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COUNTRY PROGRAMMES

Agenda item 8

*For approval on a
no-objection basis*



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COUNTRY PROGRAMME SIERRA LEONE 200336 (2013–2014)

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board approval on a no-objection basis

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

Sierra Leone is recovering from the social and economic disruption of a decade of civil war, but recovery has been slowed by global economic shocks that have affected livelihoods, eroded the resilience of the most vulnerable people and altered social cohesion.

Elections in 2012 coincide with the transition of the United Nations Integrated Peacebuilding Mission into a United Nations country team ready to support the Government in planning future development. This two-year country programme is aligned with the United Nations Transitional Joint Vision for Sierra Leone 2012–2014 and will serve as a transition to long-term development.

Country programme 200336 contributes to development in: i) school feeding for primary schoolchildren; ii) supplementary feeding for malnourished pregnant and lactating women, children under 5 and people living with HIV; and iii) livelihood support through asset rehabilitation.

WFP activities are part of the Sierra Leone Agenda for Change (2008–2013), which prioritizes the development of agriculture, infrastructure and social services. Country programme 200336 targets the most food-insecure communities that do not receive other assistance, with a view to enhancing impacts through a comprehensive approach that complements livelihoods, education, and nutrition social safety nets.

Country programme 200336 contributes to Millennium Development Goals 1–6 and Strategic Objectives 2, 4 and 5.

DRAFT DECISION*

The Board approves on a no-objective country programme Sierra Leone 200336 (2013–2014) (WFP/EB.2/2012/8/6), for which the food requirement is 29,272 mt, at a cost of US\$19.8 million and the cash and voucher requirement is US\$702,000, for a total cost to WFP of US\$39.5 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.

SITUATION ANALYSIS

1. Sierra Leone has a population of 5.7 million and ranks 180th of 187 countries in the 2011 human development index. Per capita gross domestic product (GDP) in 2009 was US\$325;¹ Official Development Assistance accounts for 23 percent of GDP.²
2. The country is recovering from the social and economic disruption caused by a decade of civil war that ended in 2002, but progress is being hampered by the global recession, which has also resulted in decreased capital inflows and remittances. Falling demand for diamonds, bauxite and cocoa in 2010 and 2011 exacerbated the current account balance and put pressure on the Leone exchange rate.
3. Fifty-three percent of the population lives below the national poverty line,² with figures of 79 percent for rural areas and 47 percent for towns;³ 61 percent of the population is rural, and the urban population is growing at 3 percent annually. There are few employment opportunities and limited government capacity to provide social services and safety nets. Unemployment is 35 percent overall, but 70 percent of people under 35 are unemployed; of those who are employed, 67 percent earn an income that leaves them below the poverty line.² Unemployment leads to negative coping mechanisms such as crime and prostitution.
4. The inflation rate increased from 17 percent in 2010 to 19 percent in 2011, reflecting rising food prices, devaluation of the Leone and higher transport costs after the removal of fuel subsidies. Inflation directly affects the quantity and quality of food consumed because 63 percent of household expenditure goes on food. Inflation is expected to stabilize in 2012 at 8.5 percent, but improvement could be slowed or reversed by continued global uncertainty.¹ Weak demand and low prices for exports could harm GDP growth, exacerbate fiscal deficits and increase inflation.
5. The 2011 comprehensive food security and vulnerability assessment (CFSVA) found that 45 percent of households were food-insecure and 7 percent severely food-insecure – a 12 percent increase compared with 2007.⁴ Households that rely on trade and food crops have the highest incidence of food insecurity on the basis of food consumption scores. Kambia, Moyamba, Port Loko, Pujehun and Tonkolili districts are most severely affected, but there are pockets of high food insecurity elsewhere (see Annex III).
6. The cereal balance has improved in the last decade: Sierra Leone is now 80 percent self-sufficient compared with 50 percent at the end of the conflict; the balance is covered by imports.⁵ Production increases reflect an increase in the area of land under cultivation, but yields are below the potential of 1.5 mt/ha.
7. Western Area around Freetown is the most import-dependent area. Most rural areas are self-sufficient in rice during the post-harvest period, but they become rice-deficient during the July–October lean season and vulnerable to price increases. Seasonal prices vary because irregular annual production, small commercial surpluses and poor infrastructure have resulted in poorly integrated markets.

¹ World Bank. 2011. DevData. Washington DC.

² United Nations Development Programme. 2011. *Human Development Report*. New York.

³ Government of Sierra Leone. 2009. *An Agenda for Change (2008–2012)*. Freetown.

⁴ WFP. 2011. *Comprehensive Food Security and Vulnerability Assessment (CFSVA)*, Sierra Leone. Rome.

⁵ United States Department of Agriculture, reported in WFP. 2011.

8. Adult literacy is 38 percent – 50 percent for men and 27 percent for women. Approximately 1.6 million children are enrolled in primary schools: net enrolment and completion rates for girls are lower than for boys and deteriorate at the higher grades.⁶ Net primary school enrolment is between 62 and 69 percent; drop-out rates are high, especially among girls in their early teens.⁷ Only 13 percent of children who enter grade 1 reach grade 6.
9. Life expectancy at birth is 48 years, 30 percent below the world average. Maternal mortality is 970 per 100,000 live births and mortality among children under 5 is 192 per 1,000 live births – among the worst rates in the world. Only 50 percent of households have clean drinking water; 71 percent have improved sanitation.²
10. Global acute malnutrition prevalence is a “poor” 7 percent⁸ according to the World Health Organization (WHO);⁹ it is 24 percent higher among girls¹⁰ and reaches 9 percent in Kenema district.⁴ Chronic malnutrition¹¹ is “high”, affecting 34 percent of children aged 6–59 months. In Freetown, stunting is “medium” at 21 percent; it is “very high” in Moyamba (45 percent), Pujehun (44 percent), Kailahun (42 percent) and Kenema (41 percent).⁸ Only 11 percent of children under 6 months are exclusively breastfed, and weaning practices are poor: these contribute to the high prevalence of stunting.
11. Micronutrient deficiencies are a concern. Anaemia caused by malaria, dietary deficiencies and parasitic infections affects 76 percent of children aged 6–59 months and 46 percent of women.¹² Anaemia levels exceeding the WHO “severe” threshold are found throughout the country. National HIV prevalence is 1.5 percent; most people living with HIV (PLHIV) live in Western Area and Port Loko.¹²
12. The Government’s Agenda for Change (2008–2013) is the basis of national development programmes, which are supported by international actors and guided by:
 - the National Educational Policy and National Education Sector Plan (2007–2015);
 - the National Health Sector Strategic Plan (2010–2015);
 - the National Strategic Plan on HIV/AIDS (2011–2015);
 - the National Sustainable Agricultural Development Plan (2010–2030); and
 - the National Policy Framework for Social Protection (2011).
13. The United Nations Transitional Joint Vision (2013–2014) is temporarily replacing the United Nations Development Assistance Framework (UNDAF) in supporting the Agenda for Change.

⁶ United Nations Educational, Scientific and Cultural Organization (UNESCO). *Education for all Global Monitoring Report 2011*. Paris. Data available from 2008.

⁷ Government of Sierra Leone. 2010. *Millennium Development Goals – Progress Report 2010*. Freetown.

⁸ United Nations Children’s Fund, 2011. Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey 2010, reported in: Government of the Republic of Sierra Leone and WFP CFSVA 2011.

⁹ Wasting prevalence between 5 percent and 10 percent is considered “poor”. WHO. 1995. Cut-off values for public health significance. Available at: <http://www.who.int/nutgrowthdb/en>

¹⁰ CFSVA. Data collected in June and July 2010; report issued in 2011.

¹¹ Stunting prevalence between 20 and 29 percent is considered “medium”, 30 to 39 percent is “serious” and > 40 percent is “very high”.

¹² Statistics Sierra Leone and Ministry of Health. 2008 Demographic and Health Survey.

PAST COOPERATION AND LESSONS LEARNED

14. Country programme (CP) 105840 supports primary schoolchildren in northern provinces with school meals and take-home rations for girls, and assists people living with HIV or tuberculosis (TB) and their families. Protracted relief and recovery operation (PRRO) 200062 (2010–2012) provides nutritional assistance for children and pregnant and lactating women (PLW) and promotes food and cash for assets in southern, eastern and western provinces to help with recovery from civil war.
15. WFP's assessment of its programmes in 2011 to guide the design of CP 200336 observed that:
- communities, particularly school management committees, have been engaged in school feeding: the potential for local supply and management should be exploited;
 - enrolment in WFP-assisted schools grew at 47 percent compared with 23 percent in non-assisted schools in 2010/11;¹³ household poverty is the main constraint on school enrolment and continued education;
 - nutrition screening of HIV clients is not carried out adequately by partners: training for partners and harmonization of systems should lead to improvements;
 - food for assets (FFA) has been a reliable safety net for vulnerable households that encouraged them to rehabilitate productive assets; targets were exceeded in all areas except the inland valley swamps;
 - integrating FFA into the Smallholder Commercialization Programme (SCP)¹⁴ means that food assistance can be a safety net and a source of motivation, but sustainable results and improved food security depend on other SCP contributors.
16. WFP has implemented cash for assets (CFA) in 14 locations through five non-governmental organization (NGO) partners: 5,500 young people were employed and paid with US\$650,000 in cash transfers. An evaluation in 2012 will guide further planning. Beneficiaries prefer cash to food assistance because it enables them to consume food of their choice.

STRATEGIC FOCUS OF THE COUNTRY PROGRAMME

17. WFP will consolidate PRRO 200062 and CP 105840 into a two-year transitional CP that will lead into the 2015–2018 UNDAF once the United Nations peacebuilding mission is complete. WFP supports the Government's Agenda for Change and the United Nations Transitional Joint Vision for Sierra Leone (2013–2014).
18. Country programme 200336 is aligned with Strategic Objectives 2, 4 and 5¹⁵ and will contribute to Millennium Development Goals 1–6.¹⁶ The objectives of the CP are to:

¹³ WFP. 2011. Standardized School Feeding Survey. Freetown.

¹⁴ A multi-stakeholder government strategy to improve agricultural production and enable communities to access markets and social services. WFP and the Food and Agriculture Organization of the United Nations are supporting the Ministry of Agriculture, Forests and Food Security through the European Commission Food Facility Initiative.

¹⁵ Strategic Objective 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures; Strategic Objective 4 – Reduce chronic hunger and undernutrition; Strategic Objective 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

- increase access to education and promote human capital development through school feeding (Strategic Objective 4);
 - improve the nutritional status of vulnerable children, PLW and people living with HIV or TB (Strategic Objective 4); and
 - build productive assets and help to achieve adequate food consumption in targeted households facing acute hunger (Strategic Objective 2).
19. WFP will provide capacity development support for all three CP components to help national institutions to improve delivery of their core functions and to deliver national and local services transparently and equitably (Strategic Objective 5).
20. Targeting will be guided by WFP's 2011 CFSVA. Components 1 and 2 will target the most food-insecure communities.¹⁷ Component 3 will target the most food-insecure districts – Kambia, Moyamba, Port Loko, Pujehun and Tonkolili.

Component 1: School Feeding

21. WFP will provide daily meals for 255,000 primary schoolchildren¹⁸ to improve education and enhance girls' attendance. Food-insecure communities with the lowest levels of enrolment will be selected. All schools in the selected communities will participate, to prevent pupils from migrating from schools that are not supported.
22. Daily hot meals will be provided throughout the school year; some will be provided in the morning because many children arrive without breakfast. Up to 15 percent of the food will be procured locally; this will include rice, *gari* (processed cassava), palm oil and fortified blended foods.
23. To encourage food-insecure households to send girls to school, a monthly take-home ration of 5 litres of vegetable oil will be provided for 1,500 girls in grades 4–6 in communities with high drop-out rates.
24. WFP will work with the United Nations Children's Fund (UNICEF) to support child-friendly schools, mothers' clubs, the integration of school feeding into the Educational Management Information System, and implementation of the Essential Package.¹⁹

⇒ *Capacity development*

25. WFP will assist the Ministry of Education, Science and Technology in developing a school feeding programme consistent with policies in other areas. The National School Feeding Unit has requested WFP's assistance in organizing a technical committee, which it would chair, to guide the planning of school feeding.
26. WFP and the Ministry of Education, Science and Technology will assess the school feeding programme at the central and district levels and develop a work plan for capacity

¹⁶ MDG 1 – Eradicate extreme poverty and hunger; MDG 2 – Achieve universal primary education; MDG 3 – Promote gender equality and empower women; MDG 4 – Reduce child mortality; MDG 5 – Improve maternal health; MDG 6 – Combat HIV/AIDS, malaria and other diseases.

¹⁷ Based on WFP's District-Led Food-Security Classification and Chiefdom Vulnerability Ranking Exercise, June–September 2010.

¹⁸ 15 percent of children aged 5–14.

¹⁹ A WFP/UNICEF partnership offering an integrated package of cost-effective interventions designed to improve the nutritional status and health of schoolchildren.

development. Transition to government-owned, community-supported school feeding is a long-term objective that requires significant investment and human capacity. As a pilot, the Ministry of Education, Science and Technology will take control of school feeding in Koinadugu district for the 2012/13 school year: it will fund operations from its annual budget; WFP will provide planning and logistics support and will help to set up a school feeding unit in the district council. Roll-out of the programme will require management capacities and a budget allocation from the ministry.

27. Food procured through Purchase for Progress (P4P) will continue to be distributed to WFP-assisted schools. WFP, the Ministry of Education, Science and Technology and the Ministry of Agriculture, Forestry and Food Security will study the feasibility of home-grown school feeding using community production supported by FFA and CFA.

Component 2: Nutritional Support for Women, Children and People Living with HIV or TB

28. This component supports the Government in preventing and treating malnutrition. Two interventions are proposed: i) treatment of moderate acute malnutrition in children aged 6–59 months, PLW and PLHIV/TB; and ii) prevention of stunting by targeting the first 1,000 days and children aged 6–23 months.²⁰

⇒ Treatment of acute malnutrition

29. In districts where wasting exceeds 5 percent,²¹ 100,000 children aged 6–59 months with moderate acute malnutrition registered by peripheral health units (PHUs) will receive supplementary Supercereal Plus for a maximum of three months, in accordance with the national protocol. Children's growth will be monitored at PHUs; mothers will receive counselling and training in feeding practices, health and hygiene.
30. Pregnant and lactating women identified as acutely malnourished during screening at PHUs will receive supplementary Supercereal with sugar and vegetable oil; 18,000 women will receive a monthly ration for a year from their first antenatal clinic visit to six months after delivery.
31. Caregivers of children with severe acute malnutrition in therapeutic feeding centres will receive a ration to encourage them to stay with the children during treatment.
32. Food-by-prescription assistance will be provided for 5,000 undernourished HIV clients on anti-retroviral therapy (ART) and TB clients on directly observed treatment, short-course. HIV support groups, PHUs and community-based organizations will identify beneficiaries, who will be screened for body mass index and food consumption²² to determine nutritional status. WFP will target Western Area and Port Loko, which have 65 percent of reported HIV cases and 55 percent of TB cases.¹²
33. Each beneficiary will receive Supercereal with sugar and vegetable oil for a maximum of six months to support nutritional recuperation and facilitate adherence to ART, and a monthly take-home ration of cereal, pulses and vegetable oil for five people to ensure that they are adequately nourished during treatment.

²⁰ As part of the pilot project in Mayamba district, synergies will be established between treatment of moderate acute malnutrition in PLW and stunting prevention in children aged 6–23 months, covering the full 1,000-day window of opportunity.

²¹ Kenema, Kono, Bo, Pujehun, Bonthe, Moyamba, Kambia, Port Loko and Western Area.

²² Only PLHIV/TB with a body mass index less than 18.5 will receive WFP food assistance.

⇒ *Prevention of stunting*

34. WFP will introduce supplementary feeding to prevent high rates of stunting and micronutrient deficiency. It will work with the Ministry of Health and Social Welfare (MoHSW) and the University of Njala to pilot a programme to improve the diet of children aged 6–23 months whereby 53,000 children each year will receive a ration of 100g/day of Supercereal Plus for 12 months. This will be distributed in Mayamba district, where food insecurity and stunting are prevalent. This pilot is one component in a multi-sectoral response led by Plan International, together with WFP, UNICEF, and the MoHSW, to analyse and address the root causes of chronic malnutrition and micronutrient deficiency in the country; as such it will be reinforced by the complementary activities of the other partners. The intervention will be reviewed in 2014 to determine its effectiveness and the potential for scaling up.
35. As a member of the fortification alliance group led by Helen Keller International, WFP will contribute to long-term solutions to stunting and micronutrient deficiency by offering technical support to implementing partners.

⇒ *Capacity development*

36. WFP will train the staff of partners and the Ministry of Health in the use of standard growth charts to: i) prevent screening errors and referrals of ineligible children for targeted feeding; and ii) ensure that proper procedures and tools are used to screen people for prescription-based food assistance.
37. WFP will work with cooperating agencies and donors to standardize and streamline the systems required by PHUs and district health management teams.

Component 3: Building and Rehabilitating Productive Assets

38. Asset creation will target households in food-insecure districts that may receive assistance under components 1 and 2. Creating assets that build community resilience will enhance the impact of WFP activities by reinforcing the gains made under school feeding and supplementary feeding activities. Agriculture business centres,²³ school feeding committees and community health workers will help to plan and target asset creation. As an SCP lead agency, WFP will oversee coordination and implementation at the local and district levels.
39. The infrastructure projects will be determined by the Ministry of Agriculture, Forests and Food Security and the SCP steering committee, for planning and implementation by district committees: they will include rehabilitation of inland valley swamps, regeneration of coffee and cocoa plantations, repair of roads and building of agriculture business centres. Local project management committees, comprising beneficiaries and community-based organizations, will be established to inform the decision-making process for activities and types of assets to be created. WFP will work with government counterparts to ensure that approved projects receive the necessary tools and technical assistance. The centres will be built and managed by communities but will receive financial support and technical assistance from the Ministry of Agriculture, Forests and Food Security, the International Fund for Agricultural Development (IFAD) and the Food and Agriculture Organization of the United Nations (FAO). Tools and supplies will be provided and managed by partners.

²³Agriculture business centres are located in communities where farmers buy seeds and fertilizers, rent equipment and process, store and market their produce.

40. At least half of the participants in asset creation activities will be women; in certain areas, such as inland valley swamps, 80 percent of households are headed by women and therefore the proportion of women participants will be higher in these areas. One worker per household will contribute three months of labour, ideally during the lean season. WFP and partners will take care to ensure that work norms are developed in a way that allows women to participate without negatively impacting childcare.
41. Food will be the primary transfer modality in asset creation. The 24,000 FFA participants will receive a family ration for five people, for a total of 120,000 beneficiaries. Workers will participate in one three-month work cycle only.
42. WFP also plans to introduce cash transfers to support 20 percent of participants in asset-creation and rehabilitation projects implemented after harvests, focusing on towns in areas where village fairs are the food markets. Participants in CFA will be able to buy food when prices are lowest, and the modality will encourage households to save food for the lean season; it will target the communities most affected by unemployment among young people that also receive the least support from other organizations. Workers will contribute three months of work and will be paid Sierra Leonean Leone 8,700 (US\$2) per day, 87 percent of the minimum wage. Participants should be self-selecting and the scheme should not deter them from seeking other income sources; CFA is expected to reach 11,700 beneficiaries a year, 23,400 people in total. This component may be expanded if funding permits.

⇒ *Capacity development*

43. WFP will continue to participate in SCP coordination mechanisms, focusing on local and district-level structures where FFA and CFA activities are targeted.
44. A livelihood capacity assessment by an NGO or community-based organization will support the transfer of management to local institutions.

TABLE 1: BENEFICIARIES BY COMPONENT				
	Men/boys (per year)	Women/girls (per year)	Annual total	Cumulative total (two years)
Component 1 – on-site school feeding	122 400	132 600	255 000	267 750 [*]
Component 1 – take-home rations	-	1 500	1 500	1 575 [*]
Component 2 – treatment of acute malnutrition for children aged 6–59 months	25 000	25 000	50 000	100 000
Component 2 – prevention of chronic malnutrition in children aged 6–23 months	26 500	26 500	53 000	106 000
Component 2 – treatment of acute malnutrition in PLW	-	18 000	18 000	36 000
Component 2 – food by prescription for PLHIV/TB ^{**}	5 000	7 500	12 500	25 000
Component 2 – caregivers' ration ^{**}	-	6 300	6 300	12 600
Component 3 – FFA ^{**}	30 000	30 000	60 000	120 000
Component 3 – CFA ^{**}	5 850	5 850	11 700	23 400
ADJUSTED TOTAL^{***}	214 750	251 750	466 500	690 750

^{*} Includes a 5 percent increase for incoming schoolchildren in grade 2.

^{**} Beneficiary ration plus four family members.

^{***} Does not double count school feeding and take-home ration beneficiaries.

TABLE 2: FOOD RATION/TRANSFER BY COMPONENT (g/person/day)

	Component 1		Component 2						Component 3	
	On-site school feeding	Take-home rations	Treatment of acute malnutrition in children 6–59 months	Prevention of chronic malnutrition in children 6–23 months	Treatment of acute malnutrition – PLW	Food by prescription – PLHIV/TB (client)	Food security – PLHIV/TB (family)	Caregivers	FFA	CFA
Supercereal with sugar	30	-	-	-	250	250	-	-	-	-
Supercereal Plus	-	-	200	100	-	-	-	-	-	-
Cereal	70	-	-	-	-	-	300	400	400	-
Pulses	30	-	-	-	-	-	60	80	80	-
Vegetable oil	10	33*	-	-	20	25	25	25	25	-
Cash (US\$/person/day)	-	-	-	-	-	-	-	-	-	0.40
TOTAL	140	33	200	100	270	275	385	505	505	0.40
Total kcal/day	548	296	800	400	1 177	1 221	1 472	1 889	1 889	-
% kcal from protein	38	-	18	9	15	14.7	12.2	11.9	11.9	-
% kcal from fat	33	84	13.5	6.75	26.8	29.5	18.5	20	20	-
Feeding days per year	195	195	60	360	360	180	180	30	90	-

* For the families of girls attending school, 167 g/person/day of vegetable oil is provided as a take-home ration. The quantity is not based on nutritional criteria.

TABLE 3: FOOD AND CASH REQUIREMENTS BY COMPONENT (mt)						
	Component 1 school feeding	Component 2 nutrition	Component 2 PLHIV/TB	Component 3 FFA	Component 3 CFA	Total
2013						
Supercereal with sugar	1 492 [*]	1 620	113	-	-	3 254
Supercereal Plus		2 508	-	-	-	2 508
Cereal	3 481 ^{**}	-	675	1 863	-	6 019
Pulses	1 492	-	135	373	-	2 000
Vegetable oil	572 ^{***}	130	67	116	-	885
Cash/voucher (US\$)	-	-	-	-	351 000	-
TOTAL	7 037	4 258	990	2 352	351 000	14 637
% of total req. ^{****}	48	29	7	16	-	100
2014						
Supercereal with sugar	1 492 [*]	1 620	113	-	-	3 225
Supercereal Plus	-	2 507	-	-	-	2 507
Cereal	3 481 ^{**}	-	675	1 863	-	6 019
Pulses	1 491	-	135	373	-	1 999
Vegetable oil	572 ^{***}	130	67	116	-	885
Cash/voucher (US\$)	-	-	-	-	351 000	-
TOTAL	7 036	4 257	990	2 352	351 000	14 635
% of total req. ^{****}	48	29	7	16	-	100
2013–2014	14 073	8 515	1 980	4 704	702 000	29 272

* Includes up to 200 mt of locally purchased Sierra Mix in place of Supercereal.

** Includes an anticipated 700 mt of rice and 50 mt of *gari* to be purchased locally.

*** Includes up to 150 mt of locally purchased palm oil in place of other vegetable oils.

**** Food required for each component as percentage of total.

PROGRAMME MANAGEMENT, MONITORING AND EVALUATION

45. The CP components will be coordinated and monitored by committees in ministries and partner organizations, chaired by the Ministry of Finance and Economic Development. WFP has field-level agreements defining partners' roles.
46. Activities will be implemented through partnerships with NGOs with technical and managerial capacity, sound community-based development approaches, the ability to leverage their own resources and links with implementation areas.
47. WFP will engage the National Commission for Social Action, which has 20 years' experience with cash programming and was WFP's partner for cash for work under PRRO 200062. WFP is also studying the possibility of making cash transfers through microfinance institutions. Partners are expected to engage with government institutions and coordination bodies with a view to eventual hand-over.
48. Women will be encouraged to participate in planning, implementation and monitoring. WFP will seek parity in women's involvement in project governance. Women's access to assets created through livelihood support will be included in partnership agreements. WFP will integrate protection concerns, especially those relating to sexual and gender-based violence, into community mobilization and sensitization.

Procurement

49. Local procurement will take account of market conditions affecting purchase parity; rice, *gari* and blended food are sourced through P4P and account for 70 percent of WFP's procurement.²⁴ WFP will work with processing companies capable of producing fortified blended foods.

Logistics

50. WFP's country office in Freetown is supported by sub-offices in Kenema to oversee the south-eastern districts and Magbruka to oversee north-western districts. The sub-offices provide a strong field presence, programme and logistics support and coordination with local authorities.
51. Imported food will be shipped through Freetown, where WFP has two warehouses with a capacity of 16,000 mt; storage facilities at the sub-offices in Port Loko, Magbruka, Kenema and Kailahun can hold 7,400 mt. Commercial transport is used to transfer food to the sub-office facilities. Poor roads prevent the use of commercial trucks to transport food to final delivery points, so implementing partners have established a system whereby communities in remote areas arrange transport for the final stage.

Capacities

52. WFP will continue to sponsor a United Nations volunteer at the National School Feeding Unit to provide additional capacity development. A nutritionist in Freetown will oversee nutrition interventions and monitoring. WFP and UNICEF will seek to improve conditions in schools and to complement school feeding with health, nutrition and development interventions.

²⁴ Most P4P farmers benefit from swamp and road development supported by FFW and cash for work as part of the Government's SCP. WFP has trained P4P farmers in marketing and the establishment of agribusinesses.

Monitoring

53. The CP will be guided by WFP's Corporate Monitoring and Evaluation Strategy (2011–2013), with emphasis placed on measuring project performance through regular monitoring and reporting of success indicators. Regular monitoring visits by WFP and cooperating partners will assess progress towards the CP objectives. Monitoring includes the collection of output and outcome data to track progress against objectives. Joint monitoring visits with ministry staff will be made every quarter. M&E training will be provided to government and NGO staff responsible for project implementation.
54. The Ministry of Education, Science and Technology will oversee the school feeding programme; school management committees will coordinate day-to-day activities and oversee food preparation. An assessment of the impact of the Essential Package¹⁹ of complementary interventions will be conducted with FAO, UNICEF, World Vision, Plan International and the Government over the course of 2013–2014. The assessment's findings on the impact of school feeding on education outcomes will inform WFP's subsequent programming in Sierra Leone. In addition, WFP will support a monitoring system and a database for the ministry and partners, and will work with the ministry and school management committees to improve the quality and regularity of reporting in the targeted schools. WFP will support ongoing efforts led by the World Bank and the African Development Bank to improve the quality of education data in the country through validation and verification.
55. For Component 2, standardized monitoring procedures will be developed with MoHSW services and implementing partners. WFP and the Home Science Department of Njala University will develop monitoring methods for the pilot nutrition programme, collect anthropometric data, track growth patterns among targeted children under 2 and measure the utilization of nutrition products.
56. To ensure adequate monitoring of the new CFA activity, WFP will build upon the tools already put in place by partners (including, the World Bank, Plan International, World Vision and the National Commission for Social Action) who have years of experience in cash programming in Sierra Leone. Monitoring procedures to measure the effect of cash transfers – particularly on food consumption and nutrition – will be in place by 2013, and will be supported by specialized staff. Data relating to the impact and cost-effectiveness of CFA and FFA will be used for future planning.
57. A baseline survey in 2013 and a follow-up survey in 2014 will guide preparation of the next CP.

Hazards and Risk Assessment

58. The national elections scheduled for mid-November 2012 are expected to go smoothly, but they pose a contextual risk. WFP will assess the potential effects on operations.
59. To counter the risk of corruption, systems are being deployed to reduce the possibility of misappropriation of resources. Mechanisms will be established to enable communities to claim their entitlements. WFP will continue to work with the Anti-Corruption Commission to increase community awareness and will commission follow-up reports on misappropriation of resources.

60. Risk is inherent in cash-transfer schemes. Implementing partners are chosen for their management capacity and compliance with accounting principles; banking services are reasonably close to CFA sites. Cash payments to beneficiaries will be staggered to limit the amount of cash being disbursed at any time in a given area. To mitigate programme risks, WFP will monitor all partners to ensure that their internal controls, documentation and oversight systems are sound.

ANNEX I-A

BUDGET SUMMARY (US\$)				
	Component 1	Component 2	Component 3	Total
Food (<i>mt</i>) ¹	14 073	10 495	4 704	29 272
Food (US\$)	8 102 279	9 676 072	2 055 670	19 834 021
Cash transfers (US\$)	-	-	702 000	702 000
Total by component	8 102 279	9 676 072	2 757 670	20 536 021
External transport				3 037 054
Landside transport, storage and handling (<i>total</i>)				4 461 390
Landside transport, storage and handling (<i>per mt</i>)				152.41
Other direct operational costs				2 673 678
Total direct operational costs				30 708 143
Direct support costs ² (see Annex I-B)				6 189 913
Indirect support costs (7.0 percent) ³				2 582 864
TOTAL WFP COSTS				39 480 920

¹ This is a notional food basket for budgeting and approval. The contents may vary.

² Indicative figure for informational purposes. The direct support costs allotment is reviewed annually.

³ The indirect support cost rate may be amended by the Board during the project.

ANNEX I-B

DIRECT SUPPORT REQUIREMENTS (US\$)	
Staff and staff-related costs	
International professional staff	2 304 720
Local staff – national officers	227 317
Local staff – general service	1 352 704
International consultants	100 000
United Nations volunteers	140 000
Staff duty travel	212 480
Subtotal	4 337 221
Recurring expenses	
Rental of facility	116 000
Utilities	444 000
Office supplies and other consumables	94 892
Communications services	98 400
Equipment repair and maintenance	88 200
Vehicle running cost and maintenance	108 000
Office set-up and repairs	45 400
United Nations organization services	104 000
Subtotal	1 098 892
Equipment and capital costs	
Vehicle leasing	367 200
Communications equipment	103 600
Local security costs	283 000
Subtotal	753 800
TOTAL DIRECT SUPPORT COSTS	6 189 913

ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
<p>United Nations Transitional Joint Vision Outcomes</p> <p>2.1 Agricultural productivity for smallholders increased through improved technology and skills</p> <p>2.2 Smallholder production gains added value as access to markets improves</p> <p>5.1 Access to and quality of primary education improved</p> <p>6.3 Nutritional status of targets enhanced throughout project life cycle</p>	<p>United Nations Transitional Joint Vision Outcome Indicators</p> <p>2.1.1 Increase of at least 5% in incomes from agriculture of targeted households by the end of 2014</p> <p>2.2.1 Repair of roads for market access</p> <p>2.2.2 Development of market opportunities for smallholders, including P4P</p> <p>5.1.1 Primary school net enrolment and gross completion rates</p> <p>6.3.1 Prevention of acute malnutrition and micronutrient deficiencies</p> <p>6.3.2 Delivery of nutritional support for PLHIV/TB</p>	<p>The 2012 presidential election passes without delays; the new government takes office promptly.</p> <p>The national economy grows at a reasonable rate.</p> <p>Adequate funding is available from donors.</p> <p>No natural disaster or regional unrest occurs.</p>
<p>CP component 1: School feeding</p>		
<p>Strategic Objective 4: Reduce chronic hunger and undernutrition</p> <p>Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase</p>		
<p>Outcome 1.1 (Strategic Objective 4)</p> <p>Increased access to education and human capital development in assisted schools</p>	<ul style="list-style-type: none"> ➤ Enrolment: average annual rate of change in number of girls and boys enrolled Target: 6% increase ➤ Attendance rate: no. of schooldays on which girls and boys attended classes as % of total schooldays Target: >= 90% ➤ Gender ratio: ratio of girls to boys enrolled Target: 1:1 ➤ % of teachers reporting children's improved ability to concentrate and learn in school as a result of school feeding Target: >= 80% 	<p>The quality of all aspects of education improves; parents are satisfied and attracted by school feeding.</p> <p>Robust systems are implemented by the Ministry of Education, Science and Technology, schools, partners and WFP to manage data; enrolment and attendance records are reliable and regularly updated.</p> <p>The Ministry's capacity to manage the programme is enhanced; it takes charge of guiding stakeholders and assumes responsibility for the programme.</p>

ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
<p>Output 1.1.1 Food and non-food items distributed in sufficient quantity and quality to targeted women, men, boys and girls</p>	<ul style="list-style-type: none"> ➤ Tonnage of food distributed, by type, as % of planned ➤ No. of boys and girls receiving school meals 	<p>There is political and organizational commitment.</p> <p>Adequate resources are mobilized for policy-making, planning and implementation.</p>
<p>Output 1.1.2 School feeding is aligned with the programme of work</p>	<ul style="list-style-type: none"> ➤ No. of schools assisted with school feeding 	<p>Food reaches participating schools as planned.</p> <p>School feeding committees continue to support management and oversight of the programme in targeted schools.</p>
<p>Outcome 1.2 (Strategic Objective 5) Increased marketing opportunities at the national level, with cost-effective WFP local purchases</p>	<ul style="list-style-type: none"> ➤ Food purchased locally as % of food distributed through school feeding <p>Target: 10%</p>	<p>No weather shocks affect national food production.</p>
<p>Output 1.2.1 Rice, <i>gari</i>, palm oil and fortified blended foods produced locally</p>	<ul style="list-style-type: none"> ➤ Tonnage of food purchased locally, as % of planned 	<p>Food prices do not rise and distort import price parity in favour of imports.</p> <p>The price of locally produced blended food is close to import parity.</p>
<p>Outcome 1.3 (Strategic Objective 5) Progress made towards nationally owned school feeding</p>	<ul style="list-style-type: none"> ➤ National Capacity Index <p>Target: >10</p>	<p>There is political will to assume ownership of and invest in the school feeding programme.</p>



ANNEX II: LOGICAL FRAMEWORK		
Results	Performance indicators	Risks, assumptions
<p>Output 1.3.1 Capacity and awareness developed through WFP-led activities</p>	<ul style="list-style-type: none"> ➤ A school feeding policy framework developed ➤ A school feeding technical committee formed ➤ A strategy document developed by the end of 2014 ➤ Standardized monitoring systems developed for school feeding management ➤ Capacity assessment completed and validated ➤ Capacity development work plan developed and resources identified ➤ Ministry of Science, Education and Technology funds school feeding operations in Koinadugu district ➤ A school feeding unit established in Koinadugu district ➤ 	<p>Donor support and national budget allocations are sufficient to implement the activities.</p>



ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
CP component 2: Nutritional support for women, children and PLHIV/TB		
Strategic Objective 4: Reduce chronic hunger and undernutrition		
Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase		
<p>Outcome 2.1 Improved nutritional status of: i) moderately malnourished children under 5 who are referred from PHU screenings; ii) children under 2; and iii) of PLW</p>	<ul style="list-style-type: none"> ➤ Supplementary feeding performance rates among targeted children under 5 <p>Targets: recovery rate = >75% default rate = <15% death rate = <3% non-response rate = <5%</p> <ul style="list-style-type: none"> ➤ Prevalence of stunting among targeted children under 2 (height-for-age as %) <p>Target: 10% reduction from baseline</p> <ul style="list-style-type: none"> ➤ % of lactating women who received a post-partum vitamin-A supplement <p>Target: 60%</p> <ul style="list-style-type: none"> ➤ Incidence of low birthweight (% of infants < 2,500 g at birth among live births) in babies born to targeted women <p>Target: 5% reduction from baseline</p> <ul style="list-style-type: none"> ➤ Prevalence of iron-deficiency anaemia in targeted women and children <p>Target: 5% reduction from baseline</p>	<p>Epidemics and malaria may aggravate malnutrition</p>



ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
<p>Output 2.1.1 Food and non-food items distributed in sufficient quantity and quality to targeted women, boys and girls</p>	<ul style="list-style-type: none"> ➤ Tonnage of food distributed, by type, as % of planned ➤ No. of women, men, boys and girls receiving WFP assistance, by activity ➤ Quantity of non-food items distributed, by type, as % of planned ➤ Quantity of fortified, complementary and special foods distributed, by type, as % of planned <p>Target= 80% of planned levels</p>	<p>Adequate funding is allocated by WFP</p> <p>Food is procured, shipped and delivered on time</p> <p>Food is available and the pipeline delivers food for the lean season</p> <p>PHUs screen pregnant women and refer malnourished women for supplementary assistance</p>
<p>Outcome 2.2 Improved adherence to ART and success of TB treatment for target cases</p>	<ul style="list-style-type: none"> ➤ ART adherence rate Target: 70% ➤ ART nutritional recovery rate Target: 75% ➤ TB treatment nutritional recovery rate Target: 75% ➤ TB treatment success rate Target: 70% 	<p>Epidemics of water-borne diseases or malaria may aggravate malnutrition</p> <p>No shock affects the livelihoods or nutritional status of clients and their families</p>
<p>Output 2.2.1 Rations distributed in sufficient quantity and quality to targeted HIV and TB clients.</p>	<ul style="list-style-type: none"> ➤ Tonnage of food distributed, by type, as % of planned Target: 85% 	<p>The pipeline remains open</p>
<p>Outcome 2.3 Adequate food consumption reached over assistance period for targeted households affected by HIV and TB</p>	<ul style="list-style-type: none"> ➤ Household food consumption score (>35) Target: 60% 	



ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
<p>Output 2.3.1 Food and non-food items distributed in sufficient quantity and quality to targeted households affected by HIV and TB</p>	<ul style="list-style-type: none"> ➤ No. of beneficiaries who received food by prescription during the CP Target: 25,000 ➤ Tonnage of food distributed, by type, as % of planned 	<p>Donor support and national budget allocations are sufficient to implement the activities</p> <p>Food is procured, shipped and delivered on time</p> <p>Counterparts and partners have the financial and human resources to implement activities</p>
<p>Outcome 2.4 (Strategic Objective 5) Progress made towards nationally owned targeted feeding for the treatment of global acute malnutrition</p>	<ul style="list-style-type: none"> ➤ National Capacity Index Target: >12 	<p>There is political and organizational commitment</p> <p>Adequate resources are mobilized for policy-making, planning and implementation</p>
<p>Output 2.4.1 Capacity and awareness created through WFP-led activities</p>	<ul style="list-style-type: none"> ➤ A strategy document developed by the end of 2014 ➤ Monitoring and evaluation systems are implemented 	
<p>CP component 3: Building and rehabilitating productive assets</p>		
<p>Strategic Objective 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase</p>		
<p>Outcome 3.1 Adequate food consumption over assistance period reached for targeted FFA/CFA households</p>	<ul style="list-style-type: none"> ➤ Household food consumption score (>35) Target: 50% 	<p>Food aid is consumed in households and not sold</p> <p>Most of the cash assistance is spent on food</p> <p>The price of food remains stable</p> <p>No shocks disrupt household food security</p>

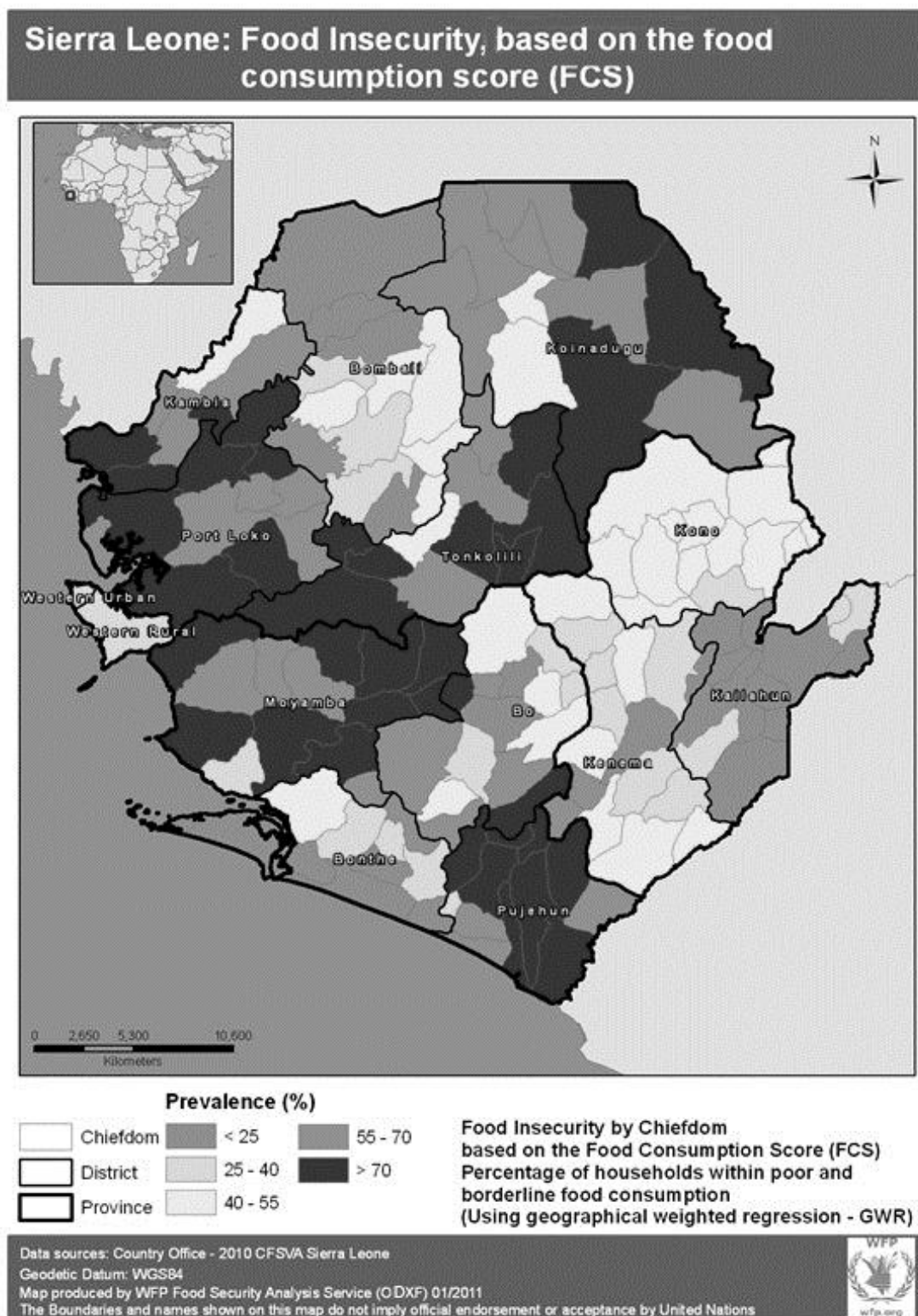


ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
<p>Output 3.1.1 Food and cash distributed under secure conditions in sufficient quantity and quality to targeted women and men who participate in asset creation through FFA and CFA</p>	<ul style="list-style-type: none"> ➤ Tonnage of food distributed to workers during the CP, as % of planned ➤ No. of women and men participating in FFA receiving food, by project category and as % of planned <p>Target: 90%</p> <ul style="list-style-type: none"> ➤ Cash distributed to workers, as % of planned <p>Target: 90%</p> <ul style="list-style-type: none"> ➤ No. of women and men beneficiaries of CFA, by category of project and as % of planned <p>Target: 90%</p>	<p>Adequate funding is allocated by WFP</p> <p>Food is procured, shipped and delivered on time</p>
<p>Output 3.1.2 Women participate in food management, cash distribution and decision-making committees</p>	<ul style="list-style-type: none"> ➤ Proportion of women in leadership positions in food and asset management committees <p>Target: >50%</p>	<p>Partner organizations have plans for sensitizing beneficiaries and promoting gender balance in management with recipient organizations</p>
<p>Outcome 3.2 Hazard risk reduced at community level in target communities</p>	<ul style="list-style-type: none"> ➤ Community Asset Score <p>Target: >35%</p>	<p>No shocks disrupt household food security</p>
<p>Output 3.2.1 Built or rehabilitated assets by target communities</p>	<ul style="list-style-type: none"> ➤ Assets created or rehabilitated, by type and unit of measure 	<p>Cooperating partners with technical expertise, management capacity and resources are engaged</p> <p>Partner institutions involved in the SCP investment plan provide complementary financial and technical contributions to projects as planned</p>
<p>Outcome 3.3 (Strategic Objective 5) Progress made towards nationally owned asset-creation programmes</p>	<ul style="list-style-type: none"> ➤ National Capacity Index. <p>Target: >12</p>	<p>There is political will to assume ownership and invest</p>
<p>Output 3.3.1 (Strategic Objective 5) A local NGO or community-based organization livelihoods capacity assessment conducted as a basis for hand-over strategies</p>	<ul style="list-style-type: none"> ➤ Assessment completed ➤ No. of WFP-managed systems and tools handed over to the Government in current year 	

ANNEX III

Sierra Leone is composed of four regions: the Northern Province, Southern Province, Eastern Province and the Western Area. The first three provinces are further divided into 12 districts, and the districts are further divided into 149 chiefdoms.



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.

LIST OF ACRONYMS USED IN THE DOCUMENT

ART	anti-retroviral therapy
CFA	cash for assets
CFSVA	comprehensive food security and vulnerability assessment
CP	country programme
FAO	Food and Agriculture Organization of the United Nations
FFA	food for assets
GDP	gross domestic product
MoHSW	Ministry of Health and Social Welfare
NGO	non-governmental organization
P4P	Purchase for Progress
PHU	peripheral health unit
PLHIV	people living with HIV
PLW	pregnant and lactating women
PRRO	protracted relief and recovery operation
SCP	Smallholder Commercialization Programme
TB	tuberculosis
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
WHO	World Health Organization