to leverage its large-scale humanitarian operation to generate knowledge and technical capacity that will inform the enhancement of the national social protection system in an equitable and gender-responsive manner and its adaptation to a changed vulnerability landscape, recognizing the different needs of women and men, girls and boys and people with disabilities. WFP's analytical efforts will contribute to a better understanding of underlying vulnerabilities and needs and seek to inform targeting and delivery mechanisms, including through the use of digital solutions.

50. WFP will work with the Government and other United Nations entities to conduct a national capacity assessment and develop a common vision for an inclusive gender- and nutrition-sensitive social protection system. The primary focus will be placed on the non-contributory safety net components of social protection. WFP will expand its technical cooperation on social assistance policies, programmes and delivery systems, with an emphasis on vulnerability needs analysis, targeting approaches, information management, selection of transfer modalities, grievance redress systems and monitoring and evaluation systems.

Partnerships

51. Under strategic outcome 2, WFP will regularly engage with technical line ministries of the Government of the Syrian Arab Republic (the Ministry of Water Resources, the Ministry of Agriculture and Agrarian Reform, the Ministry of Social Affairs and Labour and the Ministry of Internal Trade and Consumer Protection) and other United Nations entities active in this sector, including FAO, the United Nations Development Programme, UNICEF and UNFPA. In addition, FAO and WFP will explore further opportunities to formalize joint programming for livelihoods. Food assistance for assets and food assistance for training projects will be implemented in partnership with specialized non-governmental organizations (NGOs).

[21] Women are engaged in community participatory planning and seasonal livelihood planning, including through women-only group discussions. This ensures their active contribution to informing the selection, design and implementation of livelihood activities. In response to local gender norms, training is also offered to women-only groups, led by a woman trainer when required. In many activities (crop or herb cultivation, small livestock, food processing units, etc.), priority is given to female-headed households.

[22] WFP already has experience in the rehabilitation of irrigation networks, including through joint programming with FAO.

Assumptions

52. This outcome is based on the assumption that stability will prevail in many parts of the country, allowing WFP to implement activities. The completion of the outcome is contingent on the availability of predictable multi-year funding.

Strategic outcome 3: Nutritionally vulnerable groups across the Syrian Arab Republic, especially boys, girls and pregnant and lactating women, have access to malnutrition prevention and treatment services throughout the year

Focus area

53. The focus area of strategic outcome 3 is resilience building. The activities will improve and prevent the deterioration of the nutrition status of nutritionally vulnerable Syrian women, girls and boys.

Alignment with national priorities

54. Strategic outcome 3 contributes to specific objective 1.3 of the HRP (health, nutrition and food security of PLWG and children), priority programme pillar I of the UNSF for 2021–2024 (availability and access to basic and social services) and pillar D of Syria 2030 (human development).

Expected outputs

55. The following outputs will contribute to strategic outcome 3:

- Targeted boys and girls age 6–23 months receive specialized nutritious foods that prevent acute and chronic malnutrition and micronutrient deficiencies.
- Pregnant and lactating women and boys and girls receive CBTs that improve their dietary diversity and nutrient intake.
- Boys and girls age 6–59 months and pregnant and lactating women and girls receive specialized nutritious food for the treatment of moderate acute malnutrition.
- Pregnant and lactating women and girls and caregivers receive social and behaviour change communication that improves their dietary, hygiene and young child feeding practices.
- Nutritionally vulnerable groups benefit from strengthened national capacity to implement fortification and food supplementation programmes that improve their nutrition status.

Key activities

Activity 5: Provide nutrition assistance to prevent chronic and acute malnutrition

56. Under activity 5, WFP will implement a supplementary feeding programme for the prevention of malnutrition, distributing medium-quantity lipid-based nutrient supplements (LNS-MQ) for children age 6–23 months from eligible households enrolled in GFA. WFP will collaborate with UNICEF to conduct counselling sessions[23] on infant and young child feeding and implement a complementary feeding bowl programme that includes guidance on food diversity and age-appropriate food quantity. In locations targeted by the nutrition support programme, WFP will also provide CBTs to PLWG[24] who receive GFA in order to improve their dietary diversity.

[23] These sessions will also be used to collect the overall views of beneficiaries on the programmes and ensure that appropriate adjustments are made to their implementation.

[24] PLWG also participate in informative sessions where their views are taken into consideration and potential gender-based violence-related issues might be identified.

Activity 6: Provide nutrition assistance to treat moderate acute malnutrition

57. Under activity 6, WFP will implement a community management of acute malnutrition programme in partnership with UNICEF and the World Health Organization and in close coordination with the Ministry of Health. WFP will provide specialized ready-to-use supplementary food (large-quantity lipid-based nutrient supplements – LNS-LQ) for the treatment of children and PLWG with moderate acute malnutrition. Additional services will include community outreach and awareness-raising and promotion of the sharing of parent/carer responsibilities for the health and well-being of children.

Partnerships

58. UNICEF and UNFPA will remain the primary United Nations partners in the achievement of strategic outcome 3. Under activity 5, WFP will continue its partnership with UNFPA aimed at enabling PLWG to benefit from services and skills development activities at regular and mobile clinics, including reproductive health sessions, hygiene kits, referrals for ante-natal and post-natal care and vaccinations. Further, WFP will support the rollout by the Ministry of Health and other relevant stakeholders of the national wheat flour fortification programme targeting both public and private mills. WFP will also continue its work to strengthen the national salt iodization programme.

Assumptions

59. The geographic targeting of WFP's nutrition activities will be further informed by the results of a planned nationwide SMART (standardized monitoring and assessment of relief and transitions) survey to be conducted in 2021.

Strategic outcome 4: Humanitarian partners across the Syrian Arab Republic are enabled to assist crisis-affected populations all year long

Focus area

60. The focus area of strategic outcome 4 is crisis response. The activities will address gaps in the ability of humanitarian actors to deliver on their commitments to the crisis-affected population.

Alignment with national priorities

61. Strategic outcome 4 contributes to strategic objective 1 of the HRP (life-saving humanitarian assistance), priority programme pillar I of the UNSF for 2021–2024 (availability and access to basic and social services) and pillar D of Syria 2030 (human development).

Expected outputs

62. Strategic outcome 4 will be achieved through four outputs:

- Crisis-affected populations benefit from logistics services that enable humanitarian partners to deliver their programmes.
- Crisis-affected populations benefit from emergency telecommunications services that enable humanitarian partners to deliver their programmes.
- Crisis-affected populations benefit from the availability of humanitarian air services for the safe transportation of humanitarian staff and the timely delivery of assistance.
- Crisis-affected populations benefit from technical assistance and support services that enable humanitarian partners to deliver their programmes.

Key activities

Activity 7: Provide common logistics services to humanitarian partners

63. The WFP-led logistics cluster supports the humanitarian community in providing humanitarian assistance across the country by providing coordination, an information management platform, technical support, capacity development and tailored logistics services. Under activity 7, it will facilitate the cross-border transhipment of humanitarian cargo, organize and deploy inter-agency humanitarian convoys and facilitate common storage and logistics training, in close collaboration with the United Nations Office for the Coordination of Humanitarian Affairs.

Activity 8: Provide common emergency telecommunications services to humanitarian partners

64. Following years of crisis, Syrian telecommunications infrastructure is in disrepair, and humanitarian actors may not have the capacity to establish the services required. The emergency telecommunications cluster will fill gaps in information and communication technology services and provide training in information technology and emergency preparedness.

Activity 9: Provide humanitarian air services to humanitarian partners

65. The United Nations Humanitarian Air Service enables the inter-agency humanitarian response through passenger and light cargo transport services for humanitarian partners across sectors. It will continue to enhance air access to beneficiaries and project implementation areas, support the delivery of light humanitarian cargo and provide medical and emergency evacuation capabilities.

Activity 10: Provide on-demand technical assistance and support services to humanitarian partners

66. Where humanitarian actors do not have the capacity to establish the required technical assistance and support services, WFP will provide expertise in logistics, emergency telecommunications and administration on a cost-recovery basis.

Activity 11: Provide on-demand cash-based transfer services to humanitarian partners

67. WFP will provide CBT services to United Nations entities using WFP's CBT platforms and leveraging WFP's SCOPE beneficiary identity and benefit management system. PLWG targeted by WFP under activity 4 will receive a single e-voucher with entitlements from both WFP and UNFPA. Each eligible beneficiary will receive an individual electronic card that is topped up monthly with WFP and UNFPA entitlements, which can be used to purchase selected fresh food and hygiene items from WFP-contracted retailers. The existing platform can be expanded for the use of other agencies should the need arise.

Partnerships

68. WFP's provision of common services is an important enabling element for humanitarian partners across sectors. WFP will maintain its service provision role based on needs on the ground and requests from partners.

Assumptions

69. The logistics-cluster-facilitated cross-border transhipment service presupposes that the United Nations Security Council will continue to authorize cross-border operations.

4. Implementation arrangements

4.1 Beneficiary analysis

70. Table 1 reflects a gender analysis based on sex- and age-disaggregated data. Targeting is based on the latest food security and nutrition data, primarily the 2020 food security/food security and livelihoods assessment.

71. *Activity 1*: Beneficiaries will include the most vulnerable crisis-affected population groups. These include IDPs settled in camps or host communities, IDP returnees, host communities and poor rural and urban households. In total, WFP will target 7.75 million food-insecure people each month in 2022 and 2023, including all those assessed as severely food-insecure (1.3 million people); 50 percent of those assessed as moderately food-insecure (4.7 million people); and all IDPs living in camps and informal settlements across the north-western and north-eastern governorates (1.7 million people).

72. In addition, the ICSP includes a contingency buffer of 550,000 additional GFA beneficiaries for three months each year in the event of sudden-onset or unforeseen needs such as refugee returns or conflict-induced population displacement, bringing the total number of targeted GFA beneficiaries to 8.3 million. One million severely food-insecure beneficiaries will receive hybrid in-kind/CBT transfers in 2022 and 2023 while 500,000 moderately food-insecure beneficiaries will receive the same transfers in 2023.[25]

73. *Activity 2*: Overall, WFP will assist up to 720,000[26] children (49 percent girls) under activity 2 each month of the school year. WFP plans to provide fortified date bars to 400,000 children enrolled in formal schools and 50,000 children using UNICEF non-formal education platforms. An additional 70,000 children in priority areas will be targeted for fresh meals. With an increased number of children out of school or at risk of dropping out due to the deteriorating economic situation and increased reports of early marriages and child labour continuing to discourage girls and boys from resuming their education, WFP plans to progressively scale up the provision of CBTs to 200,000 out-of-school children, in alignment with the enrolment targets of the education sector.

74. *Activity 3*: Through livelihoods and resilience activities, WFP plans to assist up to 750,000 beneficiaries (60 percent women) with direct transfers. One million people are expected to benefit indirectly from these activities.

75. *Activities 5 and 6*: Under activity 5 WFP will target 398,000 children (age 6–23 months) and 200,000 PLWG among the GFA beneficiaries, focusing on areas with relatively high nutritional needs. Under activity 6, WFP will aim to treat 25,000 children and 25,000 PLWG monthly for moderate acute malnutrition.

76. The vulnerability needs review to be conducted in 2021 will further inform the categorization of beneficiary households according to demographic and socioeconomic vulnerability indicators, correlated with criteria such as gender, age, disability status, number of displacements and type of shelter. These results will inform future prioritization and may affect the above-mentioned beneficiary targeting figures.

[25] Not all areas of the Syrian Arab Republic have the market functionality required to support CBT as a viable transfer modality, limiting the use of CBTs to certain geographical areas.

[26] This figure refers to the highest monthly target, while the figure in table 1 refers to unique beneficiaries per year and accounts for graduation.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY (2022–2023)						
Strategic outcome	**Output**	**Activity**	**Beneficiary group**	**2022**	**2023**	**Total**
1	1	1	Girls	2 431 900	2 431 900	**2 431 900**
			Boys	2 332 300	2332300	**2 332 300**
			Women	1 803 258	1 803 258	**1 803 258**
			Men	1 732 542	1 732 542	**1 732 542**
			Total	**8 300 000**	**8 300 000**	**8 300 000**
	4	2	Girls	396 410	419 440	**482 650**
			Boys	412 590	436 560	**502 350**
			Women	0	0	**0**
			Men	0	0	**0**
			Total	**809 000**	**856 000**	**985 000**
2	1 and 2	3	Girls	146 500	219 750	**366 250**
			Boys	140 500	210750	**351 250**
			Women	108 630	162 945	**271 575**
			Men	104 370	156 555	**260 925**
			Total	**500 000**	**750 000**	**1 250 000**
3	1 and 3	5	Girls	213 388	213 388	**274 235**
			Boys	195 412	195 412	**244 265**
			Women	190 000	190 000	**380 000**
			Men	0	0	**0**
			Total	**598 800**	**598 800**	**898 500**
	2	6	Girls	14 250	14 250	**28 500**
			Boys	12 000	12 000	**24 000**
			Women	23 750	23 750	**47 500**
			Men	0	0	**0**
			Total	**50 000**	**50 000**	**100 000**
Total (*without overlap*)				**9 108 150**	**9 374 600**	**9 944 750**

4.2 Transfers

Food and cash-based transfers

77. Most WFP transfers will be in the form of in-kind food rations. To prevent micronutrient deficiencies, wheat flour and vegetable oil will be fortified with vitamins and minerals and salt will be iodized.

78. GFA will account for the largest part of the planned CBT expansion. Under GFA, WFP will deploy in-kind, CBT and hybrid modalities. The choice of modality will be based on the needs and preferences of the targeted population as well as market access, cost-effectiveness and cost-efficiency considerations. The in-kind/CBT hybrid modality is designed to take into account potential currency fluctuations, with commodities with the highest price fluctuations and scarcity provided in-kind, combined with CBTs in the form of electronic value vouchers that allow beneficiaries to choose complementary food. Through regular reviews and early planning, WFP will maintain the flexibility to switch between modalities as needed.

79. The caloric value of the GFA transfer (across modalities; estimated equivalent for CBTs) will range from 2,100 kcal per person per day for the most food-insecure (in-camp beneficiaries without access to markets) to 1,300 kcal per person per day for beneficiaries assessed as moderately food-insecure.

80. Gender, age and protection consultations and analysis will be conducted regularly to inform the choice of transfer modality and make sure that the particular needs and priorities of women, men, girls and boys, including those with disabilities, are addressed. WFP will generate evidence on the impact of the various assistance modalities on gender-related dynamics within the household.

TABLE 2: FOOD RATION *(g/person/day)* AND CASH-BASED TRANSFER VALUE *(USD/person/day)* BY STRATEGIC OUTCOME AND ACTIVITY														
	Strategic outcome 1									Strategic outcome 2	Strategic outcome 3			
	Activity 1						Activity 2			Activity 3	Activity 5		Activity 6	
Beneficiary type	**Vulnerable Syrians in camps**	**Severely food-insecure Syrians**		**Moderately food-insecure Syrians**		**Newly displaced vulnerable Syrians**	**Primary school children**	**Out-of-school children**	**Primary school children – fresh meals**	**Vulnerable Syrians**	**Children age 6–23 months**	**Pregnant and lactating women and girls**	**Children age 6–59 months**	**Pregnant and lactating women and girls**
Modality	**Food**	**Food**	**Food and CBTs (hybrid)**	**Food**	**Food and CBTs (hybrid)**	**Food**	**Food**	**CBTs**	**Food and CBTs**	**Food or CBTs**	**Food**	**CBTs**	**Food**	**Food**
Cereals	300	233	66	166	66				62.5	233				
Pulses	120	100		73						100				
Oil	49	42	42	36	42					42				
Salt	7	7		7						7				
Sugar	40	33	33	33	33					33				
Fortified date bars							80							
Yeast	3.33								0.38					
Ready-to-eat rations						458				415.8[a]				

TABLE 2: FOOD RATION *(g/person/day)* AND CASH-BASED TRANSFER VALUE *(USD/person/day)* BY STRATEGIC OUTCOME AND ACTIVITY														
	Strategic outcome 1									Strategic outcome 2	Strategic outcome 3			
	Activity 1						Activity 2			Activity 3	Activity 5		Activity 6	
Beneficiary type	**Vulnerable Syrians in camps**	**Severely food-insecure Syrians**		**Moderately food-insecure Syrians**		**Newly displaced vulnerable Syrians**	**Primary school children**	**Out-of-school children**	**Primary school children – fresh meals**	**Vulnerable Syrians**	**Children age 6–23 months**	**Pregnant and lactating women and girls**	**Children age 6–59 months**	**Pregnant and lactating women and girls**
Modality	**Food**	**Food**	**Food and CBTs (hybrid)**	**Food**	**Food and CBTs (hybrid)**	**Food**	**Food**	**CBTs**	**Food and CBTs**	**Food or CBTs**	**Food**	**CBTs**	**Food**	**Food**
LNS-MQ											50			
LNS-LQ													100	100
Total kcal/day	2 100	1 700	737	1 300	737	2 075	344			1 700	255		510	510
% kcal from protein	10.8	10.8	2.4	10.3	2.4	17.1	5.6			10.8	10		10	10
Cash-based transfers *(USD/person/day)*			0.41		0.23			1	0.70	0.75		1.20		
Number of feeding days per year	360	360	360	360	360	5	176	270	198	180	360	360	90	120

[a] Beneficiaries receive either cash or food. Some of those receiving food in certain areas could be provided with ready-to-eat rations of the same caloric value instead of a traditional food basket, if needed.

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	**Total *(mt)***	**Total *(USD)***
Cereals	595 851	305 830 952
Pulses	281 435	192 079 351
Oil and fats	165 689	272 920 069
Mixed and blended foods	32 204	67 372 237
Other	730 730	431 447 449
Total (*food*)	**1 805 910**	**1 269 650 058**
Cash-based transfers		674 583 360
Total (*food and cash-based transfer value*)	**1 805 910**	**1 944 233 418**

4.3 Partnerships

81. WFP is an integral part of the United Nations country team, which engages with the Government of the Syrian Arab Republic on several fronts, including the UNSF and the HRP. WFP works with the Planning and International Cooperation Commission and the Ministry of Foreign Affairs and Expatriates, the Ministry of Local Administration and Environment and the Ministry of Social Affairs and Labour, which includes a women's directorate.

82. WFP implements its school feeding activity in coordination with the Ministry of Education. For malnutrition prevention and treatment programmes, WFP works closely with the Ministry of Health. For livelihood activities, the primary partners are the Ministry of Agriculture and Agrarian Reform, the Directorate of Rural Women Development, various chambers of agriculture, the Ministry of Social Affairs and Labour and the Ministry of Internal Trade and Consumer Protection. WFP works closely with the Central Bureau of Statistics on food security assessments, providing technical assistance as required to improve the execution of such assessments. WFP will continue to engage with the Central Bureau of Statistics to strengthen the terms of the collaboration, including with regard to data-sharing and accessibility.

83. WFP works closely with other United Nations entities, including UNICEF for school feeding and nutrition interventions, UNFPA for the CBT programme for PLWG, the United Nations Educational, Scientific and Cultural Organization for the national education database (the education management information system) and FAO and the United Nations Development Programme for livelihood activities. FAO and WFP also prepare the crop and food security assessment missions jointly.

84. WFP works with 57 cooperating partners across the Syrian Arab Republic: 40 local NGOs and five international NGOs inside the country and 12 international NGOs that facilitate WFP's cross-border activities in north-western Syrian Arab Republic from Turkey. Considering the complex operational context in the Syrian Arab Republic, WFP will continue to emphasize stringent due diligence assessments of all partners, in line with its corporate due diligence standards and risk management policy.

85. WFP coordinates extensively with partners in the food security sector and other actors providing food security support to optimize responses, avoid duplication of assistance and coordinate cross-border movement, inter-agency convoys and common storage through the logistics cluster.

86. Gender equality is a priority for WFP in the implementation of the ICSP. Joint programmes and actions are coordinated at the intersectoral level through the gender working group, chaired by UNFPA and co-chaired by WFP with the aim of contributing to gender equality outcomes. WFP will strengthen engagement with local women-led organizations that are implementing community initiatives across the various governorates.

87. WFP coordinates with the protection cluster at both the national and subnational levels and actively participates in the established network for protection from sexual exploitation and abuse, contributing to relevant initiatives and discussions. WFP will continue to lead the AAP task force, mandated by the United Nations country team to coordinate and provide technical support aimed at increasing access to response-related information for crisis-affected populations and strengthening a responsive system for providing feedback.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

88. The implementation of the ICSP will be guided by gender-responsive monitoring and evaluation activities, activity-based reviews and lessons learned exercises. The monitoring and evaluation strategy will build on the expanded monitoring capacity acquired by WFP in 2020 to further increase WFP's monitoring footprint and use data to improve programme implementation and design. WFP will utilize remote monitoring to complement field visits and continue to increase direct WFP monitoring. It will regularly assess security, operational and human resource requirements to ensure direct monitoring access whenever and wherever possible. Third-party monitors will be used to fill operational gaps and overcome access constraints where they persist. On-site and outcome monitoring activities will be complemented by focus group discussions with beneficiaries and stakeholders to collect qualitative information about activities. In addition, WFP will collaborate with other United Nations entities to align monitoring frameworks and foster joint monitoring for joint programmes.

89. Issues related to gender equality, disability inclusion and protection will receive particular emphasis during the regular collection and analysis of monitoring data, with a view to elucidating the diverse needs associated with the priorities, roles and responsibilities of women, men, girls and boys. Data will be systematically disaggregated by sex, age and disability and targeted gender analysis will be carried out where needed. Monitoring will be aimed at capturing, analysing and reporting on the impact of activities on the lives of women, men, girls and boys, as well as the contribution of WFP's activities to gender outcomes. Further, WFP will attempt to mainstream and improve data collection related to people with disabilities across all monitoring platforms.

90. In 2022–2023, a country portfolio evaluation of the 2019–2021 ICSP and the 2022–2023 ICSP will be conducted as a single exercise covering a combined duration of four to five years. An impact evaluation for gender and CBTs is also expected to be completed in 2022 and will inform future programming.

5.2 Risk management

Strategic risks

91. The security situation may force WFP to reduce its in-country presence in specific areas. Prevention and mitigation measures include enhanced early warning and emergency preparedness measures (including remote management arrangements), review and enhancement of a WFP-led deconfliction mechanism, security risk analysis to support programmatic imperatives, development of acceptance strategies and capacity-building on humanitarian negotiations to improve access to hard-to-reach areas. WFP will continue to strengthen and diversify its security risk management measures, including through support for cooperating partners and in-country civil-military coordination.

92. Funding predictability will continue to be a challenge, especially given the COVID-19 pandemic and its economic impact around the world. Therefore, WFP will solicit funding to meet unmet needs and continue its efforts to broaden its donor base, including by working with more non-traditional donors.

93. A further deterioration of the economic situation could result in an increase in the number of people in need of food and nutrition assistance. As such, preparedness measures include a review of operational response plans, increased in-country stocks and donor advocacy to support increasing needs.

Operational risks

94. The vulnerability of specific groups such as women and girls could increase with the deterioration of the economic situation. This would increase exposure to exploitation and abuse and exacerbate already discriminatory sociocultural norms and practices. WFP will continue to consult women and men from affected communities to better understand their specific needs and capacities. WFP will work with other agencies to strengthen and support existing protection from sexual exploitation and abuse referral mechanisms and will advocate more effective coordination mechanisms at the inter-agency level.

95. A lack of humanitarian access could threaten WFP's ability to deliver a principled response. As a mitigation measure, WFP will continue to support the United Nations country team in advocating unimpeded access, will rely on cooperating partners and third-party monitors where needed and will build internal and partner capacity to negotiate access in accordance with humanitarian principles. WFP has contingency plans in place for a change in access modality for north-western Syrian Arab Republic should this become necessary.[27]

96. To meet challenges related to limited cooperating partner capacity, WFP will continue to build the capacity of its partners and consider new partnerships where feasible and relevant.

97. Supply chain disruptions due to the ongoing conflict, access-related political decisions at the international level and potential impacts of the COVID-19 pandemic could have severe operational impacts. Mitigation measures in place include the identification of alternative sourcing routes and additional warehouse capacity.

Fiduciary risks

98. WFP's anti-fraud and anti-corruption policy is integrated into its legal agreements with cooperating partners, retailers and other service providers. Compliance, ethics and anti-fraud and anti-corruption training and clear segregation of duties, reinforced by internal guidelines and procedures, serve as an effective internal control system to support anti-fraud and anti-corruption measures.

[27] The authorization of cross-border deliveries of humanitarian aid to the Syrian Arab Republic was most recently renewed on 11 July 2020 for a period of 12 months through United Nations Security Council resolution 2533 (2020).

99. Monitoring efforts will be strengthened (through the triangulation of findings from different sources, supplementary monitoring at sites with frequently reported issues and other means) to detect potential aid diversion. To mitigate the potential for the looting of WFP commodities, WFP will continue to foster relationships with relevant authorities and community leaders to ensure the safe passage of humanitarian aid.

100. The outbreak of the COVID-19 pandemic significantly compounded pre-existing conflict-related risks in relation to the health, safety and security of staff, beneficiaries and partners. WFP has standard operating procedures and risk management frameworks in place to mitigate these health, safety and security risks.

Financial risks

101. Continued food price volatility in local markets and a fixed official exchange rate present a risk for WFP's local procurement efforts, the purchasing power of beneficiaries and the choice of implementation modality. Mitigating actions include frequent market assessments before increasing local procurement or expanding CBT activities and ongoing advocacy for a preferred exchange rate with the central bank of the Syrian Arab Republic. In addition, WFP will maintain flexibility to allow for rapid adjustments of CBT values in case of currency fluctuations.

5.3 Social and environmental safeguards

102. WFP will screen activities, interventions and projects for environmental and social risk using WFP's corporate environmental and social risk screening tool. WFP uses this tool when working with cooperating partners on programme implementation to screen for risks and identify mitigating actions as required.

6. Resources for results

6.1 Country portfolio budget

103. The ICSP has a budget of USD 2.8 billion, 77 percent of which is allocated to strategic outcome 1, which covers unconditional food assistance and school feeding. Livelihood activities under strategic outcome 2 have the second largest allocation, at 11 percent of the total. Around 6.5 percent of the budget will contribute to promoting gender equality and women's empowerment.

TABLE 4: COUNTRY PORTFOLIO BUDGET *(USD)*

Strategic outcome	Activity	2022	2023	Total
1	1	996 157 584	1 048 100 440	**2 044 258 024**
	2	75 049 840	86 223 724	**161 273 564**
2	3	120 158 171	183 586 795	**303 744 966**
	4	90 279	111 537	**201 816**
3	5	130 518 733	129 744 569	**260 263 302**
	6	2 326 161	2 269 811	**4 595 972**
4	7	5 101 116	5 138 042	**10 239 157**
	8	916 998	920 862	**1 837 861**
	9	7 994 065	7 971 496	**15 965 561**
	10	916 251	912 710	**1 828 961**
	11	30 794 772	30 675 750	**61 470 522**
Total		**1 370 023 970**	**1 495 655 735**	**2 865 679 705**

6.2 Resourcing outlook and strategy

104. WFP's operation has been relatively well funded in recent years, with strong donor support enabling the continuity of assistance; however, while contributions have remained stable, needs have grown substantially. Furthermore, in recent years WFP has relied on a small group of donors that has provided most of the contributions. Expanding the donor base will therefore be a key element of WFP's resource mobilization strategy for the ICSP.

105. The COVID-19 pandemic, which has resulted in a global economic recession, including among key donors, means that contributions may not keep up with the rapidly growing humanitarian needs in the country. The core priority for WFP will be to maintain the provision of life-saving unconditional food assistance to the most vulnerable populations. As a last resort, WFP will prioritize maintaining the current beneficiary target by reducing the caloric value of the food basket.

ANNEX I

LOGICAL FRAMEWORK FOR THE SYRIAN ARAB REPUBLIC COUNTRY STRATEGIC PLAN (JANUARY 2022–DECEMBER 2023)

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees across all governorates in the Syrian Arab Republic, meet their basic food and nutrition needs all year round.

Outcome category: Maintained/enhanced individual and household access to adequate food

Focus area: crisis response

Assumptions:

It is assumed that funding will be available and that access needed to implement the activities under this outcome will be granted

Outcome indicators

Attendance rate (new)

Consumption-based coping strategy index (average)

Dietary diversity score

Enrolment rate

Food consumption score

Retention rate/Drop-out rate (new)

Activities and outputs

Unconditional resource transfers to food-insecure households (URT: Unconditional resource transfers to support access to food)

Cooperating partners have enhanced capacity to improve food-insecure communities' access to safe and dignified food assistance (C: Capacity development and technical support provided)

Food-insecure communities benefit from the WFP-led food security analysis and sector coordination that supports harmonized food assistance. (M: National coordination mechanisms supported)

Male- and female-headed households in vulnerable circumstances benefit from WFP support for the national food supply chain that facilitates access to affordable food in markets (C: Capacity development and technical support provided)

Targeted food-insecure communities receive food assistance that meets their basic food needs. (A: Resources transferred)

Targeted food-insecure communities receive food assistance that meets their basic food needs. (B: Nutritious foods provided)

Provide meals and cash-based transfers to school-age boys and girls attending formal and non-formal education centres (SMP: School meal activities)

School-age boys and girls receive school meals and/or CBTs to meet their food and nutrition needs and encourage school enrolment and attendance (A: Resources transferred)

School-age boys and girls receive school meals and/or CBTs to meet their food and nutrition needs and encourage school enrolment and attendance. (B: Nutritious foods provided)

School-age boys and girls receive school meals and/or CBTs to meet their food and nutrition needs and encourage school enrolment and attendance. (N*: School feeding provided)

Strategic outcome 2: Food-insecure communities in targeted areas are able to meet their food and nutrition needs throughout the year thanks to resilient livelihoods and restored access to basic services.

Outcome category: Maintained/enhanced individual and household access to adequate food

Focus area: resilience building

Assumptions:

This outcome is based on the assumption that stability will prevail in many parts of the country, allowing WFP to implement activities. The completion of the outcome is contingent on the availability of predictable multi-year funding

Outcome indicators

Consumption-based coping strategy index (average)

Dietary diversity score

Food consumption score

Livelihood-based coping strategy index (percentage of households using coping strategies)

Activities and outputs

Support diversified and sustainable livelihoods and food systems at the household, community and national levels. (ACL: Asset creation and livelihood support activities)

Crisis-affected communities improve their food security and nutrition through the restoration and enhancement of staple food value chains. (C: Capacity development and technical support provided)

Food-insecure male- and female-headed households benefit from conditional food or cash-based transfers that meet their food and nutrition needs in exchange for their participation in livelihood activities (A: Resources transferred)

Food-insecure male- and female-headed households benefit from conditional food or cash-based transfers that meet their food and nutrition needs in exchange for their participation in livelihood activities. (B: Nutritious foods provided)

Smallholder farmers and their communities benefit from rehabilitated community assets that protect their access to food and promote their self-reliance. (D: Assets created)

Provide technical assistance to strengthen national social safety nets (CSI: Institutional capacity strengthening activities)

Male- and female-headed households in vulnerable circumstances benefit from improved social safety nets that enhance their food security. (C: Capacity development and technical support provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 3: Nutritionally vulnerable groups across the Syrian Arab Republic, especially boys, girls and pregnant and lactating women, have access to malnutrition prevention and treatment services throughout the year.

Outcome category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: resilience building

Assumptions:

The geographic targeting of WFP's nutrition activities will be further informed by the results of a planned nationwide SMART (standardized monitoring and assessment of relief and transitions) survey to be conducted in 2021

Outcome indicators

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Activities and outputs

Provide nutrition assistance to prevent chronic and acute malnutrition (NPA: Malnutrition prevention activities)

Nutritionally vulnerable groups benefit from strengthened national capacity to implement fortification and food supplementation programmes that improve their nutrition status (C: Capacity development and technical support provided)

Pregnant and lactating women and boys and girls receive cash-based transfers that improve their dietary diversity and nutrient intake. (A: Resources transferred)

Pregnant and lactating women and girls and caregivers, receive social and behaviour change communication that improves their dietary, hygiene and young child feeding practices (E*: Social and behaviour change communication (SBCC) delivered)

Targeted boys and girls age 6–23 months receive specialized nutritious foods that prevent acute and chronic malnutrition and micronutrient deficiencies (B: Nutritious foods provided)

Provide nutrition assistance to treat moderate acute malnutrition. (NTA: Nutrition treatment activities)

Boys and girls age 6–59 months and pregnant and lactating women and girls receive specialized nutritious food for the treatment of moderate acute malnutrition (B: Nutritious foods provided)

Pregnant and lactating women and girls and caregivers receive social and behaviour change communication that improves their dietary, hygiene and young child feeding practices. (E*: Social and behaviour change communication (SBCC) delivered)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 5: Partner for SDG results

Strategic Result 8: Sharing of knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs

Strategic outcome 4: Humanitarian partners across the Syrian Arab Republic are enabled to assist crisis-affected populations all year long

Outcome category: Enhanced common coordination platforms

Focus area: crisis response

Assumptions:

The logistics-cluster-facilitated cross-border transhipment service presupposes that the United Nations Security Council will continue to authorize cross-border operations

Outcome indicators

User satisfaction rate

Activities and outputs

Provide common logistics services to humanitarian partners (CPA: Service provision and platforms activities)

Crisis-affected populations benefit from logistics services that enable humanitarian partners to deliver their programmes. (H: Shared services and platforms provided)

Provide common emergency telecommunications services to humanitarian partners (CPA: Service provision and platforms activities)

Crisis-affected populations benefit from emergency telecommunications services that enable humanitarian partners to deliver their programmes. (H: Shared services and platforms provided)

Provide humanitarian air services to humanitarian partners (CPA: Service provision and platforms activities)

Crisis-affected populations benefit from the availability of humanitarian air services for the safe transportation of humanitarian staff and the timely delivery of assistance. (H: Shared services and platforms provided)

Provide on-demand technical assistance and support services to humanitarian partners. (CPA: Service provision and platforms activities)

Crisis-affected populations benefit from technical assistance and support services that enable humanitarian partners to deliver their programmes. (H: Shared services and platforms provided)

Provide on-demand cash-based transfer services to humanitarian partners. (CPA: Service provision and platforms activities)

Crisis-affected populations benefit from technical assistance and support services provided to humanitarian partners to deliver their programmes. (H: Shared services and platforms provided)

Goal 1: Support countries to achieve zero hunger

C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

Cross-cutting indicators

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity

Cross-cutting indicators

C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)

C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)

C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)

C.3. Improved gender equality and women's empowerment among WFP-assisted population

Cross-cutting indicators

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

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment

Cross-cutting indicators

C.4.1*: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk

ANNEX II

INDICATIVE COST BREAKDOWN, BY STRATEGIC OUTCOME *(USD)*					
	WFP Strategic Result 1/ SDG target 2.1		**WFP Strategic Result 2/ SDG target 2.2**	**WFP Strategic Result 8/ SDG target 17.16**	**Total**
	Strategic outcome 1	**Strategic outcome 2**	**Strategic outcome 3**	**Strategic outcome 4**	
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**	
Transfers	1 982 381 002	275 777 190	238 083 231	87 532 896	**2 583 774 320**
Implementation	55 290 849	5 134 591	6 602 952	653 490	**67 681 883**
Adjusted direct support costs	33 249 828	4 484 258	4 007 970	1 444 157	**43 186 212**
Subtotal	**2 070 921 679**	**285 396 039**	**248 694 154**	**89 630 543**	**2 694 642 415**
Indirect support costs *(6.5 percent)*	134 609 909	18 550 743	16 165 120	1 711 519	**171 037 291**
Total	**2 205 531 588**	**303 946 782**	**264 859 274**	**91 342 062**	**2 865 679 705**

Acronyms

AAP	accountability to affected populations
CBT	cash-based transfer
COVID-19	coronavirus disease 2019
FAO	Food and Agriculture Organization of the United Nations
GFA	general food assistance
HRP	humanitarian response plan
ICSP	interim country strategic plan
IDP	internally displaced person
LNS-LQ	lipid-based nutrient supplements – large-quantity
LNS-MQ	lipid-based nutrient supplements – medium-quantity
NGO	non-governmental organization
PLWG	pregnant and lactating women and girls
SDGs	Sustainable Development Goals
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSF	strategic framework for cooperation between the Government of the Syrian Arab Republic and the United Nations