



Country strategic plan revision

Bangladesh country strategic plan, revision 01

Gender and age marker code: 3

| | Current | Change | Revised |
|-------------------------|--------------------------|---------------------|--------------------------|
| Duration | Jan 2022–Dec 2026 | - | Jan 2022–Dec 2026 |
| Beneficiaries | 2,581,656 | 195,000 | 2,776,656 |
| Total cost (USD) | 1,620,221,970 | (63,754,825) | 1,556,467,145 |
| Transfer | 1,293,811,579 | (7,532,887) | 1,286,278,692 |
| Implementation | 162,845,635 | (51,047,510) | 111,798,125 |
| Direct support costs | 74,132,575 | (6,220,189) | 67,912,386 |
| Subtotal | 1,530,789,789 | (64,800,586) | 1,465,989,203 |
| Indirect support costs | 89,432,180 | 1,045,761 | 90,477,942 |

DELEGATION OF AUTHORITY FOR APPROVAL: ED

1. RATIONALE

1. This revision makes adjustments to the Country Strategic Plan (CSP) in three respects: (i) it reflects realistic, updated planning figures based on the Integrated Food Security Phase Classification (IPC) results,¹ the Humanitarian Response plan,² and the Joint Response Plan,³ including for the response on Bhasan Char, (ii) it adjusts the placement of certain programmatic components within the CSP, and (iii) it formalizes reductions in the budget, including those resulting from the closure of certain service provision activities.
2. This revision responds to evolving needs and government requests, as follows:
 - WFP will expand its support for scaling up the urban social safety net programme (SSNP). With only 11 percent of urban slum dwellers covered by the national SSNP, compared to 30 percent in rural areas, there is a pressing need to expand coverage for the urban population. WFP will support the government in this effort, building on learning from the COVID-19 food assistance response to urban slum dwellers.
 - In line with the Government's revised national school feeding programme (NSFP), WFP will strengthen its focus on enhancing the capacity of the Government to manage and

¹ Integrated Food Security Phase Classification. 2024. [Bangladesh: Acute Food Insecurity Situation for February - March 2024 and Projection for April - October 2024](#).

² United Nations. 2024. [Humanitarian Response Plan for Cyclone Remal and Monsoon Floods in Bangladesh June-December 2024](#).

³ Inter Sector Coordination Group. 2024. [2024 Joint Response Plan](#).

scale-up the programme – including in the sub-district of Cox’s Bazar. This revision also consolidates those resilience-building interventions located outside of the host communities in Cox’s Bazar under CSP Outcome 3 in an effort to support a more integrated approach to community resilience.

- This revision also formalizes the discontinuation of the Site Maintenance and Engineering Project (SMEP), which concluded in August 2023 after completing minimum civil infrastructure in the camps. The Logistics Sector and the Emergency Telecommunications Sector (ETS) were also phased out in December 2022 and February 2024, respectively, reflecting stronger local capacities and reduced gaps in common services. These shifts reflect the approach to transition and handover outlined in the CSP.

2. Changes

Strategic orientation

4. This revision does not change the strategic orientation of the CSP.
5. This revision adds new output categories to the Line of Sight and logframe for improved reporting of programme results, as follows:
 - Under CSP Outcome 1 (Activity 1, output 04), the revision adds Output Category F (smallholder farmers supported).
 - Under CSP Outcome 3 (Activity 3, output 07), the revision adds Output Category D (assets created).

CSP outcomes

6. School feeding activities for Bangladesh government schools in Cox’s Bazar (which are currently implemented under CSP Outcome 1) will shift to CSP Outcome 2, thereby strengthening the focus on enhancing the capacity of national institutions to manage and scale-up the NSFP. This shift will be effective from January 2025. All three sub-districts of Cox’s Bazar (Ukhiya, Kutubdia and Teknaf) where WFP implements school feeding are included in the NSFP plan. The school feeding component for the camp population under CSP Outcome 1 will continue to be implemented as part of Activity 1. WFP will also explore the use of corporate digital solutions including School Connect and Menu Plus to enable monitoring and data driven decision making, besides improving nutrition and education outcomes.
7. Certain resilience-building interventions will be consolidated under CSP Outcome 3, as follows:
 - The urban programme, repositioned from CSP Outcome 1 to CSP Outcome 3 alongside capacity strengthening interventions for social safety nets, will help vulnerable urban households build resilience against multi-faceted socioeconomic shocks, prioritising women and adolescent girls to enhance household food security and nutrition.
 - Market linkage activities contribute to more resilient food systems by linking smallholder production value chains directly connecting with WFP’s Fresh Food Corners and outlets in camps. Shifting these activities from CSP Outcome 1 to CSP Outcome 3 aligns these market linkage activities with the food systems pathway framework. Additionally, WFP will harness digital solutions such as Farm2go to drive improvements.
 - Anticipatory actions in Ukhiya and Teknaf sub-districts will be repositioned from CSP Outcome 1 to CSP Outcome 3, thereby falling alongside anticipatory actions for other regions of Bangladesh.

- Finally, all disaster risk reduction and asset creation activities conducted outside the Cox's Bazar camps and the adjacent areas will be repositioned from CSP Outcome 1 to CSP Outcome 3.
8. Under CSP Outcome 4, SMEP, ETS and Logistics Sector activities have concluded. This revision reduces the related costs and maintains only on-demand services for the remainder of the CSP. WFP will offer data and connectivity services, including Connectivity for Humanitarians (C4H) for e-voucher and partner sites on a cost-recovery basis. The United Nations Department of Safety and Security (UNDSS) will take over security communication systems support (delivered through VHF radio) with shared costs.
 9. Transfer modalities: This revision does not change the transfer modalities utilized in the Activities. Refugees will continue to receive blanket assistance, barring substantial financial constraints, and household targeting will be adopted for sudden onset emergencies in out-of-camp contexts. The established modalities are regularly reviewed and adjusted for effective and efficient delivery of assistance.
 10. M&E: Monitoring will meet corporate minimum monitoring requirements and other appropriate guidelines, including country-specific results related to gender equality, data protection and disability inclusion. WFP is introducing a reinforced M&E system and staffing structure as part of its reassurance plan, including (i) a process monitoring issue escalation system; (ii) an enhanced community feedback mechanism (CFM); and (iii) risk-based programme monitoring. The Country Office (CO) will also conduct evidence-generation activities, including an impact evaluation of anticipatory actions and shock-responsive social protection programming.
 11. Accountability to affected populations, protection risks, restrictions of gender and disabilities: Informed by community consultations of diverse targeted groups, WFP will conduct regular gender and protection analyses to identify challenges and risk and define mitigation measures, ensuring its operations are safe, inclusive and accountable, and to inform programme design and adaptation. Contributions to gender equality will be measured through corporate and ad-hoc systems.
 12. Risk Management: WFP has developed a comprehensive, resourced reassurance plan with mitigation actions and regularly reviews its risk register. New risks include:
 - Strategic risks: The 2024 funding outlook allows for a return to full ration size, however, there is a risk of funding shortfalls in 2025. The CO collaborates with key donors to support their government advocacy and seeks to diversify its donor base, by reaching out to emerging donors and the private sector.
 - Operational risks: there is a risk of a new influx of refugees from Myanmar. The CO has implemented mitigation measures including a contingency plan and pipeline analysis.
 - Fiduciary risks: criminal groups in the camps increase security risks for beneficiaries and WFP personnel. The CO is collaborating with local authorities and United Nations Partners on mitigation measures.
 - Financial risks: inflation, particularly food inflation, may undermine the purchasing power of beneficiaries, affecting the quality of WFP's assistance and beneficiaries' ability to meet their essential needs. Fluctuation in foreign exchange rates may also impact forecast contributions. WFP will monitor prices and exchange rates to adapt transfer values and mechanisms and communicate closely with donors concerning these risks.
 13. Environmental and Social Safeguards: WFP will assess environmental and social risks during the design, implementation and adjustment of its activities, consulting with affected communities and government stakeholders and screening activities using the corporate environmental and social safeguards framework.

Beneficiary analysis

14. With this budget revision, a total of 195,000 beneficiaries are estimated to be added due to (a) the projected increase in the population in the refugee camps over the next three years; and (b) the inclusion of additional beneficiaries resulting from short-term emergencies.

| TABLE 1: DIRECT BENEFICIARIES BY CSP OUTCOME, ACTIVITY & MODALITY | | | | | | | |
|---|-----------------------|----------|-------------------|-----------------|--------------------|-------------------|-----------|
| CSP Outcome | Activity | Period | Women (18+ years) | Men (18+ years) | Girls (0-18 years) | Boys (0-18 years) | Total |
| Outcome 1 | 1 (Food) ⁴ | Current | 51,169 | 624 | 385,711 | 402,210 | 839,714 |
| | | Increase | 166,471 | 160,474 | 82,659 | 30,694 | 440,298 |
| | | Revised | 217,640 | 161,098 | 468,370 | 432,904 | 1,280,012 |
| | 1 (CBT) | Current | 377,081 | 312,114 | 426,721 | 435,031 | 1,551,217 |
| | | Increase | 51,090 | 42,510 | 49,530 | 51,870 | 195,000 |
| | | Revised | 428,171 | 354,624 | 476,251 | 486,901 | 1,764,217 |
| | 1 (CV) | Current | - | - | - | - | - |
| | | Increase | 7,228 | 5,993 | 65,207 | 61,072 | 139,500 |
| | | Revised | 7,228 | 5,993 | 65,207 | 61,072 | 139,500 |
| | 1 (CS) | Current | 75,909 | 9,979 | - | - | 85,888 |
| | | Increase | 32,303 | 155 | - | - | 32,458 |
| | | Revised | 108,212 | 10,134 | - | - | 118,346 |
| Outcome 2 | 2 (Food) | Current | - | - | 51,000 | 49,000 | 100,000 |
| | | Increase | - | - | 28,380 | 33,620 | 62,000 |
| | | Revised | - | - | 79,380 | 82,620 | 162,000 |
| | 2 (CV) | Current | - | - | - | - | - |
| | | Increase | - | - | 23,970 | 23,030 | 47,000 |
| | | Revised | - | - | 23,970 | 23,030 | 47,000 |
| Outcome 3 | 3 (CBT) | Current | 317,100 | 266,500 | 246,000 | 205,000 | 1,034,600 |
| | | Increase | 5,250 | 4,550 | 4,200 | 3,500 | 17,500 |
| | | Revised | 322,350 | 271,050 | 250,200 | 208,500 | 1,052,100 |
| | 3 (CS) | Current | 14,000 | - | - | - | 14,000 |
| | | decrease | (6,000) | - | - | - | (6,000) |
| | | Revised | 8,000 | - | - | - | 8,000 |
| TOTAL (without overlap) | Current | 635,027 | 514,692 | 738,704 | 693,233 | 2,581,656 | |
| | Increase | 51,090 | 42,510 | 49,530 | 51,870 | 195,000 | |
| | Revised | 686,117 | 557,202 | 788,234 | 745,103 | 2,776,656 | |

Transfers

15. There is a change in the cash-based transfer value for the resilience component for the host community, which was shifted from Activity 1 to Activity 3.

⁴ Reflecting new in-kind contributions, e-voucher beneficiaries receive a “hybrid” modality whereby a portion of the e-voucher entitlement is delivered as in-kind food through e-voucher outlets. This results in an increase in the number of beneficiaries receiving food transfers, which overlaps with those beneficiaries receiving CBT. This overlap is removed in the total figure at the bottom of the table.

TABLE 2: FOOD RATION (g/person/day) OR 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 | | | | | | |
| Beneficiary type | Refugees (GFA) | Refugees (GFA rapid response) | Schoolchildren (host community) | Schoolchildren (host community) | Schoolchildren (host community) | Schoolchildren (refugee) | PLWG MAM prevention | PLWG MAM treatment | Children 6-23 months (MAM prevention) | Children 24-59 months (MAM prevention) | Children 6-59 months MAM treatment | Women (subsistence allowance) | Women (cash grant) | Refugee Community (Natural Resource Management) | Refugee Community (Green Skills Development) | Schoolchildren | Schoolchildren | Schoolchildren | Women | Forecast-based financing | Seasonal livelihood planning | Microinsurance | Safety Net | Host Community (Natural Resource Management) | Host Community (Market Linkage) |
| Modality | CBTs* | Food | Food | Food | Food | Food | Food | Food | Food | CBTs | Food | CBTs | CBTs | CBTs | CBTs | Food | Food | Food | CBTs | CBTs | CBTs | CBTs | CBTs | CBTs | CBTs |
| Cereals | 400 | 375 | | 90 | 90 | | | | | | | | | | | | 90 | 90 | | | | | | | |
| Potatoes | 20 | | | 15 | 15 | | | | | | | | | | | | 15 | 15 | | | | | | | |
| Pulses | 100 | 110 | | 25 | 25 | | | | | | | | | | | | 25 | 25 | | | | | | | |
| Oil | 34 | 40 | | 12 | 12 | | 20 | | | | | | | | | | 12 | 12 | | | | | | | |
| Egg | 40 | | | 60 | | | | | | | | | | | | | 60 | | | | | | | | |
| Vegetables | | | | | 35 | | | | | | | | | | | | | 35 | | | | | | | |
| Fortified biscuits | | | 75 | | | 50 | | | | | | | | | | 75 | | | | | | | | | |
| Super Cereal | | | | | | | 225 | | | | | | | | | | | | | | | | | | |
| Super Cereal Plus | | | | | | | | | 200 | | | | | | | | | | | | | | | | |
| RUSF | | | | | | | | | | 100 | | | | | | | | | | | | | | | |
| LNS-MQ | | | | | | | | 75 | | | | | | | | | | | | | | | | | |
| Sugar | | | | | | | | | | | | | | | | | | | | | | | | | |
| Iodized salt | 5 | 5 | | 3 | 3 | | | | | | | | | | | | 3 | 3 | | | | | | | |
| Total kcal/day | 2 126 | 2 081 | 338 | 605 | 531 | 225 | 1 035 | 383 | 802 | | 535 | | | | | 338 | 605 | 531 | | | | | | | |
| % kcal from protein | 10.5 | 10.2 | 11.1 | 14.4 | 10.5 | 11.1 | 14.3 | 15 | 18.1 | | 10.5 | | | | | 11.1 | 14.4 | 10.5 | | | | | | | |

TABLE 2: FOOD RATION (g/person/day) OR 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 | | | | | | |
| Beneficiary type | Refugees (GFA) | Refugees (GFA rapid response) | Schoolchildren (host community) | Schoolchildren (host community) | Schoolchildren (host community) | Schoolchildren (refugee) | PLWG MAM prevention | PLWG MAM treatment | Children 6–23 months (MAM prevention) | Children 24–59 months (MAM prevention) | Children 6–59 months MAM treatment | Women (subsistence allowance) | Women (cash grant) | Refugee Community (Natural Resource Management) | Refugee Community (Green Skills Development) | Schoolchildren | Schoolchildren | Schoolchildren | Women | Forecast-based financing | Seasonal livelihood planning | Microinsurance | Safety Net | Host Community (Natural Resource Management) | Host Community (Market Linkage) |
| Modality | CBTs* | Food | Food | Food | Food | Food | Food | Food | Food | CBTs | Food | CBTs | CBTs | CBTs | CBTs | Food | Food | Food | CBTs | CBTs | CBTs | CBTs | CBTs | CBTs | CBTs |
| % kcal from fat | 17.0 | 18.7 | 30.0 | 27.0 | 21.8 | 30.0 | 29.1 | 46 | 22.4 | | 59.0 | | | | | 30.0 | 27.0 | 21.8 | | | | | | | |
| Cash-based transfers (USD/person/day) | 0.43 | | | | | | | | | 0.1 | | 0.08 | 35 | 2 | 0.22 | | | | 0.102 | 53 | 213 | 30 | 1 | 2 | 2.75 |
| Number of feeding days/year | 365 | 365 | 40 | 80 | 120 | 275 | 365 | 365 | 365 | 365 | 365 | 365 | One-off | 365 | 365 | 40 | 80 | 120 | 365 | One-off | One-off | One-off | 365 | 335 | 365 |

* The food ration indicated in this column is indicative. Abbreviations: LNS-MQ, lipid-based nutrient supplements – medium-quantity; MAM, moderate acute malnutrition; PLWG, pregnant and lactating women and girls; RUSF, ready-to-use supplementary food.

| | Current budget | | Increase/decrease | | Revised budget | |
|-----------------------------------|----------------|--------------------|-------------------|-------------------|----------------|----------------------|
| | Total (mt) | Total (USD) | Total (mt) | Total (USD) | Total (mt) | Total (USD) |
| Cereals | 10,949 | 6,277,533 | 58,796 | 28,204,195 | 69,745 | 34,481,728 |
| Pulses | 3,043 | 2,051,527 | 5,885 | 5,186,981 | 8,928 | 7,238,508 |
| Oil and Fats | 1,872 | 2,736,513 | 4,399 | 9,421,746 | 6,271 | 12,158,259 |
| Mixed and blended foods | 50,635 | 71,469,814 | 16,575 | 15,610,618 | 67,210 | 87,080,432 |
| Other | 1,750 | 3,490,983 | 1,556 | 3,018,277 | 3,306 | 6,509,259 |
| TOTAL (food) | 68,249 | 86,026,370 | 87,211 | 61,441,817 | 155,460 | 147,468,186 |
| CBT (USD) | | 848,307,073 | | 28,573,003 | | 876,880,076 |
| TOTAL (food & CBT USD) | 68,249 | 934,333,443 | 87,211 | 90,014,819 | 155,460 | 1,024,348,262 |

4. COST BREAKDOWN

16. The phase-out of SMEP, ETS, and the Logistics Sector results in a significant decrease in the budget of CSP Outcome 4 and drives a reduction in the direct operational costs of the CSP overall, as indicated in Table 4. The net increase in the ISC is the result of increases in the ISC under Outcomes 2 and 3, as the on-demand services under Outcome 4 have no ISC.
17. Shifts of certain components of the school feeding and resilience-building programmes to CSP Outcomes 2 and 3, respectively, drive increases in those CSP outcomes.

| WFP strategic outcomes | WFP Strategic Result 1/ SDG target 2.1 | WFP Strategic Result 2/ SDG target 2.2 | WFP Strategic Result 4/ SDG target 2.4 | WFP Strategic Result 8/ SDG target 17.16 | Total |
|------------------------|--|--|--|--|---------------------|
| CSP outcomes | 01 | 02 | 03 | 04 | |
| Focus area | Crisis response | Root causes | Resilience building | Crisis response | |
| Transfer | 9,678,762 | 20,158,908 | 33,848,752 | (71,219,308) | (7,532,887) |
| Implementation | (44,062,697) | (2,175,557) | 733,484 | (5,542,740) | (51,047,510) |
| Direct support costs | <i>(no figures in the grey cells)</i> | | | | (6,220,189) |
| Subtotal | | | | | (64,800,586) |
| Indirect support costs | | | | | 1,045,761 |
| TOTAL | | | | | (63,754,825) |

TABLE 5: OVERALL CSP/ICSP/LEO COST BREAKDOWN, AFTER REVISION (USD)

| WFP strategic outcomes | WFP Strategic Result 1/ SDG target 2.1 | WFP Strategic Result 2/ SDG target 2.2 | WFP Strategic Result 4/ SDG target 2.4 | WFP Strategic Result 8/ SDG target 17.16 | Total |
|-------------------------------|---|---|---|---|----------------------|
| CSP outcomes | CSP Outcome 1 | CSP Outcome 2 | CSP Outcome 3 | CSP Outcome 4 | |
| Focus area | Crisis response | Root causes | Resilience building | Crisis response | |
| Transfer | 1,107,331,247 | 43,063,902 | 70,888,608 | 64,994,934 | |
| Implementation | 93,092,974 | 6,572,841 | 6,487,409 | 5,644,901 | 111,798,125 |
| Direct support costs | 58,336,825 | 2,413,356 | 3,781,171 | 3,381,033 | 67,912,386 |
| Subtotal | 1,258,761,046 | 52,050,100 | 81,157,189 | 74,020,869 | 1,465,989,203 |
| Indirect support costs | 81,819,468 | 3,383,256 | 5,275,217 | 0 | 90,477,942 |
| TOTAL | 1,340,580,514 | 55,433,356 | 86,432,406 | 74,020,869 | 1,556,467,145 |