



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
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Operational matters — Projects approved by vote by correspondence  
For information

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

## Revision of the Sierra Leone country strategic plan (2020–2024) and corresponding budget increase

	Current	Change	Revised
<b>Duration</b>	<b>1 January 2020–31 December 2024</b>	<b>12-month extension</b>	<b>1 January 2020–31 December 2025</b>
<b>Beneficiaries</b>	<b>1 191 831</b>	<b>(663 837)</b>	<b>527 994</b>
<i>(USD)</i>			
<b>Total cost</b>	<b>117 928 364</b>	<b>44 257 489</b>	<b>162 185 853</b>
Transfers	90 077 981	34 554 963	124 632 945
Implementation	12 581 527	3 331 018	15 912 544
Adjusted direct support costs	8 107 976	3 670 040	11 778 015
<b>Subtotal</b>	<b>110 767 484</b>	<b>41 556 021</b>	<b>152 323 504</b>
Indirect support costs (6.5 percent)	7 160 880	2 701 469	9 862 349

Gender and age marker code: 3\*

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

### Decision

The Board approved by vote by correspondence the revision of the Sierra Leone country strategic plan (2020–2024) and the corresponding budget increase of USD 44,257,489 outlined in the present document.

19 December 2024

#### Focal points:

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## Rationale

1. This fifth proposed budget revision aligns the timeframe of the country strategic plan (CSP) for Sierra Leone for 2020–2024 with that of the United Nations sustainable development cooperation framework for 2025–2030. The revision extends the CSP implementation period by one year until 31 December 2025.
2. The budget revision will enable WFP to respond effectively to sustained high levels of food insecurity, evident in the latest Cadre Harmonisé analysis from March 2024, which projected 1.5 million people in crisis food insecurity or worse (phase 3 or above), including 31,249 people facing emergency conditions (phase 4).<sup>1</sup> Further evidence of the high levels of food insecurity is found in the food consumption scores presented in a food security monitoring system report from February 2024,<sup>2</sup> which indicated that 13.5 percent of households have poor food consumption and 61.6 percent, borderline consumption.
3. The economic impact of the global cost-of-living crisis and longer-term macroeconomic decline has led to high rates of inflation in Sierra Leone, eroding incomes and livelihoods. In June 2024, year-on-year inflation stood at 31.93 percent, while food inflation was 27.25 percent, significantly undermining an already low standard of living in the context of stagnant wages. Between June 2023 and June 2024, the national average price of local rice rose by 22.4 percent and that of imported rice, by 30 percent. Over the same period, the price of the second most consumed staple – cassava – also increased by 13.8 percent. Analysis shows that an unskilled worker on a minimum wage of SLL 800 per month could purchase just 33.8 kg of rice in June 2024, compared with 44 kg in June 2023.
4. The budget revision will also enable the country office to adjust operations in light of additional funding received for the school meals programme.

## Changes

### Strategic orientation

5. While budget revision 5 does not introduce any new CSP outcomes, it does remove outcome 6, "Humanitarian and development partners have access to common services throughout the year", because WFP has not implemented any activities under that outcome for some time, nor has any planned during the proposed extension period.

### Country strategic plan outcomes

6. Budget revision 5 realigns all four of the CSP outcomes that address Sustainable Development Goal (SDG) 2, based on WFP's engagement with government and development partners.
7. **Under CSP outcome 1:** WFP will scale back its shock-responsive food assistance, given that a large World Bank shock-responsive programme is being implemented in Sierra Leone in collaboration with the Government. Considering the vulnerability of Sierra Leone to natural and human-induced disasters – particularly flooding, landslides and wildfires – WFP will retain its ability to respond to sudden-onset emergencies with in-kind assistance and cash based transfers (CBTs) as a contingency. WFP will also provide targeted food assistance in the form of cash to severely food-insecure households in chiefdoms identified as the most vulnerable in the 2020 comprehensive food security and vulnerability analysis, which provides analysis at the chiefdom level.<sup>3</sup> When available, more recent food security data at the district level can be used to inform crisis-response interventions when needed. Data

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<sup>1</sup> Cadre Harmonisé. 2024. *Résultats de l'analyse de la situation actuelle et projetée de l'insécurité alimentaire aiguë au Sahel, en Afrique de l'Ouest et au Cameroun*.

<sup>2</sup> WFP. 2024. *Food Security Monitoring Systems Report, February 2024*.

<sup>3</sup> WFP. 2021. *State of food security in Sierra Leone 2020: Comprehensive food security and vulnerability analysis*.

used in these cases will include findings from the food security monitoring systems and data from relevant ministries.

8. **Under CSP outcome 2:** Since the start of the CSP, the Government has reduced the coverage of WFP's school meals activities from nine to five districts; each academic year, new schools are included in WFP's programming in these five districts, with an additional 100 schools incorporated under the current CSP implementation period. The Ministry of Basic and Senior Secondary Education has asked WFP to implement school meals in more districts, but this is subject to the availability of funding. Meanwhile, WFP will continue to expand the coverage of its home-grown school feeding (HGSF) initiative, particularly by scaling up decentralized procurement modalities that enhance the nutritional value of school meals, transferring cash to schools for the daily purchase of fresh vegetables and tubers from smallholder farmers in their communities. To reflect the scale-up of the HGSF programme, the CBT assistance modality has been added to CSP activity 2.
9. **Under CSP outcome 3:** Based on projected funding and concerns over the long-term sustainability of activities, WFP is prioritizing localized solutions that can improve the nutrition status of vulnerable population groups. Accordingly, WFP is strengthening access to safe, appropriate and affordable local complementary food and educating caregivers on optimal maternal, infant and young child feeding practices. Under this budget revision, no beneficiaries will receive specialized nutritious foods but the number of people receiving capacity strengthening support will be increased. Capacity strengthening support will include empowering groups of women processing local complementary food (*Nyam Nyam Pap*) with the knowledge and means to scale up production; and, through a referral programme, enabling children at risk of malnutrition to receive free local complementary food. WFP will pay the women's groups for their supply. Through community-level mother support groups, WFP will train both men and women in optimal maternal, infant and young child feeding practices through nutrition counselling using social behavioural change communication and will promote household production of local complementary food using standardized recipes developed by the Directorate of Food and Nutrition of the Ministry of Health and Sanitation, with technical support from WFP.
10. **Under CSP outcome 4:** WFP will move away from providing direct in-kind or cash assistance to support the development of agricultural assets, focusing instead on strengthening the capacities of smallholder farmers to address the root causes of food insecurity and low production. Capacity strengthening support will include training in improved agronomic and post-harvest practices and financial management and the provision of equipment, including agricultural machinery. Smallholders will also be linked to WFP aggregation systems through the HGSF programme, in addition to other markets.
11. CSP outcome 5 remains unchanged under this budget revision but will be extended in time.

### ***Country strategic plan***

12. **Risk management:** The primary risk to the implementation of WFP's activities in Sierra Leone is political instability. Tensions have remained high since the failed coup d'état on 26 November 2023, which claimed 21 lives and saw fierce fighting in the capital. The risk of the diversion of assistance is also increasing, driven by deteriorating living conditions and economic stagnation. The volatile economic situation, including fluctuating exchange rates, can also affect WFP operations, especially CBT activities. Through this budget revision, WFP is making provision to mitigate these risks. The country office is putting in place assurance measures and controls based on continuous monitoring and analysis. The country office has fully implemented all recommendations resulting from its last internal audit mission and established risk management mechanisms. The office also uses the United Nations Partner Portal when selecting partners and has a community feedback mechanism with dedicated staff, who ensure that issues are actioned and closed in a timely manner.

13. With support from the WFP data assurance team at headquarters, the country office has developed a robust and secure system for managing beneficiary data and generating payment lists for mobile money interventions in the event of an emergency response. The system has enhanced assurance controls and significantly reduces the risks associated with beneficiary data management and payment list generation.
14. **Transfer modalities:** There have been no changes in food rations since budget revision 4. Budget revision 5 increases the use of CBTs, in particular for activities under CSP outcome 2, while reducing in-kind assistance provided under all CSP outcomes. Budget revision 5 sees an increase in the use of the capacity strengthening under all CSP outcomes.

### **Partnerships and resourcing**

15. The country office continues to prioritize building and maintaining strong relationships with both public and private sector donors. New partnerships have been established with bilateral and private sector donors, while medium- to long-term opportunities are being actively pursued with the Government and non-traditional donors.
16. Existing bilateral donors and the Government remain central to WFP's funding strategy, with ongoing engagement aimed at increasing their contributions. In parallel, the country office is engaging with international financial institutions such as the African Development Bank and the Islamic Development Bank in a bid to unlock large-scale, multi-year funding. These strategic partnerships are critical for advancing resilience-strengthening initiatives, improving livelihoods and supporting the achievement of long-term food security objectives. By expanding its donor base and deepening existing partnerships, WFP is positioned to secure the resources needed to implement its extended CSP effectively.

### **Beneficiary analysis**

<b>TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND MODALITY</b>							
<b>CSP outcome</b>	<b>Activity and modality</b>	<b>Period</b>	<b>Women (18+ years)</b>	<b>Men (18+ years)</b>	<b>Girls (0-18 years)</b>	<b>Boys (0-18 years)</b>	<b>Total</b>
1	1 (food, general food distribution)	Current	42 764	70 037	55 765	53 591	<b>222 157</b>
		Increase/ (decrease)	(42 244)	(69 557)	(55 245)	(53 111)	<b>(220 157)</b>
		Revised	520	480	520	480	<b>2 000</b>
	1 (CBT, general food distribution)	Current	109 659	103 986	98 211	93 772	<b>405 628</b>
		Increase/ (decrease)	(96 211)	(91 486)	(86 211)	(81 720)	<b>(355 628)</b>
		Revised	13 448	12 500	12 000	12 052	<b>50 000</b>
	1 (moderate acute malnutrition treatment – food)	Current	30 131	0	26 436	25 387	<b>81 954</b>
		Increase/ (decrease)	(30 131)	0	(26 436)	(25 387)	<b>(81 954)</b>
		Revised	0	0	0	0	<b>0</b>

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2	2 (food)	Current	0	0	233 826	223 538	<b>457 364</b>
		Increase/ (decrease)	3 148	0	(68 588)	(63 649)	<b>(129 089)</b>
		Revised	3 148	0	165 238	159 889	<b>328 275</b>
	2 (CBT)	Current	0	0	0	0	<b>0</b>
		Increase/ (decrease)	682	0	42 924	39 623	<b>83 229</b>
		Revised	682	0	42 924	39 623	<b>83 229</b>
	2 (capacity strengthening)	Current	0	0	0	0	<b>0</b>
		Increase/ (decrease)	2 091	1 854	0	0	<b>3 945</b>
		Revised	2 091	1 854	0	0	<b>3 945</b>
3	4 (capacity strengthening)	Current	0	0	0	0	<b>0</b>
		Increase/ (decrease)	71 729	17 825	7 020	6 480	<b>103 054</b>
		Revised	71 729	17 825	7 020	6 480	<b>103 054</b>
	4 (food)	Current	19 080	0	18 950	15 645	<b>53 675</b>
		Increase/ (decrease)	(19 080)	0	(18 950)	(15 645)	<b>(53 675)</b>
		Revised	0	0	0	0	<b>0</b>
4	5 (food)	Current	13 949	12 876	13 949	12 876	<b>53 650</b>
		Increase/ (decrease)	(13 949)	(12 876)	(13 949)	(12 876)	<b>(53 650)</b>
		Revised	0	0	0	0	<b>0</b>
	5 (capacity strengthening)	Current	0	0	0	0	<b>0</b>
		Increase/ (decrease)	6 970	7 550	0	0	<b>14 520</b>
		Revised	6 970	7 550	0	0	<b>14 520</b>
	5 (CBT)	Current	31 486	29 064	13 494	12 456	<b>86 500</b>
		Increase/ (decrease)	(5 408)	(4 992)	(5 408)	(4 992)	<b>(20 800)</b>
		Revised	6 812	6 288	6 812	6 288	<b>26 200</b>
<b>Total (without overlap)</b>		<b>Current</b>	<b>260 070</b>	<b>217 843</b>	<b>375 815</b>	<b>338 103</b>	<b>1 191 831</b>
		<b>Increase/ (decrease)</b>	<b>(170 349)</b>	<b>(154 627)</b>	<b>(186 220)</b>	<b>(152 641)</b>	<b>(663 837)</b>
		<b>Revised</b>	<b>89 721</b>	<b>63 216</b>	<b>189 595</b>	<b>185 462</b>	<b>527 994</b>

### Transfers

17. CBTs have been added to activity 2 to reflect the scale-up of the HGSF programme.

TABLE 2: FOOD RATIONS ( <i>g/person/day</i> ) AND CASH-BASED TRANSFER VALUES ( <i>USD/person/day</i> ) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY								
	CSP outcome 1		CSP outcome 2		CSP outcome 3		CSP outcome 4	
	Activity 1		Activity 2		Activity 4		Activity 5	
Beneficiary type	Crisis-affected populations		Primary school children		Pregnant and breastfeeding women and girls	Children aged 6–23 months	Farmers' organizations and women's groups	
Modality	Food	CBTs	Food	CBTs	Food	Food	Food	CBTs
Cereals	400		120				400	
Pulses	60		30				60	
Oil	25		10				25	
Salt	5		5				5	
SuperCereal	60				100			
SuperCereal Plus						100		
Total kcal/day	2 195		653		381	401	1 966	
% kcal from protein	16.1		16.2		17.2	18.1	16.0	
Cash-based transfers ( <i>USD/person/day</i> )		0.58		0.033				0.58
Number of feeding days per year	30	60	190	190	365	365	60	60

TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE						
Food type/ cash-based transfer	Current budget		Increase		Revised budget	
	Total ( <i>mt</i> )	Total ( <i>USD</i> )	Total ( <i>mt</i> )	Total ( <i>USD</i> )	Total ( <i>mt</i> )	Total ( <i>USD</i> )
Cereals	38 885	14 224 736	12 935	7 629 042	51 819	21 853 778
Pulses	8 596	2 914 258	3 248	1 444 767	11 844	4 359 025
Oil and fats	3 099	3 073 640	1 081	1 179 904	4 180	4 253 544
Mixed and blended foods	6 051	5 063 994	(313)	(236 639)	5 738	4 827 355
Other	1 292	203 425	210	49 182	1 502	252 608
<b>Total (food)</b>	<b>57 922</b>	<b>25 480 054</b>	<b>17 161</b>	<b>10 066 256</b>	<b>75 084</b>	<b>35 546 310</b>
Cash-based transfers		25 039 701		7 496 204		32 535 905
<b>Total (food and cash-based transfer value)</b>	<b>57 922</b>	<b>50 519 756</b>	<b>17 161</b>	<b>17 562 460</b>	<b>75 084</b>	<b>68 082 215</b>

## Cost breakdown

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

	SDG target 2.1/WFP strategic outcome 1	SDG target 2.1/WFP strategic outcome 2	SDG target 2.2/WFP strategic outcome 2	SDG target 2.3/WFP strategic outcome 3	SDG target 17.9/WFP strategic outcome 4	SDG target 17.16/WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	CSP outcome 6	
Focus area	Crisis response	Resilience building	Root causes	Resilience building	Resilience building	Crisis response	
Transfers	3 964 517	25 450 911	1 790 439	3 535 266	(186 170)	0	<b>34 554 963</b>
Implementation	418 823	2 533 870	95 093	461 516	(178 284)	0	<b>3 331 018</b>
Adjusted direct support costs							<b>3 670 040</b>
<b>Subtotal</b>							<b>41 556 021</b>
Indirect support costs (6.5 percent)							<b>2 701 469</b>
<b>Total</b>							<b>44 257 489</b>

**TABLE 5: OVERALL COUNTRY STRATEGIC PLAN COST BREAKDOWN, AFTER REVISION (USD)**

	SDG target 2.1/WFP strategic outcome 1	SDG target 2.1/WFP strategic outcome 2	SDG target 2.2/WFP strategic outcome 2	SDG target 2.3/WFP strategic outcome 3	SDG target 17.9/WFP strategic outcome 4	SDG target 17.16/WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	CSP outcome 6	
Focus area	Crisis response	Resilience building	Root causes	Resilience building	Resilience building	Crisis response	
Transfers	39 943 637	54 996 345	8 950 729	16 074 891	4 167 343	500 000	<b>124 632 945</b>
Implementation	3 232 095	6 438 894	2 234 117	2 929 613	1 030 326	47 500	<b>15 912 544</b>
Adjusted direct support costs	3 162 005	5 530 964	961 926	1 615 608	459 950	47 563	<b>11 778 015</b>
<b>Subtotal</b>	<b>46 337 737</b>	<b>66 966 202</b>	<b>12 146 771</b>	<b>20 620 113</b>	<b>5 657 618</b>	<b>595 063</b>	<b>152 323 504</b>
Indirect support costs (6.5 percent)	3 011 953	4 352 803	789 540	1 340 307	367 745	0	<b>9 862 349</b>
<b>Total</b>	<b>49 349 690</b>	<b>71 319 006</b>	<b>12 936 311</b>	<b>21 960 420</b>	<b>6 025 363</b>	<b>595 063</b>	<b>162 185 853</b>