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Operational Matters

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

Country Strategic Plans — Lebanon (2018–2020)

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 889,615,681
Gender and age marker	2A

<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

Executive Summary

Lebanon has made significant progress with economic, social and human development in the past decade despite facing both internal and external shocks. The country has shown exceptional resilience and solidarity, welcoming 1.5 million refugees. However, economic, social, demographic, political and security challenges have been compounded by the Syrian crisis.

Lebanese and refugee populations alike face challenges with food and nutrition insecurity. The 2016 Strategic Review of Food and Nutrition Security in Lebanon found that 49 percent of Lebanese people are worried about their ability to access enough food and 31 percent are unable to eat sufficient healthy and nutritious foods over the course of a year. Changes in dietary preferences have led to new challenges, including micronutrient deficiencies and rising obesity.

Donor contributions have allowed WFP to meet the food and nutrition needs of Lebanon's most vulnerable refugees. Nevertheless, the conflict in the Syrian Arab Republic has had impacts on the country's social and economic growth, deepening poverty and worsening the achievement of basic needs within host communities, and exacerbating pre-existing development constraints.

The WFP Country Strategic Plan (2018–2020) for Lebanon is aligned with the Government-endorsed Lebanon Crisis Response Plan (2017–2020), the United Nations Strategic Framework (2017–2020), the Ministry of Agriculture Strategy (2015–2019) and WFP's Vision 2020. The plan focuses on three strategic outcomes to address the ongoing humanitarian crisis while continuing WFP's strategic partnership with the Government to achieve Sustainable Development Goals 2 and 17:

Focal points:

Mr M. Hadi
Regional Director
Middle East, North Africa, Eastern Europe
and Central Asia
email: muhannad.hadi@wfp.org

Mr D. Heinrich
Country Director
email: dominik.heinrich@wfp.org

Strategic outcome 1: Food-insecure refugees and vulnerable Lebanese people, including schoolchildren, have access to life-saving, nutritious and affordable food throughout the year.

Strategic outcome 2: Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their access to food while enhancing their skills, capacities, and livelihood opportunities by 2020.

Strategic outcome 3: National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance.

Draft decision*

The Board approves Lebanon Country Strategic Plan (2018–2020) (WFP/EB.A/2017/8-A/2/DRAFT) at a total cost to WFP of USD 889.6 million.

* 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. Lebanon is an upper-middle-income country in the high human development category. Its 2015 Human Development Index value of 0.769 positions the country at 67th of 188 countries and territories.¹ Poverty and income inequality are high, with significant regional disparities. Gender inequalities, resulting in disadvantages for and discrimination against women and girls, remain a significant impediment to social and economic development, with women's involvement in the labour force and political participation being substantially less than those of men.
2. Six years into the Syrian conflict, Lebanon remains at the forefront of one of the worst humanitarian crises of recent times, and has shown exceptional commitment to and solidarity with people displaced by the war in the Syrian Arab Republic. Lebanon hosts the highest per capita refugee population in the world, estimated at more than 25 percent of the country's overall population.² As of October 2016, government estimates indicated that the country hosted 1.5 million displaced Syrians.³ Women and children accounted for 80 percent of the Syrian refugee population, of which 54 percent – with equal numbers of girls and boys – were under 18 years of age.⁴ As of July 2016, 57 percent of the population of Palestinian refugees from the Syrian Arab Republic was under 18, again with equal numbers of girls and boys.³
3. The arrival of large numbers of refugees from the ongoing Syrian civil war has exacerbated Lebanon's economic and social challenges, placing a significant strain on resources and vulnerable Lebanese communities.⁵ Public services are overstretched, with demand exceeding the capacity of institutions and infrastructure.
4. In the second quarter of 2016, WFP partnered the United Nations Economic and Social Commission for Western Asia (ESCWA) on a strategic review of food and nutrition security in Lebanon.⁶ The review analysed the needs of all populations,⁷ including refugees. This country strategic plan (CSP) draws on the strategic review's analysis and recommendations. It is also informed by WFP's Gender Action Plan for Lebanon,⁸ which guides WFP towards its goal of integrating gender equality and women's empowerment into all its work, ensuring that the diverse food security and nutrition needs of women, men, girls and boys are addressed.⁹
5. In 2016, 53 percent of households – 76 percent of women-headed and 69 percent of dual-headed households – were unable to meet their basic needs. Increased demand for scarce jobs, diminishing wages and legal restrictions on formal labour have led to a lack of employment opportunities for Syrian refugees, contributing to continued food insecurity. Men are the main income earners in both Lebanese and Syrian households, with women primarily responsible for

¹ United Nations Development Programme (UNDP). 2015. Human Development Indicators. Retrieved from <http://hdr.undp.org/en/countries/profiles/LBN>.

² Office of the United Nations High Commissioner for Refugees (UNHCR). Syria Regional Refugee Response Inter-agency Information Sharing Portal. Retrieved from <http://data.unhcr.org/syrianrefugees/country.php?id=122>.

³ Government of Lebanon and United Nations. 2017. Lebanon Crisis Response Plan (2017–2020). Retrieved from <http://data.unhcr.org/syrianrefugees/download.php?id=12698>.

⁴ UNHCR, the United Nations Children's Fund (UNICEF) and WFP. 2016. Vulnerability Assessment of Syrian Refugees in Lebanon. Retrieved from <http://documents.wfp.org/stellent/groups/public/documents/ena/wfp289533.pdf>.

⁵ Economic and Social Commission for Western Asia (ESCWA). 2016. Strategic Review of Food and Nutrition Security in Lebanon. Retrieved from <https://reliefweb.int/report/lebanon/strategic-review-food-and-nutrition-security-lebanon-enar>; World Bank. 2013. Lebanon: Economic and Social Impact Assessment of the Syrian Conflict. Retrieved from <http://documents.worldbank.org/curated/en/925271468089385165/pdf/810980LB0box379831B00P14754500PUBLIC0.pdf>.

⁶ ESCWA. 2016. Strategic Review of Food and Nutrition Security in Lebanon. Retrieved from <https://reliefweb.int/report/lebanon/strategic-review-food-and-nutrition-security-lebanon-enar>.

⁷ The Strategic Review did not disaggregate all data by gender or involve a comprehensive gender analysis. This will be addressed during CSP implementation.

⁸ The Gender Action Plan is aligned with this CSP, the WFP Gender Policy (2015–2020), the associated gender action plan, and the Regional Gender Strategy. The plan will ensure that 15 percent of all project funds are allocated to gender-equality activities. Further analysis of gender- and age-disaggregated data during implementation is a priority.

⁹ WFP. Gender Policy 2015–2020. Retrieved from <https://www.wfp.org/content/2015-wfp-gender-policy-2015-2020-0>.

unpaid care and domestic work. This gender-based division of labour restricts women's opportunities for economic participation and empowerment.

6. Economic stresses in Lebanon, along with displacement, instability and poverty, have: i) challenged traditional gender norms; ii) been associated with increased rates of domestic violence;¹⁰ and iii) led women and children to pursue negative coping strategies such as child labour, foregoing education and early, forced and child marriage, to meet household needs. The rate of early, forced and child marriage among Syrian refugees in Lebanon is estimated at 24 percent for girls aged 15 to 17 – an almost fourfold increase from before the Syrian crisis.¹¹

1.2 Progress Towards SDG 2

Progress towards SDG 2 targets

7. *Access to food.* Lebanon is ranked low on the Global Hunger Index, with a score of 7.1 in 2016.¹² However, 49 percent of Lebanese people have reported being worried about their ability to source enough food, while 31 percent reported being unable to eat healthy and nutritious food throughout the year.⁶ According to the World Bank, 27 percent of Lebanon's population lived below the poverty line in 2012, with limited access to nutritious food resulting in reduced dietary diversity.¹³ An additional 200,000 Lebanese people have been pushed into poverty as a result of the Syrian crisis.¹³ Access to food remains a challenge for Syrian refugees in Lebanon.
8. In 2016, 93 percent of refugee households were estimated to experience some degree of food insecurity. Of these households, 7 percent were severely food-insecure, 34 percent were moderately food-insecure and 58 percent were mildly food-insecure.¹⁴ Syrian households headed by women – 17 percent of all households – were more food-insecure (96 percent) than households headed by men (92 percent).¹⁴ In the vast majority of women-headed households (85 percent), the head of household was married but not living with her spouse, while 3 percent of these households were headed by divorced or separated women, and another 3 percent were headed by widows. In 2015, 94 percent of Palestinian refugees from the Syrian Arab Republic were food-insecure.¹⁵
9. *End malnutrition.* The prevalence of undernourishment in Lebanon is low compared with other countries in the region, with less than 5 percent of people lacking access to enough food to meet their daily minimum dietary energy requirements between 2014 and 2016. Lebanon is undergoing a nutrition transition, with the population moving away from a micronutrient-rich diet towards a diet that is high in energy, sugar and fat.¹⁶ This trend has increased the risk of chronic diseases and poverty as a result of competing demands on food, and healthcare expenditures.⁶ On average, the proportion of overweight people is higher among men, at 72.8 percent, than women, at 59.4 percent. The global acute malnutrition rate among Syrian refugee children aged 0–59 months has stabilized at 2 percent. Poor nutrition practices undermine the health and well-being of the displaced population, with different effects on women, men, girls and boys.¹⁴ In a 2014 needs assessment of Palestinian refugees from the Syrian Arab Republic, 91 percent of

¹⁰ United Nations Population Fund (UNFPA). 2016. Gender Based Violence Against Women and Girls Displaced by the Syrian Conflict in South Lebanon and North Jordan: Scope of Violence and Health Correlates. Retrieved from <http://reliefweb.int/report/lebanon/gender-based-violence-against-women-and-girls-displaced-syrian-conflict-south-lebanon>.

¹¹ UNFPA. 2017. New Study Finds Child Marriage Rising Among Most Vulnerable Syrian Refugees. Retrieved from <http://www.unfpa.org/news/new-study-finds-child-marriage-rising-among-most-vulnerable-syrian-refugees>.

¹² International Food Policy Research Institute (IFPRI). 2016. Global Hunger Index. Retrieved from <http://ghi.ifpri.org/countries/LBN/>.

¹³ World Bank data. Retrieved from <http://data.worldbank.org/country/lebanon> (gender- and age-disaggregated data not available).

¹⁴ UNHCR, UNICEF and WFP. 2016. Vulnerability Assessment of Syrian Refugees in Lebanon. Retrieved from <http://data.unhcr.org/syrianrefugees/download.php?id=12482>.

¹⁵ Government of Lebanon and United Nations. 2017. Lebanon Crisis Response Plan 2017–2020. Retrieved from <http://data.unhcr.org/syrianrefugees/download.php?id=12698>.

¹⁶ Food and Agriculture Organization of the United Nations (FAO). 2015. The State of Food Insecurity in the World. Retrieved from <http://www.fao.org/hunger/en/>.

these children did not meet the minimum acceptable meal frequency levels and 86 percent did not have acceptable dietary diversity.¹⁷

10. *Smallholder productivity and incomes.* Agriculture represents a small portion of Lebanon's economy, but remains a major source of livelihoods, with 25 percent of the labour force engaged in this sector.¹⁸ The agriculture sector is currently facing multiple challenges, including changing trade patterns; constrained access to and availability of land; high costs for agricultural inputs and feed; decreasing market prices for animal products; and a persistent gender gap, with women at a disadvantage regarding land ownership and access to extension services, labour and income.¹⁹ The World Bank's Economic and Social Impact Assessment placed the disruption of agricultural trade routes among the most significant economic shocks currently experienced in Lebanon.²⁰
11. *Sustainable food systems.* Lebanon's agriculture sector has fallen from a high of 23 percent of economic output in 1990 to 4 percent of gross domestic product. Imports account for up to 80 percent of the country's food needs⁶ while logistics constraints are an impediment to efficient food supply, with Lebanon ranking 82nd of 160 countries in the World Bank's 2016 Logistics Performance Index (LPI).²¹ However, there are opportunities to increase food availability and access by developing value chains, addressing surpluses in some commodities, connecting smallholder farmers to markets, reducing gender inequalities, and improving the capacity of the retail sector. The country also has limited capacity to respond to natural disasters such as earthquakes, floods, landslides and wildfires. The agriculture sector is particularly vulnerable to climate change and severe weather during winter, with hail, frost, floods and storms leading to crop and livestock losses.

Macroeconomic environment

12. The protracted nature of the Syrian crisis and political instability remain major constraints to economic growth. No comprehensive assessment of the economic impact of the crisis has been carried out. According to the World Bank, growth in gross domestic product decreased to 1.3 percent in 2015 compared with a peak of 8 percent in 2010.²² This has added pressure to Lebanon's public finances, service delivery and macroeconomic environment, with different impacts on the lives of women, men, girls and boys. The World Bank estimates that Lebanon has incurred losses of USD 13.1 billion since 2012, of which USD 5.6 billion was lost in 2015 alone. An additional 300,000 Lebanese citizens are estimated to have become unemployed – most of them unskilled labourers.¹⁵
13. Major obstacles remain in creating job opportunities for young people. Approximately 27 percent of Lebanon's total resident population is between 15 and 29 years of age; 71 percent of these young people are Lebanese, 24 percent are Syrian and the remaining 5 percent are Palestinian or of other nationalities.²³ Unemployment among youth aged 15–24 years is 20.6 percent.²³ Unemployment is higher for women, at 24.7 percent compared with 18.7 percent for men, and among people with a university diploma or higher qualification.²⁴

¹⁷ UNRWA and WFP. 2014. Needs Assessment for Palestine Refugees from Syria.

¹⁸ Government of Lebanon. Ministry of Agriculture Strategy (2015–2019). Retrieved from <http://www.lb.undp.org/content/lebanon/en/home/library/poverty/Spotlight-on-Youth-in-Lebanon.html>.

¹⁹ FAO. 2014. FAO Plan of Action for Resilient Livelihoods (2014–2018): Addressing the Impact of the Syria Crisis and Food Security Response and Stabilization of Rural Livelihoods. Retrieved from http://www.fao.org/fileadmin/user_upload/rne/docs/Lebanon-Plan.pdf.

²⁰ World Bank. 2013. Lebanon: Economic and Social Impact Assessment of the Syrian Conflict. Retrieved from: <http://documents.worldbank.org/curated/en/925271468089385165/pdf/810980LB0box379831B00P14754500PUBLIC0.pdf>.

²¹ World Bank. International LPI Global Ranking. Retrieved from <http://lpi.worldbank.org/international/global>

²² World Bank data. Retrieved from <http://data.worldbank.org/>.

²³ UNDP. 2015. Spotlight on Youth in Lebanon. Retrieved from [http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/Spotlight%20on%20Youth%20Final%20\(23-06-2016\).pdf?download](http://www.lb.undp.org/content/dam/lebanon/docs/Poverty/Publications/Spotlight%20on%20Youth%20Final%20(23-06-2016).pdf?download).

²⁴ World Bank data. Retrieved from <http://data.worldbank.org/indicator/SL.UEM.1524.FE.ZS?locations=LB>.

14. The Lebanon Central Bank has been successful in managing monetary stability, maintaining a stable exchange rate pegged to the United States dollar despite repeated shocks and challenges.²⁵ Remittances and capital inflows contribute significantly to macroeconomic stability. The World Bank estimates that remittances from expatriates reached USD 7.6 billion in 2016, making Lebanon the 16th largest recipient of remittances globally.²⁶ The World Bank projects medium-term economic growth of 2.5 percent a year,³ but this growth is not enjoyed equitably by all population groups.

Key cross-sector linkages

15. Lebanon is classified as a middle-income country with a poverty rate of 27 percent according to 2012 figures. In partnership with WFP, UNDP, WFP and UNICEF, the Ministry of Social Affairs is leading a rapid poverty assessment to ascertain the current poverty rate.²⁷ Lebanon's high wealth inequality is reflected in a Gini coefficient of 86.1.²⁸
16. Among the Syrian refugee population in Lebanon, 487,723 people are aged between 3 and 18 years. The protracted nature of the crisis and the high demand for schooling have strained the quality and availability of public education for both host communities and refugee children. The Ministry of Education and Higher Education has prioritized scaling up equitable access to opportunities within the public education system.²⁹
17. An estimated 84 percent of Lebanese children aged 3–5 years are enrolled in preschool compared with fewer than 20 percent of refugee children in this age group.²⁹ Under-enrolment is also estimated to be significant among older refugee children. During the 2015/2016 school year, 87 percent of Syrian refugee children enrolled in public schools were between 6 and 15 years of age, while fewer than 10 percent of secondary school-age refugees – 15–18 years – were enrolled, depriving most of this age group of preparation for active participation in society and the labour market.²⁹ The data indicate little gender disparity among primary and secondary school-age children, although there are geographic variations.³⁰
18. Lebanon ranks 135th of 144 countries in the World Economic Forum Global Gender Gap Report³¹ and 108th in the educational attainment category, although it ranks first in girls' enrolment in secondary and tertiary education. This achievement is not reflected in women's participation in the labour force, which is 26 percent compared with 75 percent for men.³¹ In the World Economic Forum assessment, Lebanon's best performance was in the health and survival category, ranking 102nd of 144 countries. The country ranked 183rd of 193 countries in women's participation in politics, with women holding only 3 percent of seats in the national parliament.³²

²⁵ International Monetary Fund. 2017. Lebanon 2016 Article IV Consultation – Press Release, Staff Report and Statement by the Executive Director for Lebanon. Country report no. 17/19. Retrieved from <http://www.imf.org/en/Publications/CR/Issues/2017/01/24/Lebanon-2016-Article-IV-Consultation-Press-Release-Staff-Report-and-Statement-by-the-44572>.

²⁶ World Bank data. Retrieved from <http://data.worldbank.org/>.

²⁷ The assessment will gather information on poverty among women, men, girls and boys, to inform programming.

²⁸ Credit Suisse. 2016. Global Wealth Databook. Retrieved from <http://publications.credit-suisse.com/tasks/render/file/index.cfm?fileid=AD6F2B43-B17B-345E-E20A1A254A3E24A5>.

²⁹ World Bank. 2016. Lebanon: Support to Reaching All Children with Education (RACE 2) Program for Results Project. Retrieved from <http://documents.worldbank.org/curated/en/980641475200856910/Lebanon-Support-to-Reaching-All-Children-with-Education-RACE-2-Program-for-Results-Project>.

³⁰ Reaching All Children With Education in Lebanon (R.A.C.E.). June 2014. Retrieved from <http://www.mehe.gov.lb/uploads/file/2015/Feb2015/Projects/RACEfinalEnglish2.pdf>.

³¹ World Economic Forum. Global Gender Gap Report 2016. Retrieved from <http://reports.weforum.org/global-gender-gap-report-2016/economies/#economy=LBN>.

³² Inter-Parliamentary Union. Women in National Parliaments. Retrieved from <http://www.ipu.org/wmn-e/classif.htm>.

1.3 Gaps and Challenges

19. The strategic review of food and nutrition security in Lebanon identified the following gaps:⁶
- i) Vulnerable Syrian refugees are almost completely dependent on food assistance provided primarily by WFP.
 - ii) Social safety nets that could provide minimum social protection to Lebanon's population, have limited coverage.
 - iii) The country's statistics capacity needs to be developed to identify and target people affected by food and nutrition insecurity at the individual and sub-group levels.
 - iv) Nationally defined tools to measure outcomes based on the globally defined dimensions of food security also need to be developed.
 - v) Lebanon does not have an official employment strategy to address rising levels of poverty and inequality, which hamper access to food.
 - vi) Lebanon's agricultural value chain is fragmented: smallholder farmers are not well connected to local markets and lack legal and financial support. Logistical barriers and transportation costs remain high.
 - vii) Rising costs of land, urban sprawl and competition over land use have increased the costs of agricultural production, while scarcity of agricultural land has led to decreases in farmers' income.
 - viii) High import dependency increases the risk of price shocks.
 - ix) Food safety and phytosanitary controls are weak.
 - x) Smallholder farmers face increasing risks related to climate change.
 - xi) Lebanon's population is moving away from micronutrient-rich diets towards diets with high energy, sugar and fat contents, resulting in higher incidences of obesity and other chronic diseases.
 - xii) A focus on child nutrition needs to incorporate actions to ensure that children receive adequate nutrition and monitoring during the first 1,000 days following conception.
 - xiii) Lebanon does not have a disaster risk reduction strategy or a national implementation strategy for the Sustainable Development Goals (SDGs).

1.4 Country Priorities

Government

20. Although Lebanon does not have an up-to-date national development plan, many ministries, including the Ministry of Agriculture, have their own strategies.³³ However, national priorities have not been fully aligned with the SDGs. The refugee response is addressed through the nationally owned Lebanon Crisis Response Plan (LCRP) (2017–2020). Priorities of the Ministry of Agriculture strategy and the LCRP include: i) provision of critical food assistance to food-insecure refugees and host communities; ii) promotion of investments in agriculture to improve opportunities and livelihoods for small-scale farmers; iii) creation of adequate job and livelihood opportunities for men and women; iv) support to national and local food security systems; and v) strengthening of social safety nets and social protection to promote stabilization.³

United Nations and other partners

21. The United Nations Strategic Framework (UNSF) (2017–2020) leverages the expertise, capacity and resources of United Nations agencies to support the Government's priorities. The UNSF priorities are: i) strengthening domestic security, the rule of law and social cohesion; ii) promoting good governance and inclusive participation; and iii) reducing poverty and

³³ Ministry of Agriculture Strategy (2015–2019) accessible at <http://www.agriculture.gov.lb/Arabic/NewsEvents/Documents/MoA%20Strategy%202015-19%20-%20English-for%20printing.pdf>.

promoting sustainable development while addressing immediate needs – this pillar of the UNSF is co-led by WFP and UNICEF.³⁴

2. Strategic Implications for WFP

2.1 WFP's Experience and Lessons Learned

22. Since 2012, WFP and its partners have supported the Government in responding to the refugee crisis and its impacts on the country. WFP's partners recognize its expertise in delivering life-saving food assistance and livelihood support while supporting government and other humanitarian social safety net platforms.
23. Critical success factors for WFP in Lebanon include: i) partnering the financial sector for programme design and implementation; ii) developing innovative targeting mechanisms to reach people in need in a timely manner; iii) building the capacity of the retail sector through a network of contracted shops; iv) providing cash-based assistance in a way that empowers beneficiaries while supporting local markets; v) adapting the portfolio of interventions as the crisis becomes more protracted; vi) pursuing a gender-transformative approach to programming and operations; and vii) increasing the emphasis on dietary diversity to influence behaviour change in line with the nutrition patterns in middle-income countries.
24. In line with the recommendations of the Regional Refugee and Resilience Plan, WFP will continue to incorporate resilience into its interventions to ensure sustainability and strengthen its programme portfolio.³⁵ As recommended in the 2014 evaluation of the Syrian response, this CSP introduces capacity-strengthening support to enhance Lebanon's capacity for managing the Syrian crisis and future shocks.³⁶

2.2 Opportunities for WFP

25. The Strategic Review of Food and Nutrition Security in Lebanon, the Ministry of Agriculture Strategy (2015–2019), the LCRP (2017–2020) and the UNSF (2017–2020) identify opportunities for WFP in Lebanon, including:
 - maintaining life-saving assistance for the most vulnerable people with limited livelihood opportunities, taking into account the diverse needs and situations of women, men, girls and boys;
 - in line with SDG 17, developing stakeholder partnerships to establish and roll out gender-responsive data management and delivery platforms for humanitarian assistance and national social safety net programmes;
 - developing economic opportunities that engage men and women equitably by partnering United Nations agencies, civil society and the private sector to support market-driven vocational training for Lebanese people and transferable skills for Syrian refugees;
 - increasing support to education by providing incentives for Syrian refugee and Lebanese households to keep their children in school;
 - in line with SDG 4, conducting tailored nutrition education training in schools and awareness sessions that reach, inform and engage WFP's diverse beneficiaries;
 - improving market linkages among small-scale producers, local markets and WFP beneficiaries to benefit all stakeholders equitably;
 - supporting improvement of the National Poverty Targeting Programme (NPTP); and

³⁴ UNSF (2017–2020). This pillar seeks to strengthen productive sectors in the most disadvantaged areas, improve access to social services and improve environmental governance.

³⁵ 3RP Regional Refugee and Resilience Plan (2017–2018) in Response to the Syria Crisis. Retrieved from <http://data.unhcr.org/syrianrefugees/download.php?id=12717>. This approach will also be informed by the WFP/UNHCR Joint Strategy on Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations.

³⁶ WFP and Overseas Development Institute. An Evaluation of WFP's Regional Response to the Syrian Crisis, (2011–2014). Retrieved from http://documents.wfp.org/stellent/groups/public/documents/reports/wfp274337.pdf?_ga=1.55051883.1160616948.1487074706.

- contributing to the revitalization of smallholder agriculture and community development, taking into account the needs, priorities, roles and workloads of women and men – especially in areas with large refugee populations.

2.3 Strategic Changes

26. The CSP reconciles potential scenarios for Lebanon and the Syrian refugee crisis and envisions a degree of flexibility for WFP to adapt its vision for 2008–2010 to the changing context and emerging opportunities. These include potential future returns of refugees to the Syrian Arab Republic, graduation of certain groups of refugee beneficiaries following the London and Brussels Conferences, and anticipated donor support for humanitarian and development activities.
27. Given the deterioration in living conditions and livelihoods, the response to the Syrian crisis has focused on addressing immediate needs. However, there is growing demand for a response that mitigates the socio-economic impacts of the crisis by linking immediate assistance to investments in longer-term productivity, resilience and social safety nets with other major stakeholders.
28. The CSP continues the gradual shift towards resilience-building and livelihoods activities under the current protracted relief and recovery operation in a manner that benefits all participants equitably. In addition, the CSP will contribute to strengthening systems, developing common platforms and introducing innovations with other actors to increase the efficiency, equity and effectiveness of humanitarian and development assistance in Lebanon. The CSP will also strengthen national capacities to manage the humanitarian crisis with a view to preparing for hand-over while ensuring that system improvements benefit vulnerable Lebanese communities sustainably.

3. WFP's Strategic Orientation

3.1 Direction, Focus and Intended Impacts

29. The CSP is aligned with the Government-endorsed LCRP (2017–2020), the UNSF (2017–2020), the Ministry of Agriculture Strategy (2015–2019) and WFP's Vision 2020.³⁷ It positions WFP as a major partner of the Government and other United Nations agencies in crisis response and achievement of the SDGs. While providing a framework for responding to the diverse urgent needs of refugees and vulnerable Lebanese people, the CSP will strengthen national systems and capacities, including for the management of social safety nets.
30. In line with the WFP Strategic Plan (2017–2021), the Gender Policy (2015–2020) and the Gender Action Plan, gender is integrated throughout the CSP to ensure gender-transformative programmes and policies for zero hunger. Among other actions, WFP will disaggregate data by gender and age; embed gender analysis in all assessments, research, technical assistance, knowledge-sharing, information management and related work; mainstream gender into all programme, policy and capacity-strengthening initiatives; and engage women, men, girls and boys – and their organizations– in ways that empower them and foster equitable outcomes.
31. Strategic outcome 1 addresses the basic food and nutrition requirements of refugees and vulnerable Lebanese households targeted through the NPTP. WFP provides cash transfers – expected to be USD 27 per month per person – to targeted households with high food insecurity levels, and/or a “top-up” to ensure that children remain in school and diversify their dietary intake. WFP will also support the Government in strengthening institutional capacities for emergency preparedness and response.
32. Strategic outcome 2 builds on access to food to strengthen the resilience of refugees and vulnerable Lebanese people by investing in their skills, assets and capacities. In some cases, support towards strategic outcome 2 will be added to that provided for strategic outcome 1; in other cases it will target populations excluded from strategic outcome 1 as beneficiaries with

³⁷ Vision 2020 is informed by SDG 2. Based on data and consultations with its partners, WFP has crafted a Syria+5 Vision 2020 and a proposed course of action for the long term. Retrieved from http://documents.wfp.org/stellent/groups/public/documents/op_reports/wfp285730.pdf.

higher levels of food security are shifted to conditional assistance. The transfer for strategic outcome 2 complements the transfer for strategic outcome 1, which is intended to cover 60 percent of household food requirements. Whenever possible and based on up-to-date vulnerability assessments and partner consultations, WFP will transition its assistance from strategic outcome 1 to strategic outcome 2.

33. Strategic outcome 3 frames WFP's contribution to common services and platforms for the humanitarian response, and articulates its support to service delivery by the Ministry of Social Affairs and the Ministry of Agriculture.
34. All three strategic outcomes contribute to SDG 2 on zero hunger and SDG 17 on partnerships for the SDGs.

3.2 Strategic Outcomes, Expected Outputs and Key Activities

Strategic outcome 1: Food-insecure refugees and vulnerable Lebanese people, including schoolchildren, have access to life-saving, nutritious and affordable food throughout the year

35. In the context of protracted displacement, WFP's core activities in Lebanon will focus on providing unconditional food assistance to refugees and vulnerable Lebanese communities through cash-based transfers (CBTs). This assistance will boost the local economy and provide beneficiaries with their food and nutrition needs. WFP will provide conditional food assistance for education as an incentive for school attendance to create a positive learning environment and increase cohesion among refugees and host communities. In addition, WFP will ensure that the most vulnerable Syrian refugee and Lebanese communities receive the support they need for maintaining food and nutrition security. This outcome targets women and caregivers for basic education on family nutrition and other nutrition-related topics. It incorporates emergency response preparedness to ensure contingency planning and readiness in the event of a sudden increase in refugee numbers.

Focus area

36. The primary focus of this outcome is crisis response to address the needs of populations affected by shocks.

Expected outputs

37. This outcome will be achieved through four outputs:
 - Targeted Syrian refugees, vulnerable Lebanese people and Palestinian refugees from the Syrian Arab Republic receive unconditional food assistance through cash-based transfers (CBTs) to meet their basic food and nutrition needs (tier 1; output category A1; Strategic Result 1).
 - Customers of WFP-contracted shops and outlets benefit from the shops' improved capacity to offer diverse, high-quality foods at competitive prices (tier 2; output category C; Strategic Result 1).
 - Targeted Syrian refugees, vulnerable Lebanese people and Palestinian refugees from the Syrian Arab Republic receive nutrition education and advocacy to improve their nutrition-related behaviour and outcomes (tier 1; output category E; Strategic Result 2 – nutrition sensitive).
 - Targeted schoolchildren 5–14 years receive cash or school snacks conditional on their enrolment and attendance in school (tier 1; output category A2; SDG target 4.1 – education).

Key activities

38. *Activity 1:* WFP will provide cash transfers – expected to be USD 27 per month per person – to targeted households with levels of high food insecurity. These transfers cover about 60 percent of household food expenditures, while the remainder can be covered through other income-generating opportunities of household members or conditional top-ups provided through activities 2, 3 and 4. The total number of beneficiaries – Syrian refugees, vulnerable Lebanese people and Palestinian refugees from the Syrian Arab Republic – is expected to decrease from

574,000 in 2018, to 479,000 in 2019 to 404,000 in 2020.³⁸ Depending on the context, beneficiaries will receive their entitlements through e-vouchers or unrestricted cash. Through its retail strategy, WFP will ensure that its beneficiaries in Lebanon have access to diverse, high-quality foods at competitive prices. Through its network of contracted shops, WFP can also provide extra controls to ensure that transfers reach the intended beneficiaries. WFP will ensure that shops owned by women are included to promote women's economic empowerment. The activity also includes the development and delivery of education on healthy eating habits and nutrition, and the continuous refinement of tools and innovations to enhance programme quality, vulnerability analysis, needs-based targeting and resource-based prioritization. Its implementation will be based on harmonized frameworks; CBT platforms; analysis of transaction data; and gender-sensitive analysis, monitoring and evaluation, and accountability and feedback mechanisms. Expertise developed by WFP through this component will be made available to the wider humanitarian community and national institutions (see activity 5).

39. *Activity 2:* Through its joint programme with UNICEF, WFP will provide conditional food assistance for education in the form of top-ups for Syrian refugee households to encourage school enrolment and regular attendance of children aged 5–14 years. In addition to promoting school attendance among girls and boys, food assistance for education will also aim to reduce the likelihood of refugee households resorting to negative coping mechanisms such as child, early and forced marriage, and child labour.³⁹ School snacks will be provided to Lebanese and Syrian students enrolled in public primary schools as an additional incentive for regular school attendance and to create a positive environment for learning and cohesion among refugees and host communities. This activity will include tailored, gender-responsive nutrition education and awareness materials for schoolchildren, parents and caregivers. Partnerships with UNICEF, the Ministry of Education and Higher Education, and the Ministry of Social Affairs will be crucial to implementing and scaling up this activity.

Strategic outcome 2: Vulnerable women and men in targeted refugee and Lebanese communities sustainably improve their access to food while enhancing their skills, capacities and livelihood opportunities by 2020

40. WFP will use its unique position to support the recovery of individuals, communities and systems affected by the Syrian crisis, and to strengthen their resilience. This strategic outcome invests in the education, training and assets of vulnerable Lebanese and Syrian people to transform the crisis into an opportunity for everyone, empower beneficiaries and strengthen social cohesion at the local level. Activities will take into account gender-equality targets, nutrition awareness and community-based participatory planning to understand and respond to the needs and expectations of diverse community members, and improve their participation in resilience activities.

Focus area

41. The primary focus of this outcome is resilience-building.

Expected outputs

42. This outcome will be achieved through four outputs:
- Targeted smallholder farmers receive training and technical support to increase their production and sales (tier 1; output category C; Strategic Result 3).
 - Targeted vulnerable Syrian refugees and vulnerable Lebanese people receive conditional food assistance through CBTs to meet their basic food and nutrition needs (tier 1; output category A2; Strategic Result 1).
 - Targeted vulnerable Syrian refugees and vulnerable Lebanese people receive training to build their marketable skills and strengthen their livelihoods in Lebanon and – for returning refugees – in the Syrian Arab Republic, ensuring the equitable participation of both men and women (tier 1; output category C; Strategic Result 3).

³⁸ Participatory gender analysis will inform decision-making for equitable targeting of women, men, girls and boys.

³⁹ An estimated 80 percent of children targeted for activity 2 will be in households receiving assistance through activity 1.

- People living in targeted municipalities benefit from the creation and rehabilitation of community environmental and agricultural assets to build social cohesion, improve living conditions and stimulate economic opportunities (tier 2; output category D; SDG target 1.5 – no poverty, and resilience).

Key activities

43. *Activity 3:* WFP will provide conditional food assistance to vulnerable Lebanese people and Syrian refugees to enhance their income opportunities, livelihoods and basic life skills. This will be achieved through gender-responsive, tailored training of women and men to build skills that are sustainable – focused on the future; transferable among countries; and marketable – that attract private-sector interest by creating new market opportunities and build resilience at the household level. In addition, WFP will establish new markets for fresh fruits and vegetables, linking its beneficiaries to local markets and producers. Interventions will aim to strengthen the confidence and abilities of men and women producers, particularly by promoting agricultural processing cooperatives run by women.
44. *Activity 4:* WFP will provide conditional food assistance for assets to strengthen cohesion between Syrian and Lebanese communities in partnership with local institutions and humanitarian partners, especially FAO and UNDP. This activity will involve community asset creation in different sectors applying participatory processes that engage partners, beneficiaries, national institutions and municipalities to address the specific needs, priorities, roles and workloads of women and men.

Strategic outcome 3: National institutions and national and international humanitarian actors are supported in their efforts to improve the effectiveness and efficiency of their assistance

45. WFP will enhance humanitarian assistance in Lebanon by consolidating and sharing its experience of responding to the refugee crisis with national institutions and other partners. This outcome will foster partnerships based on a common platform to increase the efficiency, equity and effectiveness of assistance. It will assist the transition towards sustainable approaches including developing social safety nets that meet the needs and priorities of women, men, girls and boys, with a view to national hand-over when feasible. The outcome will also improve programme quality and innovations, and make them available to partners, stakeholders and country offices.

Focus area

46. The primary focus of this outcome is crisis response.

Expected outputs

47. This outcome will be achieved through two outputs:
 - Populations targeted by national and partner programmes benefit from shared platforms and services for national stakeholders to improve the coverage, coherence and implementation of these programmes (tier 2; output category H; SDG 1.3).
 - Vulnerable populations benefit from enhanced capacities of public institutions and systems, including local responders, to prepare for and respond to emergencies (tier 3; output category C; SDG target 1.4).

Key activities

48. *Activity 5:* WFP will enhance the use of its cash platform to support the broader humanitarian community together with UNHCR, UNICEF and the Lebanon Cash Consortium. This activity will lay the foundation for more durable solutions and contribute to further development of social safety nets and the national social protection system. In addition, WFP will strengthen the capacity of national ministries to design and implement efficient, effective and gender-transformative programmes. This output will be achieved by leveraging CBTs and partnerships with national bodies, and United Nations agencies and the World Bank to provide technical assistance. Assistance will include customization of tools to institutional needs; training on the use and maintenance of these tools; improvement of programmes through enhanced targeting,

registration and data collection; and advisory services such as analysis, assessments and the development of pilots for beneficiary graduation.

3.3 Transition and Exit Strategies

49. WFP will incorporate a sustainable hand-over mechanism into its activities through technical assistance, capacity strengthening and knowledge-sharing with national stakeholders. With support from the Government, WFP will remain in Lebanon for as long as humanitarian assistance is needed to meet the food and nutrition needs of Syrian refugees. WFP will gradually scale down its operations once Syrian refugees begin returning home. In addition, WFP will examine the need for additional capacity strengthening in Lebanon, focusing on social protection, emergency preparedness and response as requested by the Government.
50. This CSP foresees a gradual improvement in security conditions in the Syrian Arab Republic and a slow return of refugees to their home country. WFP's assistance will be tailored to this transition, with a gradual decrease in assistance to Syrian refugees – in terms of both beneficiary numbers and budgets for each activity. The WFP's country office in Lebanon is already planning for this scenario with the country office in the Syrian Arab Republic.

4 Implementation Arrangements

4.1 Beneficiary Analysis

51. Under strategic outcome 1, activity 1, targeted beneficiaries⁴⁰ will include: i) 510,000 Syrian refugees in 2018, 420,000 in 2019 and 350,000 in 2020; ii) 48,000 vulnerable Lebanese people in 2018, 45,000 in 2019 and 42,000 in 2020; and iii) 16,000 Palestinian refugees from the Syrian Arab Republic in 2018, 14,000 in 2019 and 12,000 in 2020.
52. Through activity 2: i) 133,000 Syrian refugee children will benefit from a household cash op-up in 2018, with this number decreasing to 110,000 in 2019 and 80,000 in 2020; and ii) 17,000 primarily Lebanese schoolchildren aged 5–14 years will receive a school snack in 2018, increasing to 20,000 in 2019 and 2020.
53. WFP will target Syrian refugees and vulnerable Lebanese people through strategic outcome 2, activities 3 and 4. Targeting will be based on geographic area, seasonality, focus of activity, gender and vulnerability. In the initial stages, both activities will primarily target beneficiaries receiving unconditional food assistance. The remaining beneficiaries – estimated at 20 percent of the total for these activities – will include Syrian refugees and vulnerable Lebanese people referred by non-governmental organizations (NGOs) or municipalities, and enrolled based on vulnerability. Participatory gender analyses will inform targeting to ensure that women, men, girls and boys benefit equitably.

⁴⁰ Participatory gender analysis will inform decision-making for the equitable targeting of women, men, girls and boys that supports equality of outcome.

TABLE 1: FOOD AND CBT BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY		
Strategic outcome	Activity	Total*
1	1: Unconditional food assistance for 12 months each year through CBTs to: i) Syrian refugee households; ii) vulnerable host community households; and iii) Palestinian refugees from the Syrian Arab Republic	574 000
	2: Conditional food assistance for education: i) cash for education; and ii) school meals	153 000
2	3: Conditional food assistance to support training of Syrian refugees and vulnerable Lebanese people, and enhance their livelihoods and income opportunities	9 000
	4: Conditional food assistance for assets to strengthen cohesion between Syrian and Lebanese communities, improve living conditions and stimulate local economic opportunities	79 688
3	5: Enhanced use of WFP's cash platform to support the broader humanitarian community, support to strengthen the capacities of national ministries to design and implement efficient and effective programmes	N/A
Total		622 338**

* Participatory gender analysis will inform decision-making for equitable targeting of women, men, girls and boys.

** Total number of beneficiaries excluding overlaps.

54. Classification of households according to their level of food security is based on a composite indicator that takes into consideration food consumption, the share of total expenditure on food, and coping strategies. This method aims to ascertain the: i) current – short-term – food security of households as measured by the Food Consumption Score and coping strategies related to food consumption; ii) depletion of assets, which has long-term implications on households' capacity to withstand and recover from shocks; and iii) food expenditure share, which reflects economic vulnerability. Based on this methodology, households are classified as food-secure, mildly food-insecure, moderately food-insecure or severely food-insecure.
55. WFP provides food assistance to severely food-insecure, moderately food-insecure and some mildly food-insecure people who cannot afford the minimum expenditure basket. The value provided by the e-card is currently USD 27 per person, redeemable at 500 WFP-contracted shops located throughout the country. Measures are being taken to support all household members benefiting from WFP food assistance and avoid the perpetuation of intra-household inequities.
56. Through the NPTP, WFP targets Lebanese people affected by the Syrian crisis and all Lebanese households living under the extreme poverty line as assessed by the World Bank in conjunction with the Ministry of Social Affairs and the Presidency of the Council of Ministers. It supports Palestinian refugees from the Syrian Arab Republic with monthly assistance through a cash programme designed and managed by the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).
57. Through the cash-for-education programme, WFP provides Syrian refugee households with a monthly top-up of USD 6 towards the cost of school food. This provides an incentive for children's enrolment and regular attendance in school, and mitigates negative coping strategies including child, early and forced marriage, and child labour.

58. WFP will distribute in-kind school snacks of ultra-high-temperature (UHT) processed milk and fresh fruit to Syrian refugee and vulnerable Lebanese children enrolled in 39 public primary schools participating in the “second shift”⁴¹ system. Primary schools will be selected by the Ministry of Education and Higher Education.
59. In addition, all Syrian refugees and vulnerable Lebanese people will have an opportunity to enrol in the livelihoods programme – whether or not they receive WFP assistance. Enrolment will be based on an assessment of vulnerability and WFP will ensure that women and men are equally able to participate and benefit.

4.2 Transfers

60. Early in the Lebanon emergency response to the Syrian crisis, humanitarian agencies began to transition from in-kind assistance to CBTs to meet refugees’ needs more effectively. Functioning markets, technical capacity, adequate banking services and infrastructure throughout the country allowed for this change. By 2016, CBTs were the primary means of providing assistance for most agencies. Evaluations conducted since this transition have confirmed the efficiency and benefits to the local economy of using CBTs.⁴² Since 2012, WFP has injected close to USD 900 million into the Lebanese economy through cash-based interventions, stimulating competition and increasing market efficiencies and beneficiaries’ purchasing power. CBTs have proven beneficial for all recipients as the preferred form of food assistance of both women and men, enabling them to meet their basic needs in a dignified and empowering manner.⁴²

⁴¹ Selected public schools in Lebanon operate two shifts: one in the morning, primarily for Lebanese children; and one in the afternoon for Syrian refugee children. The Government introduced this system to include Syrian children in the public education system.

⁴² WFP. 2014. Economic Impact Study: Direct and Indirect Effects of the WFP Value-Based Food Voucher Programme in Lebanon; Caccavale, Oscar M. et al. 2015. Exploring Food Assistance Programmes: Evidence for Lebanon. Rome: WFP; UNDP. 2015. Impact of Humanitarian Aid on the Lebanese Economy; Avenir Analytics. 2014. Research to identify the Optimal Operational Set-up for Multi-Actor Provision of Unconditional Cash Grants to Syrian Refugees in Lebanon.

	Strategic outcome 1			Strategic outcome 2		Strategic outcome 3
	Activity 1	Activity 2		Activity 3	Activity 4	Activity 5
Beneficiary type	Syrian refugees, vulnerable Lebanese people and Palestinian refugees from the Syrian Arab Republic	Syrian refugee children and Lebanese schoolchildren aged 5–14 years		Syrian refugees and vulnerable Lebanese people – food for training	Syrian refugees and vulnerable Lebanese people – food assistance for assets	N/A
Modality	CBTs	CBTs	Food	CBTs	CBTs	N/A
Total kcal/day			160			
% kcal from protein			10.37%			
cash (USD/person/day)	27 USD per person/month	USD 6/month for children aged 5–14 to cover school meal costs		USD 105/month for 42 hours of training	USD 105	
Other – UHT milk and fruit			285g/day			
Number of feeding days			20/month			

Food type/CBTs	Total (mt)	Total (USD)
Other – UHT milk and fruit	2 274	3 710 702
Total (food)	2 274	3 710 702
CBTs (USD)		637 167 000
TOTAL (food and CBT value – USD)	2 274	640 877 702

Capacity strengthening including South–South cooperation

61. Capacity strengthening will be mainstreamed in all strategic outcomes to support national ministries, United Nations agencies, civil society, NGOs and municipalities. Gender considerations will be integrated into all capacity-strengthening work. In addition, the strategic outcomes will present opportunities for knowledge-sharing in the framework of South–South cooperation through the WFP Centre of Excellence against Hunger and workshops on innovations and best practices for CBTs.

4.3 Country Office Capacity and Profile

62. The CSP does not have major implications for WFP's presence in Lebanon. WFP has the capacity and expertise to achieve the strategic outcomes, but will review its operational structure to optimize the response and assist the Government in meeting its priorities. Further review of country office technical competencies will be considered to ensure that gender is mainstreamed into all operations. WFP will maintain its field presence through its three sub-offices in Zahle, Qobayat and Beirut.

4.4 Partnerships

63. In line with its Corporate Partnership Strategy (2014–2017), WFP will leverage existing and new partnerships with the Government, United Nations agencies, NGOs, civil society, the private sector and other stakeholders to achieve the strategic outcomes.
64. WFP has a wide range of operational and strategic partnerships to coordinate operations and enhance complementarities. To maximize efficiency, WFP partners UNHCR, UNICEF and the Lebanon Cash Consortium on the Lebanon One Unified Inter-Organizational System for e-Cards (LOUISE). This initiative involves a series of joint ventures to harmonize vulnerability assessments; targeting; the provision of financial services; the distribution of beneficiary cards; the delivery of CBTs for different programmes and modalities through a single platform; monitoring and evaluation; accountability to affected populations, including a common call centre; and information management. With other United Nations agencies and the World Bank, WFP is undertaking a recovery context analysis to enhance the coordination of resilience investments in the country and develop operational partnerships to bridge the humanitarian–development divide.
65. WFP and FAO co-chair the Food Security Sector with the Ministry of Agriculture, harnessing the comparative advantages of many humanitarian and development actors, and coordinating their food security and nutrition responses. WFP leads the Nutrition Platform with partners on nutrition from the Government, United Nations agencies, NGOs, donors and academia.
66. WFP co-leads the UNSF Result Group on Socio-economic Development. Together with UNICEF, WFP will facilitate joint United Nations work on creating economic opportunities for refugees and vulnerable Lebanese women and men, and developing the national safety net system.
67. WFP will continue providing support to the NPTP. WFP's digital beneficiary and transfer management platform, SCOPE will be made available to support the Government in beneficiary management for the national safety net and in graduating beneficiaries through participation in digital skills vocational training. Support is also expected in areas including vulnerability assessment, targeting and impact monitoring.
68. WFP is active in the Inter-Agency Standing Committee humanitarian cluster system: it is co-leader of the Food Security Cluster, leader of the Emergency Telecommunications and Logistics Clusters, and an active member of the Protection Cluster and others. Through the cluster system, WFP supports gender mainstreaming in line with the Inter-Agency Standing Committee Gender Equality in Humanitarian Action Policy Statement for gender-transformative outcomes.

5 Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

69. WFP will develop a comprehensive gender-responsive monitoring and evaluation plan covering each strategic outcome, with specific roles and responsibilities for cooperating partners, the country office and the sub-offices. Opportunities for joint monitoring and independent monitoring of CBT and livelihoods activities will be pursued with other agencies. Primary outcomes, outputs and processes will be monitored regularly based on WFP's Corporate Results Framework and monitoring guidelines. Monitoring will be conducted using mobile data collection applications and information will be gathered into a central database. There will be

quarterly reporting on results. A country portfolio evaluation will be conducted in the third year of implementation and a mid-term review at the start of year 2.

5.2 Risk Management

Contextual risks

70. The situation in Lebanon remains volatile, with both internal and external stressors. The protracted Syrian crisis represents the most significant risk to Lebanon's political, economic and internal security. Internally, the political climate remains fractious. Persistent and increasing social, economic and gender inequalities undermine progress towards food and nutrition security. WFP will continue to engage with the Government at all levels to deliver on its mandate and provide both Syrian refugees and vulnerable Lebanese people with food and nutrition assistance through different modalities. Adaptive programming and partnerships will also help to mitigate risks hindering the successful implementation of WFP's activities and achievement of its outcomes.

Programmatic risks

71. The Lebanese context presents significant programmatic and reputational risks to WFP's operations. WFP will ensure that its food assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, and that it is provided in ways that respect all people's rights through monitoring, beneficiary feedback, strengthening the capacity of government counterparts and partners, and partnering entities that promote gender equality and active participation.
72. To receive assistance from WFP, Syrian refugees must be registered with UNHCR. WFP provides e-cards to targeted refugees in Lebanon based on their refugee status and eligibility for assistance as determined by the Vulnerability Assessment of Syrian Refugees in Lebanon, a multi-sector analysis that WFP conducts yearly with UNHCR and UNICEF. During the distribution of e-cards, facial recognition technology confirms each cardholder's identity against data collected by UNHCR during refugee registration. Twice a year, a verification exercise similar to a census requires all beneficiaries to reconfirm their presence in Lebanon in order to continue receiving WFP assistance.
73. WFP's Shop Management Group, chaired by the Deputy Country Director, leverages programme intelligence, information systems, field observations and beneficiary feedback to manage WFP's network of contracted shops. In addition, WFP has developed clear standard operating procedures and risk-mitigation measures while developing and utilizing effective monitoring tools. WFP has established a clear division of roles and responsibilities for the country office, sub-offices and cooperating partners to ensure accountability.

Institutional risks

74. Threats of terrorism, armed clashes, kidnapping and outbreaks of violence near Lebanon's borders with the Syrian Arab Republic and Israel remain major institutional risks to WFP's operations and staff. WFP works with the United Nations Department of Safety and Security to ensure staff safety and mitigate risks.

6 Resources for Results

6.1 Country Portfolio Budget

TABLE 4: COUNTRY STRATEGIC PLAN INDICATIVE ANNUAL BUDGET REQUIREMENTS (USD)				
	Year 1	Year 2	Year 3	Total
	2018	2019	2020	
Strategic outcome 1	229 289 492	193 286 053	165 652 946	588 228 491
Strategic outcome 2	95 317 929	119 708 816	80 917 225	295 943 970
Strategic outcome 3	3 139 399	1 111 678	1 192 143	5 443 220
Total	327 746 820	314 106 547	247 762 314	889 615 681

75. The CSP has a total budget of USD 889,615,681 over three years from 2018 to 2020. WFP's commitment to allocating 15 percent of all project funds to gender-equality activities will be met. Approximately 66 percent of the budget (USD 588,228,491) is allocated to strategic outcome 1, providing direct food assistance through CBTs to support vulnerable Syrian refugees, vulnerable Lebanese people and Palestinian refugees from the Syrian Arab Republic while incorporating emergency preparedness, nutrition and school meal activities.
76. Strategic outcome 2 reflects the gradual shift towards resilience-building and livelihoods activities, with a budget of USD 295,943,970 over three years. The country office will gradually increase the number of beneficiaries assisted through this strategic outcome while decreasing beneficiary numbers under strategic outcome 1, contributing to an overall reduction in operational costs over the CSP period.
77. Strategic outcome 3 focuses on common services for humanitarian and development actors, and capacity strengthening of national stakeholders to improve service delivery, with a budget of USD 5,443,220.

6.2 Resourcing Outlook

78. The forecast for the CSP is based on long-term support from traditional donors. Current WFP operations require an average of USD 20 million per month to continue providing life-saving assistance to Syrian refugees in Lebanon. The country portfolio budget for this CSP foresees a gradual decrease each year resulting from reduced needs and a gradual shift towards conditional assistance and safety net approaches to match donor commitments and strategies.

6.3 Resource Mobilization Strategy

79. WFP will continue to consult donors regarding levels and modalities of assistance, including the transition of less vulnerable beneficiaries to conditional assistance and the graduation of NPTP beneficiaries, when possible. WFP will liaise with donor governments to maximize flexibility and predictability of resources. While strengthening its relationships with traditional donors, WFP will also broaden its donor base to include non-traditional donors and the private sector. It will employ innovative platforms such as ShareTheMeal. In the context of LOUISE, WFP will mobilize resources for specific activities and joint work streams, contributing to more efficient and cost-effective response. Opportunities to develop social safety net approaches with major stakeholders will also be explored to ensure sustainability and provide a more strategic response to the expected needs of refugees in Lebanon.

6.4 Resource Prioritization

80. In the event of funding gaps, WFP will focus available resources on life-saving activities while continuing other CSP activities according to the interests and investments of specific donors. The ranking of Syrian refugees based on UNHCR data and the Vulnerability Assessment of Syrian Refugees in Lebanon will allow prioritization of the most vulnerable households for

assistance. In the context of LOUISE, WFP will coordinate with partners to ensure that its assistance is directed to the most vulnerable people and complements assistance provided by other organizations. To ensure that no vulnerable refugees are left behind, WFP will employ joint targeting with UNHCR and a joint referral strategy with UNHCR and other actors providing food and basic assistance. Any beneficiaries no longer receiving assistance because of funding shortfalls will be monitored through the Food Security Outcome Monitoring System and other tools.

**ANNEX I: SUMMARY OF LOGICAL FRAMEWORK FOR
LEBANON COUNTRY STRATEGIC PLAN (2018–2020)**

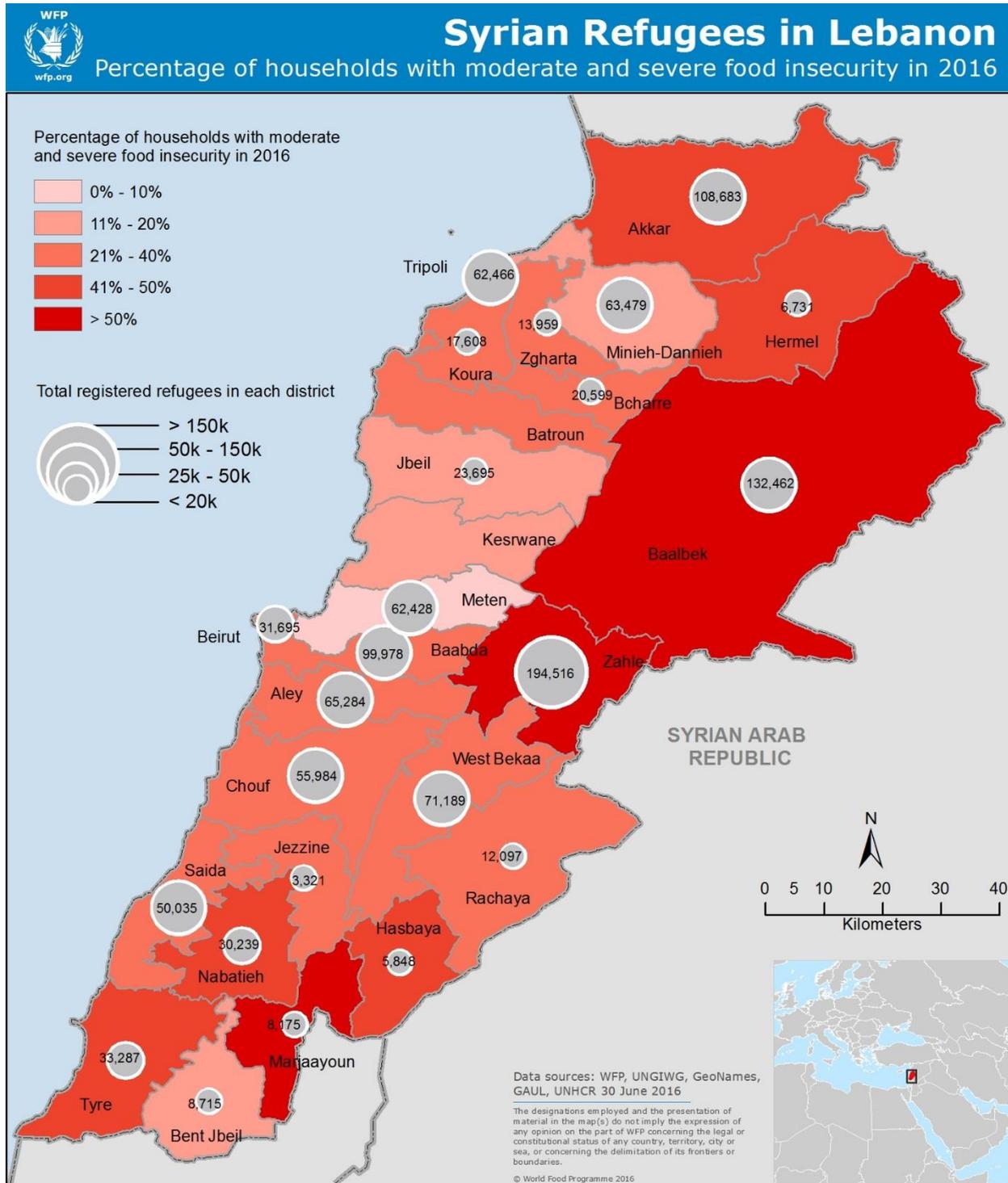
To be added

ANNEX II

INDICATIVE COST BREAKDOWN (USD)				
	Strategic Result 1 SDG target 2.1	Strategic Result 1 SDG target 2.1	Strategic Result 8 SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	
Transfer	514 574 726	261 519 633	3 433 456	779 527 814
Implementation	24 262 034	9 569 525	1 555 237	35 386 797
Adjusted direct support costs	10 909 493	5 493 991	98 429	16 501 914
Sub-total	549 746 253	276 583 149	5 087 122	831 416 524
Indirect support costs (7 percent)	38 482 238	19 360 820	356 099	58 199 157
Total	588 228 491	295 943 970	5 443 220	889 615 681

ANNEX III

Food insecurity among Syrian refugee households in Lebanon, 2016



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

Acronyms Used in the Document

CBT	cash-based transfer
CSP	country strategic plan
ESCWA	United Nations Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
LCRP	Lebanon Crisis Response Plan
LOUISE	Lebanon One Unified Inter-Organizational System for e-Cards
LPI	Logistics Performance Index
NGO	non-governmental organization
NPTP	National Poverty Targeting Programme
SDG	Sustainable Development Goal
UHT	ultra-high temperature
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSF	United Nations Strategic Framework