



Country strategic plan revision

This version: 19 November 2024 for RB clearance

Lebanon country strategic plan (2023 - 2025), revision |02|

Gender and age marker code: |4|

	Current	Change	Revised
Duration	January 2023 – December 2025	n/a	January 2023 – December 2025
Beneficiaries	2 461 022	n/a	2 461 022
Total cost (USD)	3 148 784 626	31 883 768	3 180 668 394
Transfer	2 859 265 280	28 262 750	2 887 528 029
Implementation	77 526 960	- 439 778	77 087 182
Direct Support Costs	65 397 982	2 048 086	67 446 068
Sub-total	3 002 190 222	29 871 057	3 032 061 279
Indirect Support Costs	146 594 404	2 012 711	148 607 114

DELEGATION OF AUTHORITY FOR APPROVAL: RD

1. RATIONALE

1. In response to the escalation of hostilities in Lebanon, CSP revision 02 to Lebanon’s country strategic plan (CSP) (2023-2025) will facilitate the following changes:
 - i) The addition of two new service provision activities for the Emergency Telecommunications Cluster (ETC) (Activity 8), and the United Nations Humanitarian Air Service (UNHAS) (Activity 9) under CSP Outcome 5;
 - ii) Operational adjustments to scale-up Logistics and Food Security Clusters (Activity 6); and scale-up capacity strengthening efforts under Activity 5 (social protection); and
 - iii) A corresponding increase of USD 31.9 million in the overall budget.
2. The September 2024 escalation of hostilities in Lebanon has resulted in the destruction of infrastructure and supply chains, and severely exacerbated food insecurity. Israeli airstrikes have hit several towns causing the death of 2,867 people, over 13,000 injuries,¹ and the mass displacement of an estimated 1.3 million people, many of whom have fled multiple times. Up to 840,000 people are estimated to be internally displaced, hosted among communities or in one of over 1,130 shelters across Lebanon, while some 469,000 people are estimated to have fled across the border to Syria.²

¹ Source: LEBANON: Flash Update #40 Escalation of hostilities in Lebanon (31 October 2024) <https://reliefweb.int/report/lebanon/lebanon-flash-update-40-escalation-hostilities-lebanon-31-october-2024>

² *ibid*

3. Essential transportation infrastructure has been damaged or destroyed, disrupting regular food distributions and impacting the operational capacity of WFP's cooperating partners, while a shortage of trucks and drivers further hampers WFP's ability to deliver emergency assistance to those affected by the ongoing conflict – particularly in southern Lebanon and other hard to reach areas. Additional challenges, including related to customs procedures and clearances, add further complexity to the humanitarian response.
4. Although the Food Security and Agriculture Sector has scaled-up its response, the rising number of displaced people has pushed operations to peak capacity. Without additional funding, resources could be exhausted within weeks, risking the continuity of existing activities.
5. IT and Telecommunications infrastructure have similarly been damaged and mobile networks affected by the conflict, which contribute to challenges in the humanitarian response. The effectiveness of large-scale communication strategies previously implemented for accountability and information dissemination, such as SMS alerts and phone calls, have also been compromised, necessitating specialized support to the humanitarian and development community to enable humanitarian efforts.
6. The conflict has resulted in an almost complete suspension of commercial air services to and from Beirut (only the national carrier - Middle Eastern Airlines - remains partially operational), limiting the movement of humanitarian workers and light humanitarian supplies to and from Lebanon.

2. CHANGES

Strategic orientation

7. This revision incurs no changes to the strategic orientation of the CSP, however it will introduce two new service provision activities under CSP Outcome 5 (WFP Strategic Outcome 5) and corresponding outputs:

[NEW] Activity 8: *Provide Emergency Telecommunications Cluster services to humanitarian and development actors.*

Output (8.1): Humanitarian and development actors benefit from improved ICT coordination and services to support the delivery of humanitarian assistance.

[NEW] Activity 9: *Provide United Nations Humanitarian Air Services to humanitarian and development actors.*

Output (9.1): Humanitarian and development actors benefit from the United Nations Humanitarian Air Services to deliver humanitarian assistance.

CSP outcomes

Service Provision

8. The escalation of hostilities has necessitated WFP to activate or scale-up several cluster or service provision activities to enable the broader humanitarian response in Lebanon. To this effect, WFP will lead the Logistics and ETC Clusters, while the Food and Agriculture Organisation of the United Nations (FAO) co-leads the Food Security Cluster (FSC), providing coordination and 'last resort' capability for humanitarian and development actors.

9. Under Activity 6 (Sector Clusters and Coordination), WFP will activate the Logistics Cluster to address the critical needs for enhanced coordination and logistical support, leveraging its logistics expertise in close coordination with the Government of Lebanon. Through the Logistics Cluster, WFP will lead the coordination of key services to enhance information management, common storage, and transportation, and will also contract a dedicated fleet to provide transportation services, including escorted convoys, to partners to travel from Beirut to hard-to-reach areas.
10. To enhance service delivery, the Logistics Cluster will coordinate with the Lebanese Emergency Cell and the Inter-Sector Coordination Group to ensure that WFP services are tailored to the specific needs of partners. The Importation and Customs Clearance Together (IMPACCT) Working Group will continue to provide essential updates on customs procedures, aiding organisations to navigate regulatory requirements for the importation of humanitarian supplies. To support operational planning, and building on the coordination and preparedness work initiated in 2023 by the Logistics Working Group, the Logistics Cluster will enhance its Physical Access Constraints Mapping tool to enable partners to report real-time road and access conditions. WFP will continue to engage with other sectors, the Government and with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) to ensure smooth coordination and relevant logistical support for sector interventions.
11. Also under Activity 6 (Sector Clusters and Coordination), the FSC was activated to enhance coordination and support the emergency response. The FSC will provide sector coordination, information management, and a range of shared services, data, and analytics platforms tailored to the needs of partners to enhance the humanitarian response. Additionally, it will produce key coordination products including dashboards, de-duplication tools, geographic splits, situation reports, and gap analyses. The FSC will facilitate IPC workshops, meetings, and reports for partners, further strengthening collaboration and informed decision-making with all stakeholders implementing food security interventions - in particular with co-chairs OCHA, the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Development Programme (UNDP). WFP will also work closely with lead line ministries, including the Ministry of Social Affairs and the Ministry of Agriculture in addition to other relevant governmental bodies.
12. Through this revision, WFP will add a new activity - Activity 8 (ETC). Although the ETC has not been formally activated, to ensure preparedness and readiness to respond, an ETC coordinator will be deployed to engage closely with the local information and communications technology (ICT) Working Group to bolster coordination among local actors, leveraging the capacity of humanitarian organisations while identifying additional ICT gaps. Through this activity, WFP will lead efforts in information management, regularly reporting and sharing updates on the status of local infrastructure and the availability of ETC services. Should significant gaps be identified, the Cluster would be formally activated to enable the provision of greater accountability, deploy dedicated capacity, and deliver essential ETC services in critical operational areas.
13. In response to the increasing demand from humanitarian and development actors, this revision will add a second new activity - Activity 9 (UNHAS) to the Lebanon CSP as a placeholder to facilitate the provision of aviation operation services which would enable the rapid deployment of humanitarian and development actors, the transport of light humanitarian supplies, and further augment the capacity for medical evacuations. These on-demand aviation services will be implemented at the request of humanitarian and development partners on a full cost recovery basis.

Transition/handover strategy

14. In agreement with the Government, WFP assistance under Activity 9 (UNHAS) would be reduced or discontinued when commercial aviation services are restored, and there is no longer demand for the service from the humanitarian and development community, and/or should overland access be deemed sufficient to provide unimpeded access. Similarly, clusters will be phased out once stable and reliable services are fully operational, and the needs can be amply met by the commercial sector and are adequate to fully support humanitarian and development efforts in-country.

Risk Management

15. As the conflict progresses, impeded humanitarian access to critical areas could hamper WFP's ability to safely deliver food assistance, leading to increased levels of food insecurity among affected populations. To mitigate this, WFP will work closely with the Government's National Disaster Risk Management unit, OCHA and the United Nations Department for Safety and Security, and will use the established Humanitarian Notification System to coordinate inter-agency convoys to access hard-to-reach areas.

Country Office Capacity

16. WFP has enacted a business continuity plan following a staff analysis to determine critical (and non-critical) levels of presence required to maintain effective operations. WFP is identifying and allocating appropriate resources through temporary deployments, short-term service and consultancy contracts, to ensure that critical functions are supported with adequate human resources.

3. COST BREAKDOWN

17. This revision will increase the budget of the Lebanon CSP under Outcome 5 to enable the scale-up or initiation of service provision activities under WFP's crisis response. The BR will also increase the budget ceiling under Outcome 4 to accommodate incoming contributions.

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

WFP strategic outcomes	1	2	3	4	5	Total
CSP outcome	1	2	3	4	5	
Focus area	Crisis Response	Resilience Building	Resilience Building	Resilience Building	Crisis Response	
Transfer	0	0	0	1 500 000	26 762 750	28 262 750
Implementation	- 965 077	- 439 778	- 439 778	- 439 778	- 439 778	- 439 778
Direct support costs	(no figures in the grey cells)					2 048 086
Subtotal						29 871 057
Indirect support costs						2 012 711
TOTAL						31 883 768

TABLE 5: OVERALL CSP COST BREAKDOWN, AFTER REVISION (USD)						
WFP strategic outcomes	1	2	3	4	5	Total
CSP outcome	1	2	3	4	5	
Focus area	Crisis Response	Resilience Building	Resilience Building	Resilience Building	Crisis Response	
Transfer	1 443 006 046	593 958 753	89 895 486	9 690 272	750 977 471	2 887 528 029
Implementation	49 570 395	14 196 761	5 546 559	1 265 770	6 507 697	77 087 182
Direct support costs	32 008 279	13 619 952	2 308 869	267 682	19 241 287	67 446 068
Subtotal	1 524 584 720	621 775 465	97 750 914	11 223 724	776 726 455	3 032 061 279
Indirect support costs	99 098 007	40 415 405	6 353 809	729 542	2 010 351	148 607 114
TOTAL	1 623 682 727	662 190 871	104 104 724	11 953 266	778 736 806	3 180 668 394