

## COUNTRY STRATEGIC PLAN REVISION

### REVISION

#### [LEBANON] Country Strategic Plan 2018 - 2021, revision [06]

Gender and age marker code: [2A]

	<b>Current</b>	<b>Change</b>	<b>Revised</b>
<b>Duration</b>	1 Jan 2018 – 31 Dec 2021	No change	1 Jan 2018 – 31 Dec 2021
<b>Beneficiaries</b>	1,007,055	125,000	1,132,055
<b>Total cost (USD)</b>	<b>1,756,886,101</b>	<b>46,181,300</b>	<b>1,803,067,402</b>
Transfer	1,567,468,638	38,140,461	1,605,609,099
Implementation	54,770,673	4,519,801	59,290,475
Direct support costs	27,419,000	702,461	28,121,461
Subtotal	1,649,658,311	43,362,723	1,693,021,035
Indirect support costs (6.5 percent)	107,227,790	2,818,577	110,046,367

### 1. RATIONALE

1. Nine years into the Syrian refugee crisis, Lebanon is still hosting the highest refugee numbers per capita in the world, with both refugee and local populations continuing to endure the impacts of the protracted Syria crisis. The Vulnerability Assessment of Syrian Refugees in Lebanon (VASyR) conducted in 2019<sup>1</sup> shows that the socio-economic vulnerability of refugees in Lebanon worsened compared to 2018, with an increasing number of Syrian refugees in Lebanon in need of assistance. Similarly, in November 2019 the World Bank stated that the proportion of Lebanese living in poverty could rise from 30 percent (as of 2018) to 50 percent should the economic situation worsen.<sup>2</sup>
2. Lebanon has been witnessing civil unrest since October 2019 as thousands of people protested tax hikes, corruption, social injustice, and the deteriorating economic situation. At the beginning of 2020, the Lebanese currency lost had one third of its value against the USD on the unofficial market, and banks were imposing control on capital movements and liquidities in USD, resulting in scarcity of essential commodities including fuel and medical supplies.
3. Since the beginning of the civil unrest, WFP has been closely monitoring the deterioration of banking services, market functionality, and food price inflation, and has accordingly been able to make timely adjustments to its programme to ensure that assistance continues to reach beneficiaries without disruption. Taking into account additional scenarios, including major disruptions of food supply chains, a widening gap between official and unofficial exchange rates, and a further deterioration of banking services, WFP has been developing contingency plans to support food supply chains, including initiating in-kind food assistance, if and when needed.

<sup>1</sup> UNHCR, WFP & UNICEF, 2019, “Vulnerability Assessment of Syrian Refugees in Lebanon - VASyR 2019”

<http://vasyr.org/>

<sup>2</sup> <https://www.worldbank.org/en/news/press-release/2019/11/06/world-bank-lebanon-is-in-the-midst-of-economic-financial-and-social-hardship-situation-could-get-worse>

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4. Although 88 percent of Syrian refugees claim they do not intend to return to Syria within 12 months<sup>3</sup>, UNHCR notes a small but gradual increase of returns from Lebanon. WFP is taking preparedness steps together with its humanitarian partners in Lebanon and in the region, and is developing a cash assistance package for returnees.
5. This BR thus aims to:
- Reflect an increase in the number of Syrian refugees under activity 1;
  - Include host populations as a potential beneficiary group under activity 1 as a contingency measure;
  - Include in-kind food assistance as a contingency measure;
  - Plan for a cash assistance package for Syrian returnees;
  - Scale up WFP's institutional capacity strengthening activities (activity 7).

## **2. CHANGES**

### *Strategic orientation*

6. BR06 will reflect one minor change to strategic outcome 2 to accommodate the CSP's extension from 2020 to 2021 (approved in BR05). No additional changes are being made to the strategic orientation of the CSP through this revision.
7. Previous BRs:
- BR01 (Approved by country director - November 2018): (i) reallocated budget and beneficiaries from 2020 to 2018 under activities 1 and 5; (ii) introduced multi-purpose cash to activity 1; and (iii) added capacity strengthening as a modality to activity 3;
  - BR02: Technical revision;
  - BR03: Technical revision;
  - BR04 (Approved by ED/FAO-DG - July 2019): (i) increased the number of beneficiaries under activities 1, 2 and 3; (ii) added non-Syrian, non-Palestinian refugees under activity 1; (iii) removed the cash for education and in-kind components under activity 2; and (iv) reduced livelihood beneficiaries under activity 4;
  - BR05 (Approved by EB - November 2019): (i) extended CSP for one year; (ii) increased beneficiaries under activity 5; (iii) created a new strategic outcome 5 to replace strategic outcome 4 in order to change focus area from crisis response to root causes.

### *Strategic outcomes*

8. BR06 will introduce in-kind food assistance under activity 1 and extend support to vulnerable Lebanese, for which an output will be revised. An additional output will be added to strategic outcome 1 to reflect WFP's intention to provide cash assistance to refugees returning to Syria before their departure and in coordination with UNHCR.

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<sup>3</sup> UNHCR, "Still longing to Go Home in Safety and Dignity, Perceptions Surveys, Focus Group Discussions and Return Movements," May 2019.

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9. The revised and new outputs are as follows:

**[Existing output under SO1]:** Targeted refugees receive unconditional food assistance through CBTs to meet their basic food and nutrition needs.

**[Revised output]:** Targeted refugees *and crisis-affected host populations* receive unconditional food assistance through CBTs *or in-kind food* to meet their basic food and nutrition needs.

**[New output to SO1]** Refugees voluntarily returning to the Syrian Arab Republic receive a return package.

10. SO2 statement will be revised as follows:

**[Existing SO2]:** Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2020.

**[Revised SO2]:** Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2021.

Targeting approach and beneficiary analysis:

11. Beneficiaries under activities 2, 3, and 4 will be maintained through 2021, with no significant changes in targeting envisaged.

12. **Activity 1:** To align with the VASyR findings, 125,000 Syrian refugees will be added under activity 1 and maintained through 2021. Based on ongoing discussions with UNHCR and other actors at regional and country level, WFP plans to provide assistance to Syrian returnees as a one-time cash package to bridge the gap between the time refugees depart from Lebanon and the time they are able to enroll in assistance programmes inside Syria, if eligible. WFP plans to conduct, in close coordination with the World Bank and other partners, vulnerability assessment surveys in 2020 to better understand the impact of the crisis on the most vulnerable refugees and for Lebanese households, and to inform a targeted crisis response.

Transfer modalities:

13. The number of ATMs available for WFP beneficiaries has significantly decreased due to measures taken by banks to limit cash outflows, and cash replenishment of ATMs has been disrupted due to the security situation. WFP is working with its Financial Service Provider (FSP) and humanitarian partners to safeguard the CBT modality by implementing appropriate contingency measures, such as loading e-cards over a number of days rather than one day, enabling multi-purpose cash beneficiaries to redeem their entitlements in WFP-contracted shops in case ATMs are not available, and requesting the FSP to develop a new product allowing beneficiaries to use e-cards in any point-of-sale device in the country.

14. **Activity 1:** Although WFP has adapted its CBT operations to circumvent obstacles, this modality would likely not survive a further collapse of the banking and financial sectors. To prepare for this scenario, WFP will introduce in-kind food assistance under activity 1 as a contingency modality to be activated for limited periods of time and/or in specific geographical areas if cash services and supply chains would no longer be functional.

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15. **Activity 7:** Under activity 7, WFP efforts to strengthen the National Poverty Targeting Programme will be scaled up in order to contribute to the priorities identified by the Ministry of Social Affairs during the WFP consultative workshop held in 2019.
  16. Partnerships: In order to accommodate the initiation of in-kind food assistance, WFP is identifying cooperating partners with adequate capacity and access to communities to undertake food distributions.
  17. Supply chain: WFP composed the contingency food ration in close coordination with WFP Syria country office in order to leverage the same supply chains, including suppliers, and to enable borrowings and/or transfers between the two operations if needed. WFP Lebanon will be able to use clearing and transportation facilities contracted by the Syrian corridor team to import and transport food rations once access to affected areas is granted. WFP plans to procure food rations outside Lebanon to avoid disrupting the local food markets already under pressure in the current circumstances, with the exception of salt whose import is restricted. WFP is also making contingency plans in case of fuel shortages which may affect ability to deliver in-kind, and poor internet connectivity at distribution sites which may hamper beneficiary authentication. WFP is also assessing Lebanese wholesalers supplying WFP-contracted retailers and exploring options to resolve bottlenecks in supply chains and markets.
  18. Country Office (CO) capacity: The CO supply chain capacity is currently limited to procurement of non-food items as all transfers to beneficiaries under the CSP are made through CBTs, with the exception of school snacks which are locally-procured through WFP's cooperating partner. The activation of the in-kind modality will require a significant and rapid augmentation of the CO logistics and procurement capacity, possibly through support from the Syrian corridor, Regional Bureau or HQ. Augmented capacity strengthening activities for the Ministry of Social Affairs under activity 7 will be supported through the recruitment of additional WFP staff with the needed expertise.
  19. M&E: M&E arrangements will continue to be made to ensure timely and quality monitoring of the assistance of all modalities as per WFP corporate standards. Furthermore, WFP will further enhance its regular analysis on the retail and wholesale market and produce regular market updates.
  20. Accountability to affected populations, protection risks, restrictions of gender and disabilities: No changes.
  21. Proposed transition/handover strategy: No changes.
  22. Risk Management: A delay in the identification of cooperating partners with the capacity to carry out food distribution could hamper start of in-kind assistance. WFP is currently in the process of identifying partners as part of contingency measure.
  23. WFP will continue to regularly update its risk register to capture changes and risk mitigation measures.
  24. Social and Environmental Safeguards: No changes.

### ***Beneficiary analysis***

Strategic Outcome	Activity	Period	Women (18+ years)	Men (18+ years)	Girls (0-18 years)	Boys (0-18 years)	Total
1	1 (CBT)	Current	228,152	307,572	115,520	70,756	722,000
		Increase/decrease <sup>4</sup>	-60,648	-192,052	101,080	151,620	-
		Revised	167,504	115,520	216,600	222,376	722,000
	1 (Food) <sup>5</sup>	Current	-	-	-	-	-
		Increase/decrease	29,000	20,000	37,500	38,500	125,000
		Revised	29,000	20,000	37,500	38,500	125,000
	2 (CBT)	Current	-	-	83,500	83,500	167,000
		Increase/decrease	-	-	-	-	-
		Revised	-	-	83,500	83,500	167,000
	2 (Food)	Current	-	-	8,500	8,500	17,000
		Increase/decrease	-	-	-	-	-
		Revised	-	-	8,500	8,500	17,000
2	3	Current	9,995	6,893	12,924	13,269	43,080
		Increase/decrease	-	-	-	-	-
		Revised	9,995	6,893	12,924	13,269	43,080
	4	Current	14,790	10,200	19,125	19,635	63,750
		Increase/decrease	-	-	-	-	-
		Revised total	14,790	10,200	19,125	19,635	63,750
3	5	Current	70,152	77,052	41,401	41,401	230,007
		Increase/decrease	3,450	-3,451	-	-	-
		Revised	73,602	73,602	41,401	41,401	230,007
<b>TOTAL (without overlap)</b>		<b>Current</b>	<b>188,960</b>	<b>195,814</b>	<b>310,084</b>	<b>312,197</b>	<b>1,007,055</b>
		<b>Increase/decrease</b>	<b>23,455</b>	<b>24,305</b>	<b>38,489</b>	<b>38,751</b>	<b>125,000</b>
		<b>Revised</b>	<b>212,415</b>	<b>220,119</b>	<b>348,573</b>	<b>350,948</b>	<b>1,132,055</b>

### Transfers

Strategic outcome	1			2		3
Activity	1		2	3	4	5
Beneficiary type	Syrian refugees and crisis-affected Lebanese	Syrian refugees considered the most vulnerable (multi-purpose cash)	Syrian and Lebanese children	Syrian refugees and vulnerable Lebanese	Syrian refugees and vulnerable Lebanese	Vulnerable Lebanese
Modality (indicate food or CBT)	CBT / Food	CBT / Food	CBT	CBT	CBT	CBT
Cash-based transfers (USD/person/day; use average as needed)	0.9	2.1	0.7	4	4	0.9

<sup>4</sup> Adjustment to demography

<sup>5</sup> Though all beneficiaries under activity 1 will primarily be assisted through CBT, this value is equivalent to the 2 months contingency stock of food needed to support all beneficiaries in case of economic collapse.

Cereals	300	-	-	-	-
Pulses	120	-	-	-	-
Oil	49	-	-	-	-
Salt	7	-	-	-	-
Sugar	17	-	-	-	-
total kcal/day (to be completed for food and cash modalities)	1,985 kcal	-	-	-	-
% kcal from protein	11.6 %	-	-	-	-
Number of feeding days per year	360	140	50	50	360

**TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS & VALUE**

Food type / cash-based transfer	Current Budget		Increase/Decrease		Revised Budget	
	Total (MT)	Total (USD)	Total (MT)	Total (USD)	Total (MT)	Total (USD)
CEREALS			27,000	12,957,975	27,000	12,957,975
MISCELLANEOUS			2,160	707,586	2,160	707,586
OILS & FATS			4,410	3,826,612	4,410	3,826,612
PRE-PACKAGED PARCELS	678	1,106,701			678	1,106,701
PULSES			10,800	7,745,625	10,800	7,745,625
<b>Total (FOOD)</b>	<b>678</b>	<b>1,106,701</b>	<b>44,370</b>	<b>25,237,798</b>	<b>45,048</b>	<b>26,344,498</b>
CBT TRANSFER VALUE		1,423,859,886				1,423,859,886
<b>TOTAL (Food and CBT value - USD)</b>	<b>678</b>	<b>1,424,966,587</b>	<b>44,370</b>	<b>25,237,798</b>	<b>45,048</b>	<b>1,450,204,385</b>

### 3. COST BREAKDOWN

25. In-kind food assistance under strategic outcome 1 amounts to the bulk of the budgetary increase. Under strategic outcome 2, staff costs have been aligned with the approved staff structure of the CO and capacity strengthening figures have been updated. The budget of strategic outcome 5 has increased in this revision due to the increased scope of capacity strengthening efforts with the Ministry of Social Affairs.
26. In terms of resourcing outlook, WFP Lebanon has been in discussion with key partners including the EU, Canada, Australia, Norway, France, Germany, US FFP and DFID on possible contributions to provide short-term assistance during the ongoing economic crisis. Proposals have been submitted to France and the EU Trust Fund, with potential contributions amounting to approximately USD 21 million.

**TABLE 4: COST BREAKDOWN OF THE REVISION ONLY (USD)**

WFP Strategic Results/ SDG Targets	SR 01	SR 01	SR 01	SR 05	TOTAL
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 5	
Focus Area	01 CRISIS RESPONSE	02 RESILIENCE BUILDING	03 ROOT CAUSES	03 ROOT CAUSES	
Transfer	30,764,069	6,762,792	-	613,600	
Implementation	5,174,958	-1,251,647	28,241	568,250	4,519,801
Direct Support Costs					702,461
Sub-total					43,362,723
Indirect Support Costs					2,818,577
<b>TOTAL</b>					<b>46,181,300</b>

**TABLE 5: OVERALL CSP COST BREAKDOWN, AFTER REVISION (USD)**

WFP Strategic Results/ SDG Targets	SR 01	SR 01	SR 01	SR 05	TOTAL
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 5	
Focus Area	01 - CRISIS RESPONSE	02 - RESILIENCE BUILDING	03 - ROOT CAUSES	03 - ROOT CAUSES	
Transfer	1,282,260,360	173,101,524	145,625,031	4,622,185	
Implementation	42,338,736	13,225,593	1,014,009	2,712,137	59,290,475
Direct Support Costs	22,539,884	2,971,889	2,491,054	118,634	28,121,461
Sub-total	1,347,138,980	189,299,006	149,130,093	7,452,955	1,693,021,035
Indirect Support Costs	87,564,034	12,304,435	9,693,456	484,442	110,046,367
<b>TOTAL</b>	<b>1,434,703,014</b>	<b>201,603,441</b>	<b>158,823,549</b>	<b>7,937,397</b>	<b>1,803,067,402</b>

## Annex 1: Revised Line of Sight

LEBANON (CSP 2018 - 2021)					
SR 1 – Everyone has Access to food (SDG Target 2.1)			SR 5 – Developing countries have strengthened capacity to implement the SDGs (SDG Target 17.9)		
CRISIS SRESPONSE	RESILIENCE BUILDING	ROOT CAUSES	ROOT CAUSES	ROOT CAUSES	ROOT CAUSES
<p><b>OUTCOME 1:</b> Food-insecure refugees – including school-age children – and crisis-affected host populations have access to life-saving, nutritious and affordable food throughout the year</p>	<p><b>OUTCOME 2:</b> Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their skills, capacities and livelihood opportunities by 2021</p>	<p><b>OUTCOME 3:</b> Vulnerable populations in Lebanon are enabled to meet their basic food needs all year long.</p>	<p><b>OUTCOME 5:</b> National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance</p>		
BUDGET SO 1: \$1,434,703,014	BUDGET SO 1: \$201,603,441	BUDGET SO 1: \$158,823,549	BUDGET SO 1: \$7,937,397		
<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>Targeted refugees (Tiers 1) and crisis-affected host populations receive unconditional food assistance through CBTs or in-kind food to meet their basic food and nutrition needs (A)</li> <li>Customers of WFP-contracted shops and outlets (Tiers 2) benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices (C)</li> <li>Targeted Syrian refugees, Palestinian refugees from the Syrian Arab Republic and crisis-affected host populations (Tiers 1) receive nutrition education and advocacy to improve their nutrition-related behaviour and outcomes (E)</li> <li>Targeted schoolchildren 5–14 years (Tiers 1) receive cash or school snacks conditional on their enrolment and retention in school (N)</li> <li>Refugees voluntarily returning to the Syrian Arab Republic receive a return package. (A)</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>Targeted smallholder farmers (Tiers 1) receive training and technical support to increase their production and sales (C)</li> <li>Targeted vulnerable Syrian refugees and vulnerable Lebanese people (Tiers 1) receive conditional food assistance through CBTs to meet their basic food and nutrition needs (A)</li> <li>Targeted vulnerable Syrian refugees and vulnerable Lebanese people (Tiers 1) receive training to build their marketable skills and strengthen their livelihoods in Lebanon and – for refugees – on their return to the Syrian Arab Republic, ensuring the equitable participation of both men and women (C)</li> <li>People living in targeted municipalities (Tiers 2) benefit from the creation and rehabilitation of community environmental and agricultural assets to build social cohesion, improve living conditions and stimulate economic opportunities (D)</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>Vulnerable Lebanese (Tiers 1) targeted by the national poverty targeting programme receive CBTs to meet their basic food and nutrition needs (A)</li> </ul>	<p><b>OUTPUTS:</b></p> <ul style="list-style-type: none"> <li>Populations targeted by national and partner programmes (Tiers 2) benefit from shared platforms and services to improve the coverage, coherence and implementation of these programmes (H)</li> <li>Vulnerable populations (Tiers 3) benefit from enhanced capacities of public institutions and systems (C)</li> </ul>		
<p>ACTIVITY 1.: Unconditional resource transfers to support access to food (cat. 1; modality: CBT, in-kind)</p>	<p>ACTIVITY 2: School meal activities (cat. 4; modality: CBT, CS)</p>	<p>ACTIVITY 3: Individual capacity strengthening activities (cat. 8; modality: CBT, CS)</p>	<p>ACTIVITY 4: Asset creation and livelihood support activities (cat. 2; modality: CBT, CS)</p>	<p>ACTIVITY 5: Unconditional resources transfers to support access to food (cat. 1; modality: CBT)</p>	<p>ACTIVITY 7: Institutional capacity strengthening activities (cat. 9; modality: CS)</p>
<p><b>DRAFT</b></p> <p>TOTAL BUDGET: \$1,803,067,402</p>					