



## Standard Operating Procedure (SOP) for Activation of the Contingency Plan for Food Assistance due to Funding Shortfalls

- 2015 -

### I. Overview

This SOP outlines the procedures to be followed when activating the Contingency Plan (CP) for food assistance in the event of an unexpected funding shortfall. Funding shortfalls refers to any funding scenario that shall result in WFP being unable to fully implement the planned food assistance for displaced Syrian populations & Palestinian Refugees in Lebanon. The SOP also provides guidance to the humanitarian agencies in Lebanon by summarizing the sequence of events and activities that will be carried out in activating the CP and mobilizing gap cover.

The Contingency Plan shall be coordinated within the Food Security Sector Working Group (FSSWG) which is co-led by MoSA and WFP and FAO. An Inter-Agency CP core group, comprising food security sector leadership and inter-agency/sector representatives was formed in December 2014. The CP core group meetings shall be co-chaired by the MoSA contingency planning advisor and the FSSWG coordinator. This food assistance CP core group shall lead the resource mobilization and advocacy; and hold ad hoc meetings on the potential impact of food assistance shortfalls, including exploring and making recommendations on other mitigation measures. The core group shall advise and guide other sectors, humanitarian agencies and the government on steps to follow to minimize the potential impact of the funding shortfalls.

The food security sector shall have up to 14 days to activate and implement the contingency plan. This period shall begin with WFP updating the food security sector, by the 23<sup>rd</sup> of each month, on the funding pipeline outlook, and thus the food assistance plans for the subsequent month (see schematic presentation below).<sup>1</sup> This update shall include the e-card voucher transfer value and the number of beneficiaries per population category/age group that will be reached across the five regions of Lebanon (Bekaa Valley, Beirut, Mt. Lebanon, North Lebanon and the South). The food security sector coordinator shall capture this in a CP matrix, showing the envisaged gap (in USD and number of individuals) for which contributions will be needed to either top up the e-card or provide direct food assistance to affected population groups.

### II. Assumptions/ Critical Success Factors

The contingency planning is based on the assumption that participating agencies will be willing to mobilize and provide gap cover resources to the same registered, food assistance beneficiaries for any

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<sup>1</sup> WFP's targeted food assistance scenarios under sudden reduction in funding levels:

≥50% funding- All targeted beneficiaries shall receive a significant amount of voucher value (min. \$15);

≥25% funding- Only children under 5 and elderly individuals (regular assistance & safety net cases) will receive full voucher (\$27);

≥13% funding- Only children under 2 will be eligible to receive the full voucher value (\$27).



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given month. Agencies shall also be willing to share/exchange crucial details with the FSSWG co-leads and the CP core-group. Such details shall include agency specific priorities such as:

- Preferred geographic area of coverage
- Preferred categories of vulnerable groups (e.g. Children, PLWs, elderly *etc.*)
- Preferred modality of providing the gap cover assistance.

### III. Roles and Responsibilities

1. WFP and its cooperating partners shall:

- Share the food assistance funding scenario for the subsequent month.
- Share the planned number of beneficiaries (population/age categories) to be assisted for the subsequent month with the FSSWG coordinator and the CP core group.
- Update the FSSWG on the actual transfer value of the e-card food voucher.
- The WFP HSO and their respective cooperating partners shall coordinate the distribution of top up food assistance to ensure adherence to required standards and ensure programme consistency.

2. MoSA Contingency Planning expert shall:

- Convene and chair the CP core group meetings.
- Coordinate the development of the CP to integrate government suggestions and ensure compliance with relevant GoL policy and international humanitarian standards where applicable.
- Inform MoSA's regional coordinators, to ensure that field coordination is done with the government. The regional coordinators shall liaise with WFP sub-offices and the agencies that have mobilized resources.

3. Sector Coordinator:

- Update the CP matrix each month in line with the agreed-upon timeframes.
- Send out the matrix, indicating the gap.
- Consolidate the CP matrix submissions from participating agencies and share it by the 30<sup>th</sup> of each month
- Present CP update by email to the sector and at FSSWG meetings.

4. Participating Humanitarian Agencies:

- Exchanging information on planned roll out of top up/gap cover. Such information shall include resources/equivalents, prioritization, modality and any other specific preferences.
- Distributing the top up food or cash assistance.
- Sharing communications messages with beneficiaries to ensure clarity, in partnership with WFP.

5. Contingency Plan Activation Sequence/Flow Chart



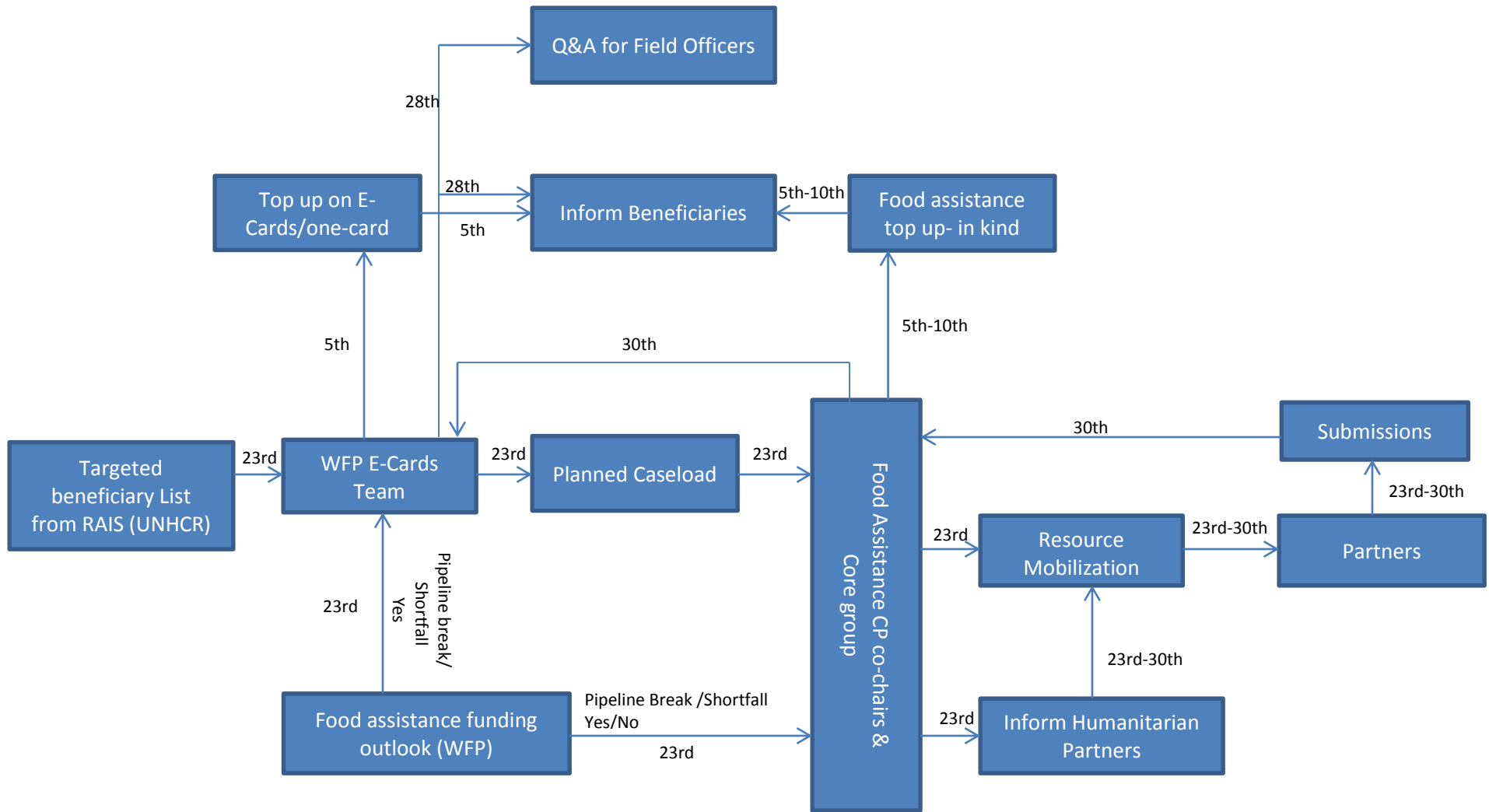
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The outline and diagram below shows the sequential work flow and timelines of activating the FA CP. It explains who does what during the 15 days of activation and implementation of the CP.

<b>Day of the month</b>	<b>Activity</b>
23 <sup>rd</sup>	WFP shares with food security sector the funding pipeline outlook for the subsequent month.
23 <sup>rd</sup>	Upon receiving beneficiary numbers from RAIS (UNHCR), WFP's e-cards team shall share planned distribution numbers (caseload to be assisted) for the subsequent month with the sector coordinator.
23 <sup>rd</sup>	Sector coordinator and MoSA's Contingency Planning Advisor send an email to all humanitarian partners indicating the resultant gap in food assistance for targeted population caseloads.
23 <sup>rd</sup> -30 <sup>th</sup>	Food assistance CP core group co-chairs (MoSA & WFP) will mobilize and follow up with partners, through bilateral and ad hoc CP meetings in Beirut and in the field, as necessary.
28 <sup>th</sup>	WFP sends communication to beneficiaries notifying them on subsequent month's e-card loading. Message will be sent using SMS text and some Q&A for reference by field officers.
30 <sup>th</sup>	Consolidation of partner submissions and sharing of the same with the CP core group and WFP sub-offices for coordination of assistance delivery.
1 <sup>st</sup> Tuesday	Regular FSSWG meeting with update on FA Contingency Plan as a standing agenda item, to identify remaining gaps and propose plan. Where the Tuesday falls after the 5 <sup>th</sup> of the month, the FSSWG is scheduled on the last Tuesday of the month before the e-card uploading date.
5 <sup>th</sup>	Uploading of WFP E-card plus any top up through the E-card.
5 <sup>th</sup> -10 <sup>th</sup>	Distribution of in-kind or top up Food Assistance as necessary.



Annex 1: Contingency Plan Activation Sequence/Flow Chart





## Annex 2: Humanitarian Partners Detailed Guidance Note

**Scenario 1:** WFP receives 50% or more funding, reaches 100% of its beneficiaries with 50% or more of the monthly voucher value in USD (27 USD)<sup>2</sup>.

Gap: If 50%, beneficiaries can consume 1250 kcal per day if they purchase the “ideal food basket”. The kcal gap will vary based on beneficiary nutrition practices and the final value of transferred cash (50% or less).

If 50%, beneficiaries will receive 13.5 USD per person. The cash gap per beneficiary will vary based on the amount finally transferred (50% or less).

The daily nutritional intake of beneficiaries will significantly reduce.

*E.g. in January and February 2015 the cash amount transferred per person was 19 USD. Therefore the cash gap per person was 8 USD. The kcal gap was also less than 1250 kcal.*

**Scenario 2:** WFP receives 25% funding, prioritizes 100% of children under 5 (approx. 21% of food assistance program beneficiaries) and older persons (approx. 3% of food assistance program beneficiaries) with full value (27 USD)

Gap: If 25%, the population between 5 years and 60 years will not receive food assistance that month. The population without support will account to approx. 76% of food assistance program beneficiaries (38% children between 5 & 18; 38% adults).

**Scenario 3:** WFP receives 13% funding, prioritizes 100% of children under 2 with full value (27 USD)

Gap: If 13%, the population older than 2 years of age will not receive food assistance that month. The population without support will be approx. 85% (7% children between 24-59 months, 38% children between 60 months and 17 years, 38% adults and 3% older persons) of the food assistance program beneficiary population.

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<sup>2</sup> As of January 1<sup>st</sup> 2015 the cash value per person per month in WFP food e-card program is 27 USD. The calculation is based on an ideal monthly food basket calculation for 1 person.



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Scenarios	Coverage	Considerations	Gaps		Suggestions
			Cash	Nutrition	
<b>Scenario 1</b>	<ul style="list-style-type: none"> <li>• 100% food assistance program beneficiaries</li> <li>• 50% or more (13,50 USD or more)</li> </ul>	<ul style="list-style-type: none"> <li>• BNFs likely to spend all cash on macronutrients (carbohydrates, protein and fat) and/or less preferred food items</li> <li>• Effects likely to be higher during winter</li> <li>• Debts likely to increase (especially in winter)</li> <li>• The cash transferred is likely to be spent within 2 weeks of transfer</li> </ul>	<ul style="list-style-type: none"> <li>• 50% or less depending on the transferred amount (e.g. in Jan 15, the amount was set at 19 USD)</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately 850 kcal or less per day based on cash transfer though likely to be covered by macronutrients</li> <li>• Likely to have high gaps in micronutrient intake in winter period</li> </ul>	<ul style="list-style-type: none"> <li>• If in-kind aid is opted, align the contents of food baskets with WFP, Red Cross or Food sector recommended baskets</li> <li>• In-kind and CTP/CBI for contingency would be more effective if micronutrient intake is considered.</li> <li>• In kind or cash, sensitize target population on the aim of contents and amount for higher impact and for their better planning</li> <li>• Increase efforts in nutrition sensitization with focus on ideal food basket</li> <li>• Monitor pressure on local shops caused by displaced population debts</li> <li>• Put more effort in covering food needs between November and April as <b>i)</b> income sources would be limited <b>ii)</b> winterization costs will be high <b>iii)</b> kcal needs per person will be slightly higher</li> </ul>
<b>Scenario 2</b>	<ul style="list-style-type: none"> <li>• 100% of U5 and 60+ in food assistance program beneficiaries</li> <li>• 100% (or 27 USD) cash value</li> </ul>	<ul style="list-style-type: none"> <li>• BNF HHs receiving assistance likely to use the cash to cover the food needs of all HH</li> <li>• ALL HHs expected to base their diet on macronutrients (carbohydrates, protein and fat) and less preferred food (especially in winter)</li> </ul>	<ul style="list-style-type: none"> <li>• 100% gap for all HHs without children U5 and 60+</li> <li>• 27 USD*(# of persons between 5 and 60) gap for HHs receiving assistance under this scenario</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately 850 kcal or less per day based on cash transfer though likely to be covered by macronutrients</li> <li>• Likely to have very high gaps in micronutrient intake (U5 and PLWs likely to be more affected)</li> </ul>	<ul style="list-style-type: none"> <li>• If in-kind aid is opted, align the contents of food baskets with WFP, Red Cross or Food Sector recommended baskets</li> <li>• In kind or cash, sensitize target population on the aim of contents and amount for higher impact and for their better planning</li> </ul>



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		<ul style="list-style-type: none"> <li>• ALL HHs likely to look for alternative income or food sources</li> <li>• HHs with children attending school likely to pull them out of school</li> <li>• The # of children pulled out of school likely to be high during harvest seasons</li> <li>• Debts likely to increase</li> <li>• Pregnant and lactating women from HHs receiving <i>regular</i> assistance likely to be affected more by poor food consumption</li> </ul>			<ul style="list-style-type: none"> <li>• HHs with children between 5-18 years could be prioritized as this age group is likely to be pulled out of school</li> <li>• Monitor pressure on local shops caused by displaced population debts and where possible consider designing interventions through these affected food suppliers</li> <li>• Increase IYCF sensitization and dietary diversity focused nutrition sensitization activities</li> <li>• Put more effort in covering macro and micro-nutrient needs between November and April as <b>i)</b> income sources would be limited <b>ii)</b> winterization costs will be high <b>iii)</b> kcal needs per person will be slightly higher</li> <li>• Expect and take measures against increase in negative coping mechanism , especially in prostitution, early marriages, child labor, begging, petty crimes and similar</li> <li>• Expect and take measures against slight increase in domestic violence amongst displaced populations affected by the reductions</li> </ul>
<b>Scenario 3</b>	<ul style="list-style-type: none"> <li>• 100% of U2</li> <li>• 100% (or 27 USD) cash value</li> </ul>	<ul style="list-style-type: none"> <li>• BNF HHs receiving assistance likely to use the cash to cover the food needs of all HH</li> <li>• ALL HHs expected to depend on macronutrients (carbohydrates, protein and fat)</li> <li>• ALL HHs likely to look for alternative income or food sources</li> <li>• HHs with children attending school very likely to pull them out of school.</li> <li>• Children between 24-59 months, pregnant and lactating women from</li> </ul>	<ul style="list-style-type: none"> <li>• 100% gap for all HHs without children U2</li> <li>• 27 USD*(# of persons above 2 years of age) gap for HHs receiving assistance under this scenario</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately 850 kcal or less per day based on cash transfer though likely to be covered by macronutrients</li> <li>• Likely to have very high gaps in micronutrient intake (U5 and PLWs likely to be more affected)</li> </ul>	<ul style="list-style-type: none"> <li>• If in-kind aid is opted, align the contents of food baskets with WFP, Red Cross or Food Sector recommended baskets</li> <li>• In kind or cash, sensitize target population on the aim of contents and amount for higher impact and for their better planning</li> <li>• Monitor pressure on local shops caused by displaced population debts and where possible consider designing</li> </ul>



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		<p>HHs receiving <i>regular</i> assistance likely to be affected more by poor food consumption</p>			<p>interventions through these affected food suppliers</p> <ul style="list-style-type: none"> <li>• Increase IYCF sensitization and food consumption focused nutrition sensitization activities</li> <li>• Put more effort in covering macro and micro-nutrient needs between November and April as <b>i)</b> income sources would be limited <b>ii)</b> winterization costs will be high <b>iii)</b> kcal needs per person will be slightly higher</li> <li>• Expect and take measures against high increase in negative coping mechanism , especially in prostitution, early marriages, child labor, begging, petty crimes and similar</li> <li>• Expect and take measures against slight increase in domestic violence amongst displaced populations affected by the reductions</li> <li>• Prioritize children between 24-59 months, PLWs and those unfit to work</li> <li>•</li> </ul>
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