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Rome, 7–11 June 2010

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Agenda item 9

For approval



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PROTRACTED RELIEF AND RECOVERY OPERATIONS – SIERRA LEONE 200062

Protection of Livelihoods and Support to Safety Nets for Vulnerable Populations Recovering from Conflict

Number of beneficiaries	961,000
Duration of project	30 months (July 2010–December 2012)
WFP food tonnage	30,468
Cost (United States dollars)	
WFP food cost	19,989,679
WFP cash/transfer cost	2,205,000
Total cost to WFP	41,170,067

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for approval

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 continues to recover from the social and economic disruption of a decade of civil war that ended in 2002. Recovery has been hindered by economic shocks that have affected livelihoods, eroded the resilience of the most vulnerable and altered social cohesion. The transition from emergency to recovery is difficult: there are few employment opportunities and limited government capacity to provide social services and safety nets; 70 percent of the population live below the national poverty line of US\$2 per day; and 70 percent of young people are unemployed. Factors such as the global financial crisis have hampered the rebuilding of infrastructure.

Child and maternal mortality rates are among the highest in the world. The lifetime risk of a woman dying in childbirth is one in eight; national prevalence of global acute malnutrition is 10 percent and reaches emergency levels in some regions during the July–October hunger season; high child malnutrition rates are compounded by very high levels of anaemia, poor access to health services and endemic malaria. A recent analysis found that 29 percent of rural households have an inadequate diet and are food-insecure; the situation has since deteriorated as a result of high food prices and the economic recession.

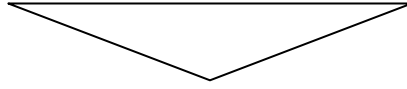
This operation is aligned with the Government's Agenda for Change 2008–2012 and the United Nations Joint Vision programme that replaced the United Nations Development Assistance Framework. It aims to improve food security and child nutrition in vulnerable communities affected by conflict and characterized by gender inequalities and increasing numbers of unemployed young people.

The relief component focuses on nutrition and includes targeted supplementary feeding for children under 5 suffering from moderate acute malnutrition, blanket feeding for children under 2 during the hunger season and supplementary feeding for pregnant and lactating women. The early recovery component focuses on rebuilding livelihoods through food for work and cash for work to rehabilitate productive land, assets and infrastructure. Food for training focuses on agricultural and vocational capacity-development.

In an environment of high levels of sexual and gender-based violence, WFP and its partners will ensure that livelihood-support activities do not inadvertently encourage violence against women and girls.

The objectives of the operation are to: i) reduce acute malnutrition among children under 5 in targeted populations in line with Strategic Objective 1; and ii) rebuild the livelihoods of food-insecure households and increase their access to food, markets and social services in line with Strategic Objective 3. The activities contribute to Millennium Development Goals 1, 3, 4 and 5.

DRAFT DECISION*



The Board approves the proposed Sierra Leone PRRO 200062 “Protection of Livelihoods and Support to Safety Nets for Vulnerable Populations Recovering from Conflict” (WFP/EB.A/2010/9-C/2*).

* 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 AND SCENARIO

Context

1. Sierra Leone, a country of 5.7 million people, is struggling to overcome the effects of a decade of civil war that ended in 2002 and resulted in the displacement of 2 million people and massive destruction of infrastructure. About 47 percent of the urban and 79 percent of the rural population are poor;¹ 38 percent of the population live in urban areas, and the annual rate of urbanization is 2.9 percent.² The country ranks 180th of 182 countries in the United Nations Development Programme (UNDP) human development index. Per capita gross domestic product in 2008 was US\$679.³
2. The rates of maternal mortality – 857 per 100,000 live births³ – and under-5 mortality – 162 per 1,000 live births⁴ – are among the highest in the world. One in eight women is at risk of dying during pregnancy or childbirth;⁵ 25 percent of children die before the age of 5, usually in their first year.⁶ Life expectancy at birth is 47.3 years. Only 47 percent of households have an improved source of drinking water.³ The adult literacy rate is 38 percent – 50 percent for men, 27 percent for women; the school enrolment rate is 45 percent – 52 percent for boys and 38 percent for girls.
3. Recovery programmes have started to rehabilitate infrastructures, but the process is far from complete. Only 20 percent of the potential 5.3 million ha of arable land is cultivated⁷ because of low availability of labour and lack of infrastructure. Production of rice, the staple food, covers 70 percent of requirements;⁸ output has improved, and the Government is prioritizing increased productivity, but self-sufficiency is some years away.⁹ Plantations of coffee, cocoa and palm oil were neglected or destroyed during the conflict, impeding economic growth and employment. Urgent repairs are needed on 20 percent of the road network¹⁰ to address a major cause of food insecurity – access to markets and social services.
4. In 2008 and 2009, new shocks associated with high food and fuel prices and the global recession severely set back the work to rebuild infrastructure and achieve economic growth. Between November 2007 and April 2009, the price of imported rice increased by more than 50 percent.¹¹ This period of high food prices and low purchasing power eroded the resilience of lower-income households. The World Bank estimated in 2008 that an additional 150,000 people were pushed into poverty, particularly unemployed and unskilled young people.¹² Export prices have fallen; import prices, including food prices,

¹ Government of Sierra Leone. 2009. *An Agenda for Change (2008–2012)*. Freetown.

² Central Intelligence Agency. 2010. *World Factbook*. Washington DC.

³ UNDP. 2009. *Human Development Report, 2009*. New York.

⁴ UNICEF. 2009. *The State of the World's Children*. New York.

⁵ Amnesty International. 2009. Maternal Death Rate in Sierra Leone is a “Human Rights Emergency”. Available at: www.amnesty.org/.../maternal-death-rate-sierra-leone-quot-human-rights-emergencyquot-20090921.

⁶ UNICEF, op.cit.

⁷ Government of Sierra Leone. 2004. *Agricultural Sector Review*. Freetown.

⁸ WFP, Sierra Leone, Household Food Security Survey in Rural Areas, 2007. Freetown.

⁹ Government of Sierra Leone, Ministry of Agriculture, Forestry and Food Security. 2009. *National Rice Production and Self-Sufficiency (1997–2015)*. Freetown.

¹⁰ Government of Sierra Leone, Ministry of Agriculture, Forestry and Food Security, Agriculture. 2009. *Facts and Figures, 2009*. Freetown.

¹¹ WFP Market Survey Data Analysis, 2007–2009.

¹² World Bank. 2008. *Food Price Crisis Response Trust Fund Program Document*. Washington DC.

- have risen;¹³ exports of bauxite and diamonds have declined.¹⁴ According to the International Monetary Fund (IMF), economic growth is slowing and foreign exchange inflows have diminished as a result of declining exports and remittances from abroad,¹⁵ leading to depreciation of the Sierra Leone Leone (SLL) against the United States dollar in 2009.
5. Young people are a central factor in sustaining peace and stability; the dire conditions for young people were partly responsible for the civil war.¹⁶ The 2004 census showed that youth labour force participation was 33 percent.¹⁷ Employment opportunities in mining have declined drastically.¹⁸ Negative coping mechanisms adopted by young people in and around urban areas include prostitution and crime.
 6. Progress in women's empowerment is slow. Early pregnancies are widespread: a third of women aged 15–19 have given birth. Pressure to marry young often results in girls being removed from primary school earlier than boys. The proportion of single mothers reaches 30 percent in poor urban areas.¹⁹ Rural women, especially those who are unmarried, have extreme difficulty in accessing land for cultivation and are not allowed to exercise control over land.²⁰
 7. Sexual and gender-based violence (SGBV) is endemic, particularly towards young women and children; perpetrators are rarely convicted. SGBV is a long-term effect of the conflict, during which many perpetrators were themselves subject to sexual violence.²¹
 8. Lack of accountability and systemic corruption are major threats to economic and social development, and the Government has established an anti-corruption commission and enacted tighter legislation.¹

Food Security and Nutrition

9. The 2008 demographic and health survey (DHS) showed a global acute malnutrition (GAM) rate among children under 5 of 10.2 percent, considered “serious” by the World Health Organization (WHO); rates vary from 8.6 percent in Northern region to 14.5 percent in Southern region.²² Bo and Kambia districts exceed the 15 percent “critical” threshold; the rate in Bonthe district is 14.1 percent. Seven of 13 districts are above the 10 percent “serious” threshold; another three are close to it. District-level DHS data were used to plan protracted relief and recovery operation (PRRO) 200062 (see Figure 1).

¹³ International Monetary Fund (IMF). 2009. *World Economic Outlook*. Washington DC.

¹⁴ Government of Sierra Leone, Statistics Sierra Leone, Bank of Sierra Leone, Ministry of Finance and Economic Development, 2010.

¹⁵ IMF, Staff Mission to Sierra Leone, September 2009.

¹⁶ Richards, P. and Peters, K. 1998. “Why We Fight”: Voices of Youth Combatants in Sierra Leone. *Africa*, 68 (2): 182–210.

¹⁷ Government of Sierra Leone. 2005. *Sierra Leone National Census, 2004*. Freetown.

¹⁸ WFP. 2009. *Human Security in WFP Operations: Analysis of Context and Activities in Eastern and Southern Sierra Leone*. Rome.

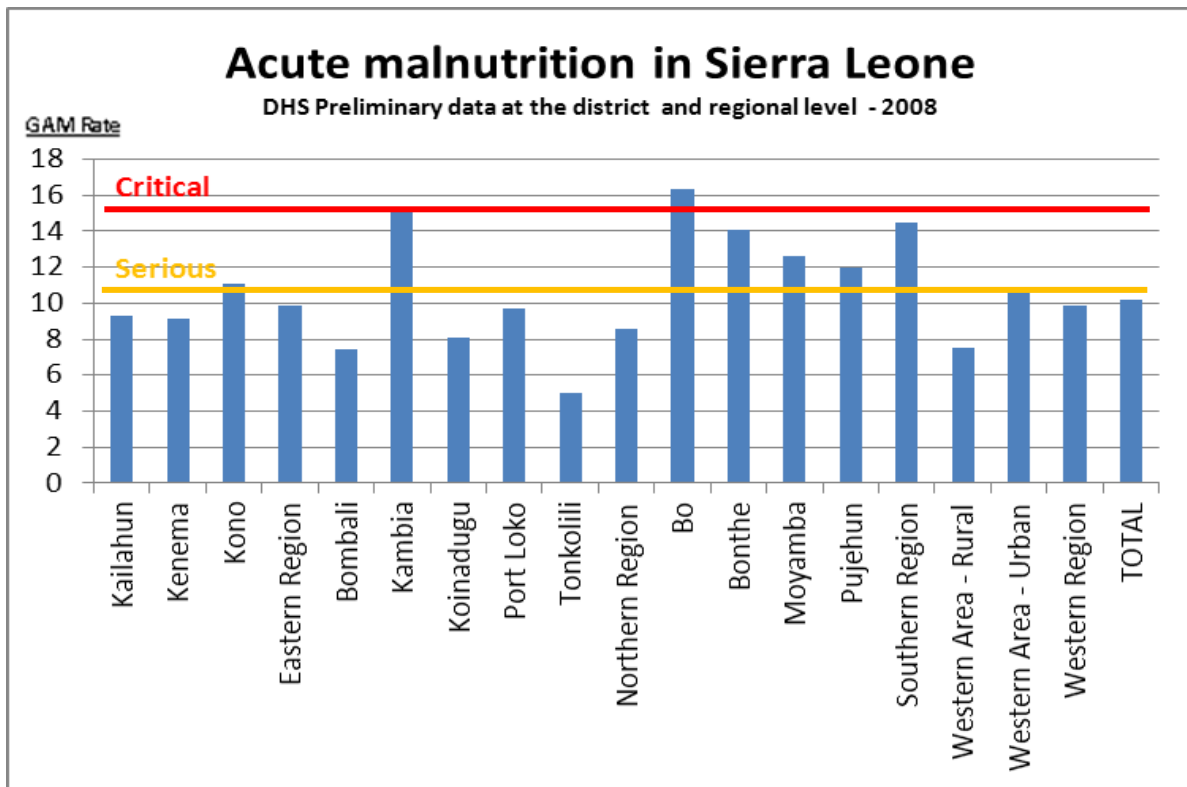
¹⁹ WFP. 2009. *Baseline Study: Food and Cash for Work Programmes in Sierra Leone's Western Area*. Rome.

²⁰ WFP. 2009. *Study on the Relationship between Youth and Elders in the Rural Areas of Sierra Leone* (draft).

²¹ UNDP press releases on sexual and gender-based violence, 10 February 2010 and 5 March 2010.

²² WHO classifies GAM rates >10 percent as “serious” and >15 percent as “critical” or “at emergency levels”.

Figure 1: Global Acute Malnutrition Rates, by District and Region



10. According to DHS data, chronic malnutrition among children aged 6–59 months is “serious” at 36.4 percent.²³ Five districts exceeded the 40 percent “critical” threshold; a further six were between 30 percent and 40 percent. These rates are caused by factors such as lack of appropriate food, inadequate water, sanitation and health facilities, early marriage, teenage pregnancies, school drop-outs, low levels of education among women and cultural practices. Breastfeeding is practised for 95 percent of children under 6 months, but only 11 percent are exclusively breastfed.²⁴
11. Micronutrient deficiencies are a concern: according to the 2008 DHS, anaemia resulting from malaria, dietary deficiencies and parasitic infections affects 76 percent of children aged 6–59 months and 46 percent of women; anaemia levels exceed the “severe” threshold throughout the country.
12. Food security remains fragile. Several assessments in rural areas²⁵ confirm that many people are extremely food-insecure because of limited physical and economic access to food, especially during the July–October hunger season before the main harvest. The 2007 comprehensive food security and vulnerability analysis (CFSVA) showed that 33 percent of households have “poor” food consumption; the situation is believed to have worsened since then as a result of the food crisis and economic recession.
13. The poor condition and lack of roads, and related difficulties in accessing markets, exacerbate rural food insecurity. The risk of post-harvest losses forces farmers to sell

²³ WHO (2005) classifies chronic malnutrition >30 percent as “serious” and >40 percent as “critical”.

²⁴ DHS, 2008.

²⁵ WFP. 2005. Food Security, Farm Production and Nutrition Survey in Sierra Leone. Rome; WFP. 2007. Sierra Leone, Household Food Security Survey in Rural Areas.

much of their produce immediately after harvest, when prices are low: the same households have to purchase rice during the lean season when prices are at their annual peak, which perpetuates the cycle of debt and negatively affects access to food.²⁶

14. Economic access to food is limited throughout the year for the most vulnerable sections of the urban population. Households that are net food purchasers are highly vulnerable to food insecurity: they spend much of their income on food, which leads to reduced quality and quantity of food consumed. This was confirmed by a 2009 baseline survey,¹⁹ which showed that traders experienced decreased demand for staple foods and that customers bought cheaper goods in smaller quantities.
15. An earlier assessment found that markets in parts of the Western Area functioned well and recommended cash transfers for employment schemes.²⁷ The supply of staple food was regular and markets were capable of meeting the increased demand generated by cash for work (CFW).

Scenario

16. Planning is based upon a scenario of stability and slow recovery in the global economy in the next two years. Sierra Leone's economy will remain weak until the global economy recovers.
17. The requirements for relief and recovery will be unchanged for the duration of PRRO 200062, but further assessments will be undertaken. A CFSVA will be conducted in 2010; WFP and the United Nations Children's Fund (UNICEF) will carry out Standardized Monitoring and Assessment of Relief and Transitions (SMART) nutrition surveys in mid-2010 and in 2012 to enable WFP to adjust the operation if necessary.

POLICIES, CAPACITIES AND ACTIONS OF THE GOVERNMENT AND OTHERS

Policies, Capacities and Actions of the Government

18. Two priorities of the Agenda for Change (2008–2012) are agriculture and human development. The Government is developing a policy for social protection that indicates the need for safety nets: it recommends conditional transfers as the preferred modality for providing food and cash to recipients. The Government is committed to the Comprehensive Africa Agriculture Development Programme (CAADP) through the National Sustainable Agriculture Development Plan for 2010–2030; this recognizes the need for rural safety nets to enhance social protection and support agricultural commercialization.
19. The National Health Sector Strategic Plan for 2010–2015 includes:
 - free health services for pregnant women and children under 5;
 - food and nutrition policy and implementation plan;
 - guidelines and strategy on infant and young child feeding; and
 - a plan for reproductive and child health for 2008–2010.

²⁶ WFP. 2009. Rapid Food Security and Vulnerability Assessment among the Main Livelihood Groups.

²⁷ WFP. 2008. Rapid Food Security Assessment in Western Area, Sierra Leone.

20. A national action plan to address SGBV is being developed.

Policies, Capacities and Actions of Other Major Actors

21. Agricultural and health programmes are supported by United Nations agencies, the World Bank, the non-governmental organizations (NGOs) Cooperative for Assistance and Relief Everywhere, Catholic Relief Services, *Gesellschaft für Technische Zusammenarbeit* (GTZ; German Agency for Technical Cooperation), and the European Union, Ireland and the United Kingdom. The United Kingdom Department for International Development and Irish Aid support the United Nations Joint Vision Programme on Reproductive and Child Health and Nutrition; the United States Agency for International Development is finalizing a new multi-year assistance programme (MYAP) focusing on agriculture and nutrition; programmes in 5 of the 12 districts are anticipated. GTZ is working to ensure that youth and women obtain longer-term land use rights and crop processing opportunities.

Coordination

22. The United Nations Joint Vision replaces the United Nations Development Assistance Framework in supporting the Government's Agenda for Change. The priority is to consolidate peace and stability through the economic integration of rural areas, economic and social integration of young people, equitable access to health services and accessible and credible public services.
23. WFP participates in the nutrition committee coordinated by the Ministry of Health and Sanitation, is a member of the multi-disciplinary working group on food security and maintains an agricultural advisory group coordinated by the Ministry of Agriculture, Forestry and Food Security. WFP also participates in the livelihood and food security coordination forum with United Nations and NGO partners.

OBJECTIVES OF WFP ASSISTANCE

24. The goal of PRRO 200062 is to save lives and protect livelihoods by addressing high malnutrition rates and supporting recovery from conflict and economic shocks. In line with the WFP Strategic Plan (2008–2013), PRRO 200062 has the following objectives:
- reduce acute malnutrition among children under 5 in targeted populations (Strategic Objective 1); and
 - rebuild the livelihoods of food-insecure households and increase their access to food, markets and social services (Strategic Objective 3).
25. The objectives are in line with Millennium Development Goals (MDGs) 1, 3, 4 and 5,²⁸ Agenda for Change priorities 2 (agriculture) and 4 (human development) and United Nations Joint Vision Programmes 4 (Smallholder Commercialization Scheme) and 7 (Reproductive and Child Health and Nutrition Programme).

²⁸ MDG 1: Eradicate extreme poverty and hunger. MDG 3: Promote gender equality and empower women. MDG4: Reduce child mortality. MDG 5: Improve maternal health.

WFP RESPONSE STRATEGY

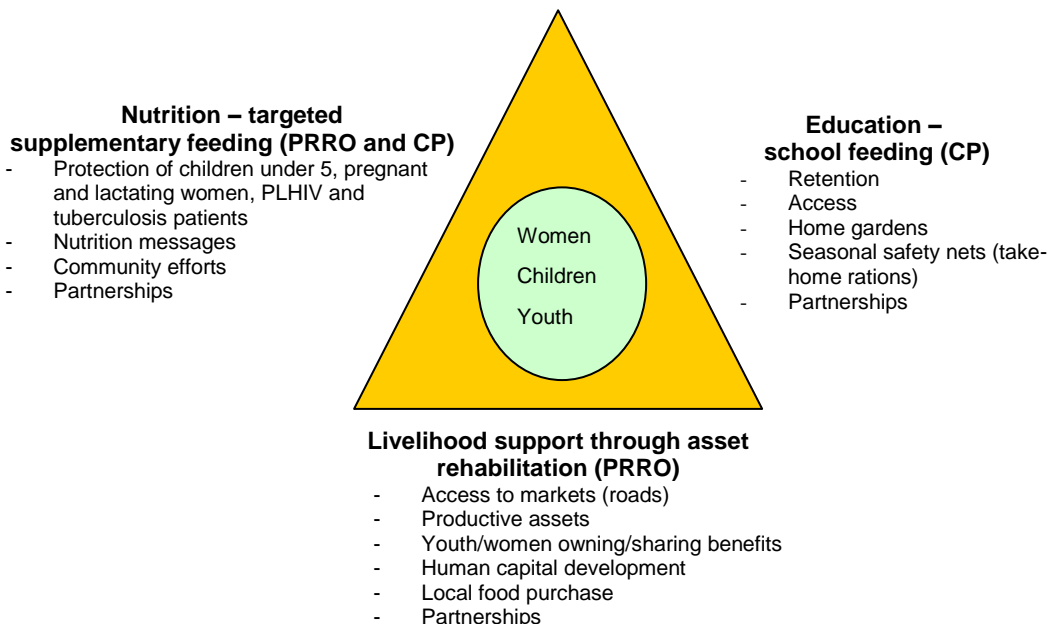
Nature and Effectiveness of Food Security-Related Assistance to Date

26. PRRO 105540 (July 2007–June 2009) was designed to assist 533,000 people in Southern and Eastern regions in recovering from civil war through livelihood and nutritional support and school feeding; it was extended to June 2010 and currently assists 746,000 people in response to high food prices and economic crises in 2008 and 2009, which called for an expansion to the Western Area including slums in and around Freetown, and the addition of a small-scale CFW pilot.
27. Country programme (CP) 105840 (2008–2010) assists 179,300 poor and food-insecure people in Northern region through school feeding and mother-and-child health and nutrition interventions.
28. A pilot Purchase for Progress (P4P) for February 2009–January 2011 focuses on market development, increased quantity and quality of production and improved incomes for smallholders.
29. A 2009 decentralized evaluation of PRRO 105540 found that its objectives were relevant and recommended improvements in targeting, monitoring, accountability, capacity development, programming for synergies and partnerships. These were taken into consideration in designing PRRO 200062. An evaluation of a CFW and a cash-and-food for work (CFW+FFW) pilot in Western Area will be conducted in 2010; it will include analysis of the effectiveness and cost efficiency of the transfer modalities.

Strategy Outline

30. The nutritional situation of children and the mother-and-child mortality indicators show the need for urgent action by WFP and its partners. Food insecurity in rural areas and high unemployment among young people – and the threat they could pose to peace and stability – require immediate attention.
31. PRRO 200062 will focus on reliable social and productive safety nets to respond to crisis levels of food insecurity and undernutrition and to assist with rebuilding degraded infrastructures damaged during and neglected since the war. The main activities will be nutrition interventions, rehabilitation of agricultural land and infrastructure to increase smallholder incomes, and construction and rehabilitation of roads to improve access to markets and services.
32. The design of PRRO 200062 and the revised CP is a result of consultations with the Government, United Nations agencies, cooperating partners and donors. The operation builds on the evaluation and three programme formulation missions. The process led the country office to re-orient its assistance strategy around a “triangle of interventions” based on reciprocal causal relations between livelihoods, education and nutrition (see Figure 2).

Figure 2: Triangle of Interventions for WFP in Sierra Leone



33. Links between PRRO and CP activities have been developed and overlaps avoided. School feeding, nutritional support for people living with HIV (PLHIV), government capacity development and food security analysis will be the focus of the re-oriented CP and will complement PRRO 200062.

Relief Component

34. **Targeted and blanket supplementary feeding.** Targeted supplementary feeding for moderately malnourished children aged 6–59 months is expected to reduce acute malnutrition; blanket feeding for children aged 6–23 months during the hunger season and treatment of malnourished pregnant and lactating women will help to prevent an increase in malnutrition. Blanket feeding for pregnant and lactating women in areas of high maternal malnutrition will be a strong incentive for women to use health services, reducing the risk of maternal and infant mortality. With its partners, WFP will train and sensitize communities and institutions in care and feeding practices and hygiene.

Early Recovery Component

35. **Labour-based safety nets in rural areas.** Safety nets will aim to mitigate seasonal hunger in areas with access constraints and to support livelihood recovery, focusing on the rehabilitation of roads, inland valley swamps for smallholder cultivation and first-time rehabilitation of overgrown cocoa and coffee plantations. WFP will ensure that mechanisms guaranteeing access for women and young people to rehabilitated assets and land are built into the operation.
36. **Urban and peri-urban labour-based safety nets in Western Area.** Food-insecure urban and peri-urban areas, particularly slums and informal settlements, where economic access to food is the main constraint, will be targeted. Activities will build on lessons learned from the CFW and CFW+FFW pilot projects, focusing on rehabilitation of roads, drains and paths, and environmental management and low-cost community assets.

37. In view of beneficiary preferences, seasonal price fluctuations and distances to markets, a combination of food and cash transfers will be used: 75 percent of beneficiaries will receive cash only; 25 percent will receive cash and food. A micro-risk analysis of CFW is planned.
38. **Skills development.** Urban training institutions will be selected to provide relevant and marketable business and skills training, including start-up kits consisting of access to microcredit, seed money, tools and materials. Non-institutional food for training (FFT) in rural areas will be linked to FFW through agricultural business centres supported by the Food and Agriculture Organization of the United Nations: it will include agricultural processing, marketing, business and organizational management skills. Food instead of cash is used because it will be consumed on-site, providing an incentive for attendance.

Hand-Over Strategy

39. In view of the current stage of recovery, the continued involvement of international organizations is needed to deliver reliable safety nets for the most vulnerable people. WFP will manage food imports, local procurement and distribution and will intensify capacity development for government counterparts in planning, implementation and monitoring.
40. The proposed REACH partnership is an opportunity to improve government coordination and fundraising capacities to scale up relief interventions.²⁹ WFP's support for smallholders in marketing local foods through P4P or competitive tenders will focus on home-grown nutrition and school feeding programmes.
41. CAADP envisages that funding for safety nets and related capacity-development will be channelled through governments. As Sierra Leone's human development indicators improve, nutrition and livelihood support may graduate to a development portfolio in which government contributions to national programmes are budgeted; WFP would increasingly focus on a capacity development and advisory role. Clear accountability mechanisms will be needed.

²⁹ REACH is a country-led initiative to scale up interventions addressing child undernutrition in partnership with United Nations agencies, civil society, donors and the private sector. Sierra Leone is engaged in the REACH+ initiative, which supports potential links between smallholder farmers and nutrition interventions.

BENEFICIARIES AND TARGETING

TABLE 1: BENEFICIARIES BY ACTIVITY TYPE AND YEAR

TABLE 1: BENEFICIARIES BY ACTIVITY TYPE AND YEAR								
		Beneficiaries						Total
	Activity	Year 1		Year 2		Year 3		Years
		Men/ boys	Women/ girls	Men/ boys	Women/ girls	Men/ boys	Women/ girls	
Relief	Targeted supplementary feeding (under 5s)	17 750	17 750	35 500	35 500	35 500	35 500	177 500
	Seasonal blanket feeding (under 2s)	42 000	42 000	42 000	42 000	42 000	42 000	252 000
	Targeted nutritional support (pregnant and lactating women)		2 750		5 500		5 500	13 750
	Blanket nutritional support (pregnant and lactating women)		23 000		46 000		46 000	115 000
Early recovery	FFT	800	800	1 600	1 600	1 600	1 600	8 000
	FFW	39 000	26 000	78 000	52 000	78 000	52 000	325 000
	FFW + CFW	2 250	1 500	4 500	3 000	4 500	3 000	18 750
	CFW	6 750	4 500	13 500	9 000	13 500	9 000	56 250
Total		108 550	118 300	175 100	194 600	175 100	196 600	960 650³⁰

42. Targeting will initially be guided by food security classification based on the 2005 and 2007 vulnerability analysis and mapping studies. Districts are prioritized according to food insecurity, access to markets and the risk of weather-induced shocks. A higher proportion of resources will be allocated to Bombali, Bonthe, Koinadugu, Moyamba, Port Loko, Pujehun and Tonkolili districts, which have the highest food insecurity rates and least market access.
43. Participatory planning workshops at the district level, to be completed by mid-2010, will refine targeting at the sub-district level and help to define household targeting criteria. In 2011, targeting will be further refined on the basis of the 2010 CFSVA.
44. Nutrition interventions will be targeted on the basis of GAM rates from the 2008 DHS 2008 and body mass index and anaemia indicators for women. To avoid duplication, districts to be covered by MYAP will be excluded from PRRO 200062. Table 2 shows the targeting criteria for nutrition interventions.

³⁰ The beneficiary total is adjusted to avoid double-counting of FFT beneficiaries also involved in other activities.

TABLE 2: NUTRITION ACTIVITY TARGETING CRITERIA				
Activity	Districts	Indicators	Admission	Discharge criteria
Supplementary feeding	Bo, Bonthe, Kambia, Kono, Moyamba, Port Loko, Pujehun, Western Area (slums and rural)	GAM above 10% and below 15% (excluding MYAP areas)	Moderately acutely malnourished children under 5 with weight-for-height (WFH) below 2 Z-score and above or equal to 3 Z-score	Weight-for-height indicators
Hunger season blanket feeding	Bo, Bonthe, Kambia	GAM above- or close to 15% on account of vulnerability (Bonthe) (excluding MYAP areas)	Children 6–23 months from July–October	Seasonal
Nutritional support for pregnant and lactating women	Highest priority: Bo, Bonthe, Moyamba, Pujehun, slums in Western Area Second priority: Kambia, Kono, Port Loko	With worst nutritional indicators (body mass index and anaemia) in women With slightly better nutritional indicators for women (excluding MYAP areas)	Blanket feeding: regardless of nutritional status, from 6 months before to 6 months after childbirth Targeted supplementary feeding: mid-upper arm circumference (MUAC) below 23 cm	6 months after childbirth

45. WFP and its partners plan to reach about 65,000 households through FFW, 70 percent in high-priority districts and 30 percent in the rural districts of Bo, Kailahun, Kambia, Kenema and Kono. In the urban and peri-urban Western Area, 15,000 households will be targeted for CFW or CFW+FFW. Agencies such as the National Commission for Social Action (NaCSA) will cover a significant portion of households in the Western Area.
46. FFT beneficiaries are people in vocational training centres and farmers who are trained through agricultural business centres.

NUTRITIONAL CONSIDERATIONS AND RATIONS AND VALUE OF CASH TRANSFERS OR VOUCHERS

47. The value of cash transfers mirrors the NaCSA modality, which pays SLL7,000/day,³¹ 70 percent of the daily wage for similar jobs and approximately equivalent to food provided through FFW. The FFW ration has a higher value than the daily wage during the hunger season because of food price fluctuations, so food-and-cash transfers will be adapted to season and beneficiary preferences. For planning purposes, participants in CFW+FFW projects will receive half of the incentive in cash and half in food.

³¹ US\$1.82 at the April 2010 United Nations exchange rate.

48. FFW family rations consist of cereals, pulses and vegetable oil; the average value of a daily ration matches the CFW remuneration of SLL7,000 and provides 90 percent of energy requirements for an average family size of five people.
49. The rations for supplementary feeding for children and pregnant and lactating women are based on existing rations and are in line with the national protocol; corn-soya blend (CSB) is replaced by CSB+ or an equivalent. During the hunger season, blanket feeding for children aged 6–23 months will use Plumpy'doz[®] which is effective in preventing malnutrition; it is easy to distribute and ready to use.

TABLE 3: DAILY RATION/TRANSFER, BY ACTIVITY

Food type/cash and voucher	Targeted suppl. feeding (<5 yrs)	Seasonal blanket feeding (<2 yrs)	Targeted nutr. support (PLW)	Blanket nutr. support (PLW)	FFT	FFW	CFW + FFW	CFW
Cereal	0	0	0	0	400	400	200	0
Pulses	0	0	0	0	80	80	40	0
CSB+	200	0	200	200	0	0	0	0
Vegetable oil	20	0	20	20	25	25	12.5	0
Plumpy-doz [®]	0	46	0	0	0	0	0	0
Sugar	15	0	15	15	0	0	0	0
Cash/voucher (US\$/person/day) ³²	0	0	0	0	0	0	0.94	1.87
Total	235	46	235	235	505	505	252.5	0
Total kcal/day	1 037	247	1 037	1 037	1 889	1 889	945	0
% kcal from protein	13.9	9.6	13.9	13.9	11.9	11.9	11.9	0
% kcal from fat	27.8	58.3	27.8	27.8	20.0	20.0	20.0	0

IMPLEMENTATION ARRANGEMENTS

50. A project steering committee of ministries and partner organizations chaired by the Ministry of Finance and Economic Development will be responsible for coordination and progress reviews.
51. Participatory planning and monitoring will involve stakeholders at the national, district and community levels. WFP will require that cooperating partners employ participatory planning processes sensitive to age and gender, particularly for livelihood-support activities.
52. Women will be encouraged to participate in identification and prioritization of needs, and in planning, implementation and monitoring. Parity will be sought in women's involvement in project governance and leadership. Women's access to assets created through livelihood support will be part of partnership agreements. WFP will integrate protection concerns, especially those relating to SGBV, into community mobilization and sensitization on the basis of "do no harm".

³² Based on February 2010 exchange rate of US\$1 = 3,750 SSL.

53. The involvement of the Ministry of Agriculture, Forestry and Food Security, the Sierra Leone Roads Authority and the Ministry of Health and Sanitation in strategy development, macro-planning and technical oversight will be crucial. They will in turn rely on technical backstopping and financing by United Nations agencies, International Non-governmental Organizations (INGOs) and institutions such as the International Fund for Agricultural Development, the World Bank and the African Development Bank.
54. WFP will continue to work with the Anti-Corruption Commission in increasing community awareness of entitlements and following up alleged misappropriations of resources.
55. Plans of operations developed with cooperating partners for the CFW and CFW+FFW pilots in the Western Area will be updated on the basis of an evaluation scheduled for late 2010. NGOs with established presence that use international accounting standards will be selected as cooperating partners.

Logistics Arrangements

56. Imported food will be shipped through Freetown, where two warehouses can store 16,000 mt; transit storage facilities at WFP sub-offices in Port Loko, Magburaka, Kenema and Kailahun can handle 7,400 mt. Commercial transport is used for transfers to sub-office storage facilities.
57. Bad roads and small loads transported to multiple final delivery points make it difficult to engage commercial transport. WFP trucks will be increasingly used to handle the growing local procurement. The feasibility and cost-efficiency of less frequent but larger consignments to health centres and livelihood support projects will be explored and WFP will seek to interest commercial truckers in tertiary routes.
58. Refined targeting to reach the most food-insecure and malnourished areas may result in final delivery points being moved to more remote areas. WFP and partners will work with participating communities to devise delivery modalities.

PERFORMANCE MONITORING

59. Monitoring is carried out by 20 field monitors in four sub-offices and the country office. The decentralized evaluation and programme formulation support missions identified improvements to be made to monitoring and evaluation (M&E) systems. The country office will review and improve its procedures and tools, with technical support from the regional bureau and Headquarters.
60. Post-distribution monitoring and beneficiary contact monitoring systems will be developed and incorporated into the M&E toolkit. SGBV-related protection issues, education and health concerns and feedback mechanisms for reporting misappropriations will be mainstreamed into M&E tools. An M&E specialist will be recruited.
61. A mid-term external evaluation in the last quarter of 2011 will feed into the development of a WFP country strategy for Sierra Leone for 2013 onwards.

RISK ASSESSMENT AND CONTINGENCY PLANNING

Hazard and Risk Assessment

62. Sierra Leone will hold national elections in 2012. The country will probably continue towards social and economic growth and stability, but economic shocks could add to the number of extremely vulnerable people and exacerbate the situation of people on the margins, potentially leading to social unrest.
63. The country has high levels of corruption. If the systems created lack checks and balances, there is a high risk of resource misappropriation. Establishing mechanisms that enable communities to claim their entitlements is a major prevention measure.
64. Sierra Leone has begun to decentralize service delivery to the district level. Tensions over resource allocations to districts are likely to be a challenge.

Constraints and Assumptions

65. If nutrition assistance is inadequate or delayed, malnutrition rates are likely to rise even further with a consequent increase in child mortality. If livelihood assistance is delayed or inadequate, recovery will be hindered and the risk of social unrest and violence will increase as more unemployed young people resort to negative coping strategies.

SECURITY CONSIDERATIONS

66. Sierra Leone is currently in United Nations security phase two. WFP vehicles travelling to the field are equipped with communication equipment, first aid kits and emergency tools.

ANNEX I-A

PROJECT COST BREAKDOWN			
Food	Quantity (mt)	Value (US\$)	Value (US\$)
Cereals ¹	12 422	5 556 274	
Pulses	2 484	990 426	
Oil and fats	1 916	1 735 540	
Mixed and blended food	12 791	11 057 647	
Others	855	649 792	
Total food	30 468	19 989 679	
Cash transfer to beneficiaries		2 205 000	
Subtotal food and transfers			22 194 679
External transport			2 966 050
Landside transport, storage and handling			3 959 942
Other direct operational costs			2 494 049
Direct support costs ² (see Annex I-B)			6 861 978
Total WFP direct costs			38 476 698
Indirect support costs (7.0 percent) ³			2 693 369
TOTAL WFP COSTS			41 170 067

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

² Indicative figure for information 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	
Staff and staff-related costs	
International professional staff	1 596 705
Local staff - national officers	177 625
Local staff - general service	1 568 575
Local staff - temporary assistance	18 750
International consultants	623 550
Local consultants	60 000
United Nations volunteers	290 000
Staff duty travel	526 545
Subtotal	4 861 750
Recurring expenses	
Utilities	52 800
Office supplies and other consumables	59 779
Telecommunications services	326 500
Equipment repair and maintenance	62 501
Vehicle running costs and maintenance	762 800
Office set-up and repairs	55 000
United Nations organization services	132 000
Subtotal	1 451 380
Equipment and capital costs	
Vehicle leasing	214 200
Telecommunications equipment	49 070
Local security costs	285 578
Subtotal	548 848
TOTAL DIRECT SUPPORT COSTS	6 861 978



ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks and assumptions
Strategic Objective 1: Save lives and protect livelihoods in emergencies		
Outcome 1: Reduced acute malnutrition in children under 5 in targeted populations	<ul style="list-style-type: none"> ➤ Prevalence of acute malnutrition among children under 5 (weight-for-height as %) [target = <10%] ➤ Supplementary feeding performance indicators: recovery rate [target = >75%], defaulter rate [target = <15%], death rate [target = <3%], non-response rate [target = <5%] 	Epidemics of water-borne diseases or malaria that may aggravate malnutrition
Output 1.1: Food and non-food items distributed under secure conditions in sufficient quantity and quality to targeted women, girls and boys	<ul style="list-style-type: none"> ➤ Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of planned distributions ➤ Number of women, men, girls and boys receiving food and non-food items, by category (<2 years, <5years, PLW) and as % of planned figures 	Donors support nutrition strategy and fund timely procurement of required food
Strategic Objective 3: Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations		
Outcome 3: Adequate food consumption during assistance period for targeted households at risk of acute hunger	<ul style="list-style-type: none"> ➤ Household food consumption score among beneficiary households [target = >35%] 	Stable political environment and adequate security conditions Complementary non-food inputs provided by other partners

ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks and assumptions
<p>Output 3.1: Food, cash and non-food items distributed under secure conditions in sufficient quantity and quality to targeted women and men who participate in asset creation through FFW, FFW+CFW, or CFW</p>	<ul style="list-style-type: none"> ➤ Number of women and men participating in FFW receiving food and non-food items, by category, and as % of planned figures ➤ Number of women and men participating in CFW and FFW+CFW receiving cash, by category, and as % of planned figures ➤ Tonnage of food distributed, by type, as % of planned distribution ➤ Total cash amount distributed, as % of planned distributions ➤ Beneficiaries receiving cash on time, as % of planned ➤ Beneficiaries using cash to access food, as % of planned ➤ Beneficiaries investing cash towards livelihood recovery activities, as % of planned ➤ Quantity of non-food items, distributed, by type, as % of planned distribution 	<p>Cooperating partners available and with sufficient technical expertise and resources/funds</p> <p>Access to beneficiaries possible</p>
<p>Output 3.2: Assets built or restored by targeted communities</p>	<ul style="list-style-type: none"> ➤ Assets created or restored, by type and unit of measure (inland valley swamps, tree crop plantations, feeder roads, tree planting, infrastructure, others) 	
<p>Output 3.3: Women participate in food management and decision-making committees</p>	<ul style="list-style-type: none"> ➤ Proportion of women in leadership positions in food and asset management committees [target = >50%] 	
<p>Output 3.4: Food distributed under secure conditions in sufficient quantity and quality to targeted men, women and adolescent girls participating in FFT</p>	<ul style="list-style-type: none"> ➤ Number of men, women and adolescent girls receiving FFT, as % of planned figures ➤ Tonnage of food distributed, by type, as % of planned distribution 	



ANNEX IV

WFP Operational Areas in Sierra Leone



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

ACRONYMS USED IN THE DOCUMENT

CAADP	Comprehensive Africa Agriculture Development Programme
CFSVA	comprehensive food security and vulnerability analysis
CFW	cash for work
CFW+FFW	cash-and-food for work
CP	country programme
CSB	corn-soya blend
DHS	Demographic and Health Survey
FFT	food for training
FFW	food for work
GAM	global acute malnutrition
HIV	human immunodeficiency virus
INGO	international non-governmental organization
M&E	monitoring and evaluation
MYAP	Multi-Year Assistance Programme
NGO	non-governmental organization
NaCSA	National Commission for Social Action
PLHIV	people living with HIV
PRRO	protracted relief and recovery operation
P4P	Purchase for Progress
SGBV	sexual and gender-based violence
SMART	Standardized Monitoring and Assessment of Relief and Transitions
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund