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Programa Mundial de Alimentos
برنامج الأغذية العالمي

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For information

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

Revision of Liberia transitional interim country strategic plan

	Current	Change	Revised
Duration	1 January 2018– 31 December 2018	1 January 2019– 30 June 2019	1 January 2018– 30 June 2019
Beneficiaries	246 724	38 000	284 724
<i>(USD)</i>			
Total cost	29 257 282	-500 803	28 756 479
Transfers	20 669 662	-1 738 878	18 930 784
Implementation	4 538 232	726 701	5 264 933
Adjusted direct support costs	2 263 732	541 940	2 805 672
Subtotal	27 471 626	-470 237	27 001 389
Indirect support costs (6.5 percent)	1 785 655	-30 565	1 755 090

Gender and age marker* 2A (based on the marker of the transitional interim country strategic plan approved by the Board)

* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>

Decision

The Board approved by correspondence the revision of the Liberia transitional interim country strategic plan and corresponding budget decrease of USD 500,803 outlined in the present document.

31 December 2018

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Rationale

1. Liberia is gradually adjusting after the presidential election and subsequent inauguration of a new government in December 2017 and January 2018, respectively, and the end of the United Nations mission in March 2018. Those critical national milestones, coupled with diminishing post-emergency donor funding, have had a negative impact on the smooth implementation of the Liberia transitional interim country strategic plan (T-ICSP).
2. As has been the case in other humanitarian emergencies, the change over from a large-scale Level 3 humanitarian response to development interventions in post-Ebola Liberia has been characterized by widespread donor fatigue, with development partners shifting their priorities elsewhere. As a result, the country office continues to face serious challenges in mobilizing the resources needed to implement the T-ICSP as originally envisaged as well as the resources needed to present the country strategic plan for 2019–2023 (CSP) for consideration by the Executive Board at its 2018 second regular session with an adequate resourcing outlook. Among other things, the country office's low level of funding made it necessary to conduct a staffing structure review in early 2018 as a basis for optimizing staffing and aligning recurrent operational expenses with available resources.
3. Furthermore, the new Government in Liberia launched a national development plan – the Pro-Poor Agenda for Prosperity and Development (covering 2019–2023) – to succeed the current Agenda for Transformation (covering 2012–2017). National stakeholder consultations on that important road map, which will guide the Government's priorities from 2019 to 2023, are under way. To ensure the proper alignment of the country's United Nations development assistance framework (UNDAF) with national development priorities, the United Nations country team in Liberia has agreed with the Government of Liberia that the current UNDAF be extended until December 2019.
4. On 28 May 2018, after carefully reviewing the above challenges and new developments in national policy directions, and following consultations between the country office and the Regional Bureau Dakar, the Regional Director proposed that Executive Board consideration of the Liberia CSP for 2019–2023 be rescheduled from the Board's 2018 second regular session to its 2019 annual session. This would give the country office more time to mobilize resources and align the CSP more closely with the changing policy landscape.
5. As a result of this rescheduling it is necessary to extend Liberia's T-ICSP to bridge the six-month gap between the scheduled end date of the approved T-ICSP (31 December 2018) and the proposed new start date of the CSP (1 July 2019). This revision will also enable the country office to continue to provide timely assistance to vulnerable populations in close collaboration with the Government, other United Nations agencies and other key partners.
6. The results of the Liberia zero hunger strategic review, published in a government report released in May 2017, as well as the extensive consultations held with implementing partners, donors and the Government during the strategic review and the development of the CSP, confirm the strategic direction outlined in the T-ICSP. Consequently, no strategic changes are envisaged under this proposed revision.

Changes

Strategic orientation

7. This revision does not entail any changes to WFP's strategic direction in Liberia, nor does it change the analysis of the country's hunger gap and challenges identified through the national zero hunger review.

Strategic outcomes

8. In accordance with this revision the cost of activities under the 2018 plan has been adjusted downward to reflect the current resourcing outlook, with an overall decrease of USD 11.8 million in the original budget;
9. In addition, in 2019, there will be:
 - an increase in cost and beneficiaries under strategic outcome 1 (crisis prevention contingency placeholder) and in cost under strategic outcome 4 (building resilience for smallholder farmers);
 - the addition of food as a transfer modality for homegrown school feeding under strategic outcome 4 (activity 7), which currently has two modalities: cash-based transfers and capacity strengthening; and
 - a reduction in the budget for service delivery under strategic outcome 6 from USD 6.3 million to USD 1.4 million.

Beneficiary analysis

10. Overall, the proposed revision would entail an increase of 38,000 beneficiaries, with the following changes:
 - an increase of 50,000 beneficiaries of activity 1 under strategic outcome 1. That activity, which aims to enable crisis-affected populations in Liberia to meet their basic food and nutrition needs during and in the aftermath of crises, was implemented in response to the flooding in the country in July and August 2018;
 - a decrease of 12,000 beneficiaries of activity 2 under strategic outcome 2.

TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY

Strategic outcome	Activity	Current			Increase/decrease			Revised		
		Boys/ men	Girls/ women	Total	Boys/ men	Girls/ women	Total	Boys /men	Girls/ women	Total
1	1. Provide general food assistance to vulnerable households affected by disasters and/or other disruptions.	12 500	12 500	25 000	25 000	25 000	50 000	37 500	37 500	75 000
2	2. Provide safe, adequate and nutritious school meals to targeted school-age children and monthly take-home rations to adolescent girls.	63 920	72 080	136 000	-7 000	-5 000	-12 000	56 920	67 080	124 000
	3. Provide food and nutritional support to targeted groups (PLHIV, TB patients and their affected households).	12 524	12 726	25 250	0	0	0	12 524	12 726	25 250
3	4. Provide nutritious foods to households with pregnant and lactating women and children aged 6–23 months in counties with the	7 700	7 774	15 474	0	0	0	7 700	7 774	15 474

TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY										
Strategic outcome	Activity	Current			Increase/decrease			Revised		
		Boys/ men	Girls/ women	Total	Boys/ men	Girls/ women	Total	Boys /men	Girls/ women	Total
	greatest prevalence of stunting and provide nutrition education and sensitization to various groups and stakeholders.									
4	5. Build, rehabilitate and maintain productive assets, including through climate adaptation measures, for targeted smallholders.	12 500	12 500	25 000	0	0	0	12 500	12 500	25 000
	7. Provide agricultural market support (including HGSF) to smallholder farmers.	10 000	10 000	20 000	0	0	0	10 000	10 000	20 000
Total		119 144	127 580	246 724	18 000	20 000	38 000	137 144	147 580	284 724

Abbreviations: HGSF = homegrown school feeding; PLHIV = people living with HIV; TB = tuberculosis

Transfers

11. The only significant proposed change to transfer modalities would occur in respect of activity 7 under strategic outcome 4, where food transfers would be added to cash-based transfers and capacity strengthening. The addition of food transfers is intended to provide the country office greater flexibility to use the transfer modality best suited to the season and other circumstances of a given case.

	Strategic outcome 1		Strategic outcome 2						
	Activity 1: Provide general food assistance to vulnerable households affected by disasters and/or other disruptions		Activity 2: Provide safe, adequate and nutritious school meals to targeted school-age children and monthly take-home rations to adolescent girls			Activity 3: Provide food and nutritional support to targeted groups (PLHIV, TB patients and their affected households)			
Beneficiary type	Crisis-affected households		Primary school-children	Adolescent girls		TB patients	PLHIV	PMTCT clients	PMTCT households
Modality	Food transfers	Cash-based transfers	Food transfers	Food transfers	Food vouchers	Food transfers			
Cereals	400		120	111					350
Pulses	60		35						120
Oil	25		10	7		35	35	35	35
Salt	5		4						5
Sugar						25	25	25	
SuperCereal						250	250	250	
SuperCereal plus									
Micronutrient powder									
Total kcal/day	1 882		600	460		1 410	1 410	1 410	1 506
Kcal from protein (%)	23		13.9	13.5		12.8	12.8	12.8	36
Cash-based transfers (USD/person/day)		0.57			0.50				
Number of feeding days (per year)	120	120	225	480	60	240	240	240	240

**TABLE 2: FOOD RATION (g/person/day) OR CASH-BASED TRANSFER VALUE (USD/person/day),
BY STRATEGIC OUTCOME AND ACTIVITY**

	Strategic outcome 3	Strategic outcome 4			
	Activity 4: Provide nutritious foods to households with pregnant and lactating women and children aged 6–23 months in counties with the greatest prevalence of stunting and provide nutrition education and sensitization to various groups and stakeholders	Activity 5: Build, rehabilitate and maintain productive assets, including climate adaptation measures, for targeted smallholders		Activity 7: Provide agricultural market support (including HGSF) to smallholder farmers	
Beneficiary type	Children aged 6–23 months	Smallholder farmers		Primary schoolchildren	
Modality	Food transfer	Food transfer	Cash transfer	Food transfer	Cash transfer
Cereals		3 000		120	
Pulses		400		35	
Oil		125		10	
Salt				4	
Sugar					
SuperCereal					
SuperCereal plus					
Micronutrient powder	1				
Total kcal/day		2 678		600	
Kcal from protein (%)		9.2		13.9	
Cash-based transfers (USD/person/day)			3.00		0.56
Number of feeding days (per year)	360	60	30	195	195

Abbreviations: PLHIV = people living with HIV; PMTCT = prevention of mother-to-child transmission; HGSF = homegrown school feeding; TB = tuberculosis

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

Food type/ cash-based transfers	Current budget		Increase		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	5 337	2 803 750	2 066	2 579 873	7 403	5 383 623
Pulses	1 240	811 970	293	321 031	1 533	1 133 001
Oil and fats	649	681 305	28	-61 705	677	619 600
Mixed and blended foods	1 787	866 714	-596	-253 164	1 191	613 550
Other	292	206 393	-47	-71 242	245	135 151
Total (food)	9 305	5 370 132	1 744	2 514 793	11 049	7 884 925
Cash-based transfers		1 785 000		2 143 025		3 928 025
Total (food and CBT value)	9 305	7 155 132	1 744	4 657 818	11 049	11 812 950

Supply chain

12. Persistent supply chain bottlenecks and high costs for logistics services continue to cause lengthy delays in the delivery of commodities. The Government has indicated that procurement is a major challenge to development efforts because of limited in-country capacity, and procurement accounts for over half of the country's budgetary spending. Logistics also require significant improvement, with the sector marred by dilapidated infrastructure, especially roads, many of which are impassable during the rainy season.
13. To ensure that WFP provides timely assistance to humanitarian and development partners, and thus enables them to reach the most vulnerable populations, particularly in remote and inaccessible locations, the supply chain team will seek to adopt innovative approaches such as flexible long-term agreements with smallholder farmers for food delivery. Consistent with the expected increase in cash-based transfer activities WFP will slightly reduce in-kind food transfers, which help to reduce the risks and challenges associated with food delivery. WFP will also pursue market price monitoring in targeted areas in collaboration with the Government and other partners while conducting additional retailer assessments and identifying new retailers.

Other considerations

Partnerships and resource mobilization

14. In view of the critical resourcing shortfalls experienced in the first half of 2018, the country office is actively striving to increase its focus on partnerships as part of an enhanced resource mobilization effort under the T-ICSP. It has actively increased its engagement with donor governments and partners at the local and regional levels as well as partnerships with other United Nations agencies and the Government of Liberia, including by convening a national stakeholders conference for homegrown school feeding in July 2018. These ongoing efforts would complement current communications with partners at this critical juncture by ensuring more dialogue on the strategic direction to be taken in Liberia beyond 2018. This will contribute to better identification of areas for potential partnership with traditional and prospective donors and the country office's resource needs.

Funding

15. A continued lack of donor contributions would compromise activities planned in response to the food and nutrition crisis in Liberia and undermine WFP's role as the lead agency for food and nutrition security.

Cost breakdown

16. The proposed revision would entail a marginal decrease in the overall cost of the T-ICSP of USD 500,803 – from USD 29,257,282 to USD 28 756 479. The cost of activity 10 under strategic outcome 6 (service delivery) would fall. That decrease, however, would be offset by an increase in the activities under strategic outcome 1 as result of the recent flooding in the country and under strategic outcome 4 with the addition of food as a transfer modality.

	Strategic Result 1/ SDG Target 2.1		Strategic Result 2/ SDG Target 2.2	Strategic Result 3/ SDG Target 2.3	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Focus area	Crisis response	Root causes	Root causes	Resilience	Root causes	Root causes	
Transfer	3 089 165	-1 048 330	-70 801	699 148	-10 129	-4 397 932	-1 738 878
Implementation	38 114	764 564	14 217	-179 729	89 535	0	726 701
Adjusted direct support costs							541 940
Subtotal							-470 237
Indirect support costs (6.5 %)							-30 565
Total							-500 803

TABLE 5: COST BREAKDOWN OF THE FULL T-ICSP FOLLOWING THE REVISION (USD)							
	Strategic Result 1/ SDG Target 2.1		Strategic Result 2/ SDG Target 2.2	Strategic Result 3/ SDG Target 2.3	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Focus area	Crisis response	Root causes	Root causes	Resilience	Root causes	Root causes	
Transfer	4 010 307	8 311 691	596 110	4 125 037	747 832	1 139 807	18 930 784
Implementation	288 705	3 154 676	251 999	1 408 547	161 006	-	5 264 933
Adjusted direct support costs	528 067	1 279 215	116 645	641 844	118 153	121 748	2 805 672
Subtotal	4 827 079	12 745 582	964 753	6 175 427	1 026 992	1 261 555	27 001 389
Indirect support costs (6.5 %)	313 760	828 463	62 709	401 403	66 754	82 001	1 755 090
Total	5 140 839	13 574 045	1 027 462	6 576 830	1 093 746	1 343 556	28 756 479

Acronyms used in the document

CSP	country strategic plan
HGSF	home-grown school feeding
PLHIV	people living with HIV
PMTCT	prevention of mother-to-child transmission
TB	tuberculosis
T-ICSP	transitional interim country strategic plan
UNDAF	United Nations Development Assistance Framework