



**SIERRA LEONE TRANSITIONAL INTERIM COUNTRY  
STRATEGIC PLAN  
(2018)**

<b>Duration</b>	January 2018 – December 2018
<b>Total cost to WFP</b>	<b>USD 19,629,984</b>
<b>Gender and Age Marker Code * <sup>1</sup></b>	<b>2A</b>

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<sup>1</sup> See [WFP Gender Marker Guide](#) for how to calculate a Gender Marker Code.

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## EXECUTIVE SUMMARY



Sierra Leone is struggling to recover from the effects of the Ebola virus disease (EVD) outbreak that claimed the lives of 4,000 people and left more than 13,000 survivors and orphans. EVD crippled the economy, increased food insecurity and reversed upward trends in health and nutrition indicators that had not yet fully recovered from the years of conflict between 1991 and 2002. EVD further weakened Sierra Leone's fragile health system and public confidence in government institutions. Usage of non-Ebola related health services declined, resulting in increased maternal and child mortality. Half of the population is considered food-insecure, with 8 percent affected by severe food insecurity and greater prevalence in the rural areas.

Further to the roll-out of the Government's National Ebola Recovery Strategy (July 2015–June 2017) and priority activities, United Nations agencies, government donor partners and other stakeholders are developing the next phase of the Ebola recovery plan in order to support the Government in their shift from Ebola recovery operations to implementation of programmes to help reach targets set under the Sustainable Development Goals. Concurrently, WFP is providing support to the Government for the completion of the national Zero Hunger Review, which will provide a roadmap to achieve Zero Hunger.

The Transitional Interim Country Strategic Plan (T-ICSP) builds on WFP's Ebola recovery operation to support smallholder production and productivity, increase agricultural input and market access. The T-ICSP also supports the Government to address malnutrition among vulnerable children, mothers and people living with HIV (PLHIV) and tuberculosis (TB). At the request of the Government, WFP will also continue to provide technical assistance and capacity strengthening support in the areas of home grown school feeding and disaster risk management.

Specifically, WFP will contribute to the following strategic outcomes:

- i) Crisis-affected populations in targeted areas have met their basic food and nutrition needs during and in the aftermath of crises.
- ii) Chronically food-insecure populations in targeted areas in Sierra Leone have met their basic food and nutrition needs all year-round.
- iii) Children and pregnant and lactating women and girls in districts with the highest rates of stunting and acute malnutrition as well as malnourished people living with HIV/TB nationwide will have improved nutritional status by 2020.
- iv) Food-insecure smallholders and communities in targeted areas have improved livelihoods and resilience throughout the year.
- v) Capacities of national institutions are strengthened to address chronic food insecurity and improve rapid response capabilities by 2019.

In partnership with line ministries, United Nations agencies including the Rome-based Agencies, non-governmental organizations, civil society and the private sector, WFP will seek to build upon country level coordination mechanisms for disaster response, food security and nutrition programming to ensure assistance is coordinated. WFP will also invest in public-

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private partnerships in agriculture and nutrition launched during the Ebola recovery to ensure the most vulnerable groups, including in rural and remote areas, are prioritized and supported.

WFP will continue to draw upon its comprehensive monitoring framework established during the Ebola response to ensure accountability and demonstrate value for money for communities, the Government and donor partners. WFP will also mainstream its governance, risk management, and compliance tool kit across its operations to strengthen internal control systems and reinforce a culture of performance and accountability among staff, partners and service providers. In 2018, WFP will continue to roll out its monitoring and evaluation strategy, which includes strengthening the capacity of national partners to monitor and report on the output, outcome and impact of their interventions.

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# 1. COUNTRY ANALYSIS

## 1.1. COUNTRY CONTEXT

1. The Republic of Sierra Leone is a presidential democratic republic that gained independence from the United Kingdom in 1961. With a population of 7 million, it is a low income and food-deficit country. Poverty levels are high, with almost 53 percent of the population living below the income poverty line (USD 1.90 per day). According to the wealth index, a larger proportion of poor households reside in rural areas and urban slums.<sup>2</sup> Sierra Leone has a gross domestic product (GDP) per capita of USD 675. The country is ranked 179 out of 188 in the 2016 Human Development Report.<sup>3</sup>
2. Sierra Leone is recovering from the Ebola Virus Disease (EVD) outbreak which ended in 2016. The country is struggling to regain the socioeconomic progress achieved after the end of the civil war in 2002 with annual growth in GDP at 6.1 percent in 2016 compared to 20.1 percent in 2012 and 2013.
3. The economy is supported primarily by subsistence agriculture, which employs over 60 percent of the population and accounts for almost half of GDP.<sup>4</sup> Sierra Leone is a mineral-rich country, with a quarter of GDP derived from iron ore. However, management of natural resources continues to prove to be a challenge.
4. According to the 2015 Population and Housing Census, 49 percent of the economically active population is female, and slightly more women (52 percent) than men are engaged in agriculture. Economically-active service workers comprise 17 percent of the workforce and 65 percent of petty traders are women. Households headed by women constitute 21 percent of the population.<sup>5</sup> Gender inequalities have decreased, but remain significant in some sectors; Sierra Leone ranks 151 out of 159 countries assessed on the Gender Inequality Index.<sup>6</sup>
5. About 51 percent of adult men and women are literate. Enrolment rate for primary education (year 1-6) stands at 72 percent, while completion with pass rate in all core subjects at the end of junior secondary school (year 7-9) was 47 percent in 2011.<sup>7</sup> The 2004 Education Act granted free basic education to Government-assisted primary and junior secondary schools, however attendance and enrolment of children beyond primary school remains low. The lowest enrolment rate (20 percent) is found in Bonthe, Kambia, Koinadugu, Port Loko and Pujehun districts and Western Area Rural.

## 1.2. PROGRESS TOWARDS SDG 2

### *Progress on SDG 2 targets*

6. After 13 years of civil conflict, the socio-political situation in Sierra Leone improved and the Government increased investment in the education and health sectors to make progress towards the Millenium Development Goals (MDGs).
7. Nevertheless the impact of the EVD outbreak was felt across all sectors, particularly the agriculture and health sectors. The outbreak reinforced the structural challenges the country

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<sup>2</sup> WFP 2015, CFSVA.

<sup>3</sup> UNDP 2016, Human Development Report.

<sup>4</sup> Bermúdez-Lugo, O. 2015. The Mineral Industry of Sierra Leone. U.S. Geological Survey.

<sup>5</sup> 2015 Comprehensive Food Security and Vulnerability Analysis (CFSVA), WFP.

<sup>6</sup> UNDP 2016, Human Development Report

<sup>7</sup> Education Country Status Report. UNICEF. 2011.

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faces to become self-sufficient in food production, further hindering progress towards zero hunger.

### ***Access to food***

8. The food security situation in Sierra Leone worsened after the EVD outbreak. Half of the population is considered food-insecure, with 8 percent affected by severe food insecurity with a greater prevalence in the rural areas. The number of severely food-insecure people almost doubled to over 600,000 people, between 2011 and 2015 and the disparity between food insecurity in urban and rural areas remains prevalent. The prevalence of food insecurity is higher in households headed by women than among households headed by men<sup>8</sup>.
9. Food insecurity rates are exceeding 70 percent in Kambia, Port Loko and Tonkolili districts in the Northern region and Pujehun and Kailahun districts in the Southern region. With the exception of Kailahun district, which went from less than 25 percent food-insecure to over 70 percent from 2011 to 2015, most districts remained within the same food classification category, indicating that food security trends remained relatively stable. Inflation, rising food and fuel prices and vulnerability to natural disasters have hindered the country's social and economic development. Bombali, Koinadugu, Port Loko and Pujehun districts exhibit the highest vulnerability in terms of proportion of expenditure spent on food, with high proportions of poor households spending more than 75 percent of their budget on food. Households in these districts are particularly vulnerable to shocks due to low income diversification and limited ownership of assets.

### ***End malnutrition***

10. Although rates of malnutrition have been declining in Sierra Leone, 29 percent of children under 5 are still chronically malnourished, 5 percent are acutely malnourished and 13 percent are underweight.<sup>9</sup> Half of Sierra Leone's districts have high stunting levels (over 30 percent). This includes Bombali, Kenema, Kono, Moyamba, Port Loko, Pujehun and Tonkolili districts. Anaemia is considered a serious public health problem; more than 50 percent of children and 70 percent of pregnant women are affected by moderate and severe anaemia. HIV prevalence among adults is 1.4 percent, with higher infection rates among women. Over 40 percent of individuals infected by HIV/AIDS are undernourished.<sup>10</sup>
11. Nutrition insecurity remains highly linked to, among other factors, poor dietary diversity, high disease burden, persistent annual food shortages, inadequate access to and use of health services, unclean water and poor sanitation, all underlined by chronic poverty.

### ***Smallholder productivity and incomes***

12. The number of smallholder farmers in Sierra Leone is estimated to make up 77 percent of the rural population and 51 percent of the economy. Women account for 55 percent of agriculture production and dominate the informal sectors in both the rural and urban areas. Rural smallholders remain particularly vulnerable to recurring shocks such as the lean season, seasonal flooding and food price fluctuations. Moreover, limited access to and integration in formal markets coupled with low agricultural productivity attributed to minimal utilisation of improved farming practices has constrained growth of the agricultural sector. Despite continued vulnerability, increased opportunities for value addition and non-

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<sup>8</sup> <https://www.usaid.gov/sierra-leone/gender-equality-and-womens-empowerment>

<sup>9</sup> MoHS 2014. Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey.

<sup>10</sup> WFP & Global Fund, Nutrition Assessment of ART Clients in Sierra Leone, 29 July to 30 August 2016

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farm employment provided by the Government, WFP and its partners have led to positive trends in smallholder productivity and incomes over the past years.

### ***Sustainable food systems***

13. In the food production sector, the highest value crops cultivated in Sierra Leone are rice (26 percent), cassava (13 percent) and ground nut (7 percent). Fisheries also represent an important food source, accounting for 21 percent of economic output.<sup>11</sup> Most smallholder farmers (96 percent) produce at or below subsistence levels and the country depends on imports to satisfy its basic food needs. Almost half of women (42 percent) have access to land, with one out of five owning land.
14. The sustainability of food systems is threatened by cyclical natural disasters, climate change, population growth and urbanisation. Poor and food-insecure populations in the areas most vulnerable to climate change have limited capacity to cope with these threats. In spite of these challenges, efforts have been made to strengthen the agricultural sector's capacity to adapt to the effects of climate change as well as to promote practices that improve land and soil quality. These efforts are supported by the Ministry of Agriculture, Forestry and Food Security, the Food and Agriculture Organization (FAO) and non-governmental organizations (NGOs).

### ***Macro-economic environment***

15. Sierra Leone's economy was greatly impacted by the EVD outbreak, contracting by 20 percent. Since the end of the outbreak in 2016, the economy has been slow to recover, due in large part to a rising inflation and depreciation of the Sierra Leonean Leone against the United States Dollar. The primary driver of the local economy in 2014 was agriculture and forestry at 58 percent of GDP (8 percent of which was fishing). GDP growth fell from 21 percent in 2013 to 5 percent in 2014, with a further contraction of 21 percent in 2015, but is expected to slowly recover following the end of the outbreak.<sup>12</sup> According to the World Bank, the Gini coefficient for Sierra Leone was 34 in 2011, indicating a reduction in inequality over the past several years (rated 40.2 in 2003). The economy still faces a number of challenges, particularly from global iron ore price fluctuations, vulnerability to climate change, and lack of investment in the service and productive sectors.

### ***Key cross-sectorial linkages***

16. Achieving Zero Hunger (SDG 2) is strongly interlinked with a number of other SDGs, namely those relating to poverty (SDG 1), health (SDG 3), education (SDG 4), gender equality (SDG 5) and ecological limits and degradation (SDGs 13, 14, and 15). While some progress has been made, Sierra Leone must still improve considerably in order to achieve these goals.
17. Life expectancy is 50 years for men and 51 years for women, under 5 and maternal mortality are declining with the latter still among the highest in the world. Although women and girls account for over half of the population, they still face discrimination and barriers in terms of access to education, social services and remain underrepresented in Government.
18. Sierra Leone is increasingly affected by climate change. Over the past two decades, the country has experienced an increasing number of floods at a greater scale and growing deforestation. The effects of climate change are compounded by traditional agricultural practices (e.g. slash and burn) that further degrade fertile land with negative effects on food security, nutrition and livelihoods.

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<sup>11</sup> Secondary Data on Economic Statistics. Statistics Sierra Leone, 2015.

<sup>12</sup> World Bank 2016, World Development Indicators.

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19. While WFP's work in the country aims to contribute to SDG 2, it also supports the above SDGs through the strongly interlinked nature of the SDGs and the multi-sectorial approach of WFP.

### **1.3. HUNGER GAPS AND CHALLENGES**

20. Prior to Sierra Leone's Zero Hunger Strategic Review, its key hunger gaps and challenges were addressed in: i) 2015 CFSVA; ii) 2014 SMART survey; and iii) consultations with key line ministries.
21. These assessments and consultations identified the following main gaps: i) access to agricultural inputs, and marketing opportunities, particularly for women; ii) expansion of social protection programmes; and iii) preventative approach to address under-nutrition. Furthermore, the CFSVA asked households about their most pressing needs and priorities. Almost two-thirds (67 percent) cited access to microcredit, followed by improved access to food (62 percent), and access to health services (47 percent).

### **1.4. KEY COUNTRY PRIORITIES**

#### ***Government priorities***

22. The Government's *Agenda for Prosperity* (2013-2018) outlines long-term development plans to become a middle-income country by 2035. The agenda highlights strategies for sustainable natural resource management to boost economic growth, increase health and education to advance human development, support gender equality and women's empowerment, and strengthen Government for improved social and economic policies.
23. The National Food and Nutrition Security Policy (2012-2016) is undergoing an update to reflect the immediate and medium-term needs and priorities within the food and nutrition sector and opportunities to scale up successful programmes.
24. Under the auspices of the Comprehensive African Agriculture Development Programme (CAADP), the National Sustainable Agriculture Development Plan (2010-2030) implements investment programmes in the agriculture sector. The programmes seek to commercialise staple cash crops, expand basic infrastructure required for agricultural development (e.g. feeder roads, irrigation, processing and storage facilities), promote private sector engagement and coordinate efforts across sectors.
25. The National Social Protection Policy (2013-2018) was developed by the Government in partnership with the United Nations Children's Fund (UNICEF) and the World Bank and approved by the Cabinet of Sierra Leone in 2011. The policy focuses on increasing access to education and health services, expanding existing social assistance programmes, supporting vulnerable groups including orphans, elderly and disabled people, and promoting gender equality and women's empowerment.
26. Towards the end of the EVD outbreak, the Government rolled out the National Ebola Recovery Strategy, which aims to achieve and maintain zero cases, implement immediate recovery priorities and transition back to the *Agenda for Prosperity*. The immediate recovery priorities include the eradication of EVD, restoration of health services, access to water and sanitation, re-enrolment of children following school closures, protection of EVD survivors and orphans, and resumption of economic activities. In support of the recovery strategy, the President's Recovery Priorities coordinate multi-stakeholder investment focused on education, energy, governance, health, private sector development, social protection and water.

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27. The National School Feeding Policy draft (2015-2018) sets forth a legal and regulatory framework of the 2004 Education Act and the 2007 Child Rights Act. The policy seeks to improve access to education, promote human development and learning opportunities through improved health and nutrition. This will be achieved through the establishment of a decentralised home-grown school feeding programme for primary and junior secondary school linked to local agricultural productivity.
  28. The National Strategic Plan on HIV/AIDS (2016-2020) aims to implement social protection to secure the minimum income necessary to meet basic needs. Additionally, it seeks to promote innovative approaches in food and nutrition support to increase retention of anti-retroviral (ART) clients.
  29. WFP is also supporting the development of the 2017 National Disaster Risk Management Policy, which should be finalized and approved this year.

### ***United Nations and other partners***

30. The 2015-2018 United Nations Development Assistance Framework (UNDAF) is aligned with the *Agenda for Prosperity* to realise Sierra Leone's transition to a middle-income country by 2035.
31. Increased smallholder yields for staple crops rice, cassava, groundnut and maize is one of the outcomes for the UNDAF pillar on economic diversification for the promotion of inclusive growth. The framework also works towards accelerating human development through increased enrolment and attendance in primary school and decreasing malnutrition in children under 5 years. Strengthened social protection systems include increasing the proportion of food-secure households, expanding targeted supplementary feeding among children under 5, and augmenting cash transfers to vulnerable households.
32. Sierra Leone joined the Scaling Up Nutrition (SUN) movement in 2012. The secretariat is currently housed within the office of the Vice President, and supports Government policies such as the Free Health Care Initiative and Sustainable Agricultural Development Programme. The Renewed Efforts Against Child Hunger and undernutrition (REACH) provides strategic planning and analysis support to the SUN secretariat and stakeholders to develop a multisectoral nutrition overview.
33. Local and international NGOs provide capacity development and direct implementation for food security and nutrition interventions.
34. Governments, international financial institutions and multilateral development banks provide direct assistance to the Government or through international organisations and bilateral technical cooperation.

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## **2. STRATEGIC IMPLICATIONS FOR WFP**

### **2.1. WFP'S EXPERIENCE AND LESSONS LEARNED**

35. WFP established a presence in Sierra Leone providing humanitarian assistance in 1968. WFP transitioned from relief to recovery assistance following the end of the civil war in 2002, with the eventual implementation of a development portfolio including primary school meals, integrated maternal and child health and nutrition support, and United Nations Humanitarian Air Services to neighbouring countries. The operational environment is



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changing and, together with the Government, WFP will move towards sustainable outcomes, including strengthening Government systems and institutional capacity at all levels.

36. The evaluation of the regional EVD response commended WFP's coordination efforts, namely through the National Ebola Response Centre and the Memorandum of Understanding (MoU) signed with the Ministry of Health, which enabled WFP to align its food assistance with the Government's emergency response. Moreover, the establishment of a main logistics base at a strategic location close to the international airport facilitated the rapid deployment of personnel and assets throughout the country. While the evaluation found beneficiary targeting appropriate and equitable between genders, it highlighted the need to better integrate gender in programming and accountability to beneficiaries of health responses.
37. In 2016, WFP led an inter-agency humanitarian logistics readiness and response exercise to equip WFP, the Government and humanitarian partners to improve coordination and better prepare for and respond to emergencies. The simulation exercise covered humanitarian logistics, supply chain management and deployment of emergency telecommunications. Participation from the Ministry of Health and World Health Organization (WHO) further stress-tested the simulated response based on a technical multi-stakeholder exercise that identified operational strengths and pinpointed challenges, gaps and areas, which required further development.
38. A 2009 strategic evaluation of the effectiveness of WFP livelihood recovery interventions noted that Sierra Leone was among a number of countries that did not have sufficient budgets to cover non-food costs for asset creation programmes, namely tools. WFP must improve its coordination with cooperating partners to provide comprehensive support to smallholder farmers.
39. WFP's local food procurement activities under a Purchase for Progress pilot (P4P) have stimulated agricultural and market development particularly for women small holder farmers. WFP will use this tool to restore livelihoods and boost local markets by reinforcing the work of farmers' organisations and cooperatives working with MAFFS, FAO and private sector entities in line with lessons learned from the pilot.

## **2.2. OPPORTUNITIES FOR WFP**

40. Taking into account the high levels of food insecurity and undernutrition, priority actions include: i) transition from subsistence to commercial agricultural production, including women-led farming cooperatives, increased access to inputs, improved production techniques and access to markets; ii) expansion of national social protection programmes through livelihood diversification, public-private sector investment in rural areas and strengthened early warning systems to reduce impacts of shocks; iii) adoption of preventative approaches to address undernutrition through food fortification and improved water, sanitation and hygiene to improve education through teaching incentives, school meals and community engagement; and iv) strengthen policy and institutional frameworks to support agricultural sector growth.
41. In order to integrate additional gender-transformative approaches in the provision of food or cash- based assistance to vulnerable groups, and for capacity strengthening with national partners, WFP has taken the following steps:
  - a. Ensured the most vulnerable women, children and men are prioritized to receive emergency assistance;
  - b. Prioritized livelihoods support to women-headed households where possible, and supported women-led Agricultural Business Centres and cooperatives;

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- c. Created a free hotline for all beneficiaries to use if needed in order to access programme information on rations, report suspected fraud, and receive general information; and
  - d. Ensured distribution and post-distribution monitoring includes gender dimensions.

### **2.3. STRATEGIC CHANGES**

- 42. WFP has aligned its portfolio with national priorities. WFP will support the Ministry of Agriculture, Forestry and Food Security (MAFFS) to boost smallholder production and productivity, increase agricultural inputs and access to markets. WFP will also work closely with the Ministry of Health and Sanitation (MoHS) to address malnutrition among vulnerable groups and implement targeted prevention programmes. WFP will work closely with the United Nations agencies to ensure that Ebola recovery activities as well as longer term development objectives are coordinated and integrated into inter-agency strategies such as the United Nations Development Assistance Framework (UNDAF). Furthermore, WFP will transition into a gender-transformative approach, with the advancement of gender equality across all strategic areas of the plan, as necessary for food and nutrition security.

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## **3. WFP STRATEGIC ORIENTATION**

### **3.1. DIRECTION, FOCUS AND INTENDED IMPACTS**

- 43. The National Food and Nutrition Security Policy provides the framework for WFP's contribution to achieve national food and nutrition security targets. This guides WFP's interventions and strategy in the context of the transitional Interim Country Strategic Plan during which time Sierra Leone will conduct a Zero Hunger Strategic Review (ZHSR). Once completed the ZHSR will inform the Country Strategic Plan (2019-2024).
- 44. In alignment with the Government's transition from the President's Recovery Priorities to the Agenda for Prosperity, the vision for WFP is to support the Government meeting its targets laid out in the July 2016 report on the adaptation of the SDG's in Sierra Leone. To implement this strategy, WFP will maintain its focus on three key areas: i) rapid response in emergencies, ii) addressing the underlying drivers of chronic food and nutrition insecurity, and, iii) providing tailored capacity strengthening strategies to relevant institutions.
- 45. In line with the Government's strategy and WFP's commitments on accountability to affected populations, gender equality and women's empowerment, communities will be at the centre of all action, ensuring ownership for activities through intensified community engagement and planning, and to ensure that the different needs of women, men, girls and boys are met.
- 46. This plan aims to contribute to the following strategic outcomes:
  - i) Crisis-affected populations in targeted areas have met their basic food and nutrition needs during and in the aftermath of crises.
  - ii) Chronically food-insecure populations in targeted areas in Sierra Leone have met their basic food and nutrition needs all year-round.
  - iii) Children and pregnant and lactating women and girls in districts with the highest rates of stunting and acute malnutrition as well as malnourished people living with HIV/TB nationwide will have improved nutritional status by 2020.
  - iv) Food-insecure smallholders and communities in targeted areas have improved livelihoods and resilience throughout the year.
  - v) Capacities of national institutions are strengthened to address chronic food insecurity and improve rapid response capabilities by 2019.

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### **3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES**

#### ***Strategic Outcome 1: Crisis-affected populations in targeted areas have met their basic food and nutrition needs during and in the aftermath of crises***

47. Emerging from a widespread EVD outbreak and given the countries vulnerability to natural disasters and economic shocks, WFP will ensure that crisis-affected populations have access to safe, nutritious and sufficient food to save lives and livelihoods.
48. This strategic outcome directly supports WFP Strategic Result 1 - Everyone has access to food (SDG Target 2.1)

#### ***Focus Areas***

49. This strategic outcome will support crisis response to protect and restore the food security and nutrition status of targeted populations who have been affected by a health and non-health related shocks.

#### ***Expected outputs***

50. The following output of Strategic Outcome 1 supports the achievement of SDG 3 (ensure healthy lives and promote well-being).
- Crisis -affected populations (Tier 1) receive food and/or cash transfers in order to meet basic food and nutrition needs.

#### ***Key activities***

51. Under this strategic outcome WFP's interventions target up to 17,800 people, of which 8,600 are women, affected by sudden-onset disasters for support.
52. *Activity 1: Provide food assistance to vulnerable households affected by disasters or sudden onset emergencies.* As part of an inter-agency coordinated response, WFP will provide timely food assistance using in-kind and/or cash transfers based on a joint needs assessment. To ensure national coordination of the emergency response, WFP will partner with the Disaster Management Department of the Office of National Security (DMD-ONS), and the Ministry of Social Welfare, Gender and Child Affairs (MSWGCA).

#### ***Strategic Outcome 2: Chronically food-insecure populations in targeted areas in Sierra Leone have met their basic food and nutrition needs all year-round***

53. In line with WFP's aim to support SDG 2 (achieving zero hunger), this strategic outcome aims to ensure that chronically food-insecure people in targeted areas are able to meet their basic food and nutrition needs throughout the year. To contribute to this, interventions under this strategic outcome intend to provide cash transfers during the lean season and information on other national social protection programmes to targeted populations.
54. This strategic outcome directly supports WFP Strategic Result 1 - Everyone has access to food (SDG Target 2.1).

#### ***Focus Areas***

This strategic outcome will focus on building resilience for targeted populations, providing food assistance, based on vulnerability, to chronically food-insecure populations.

#### ***Expected outputs***

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55. The following outputs of Strategic Outcome 2 also directly support the achievement of SDG 3 (ensure healthy lives and promote well-being):
- Targeted populations (Tier 1) receive cash transfers during the lean season in order to meet basic food and nutrition needs.
  - Targeted populations (Tier 1) receive information on other national social protection programs in order to meet basic food and nutrition needs.

### ***Key activities***

56. *Activity 2: Provide cash-based transfers to chronically food-insecure populations.* Based on a combination of community-based and proxy means test targeting, vulnerable households will be identified to receive the lean season safety net. Findings of the 2015 CFSVA will be used to identify chiefdoms with the highest rates of chronic food insecurity.
57. WFP will coordinate with the National Commission for Social Action (NACSA) to ensure the most vulnerable households are prioritized and build upon existing national social safety net systems for effective response.

### ***Strategic Outcome 3: Children and pregnant and lactating women and girls (PLW/G) in districts with the highest rates of stunting and acute malnutrition as well as malnourished people living with HIV/TB nationwide will have improved nutritional status by 2020***

58. Reducing malnutrition among women and children is a national priority and a key component for accelerating human development. WFP will support the Government to meet its targets to reduce acute and chronic malnutrition by 2020.
59. WFP and partners will support the Ministry of Health and Sanitation with nutrition-specific and nutrition-sensitive interventions, providing nutrition support to vulnerable groups, supporting research and knowledge-sharing, developing institutional and private sector capacity and promoting behaviour change among both women and men and the involvement of men and boys as agents of change.
60. This strategic outcome directly supports WFP Strategic Result 2 – No one suffers from malnutrition (SDG Target 2.2).

### ***Focus Areas***

61. This strategic outcome will focus on addressing the root causes of malnutrition among vulnerable populations through the provision of nutritious food complemented with SBCC to targeted groups and strengthened public-private partnerships.

### ***Expected outputs***

62. This outcome, which also directly supports the achievement of SDG 3 (ensure healthy lives and promote well-being) will be achieved through the following outputs:
- PLW/G and children 6-59 months (Tier 1) receive specialized nutritious foods in order to prevent stunting and treat moderate acute malnutrition.
  - Targeted populations (Tier 3) benefit from strengthened public-private partnership for food fortification standards and specialized nutritious food production in order to better progress to zero hunger and to improve nutrition status
  - PLW/G and children 6-59 months (Tier 1) receive SBCC messaging in order to improve nutrition related behaviour.
  - Targeted people living with HIV/TB (Tier 1) receive nutritious foods in order to treat moderate acute malnutrition.

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- Targeted people living with HIV/TB (Tier 1) receive nutrition counselling and other services in order to improve nutrition status.

### ***Key activities***

63. *Activity 3: Deliver SBCC in combination with the provision of nutritious food to targeted PLW/G and children 6-23 months, and strengthen public-private partnerships, in order to prevent stunting.* WFP will complement the efforts of Government and other partners by providing Nutributter for children 6-23 months to fill the nutrient gap and promote appropriate infant and young child feeding and hygienic practices.
64. With partners such as UNICEF, FAO and WHO, WFP will continue engagement with the SUN secretariat to enhance policy dialogue and nutrition governance using the REACH approach. WFP will support the Government in strengthening standards for private sector-led supply chains for locally produced nutritious foods.
65. *Activity 4: Provide MAM treatment, through targeted supplementary feeding and SBCC for children 6-59 months and for pregnant and lactating women (PLW/G).* Targeted supplementary feeding will be provided through Government health facilities in line with national protocols. WFP also provides food rations for caregivers of children with severe acute malnutrition under in-patient treatment to reduce defaulting.
66. *Activity 5: Provide Food by Prescription (FbP), complemented with nutrition counselling and other services for malnourished people living with HIV/TB (PLHIV/TB).* WFP will provide nutrition support as part of the comprehensive care and treatment package for malnourished anti-retroviral therapy (ART) clients and TB patients receiving directly observed treatment, short-course (DOTS) in designated government health facilities. Nutritional support will also be provided to their vulnerable households and caregivers.

### ***Strategic Outcome 4: Food-insecure smallholders and communities in targeted areas have improved livelihoods and resilience throughout the year***

67. 77 percent of the population, of which more than 60 percent are women<sup>13</sup>, is reliant on subsistence agriculture for their livelihoods, the Government is committed to transforming the agriculture sector and promoting economic diversification for rural households.
68. This strategic outcome directly supports WFP Strategic Result 3 – Smallholder farmer productivity and incomes (SDG Target 2.3) and will ensure that the needs and vulnerabilities of women are redressed for equality of outcome.

### ***Focus Areas***

69. WFP will assist food-insecure communities in shock-prone areas creating and strengthening productive assets, enhancing skills in improved farming techniques and value addition, and linking them to markets to build resilience against climate and other risks.

### ***Expected outputs***

70. This outcome is linked to the following SDGs: SDG 1 (ending poverty), SDG 5 (achieving gender equality), and SDG 13 (taking action to combat climate change). Strategic Outcome 4 will be achieved through 3 outputs:

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<sup>13</sup> Sierra Leone Country Gender Profile [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Sierra%20Leone%20Country%20Gender%20long%20version%20final%20\(2\).pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Sierra%20Leone%20Country%20Gender%20long%20version%20final%20(2).pdf)

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- Community members and smallholder farmers (Tier 1) benefit from food assistance and productive assets in order to improve their livelihoods and resilience to natural shocks and climate change.
  - Smallholder farmers (Tier 2) receive intensive training programmes on post-harvest management and nutrition-sensitive and climate adaptive farming techniques in order to improve their productivity and income.
  - Smallholder farmers (Tier 1) benefit from increased local procurement and enhanced linkages between farmer-based organizations and the private sector in order to increase their productivity and income.

### **Key activities**

*Activity 6: Provide food assistance for assets (in-kind or cash transfer), including land rehabilitation and small community infrastructure to smallholder farmers and productive farming cooperatives.*

71. Using the 3 pronged-approach, WFP and partners will support asset creation activities to provide alternative livelihood options for vulnerable communities and improve food security. Activities will be designed to improve gender balance in the control of and access to productive inputs. Findings from the 2017 Integrated Context Analysis will be used to identify the geographic areas that are least resilient to climate change, seasonal shocks and food insecurity.
72. *Activity 7: Provide training to farmer-based organizations and strengthen market access for smallholder farmers.* WFP and its partners will enhance smallholder farmers' capacity in nutrition-sensitive and climate-adaptive local food production, value-addition and marketing.
73. To maximise the impact of investments, WFP's work will complement the work of the Government and other Rome-based agencies, supporting the same communities and farmer organizations where possible.

### ***Strategic Outcome 5: Capacities of national institutions are strengthened to address chronic food insecurity and improve rapid response capabilities by 2019***

74. WFP will build upon its shoulder-to-shoulder approach with national institutions to improve capacity to plan, implement and monitor national school feeding and disaster management programmes.
75. This strategic outcome directly supports WFP Strategic Result 5 – Developing countries have strengthened capacities to implement the SDGs (SDG Target 17.9).

### **Focus Areas**

76. With a focus on resilience building, WFP will work directly with Government counterparts to address challenges in national implementation and governance structures through a multisector approach.

### **Expected outputs**

77. This outcome will be achieved through the following outputs:
  - Food-insecure people in targeted areas (Tier 3) benefit from strengthened national school feeding activities and related policy formulation and monitoring in order to better progress towards zero hunger.

- 
- Populations affected by disasters (Tier 3) benefit from improved disaster management and food security monitoring capabilities in order to receive timely food assistance in an emergency.

### **Key activities**

78. *Activity 8: Provide support to the Government to complete the institutional capacity assessment for national school feeding activities and to integrate key findings into national home grown school feeding (HGSF) policies and systems.* WFP will support the Ministry of Science, Education and Technology (MEST) in its national school feeding programme policy dialogue, development of legislative frameworks and assessment of monitoring and accountability systems.
79. *Activity 9: Provide technical assistance to national disaster management authority and MAFFS in priority areas.* WFP will provide training and technical assistance to national institutions in the areas of disaster planning, supply chain systems, geo-spatial mapping, nutrition-sensitive programming and food security monitoring and analysis.

### **3.3. TRANSITION AND EXIT STRATEGIES**

80. The T-ICSP will be implemented in 2018 concurrently with the preparation of the full CSP informed by a National Zero Hunger Strategic Review. WFP's portfolio will be informed by nutrition assessments and the development of the Systems Approach for Better Education Results (SABER) framework for Sierra Leone scheduled to be conducted in 2017.
81. WFP will continue to provide support to develop national capacities for the eventual transition of activities to Government. In the interim, WFP will integrate activities into national development plans and work with key line ministries and development partners to address priority areas for institutional strengthening and seek to advance gender equality in all programmes.

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## **IMPLEMENTATION ARRANGEMENTS**

### **BENEFICIARY ANALYSIS**

82. WFP will target areas with highest levels of moderate and severe food insecurity and malnutrition based on the 2015 CFSVA and the latest SMART survey to be conducted in mid-2017. Consideration for local agriculture potential, gender analysis and convergence with partner-led food security and livelihoods activities will be integrated into the targeting process.
83. Lean season support is planned for Kambia, Port Loko, Tonkolili, Pujehun and Kailahun districts, while asset creation activities will be implemented in Bombali, Kailahun, Kambia, Kenema, Port Loko and Pujehun districts. Household targeting for these activities will be undertaken jointly by partners, community groups and WFP.
84. Targeted supplementary feeding (TSF) to address Moderate Acute Malnutrition (MAM) will continue through government health facilities in Bonthe, Kambia, Kenema, Port Loko and Kailahun. As WFP scales down support for MAM treatment, only districts with highest levels of global acute malnutrition (GAM) will be targeted. Food by Prescription (FbP) will continue to provide ART and DOTS services through public health units (PHUs). ART and DOTS treatment centres in PHUs will identify FbP beneficiaries through screening for body

mass index to determine nutritional status. A limited amount of caregiver rations will also be provided to families in order to contribute to the household food basket and ensure higher success rates among programme participants. TSF beneficiaries are screened at health centres or identified through WFP and UNICEF community screening.

85. Stunting prevention beneficiaries will increase in 2018 subject to available funding. Because capacity limitations prevent coverage of all areas with high rates of chronic malnutrition, stunting prevention activities will target chiefdoms in Moyamba and Pujehun districts where there is convergence of poor indicators for access to food, water and sanitation and other causal factors for stunting. WFP plans to cover 70 percent of children aged 6-23 months in the targeted chiefdoms.
86. Vulnerable orphans will be identified using community-based and national child protection systems established by UNICEF and MSWGCA.
87. In the event of a shock or Ebola flare-up, targeting and beneficiary estimates can be aligned with vulnerability, rapid assessment findings, and associated rapid response plans.
88. Seasonal livelihood planning will determine the timeline of asset creation activities. TFA activities will be implemented during the lean season when access to food decreases and adoption of negative coping strategies increases.
89. Table 1 provides a breakdown of beneficiaries by activity.

<b>TABLE 1: FOOD &amp; CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME &amp; ACTIVITY</b>				
<b>Strategic Outcome</b>	<b>Activities</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
1	<b>Activity 1:</b> Provide food assistance to vulnerable households affected by disasters or sudden onset emergencies	9,300	8,600	17,900
2	<b>Activity 2:</b> Provide cash based transfers to chronically food-insecure populations	31,200	28,800	60,000
3	<b>Activity 3:</b> Deliver SBCC in combination with the provision of nutritious food to targeted PLW/G and children 6-23 months, and strengthen private-public partnerships, in order to prevent stunting	35,600	16,687	52,287
	<b>Activity 4:</b> Provide MAM treatment, through targeted supplementary feeding and social behaviour change communication for children 6-59 months and for pregnant and lactating women and girls	54,720	25,800	80,520
	<b>Activity 5:</b> Provide Food by prescription (FbP), complemented with nutrition counselling and other services for malnourished people living with HIV/TB (PLHIV/TB)	10,991	10,150	21,141
4	<b>Activity 6:</b> Provide food assistance for assets (in-kind or cash transfer), including land rehabilitation and small community infrastructure to smallholder farmers and productive farming cooperatives	15,600	14,400	30,000
<b>TOTAL</b>		<b>157,411</b>	<b>104,437</b>	<b>261,848</b>



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## **TRANSFERS**

### **FOOD AND CASH-BASED TRANSFERS**

90. Rations to highly food-insecure households will be based on beneficiary requirements and will range from a full food basket for the most vulnerable to partial support for staple commodities during the lean season. For the lean season support and asset creation activities, cash transfers will be provided at the prevailing retail market value of the food basket.
91. The 2015 CFSVA finds that protein consumption decreases with higher rates of food insecurity. Food-secure groups consume protein 4 to 5 times per week, while diets of food-insecure groups include little or no protein, particularly during the lean season when farming household incomes are lowest. Accordingly, lean season rations will contribute to both protein and caloric intake, thereby reducing the consumption of seeds/livestock, borrowing, and other negative coping strategies.
92. Individual and household rations provided through food assistance for food security and livelihoods activities will include a top-up of Super Cereal to improve micronutrient intake, especially for mothers and children aged 6–59 months. Nutrition treatment activities targeting young children will include SuperCereal Plus, while activities targeting adults will use SuperCereal. Nutributter, a small quantity lipid-based nutrient supplement, will be used in stunting prevention to complement local foods.
93. Tables 2 and 3 indicate the ration size and value of WFP's planned food and cash transfer activities.

TABLE 2: FOOD RATION (g/person/day) or CASH TRANSFER VALUE BY ACTIVITY (USD/person/day)													
	Strategic Outcome 1		Strategic Outcome 2	Strategic Outcome 3							Strategic Outcome 4		
Activity	1 – Provide food assistance to vulnerable households affected by disasters or sudden onset emergencies		2 – Provide cash-based transfers to chronically food-insecure populations	3 – Deliver SBCC in combination with the provision of nutritious food to targeted PLW/G and children 6-23 months, and strengthen public-private partnerships, in order to prevent stunting	4 – Provide MAM treatment, through TSFP and SBCC to PLW/G & children 6-59 months		5 – Provide Food by Prescription, complemented with nutrition counselling and other services, for malnourished people living with HIV/TB					6 – Provide food assistance for assets to smallholder farmers and productive farming cooperatives	
Beneficiary type	Standard		Chronically food-insecure top-up	PLW/G	Children 6-23 months	PLW/G	Children 6-59 months	Adult ART / TB DOTS / TB MDR	Children 6-59m ART/ DOTS	Support to families and caregivers		Standard	
Modality	Food	CBT	CBT	Food	Food	Food	Food	Food	Food	Food (ART/ DOTS/ TB MDR)	Food (SAM caregivers)	Food	CBT
Cereal	400	-	-	-	-	-	-	-	-	300	400	400	-
Pulses	60	-	-	-	-	-	-	-	-	60	80	60	-
Vegetable oil	25	-	-	-	-	25	-	25	-	25	25	25	-
Salt	5	-	-	-	-	-	-	-	-	5	-	5	-
Super Cereal	60	-	-	100	-	250	-	250	-	-	-	60	-
Super Cereal Plus	-	-	-	-	-	-	200	-	200	-	-	-	-
Nutributter	-	-	-	-	20	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>550</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>20</b>	<b>275</b>	<b>200</b>	<b>275</b>	<b>200</b>	<b>390</b>	<b>505</b>	<b>550</b>	<b>-</b>
<b>Total kcal/day</b>	<b>2 091</b>	<b>-</b>	<b>-</b>	<b>376</b>	<b>108</b>	<b>1 160</b>	<b>787</b>	<b>1 160</b>	<b>787</b>	<b>1 506</b>	<b>1 934</b>	<b>2 091</b>	<b>-</b>
% kcal from protein	9.6	-	-	16.3	9.8	13.2	16.6	13.2	16.6	9.2	9.5	9.6	-
% kcal from fat	14.1	-	-	19.2	57.6	35	23.2	35	23.2	16.4	13.1	14.1	-
Cash-based transfer	-	0.58	0.22	-	-	-	-	-	-	-	-	-	.58
Number of feeding days	30	30	90	365	365	180	90	180/90/240	180/90	180/90/240	30	60	60

<b>TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS &amp; VALUE</b>		
<b>Food type / cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	1,160	539,612
Pulses	195	83,074
Oil and Fats	261	224,276
Mixed and Blended Foods	4,112	2,834,499
Other	14	1,446
<b>TOTAL (food)</b>	<b>5,742</b>	<b>3,682,907</b>
Cash-Based Transfers (US\$)	-	1,705,217
<b>TOTAL (food and CBT value – US\$)</b>	<b>5,742</b>	<b>5,388,124</b>

### **CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION**

94. The T-ISCSP will build upon the strategic investments made by WFP and partners during the 2016-2017 Ebola recovery period, ensuring the capabilities of national institutions are established or strengthened to address the underlying causes of food and nutrition insecurity in Sierra Leone. The T-ICSP will specifically focus on two key areas: (i) supporting the policy dialogue and institutional capacity assessment for the national school feeding programme; and (ii) strengthening the capabilities of national disaster managers in the areas of emergency preparedness and response planning, food security and vulnerability analysis, geospatial mapping and other priority areas. A gender-transformative approach will be applied in support capacity strengthening of policy formulation, planning and programming

### **SUPPLY CHAIN**

95. Food commodities will be purchased locally, regionally and internationally. Purchases from local traders and smallholders will also be encouraged where possible. Annually, WFP aims to procure 15 percent of its requirements from local farmers' organizations and suppliers to support markets in high production areas. Organizations of women traders will be prioritized.

96. WFP operations are implemented using both cooperating partners and direct distributions through the WFP fleet. When required to ensure rapid response requirements, the WFP fleet provides timely delivery of commodities that complements cooperating partner capacities. WFP warehouses in Freetown Port and Kissy, Port Loko, Makeni and Kenema support logistics operations with total storage capacity of 19,000 mt. WFP maintains a fleet of 33 trucks at the main workshop in Kissy with capacity between 7-15 mt each.

97. WFP also maintains an inter-agency rapid response facility in Port Loko. During the Ebola response, this facility served as the cornerstone of the supply chain support provided by WFP to partners and Government. Today, the Port Loko Main Logistics Base is a humanitarian hub which supports a WFP-led national disaster response training programme and serves as a storage facility for key humanitarian and preparedness assets.

### **44.1. PARTNERSHIPS**

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98. In order to effectively implement planned activities, WFP will engage NGO partners, line ministries, and the private sector. In line with WFP's Partnership Strategy, WFP in Sierra Leone engages with partners on strategic and policy dialogue, activity implementation and food security analysis. Each Strategic Outcome will be accompanied by a project agreement with the ministry or ministries concerned, including but not exclusive to MAFFS, MOHS, Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA) and DMD-ONS. These bodies have worked together with WFP during the Ebola response and in subsequent recovery programmes.
99. WFP plans to engage with the following partners:
- Strategic Outcomes 1 and 2:* In order to provide food assistance to crisis-affected and highly food-insecure communities, WFP will partner with DMD-ONS, Ministry of Agriculture, Forestry and Food security, NACSA and others to coordinate the provision of assistance. WFP will also continue to engage with the United Nations Capital Development Fund (UNCDF) for its cash transfer activities. Financial service providers will be engaged through a procurement process in areas where cash is more appropriate to provide than food commodities.
  - Strategic Outcome 3:* To deliver programmes to treat and prevent malnutrition, WFP will continue to partner with the Ministry of Health and Sanitation, the National AIDS Secretariat, the National TB Secretariat, UNICEF, J-PAL and international and national NGOs. WFP will also support public-private collaboration on national food fortification standards.
  - Strategic Outcome 4:* In order to build resilience among food-insecure smallholder farmers and communities, WFP will partner with the Ministry of Agriculture, Forestry and Food Security, FAO, International Fund for Agricultural Development (IFAD), private sector entities and multilateral partners like the African Development Bank and the World Bank to implement its livelihoods activities.
  - Strategic Outcome 5:* Technical assistance and capacity strengthening activities will be implemented with relevant national institutions, including MEST, DMD-ONS and the Ministry of Agriculture, Forestry and Food Security. Where required, WFP will engage with other United Nations agencies or the private sector to draw upon specialized expertise or to maximize activity results.

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## **5. PERFORMANCE MANAGEMENT AND EVALUATION**

### **5.1. MONITORING AND EVALUATION ARRANGEMENTS**

100. The ICSP will draw on a comprehensive gender-responsive monitoring framework established by WFP for the Ebola response to ensure accountability and demonstrate value for money. WFP will work with UNICEF and other partners to identify monitoring capacity pooling opportunities that enhance assistance quality and to identify where complementary assistance by Government and partners can support planned food and nutrition security outcomes. Where possible, WFP will also seek to expand the collection of baseline data in order to better articulate results achieved following the Ebola crisis.
101. To support the Ebola recovery efforts and to build confidence in systems and tools, WFP developed a governance, risk, and compliance unit to strengthen internal controls, reinforce effective use of corporate business processes, and establish a performance management and accountability tool kit. WFP has also developed a performance monitoring tool kit for operational partners to assess capabilities and to ensure performance challenges can be identified and addressed timely.

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102. Internal and external evaluations conducted in 2016 for WFP's Ebola response and recovery efforts have also informed implementation arrangements and led to strengthened internal controls in high risk areas. In 2017, ahead of the launch of the ICSP, WFP aims to conduct a final evaluations for Country Programme 200336 and a mid-term evaluation for PRRO 200938. Additionally, a final evaluation of the Japanese Bilateral Project supporting community based sustainable food security of smallholder rice farmers is planned for the second half of 2017.
103. The logical framework in Annex I captures project results and indicators based on WFP's 2017-2021 Strategic Plan and the Corporate Results Framework in order to measure progress against the Sustainable Development Goals and achieving zero hunger.

## **5.2. RISK MANAGEMENT**

104. The key contextual risks to WFP operations in Sierra Leone include the resurgence of Ebola as well as tensions among the population around the national election process. In order to prepare for the impact that these and other external factors could have on programme activities, WFP has developed and stress-tested a Business Continuity Plan for Sierra Leone. Periodic refresher trainings are conducted to ensure staff holding critical positions are aware of their roles and responsibilities during the initial stages of a crisis.
105. In-country logistics and monitoring capacities have been reinforced through training and strengthened internal controls to comprehensively address programmatic and institutional risks of poor operational performance, food losses and misappropriation of resources. WFP has also established a beneficiary feedback hotline to report and address any perceived fraud or misuse of WFP assistance.
106. WFP participates regularly in coordination and partnership meetings to mitigate the risk of inadequate funding and to avoid the duplication of assistance among partners. Bilateral consultations and operational updates are provided to donors as needed, encouraging policy dialogue and coordination.
107. WFP is working to identify and manage the risks of implementing its cash based transfer activities. While WFP has learned lessons from the use of cash during the Ebola response, the ICSP will seek to scale up the delivery of cash in both safety net and livelihoods activities, especially in geographic areas with high food production and competitive consumer markets for staple commodities. Regular monitoring of market prices and availability will provide information and alerts on absorption capacity and inflation risks related to cash based transfers.

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## **6. RESOURCES FOR RESULTS**

### **6.1. COUNTRY PORTFOLIO BUDGET**

**Table 4**

<b>COUNTRY STRATEGIC PLAN INDICATIVE ANNUAL BUDGET REQUIREMENT (USD)</b>	
	<b>Year 1 2018</b>
<b>Strategic Outcome 1</b>	\$875,012
<b>Strategic Outcome 2</b>	\$1,960,898
<b>Strategic Outcome 3</b>	\$10,384,704
<b>Strategic Outcome 4</b>	\$4,825,949
<b>Strategic Outcome 5</b>	\$1,583,421
<b>TOTAL</b>	<b>\$19,629,984</b>

108. Strategic Outcome 1 provides for emergency food assistance to disaster-affected groups, and represents four percent of the overall budget. These requirements are anticipated annually as a result of climate and other shocks such as fires.
109. Strategic Outcome 2 supports chronically food-insecure households impacted by economic and other shocks. This activity represents 10 percent of the budget, and is anticipated to be phased out in 2018-2019 once Sierra Leone is able to recover from the current economic challenges. Improvements in rural food consumption scores and the coping strategy index, driven by demand for locally produced food and subsequent growth in rural agriculture will be important indicators for determining a reduction and eventual phase out of the lean season support.
110. Strategic Outcome 3 includes WFP's nutrition portfolio of activities and represents 53 percent of the budget. While support for people living with HIV and TB is anticipated to continue for several years, WFP anticipates that in the coming 2-3 years, MAM treatment activities could be scaled down based on the success rate of the programme, and stunting prevention activities would increase in order to decrease morbidity and mortality for targeted children in their first 1,000 days. The Government of Sierra Leone and multilateral partners have prioritized multi-year funding for WFP for programmes supporting people living with HIV/TB.
111. Strategic Outcome 4 supports MAFFS's strategy to support smallholder farmers increase yields, and to support public-private partnerships that include smallholders in the commercialization of the agriculture sector in Sierra Leone. These activities represent 25 percent of the overall budget and are anticipated to recur for the foreseeable future.
112. Strategic Outcome 5 represents 8 percent of the budget and will support WFP's engagement with national institutions to develop technical skills and capabilities to meet sudden onset and chronic food security and nutrition requirements. WFP anticipates that this portion of assistance may increase slightly in future years as WFP is able to scale down the delivery of food assistance and use its capacity to work with national partners and stakeholders to assess and strengthen systems and tools.
113. WFP will allocate a minimum of 13 percent of resources to activities that promote gender equality.

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## **6.2. RESOURCING OUTLOOK**

114. The overall resourcing outlook is positive. Following the Ebola response, WFP's recovery operation has been well resourced, with total resourcing levels in 2016-2017 anticipated to be approximately 75 percent of operational requirements. WFP will also work to grow multi-year funding sources, as well as its engagement with multilateral institutions and the host Government of Sierra Leone.

## **6.3. RESOURCE MOBILIZATION STRATEGY**

115. A resource mobilization strategy for the T-ICSP is currently being prepared and will expand WFP's bilateral consultations and coordination to include the following components:
- e. Joint programming proposals to leverage complementary inputs from other partners;
  - f. Expansion of private sector engagement opportunities, particularly in strengthening public-private dialogue on food and nutrition security;
  - g. Reinforced coordination with multilateral institutions to ensure complementary programming, and where possible, predictable resources.

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**ANNEX I: SUMMARY OF LOGICAL FRAMEWORK OF SIERRA  
LEONE  
TRANSITIONAL INTERIM COUNTRY STRATEGIC PLAN (JANUARY-  
DECEMBER 2018)**

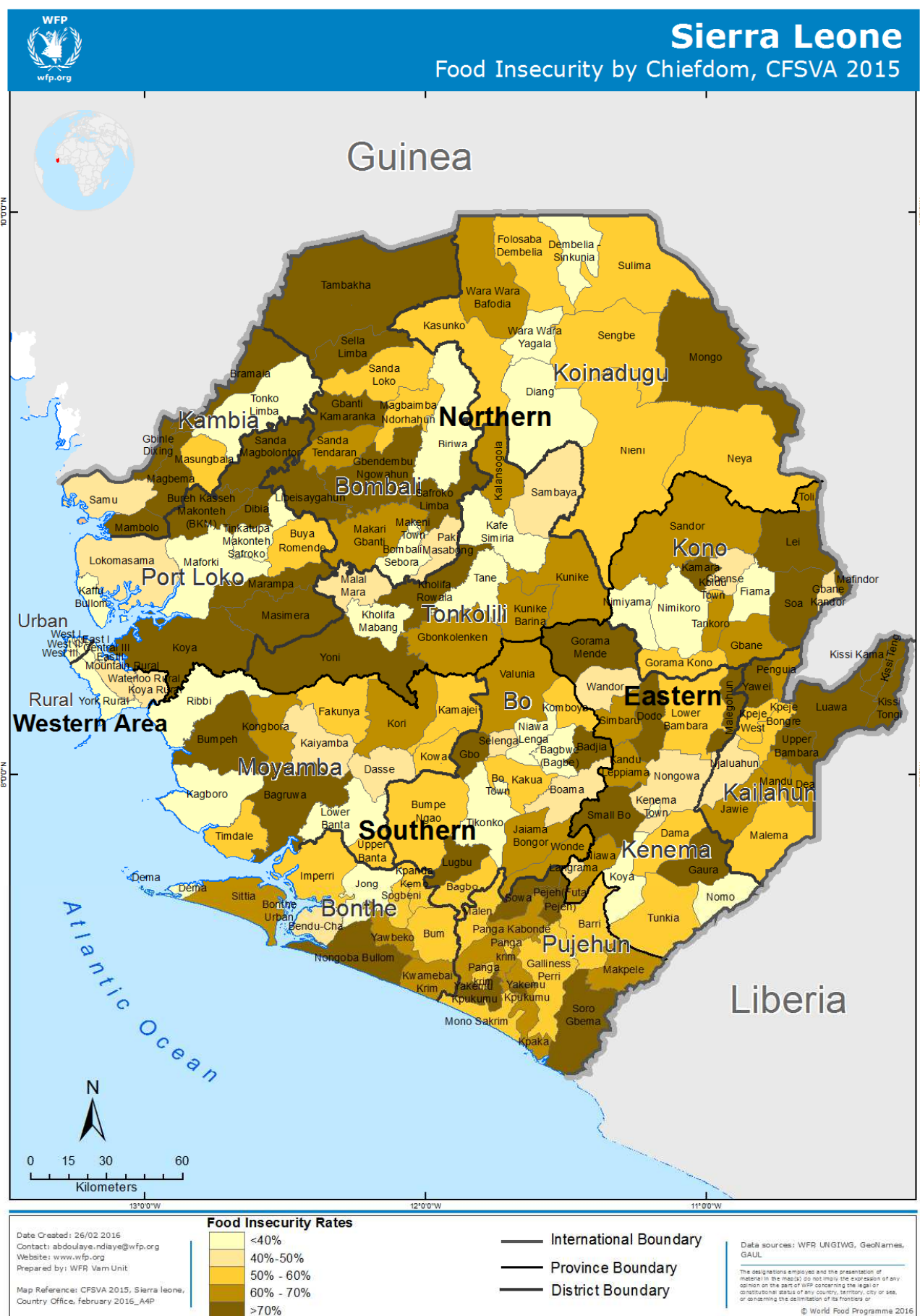
SEE COMET VERSION.



## ANNEX II: INDICATIVE COST BREAKDOWN

INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOME (USD)						
WFP Strategic Results / SDG Targets	SR 1, SDG 2.1	SR 1, SDG 2.1	SR 2, SDG 2.2	SR 3, SDG 2.3	SR 5, SDG 17.9	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	Strategic Outcome 5	
<b>Transfer</b>	\$586 297	\$1 397 486	\$6 569 971	\$1 968 783	\$1 138 199	<b>\$11 660 737</b>
<b>Implementation</b>	\$119 319	\$183 797	\$1 804 333	\$1 922 899	\$138 683	<b>\$4 169 031</b>
<b>Adjusted DSC (%)</b>	\$112 152	\$251 332	\$1 331 027	\$618 551	\$202 950	<b>\$2 516 011</b>
<b>Sub-total</b>	\$817 768	\$1 832 615	\$9 705 331	\$4 510 232	\$1 479 833	<b>\$18 345 779</b>
<b>ISC (7%)</b>	\$57 244	\$128 283	\$679 373	\$315 716	\$103 588	<b>\$1 284 205</b>
<b>TOTAL</b>	<b>\$875 012</b>	<b>\$1 960 898</b>	<b>\$10 384 704</b>	<b>\$4 825 949</b>	<b>\$1 583 421</b>	<b>\$19 629 984</b>

## ANNEX III: MAP



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## ANNEX IV: ACRONYMS

ART	anti-retroviral treatment
CAADP	Comprehensive African Agriculture Development Programme
CFSVA	Comprehensive Food Security and Vulnerability Analysis
DMD-ONS	Disaster Management Department of the Office of National Security
DOTS	directly observed treatment, short-course
DSC	direct support costs
EVD	Ebola Virus Disease
FAO	Food and Agriculture Organization of the United Nations
FbP	Food by Prescription
GAM	global acute malnutrition
GDP	gross domestic product
HGSF	home grown school feeding
IFAD	International Fund for Agricultural Development
ISC	indirect support costs
J-PAL	Abdul Latif Jameel Poverty Action Lab
MAFFS	Ministry of Agriculture, Forestry and Food Security
MAM	moderate acute malnutrition
MDG	Millennium Development Goal
MEST	Ministry of Education, Science and Technology
MOHS	Ministry of Health and Sanitation
MoU	Memorandum of Understanding
MSWGCA	Ministry of Social Welfare, Gender and Child Affairs
mt	metric tons
NaCSA	National Commission for Social Action
NGO	non-governmental organization
P4P	Purchase 4 Progress
PLHIV	people living with human immunodeficiency virus
PLW/G	Pregnant and lactating women and girls
REACH	Renewed Efforts Against Child Hunger and undernutrition
SABER	Systems Approach for Better Education Results (for school feeding)
SBCC	social behavior change communication
SDG	Sustainable Development Goal
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SR	Strategic Result

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SUN	Scaling Up Nutrition movement
T-ICSP	Transitional Interim Country Strategic Plan
TB	Tuberculosis
TSF	targeted supplementary feeding
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children’s Fund
USD	United States Dollars
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review