



**LIBERIA TRANSITIONAL INTERIM COUNTRY STRATEGIC PLAN
(YEAR 2018)**

Duration	1 January 2018 – 31 December 2018
Total cost to WFP	USD 29,394,640
Gender and Age Marker Code * ¹	2A

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

EXECUTIVE SUMMARY

Liberia is a least developed, low-income, and food-deficit country. According to the 2016 United Nations Development Programme (UNDP) Human Development Report, it was ranked 177th out of 188 countries, falling within the category of countries with low human development. The socio-economic conditions are stark, with some 54 percent of the population living below the global poverty line, a third of which live in extreme poverty. An estimated 18 percent of Liberians are food insecure (*Liberia Food Security Assessment*, 2015), of which about 52,000 households (2 percent of the population) are severely food insecure. In addition, undernutrition remains a serious public health and socio-economic problem affecting mostly children and women (*Liberia Demographic and Health Survey*, 2013). According to the 2016 Liberia National Nutrition and Mortality Survey, national prevalence of stunting is 32.1 percent, considered “serious” by the World Health Organization classification.

As a response to Liberia’s myriad challenges, the Government has crafted a long-term strategy dubbed *Vision 2030: Liberia Rising* in which it has outlined plans aimed at lifting Liberia to middle income status by 2030. Aspects of these plans are further elaborated in the *Agenda for Transformation* (AfT, 2012), a five-year plan that lays out the Government’s medium-term development priorities. The AfT has identified enhanced food security and improved nutrition within the Liberian population as two priority interventions, which are detailed in two main strategy documents: the *Liberia Agriculture Transformation Agenda* (LATA 2016) and the *National Food Security and Nutrition Strategy* (2008). The core of these strategies is to ensure food access and availability, to promote better food utilization for improved nutritional status, and to strengthen national capacities for the development of sustainable agricultural value chains.

In alignment with the Government’s strategy and WFP’s commitments on accountability to affected populations, communities will be at the centre of all action, ensuring equitable participation and ownership by men, women, boys and girls for activities to be incorporated into local development plans and structures.

This transitional Interim Country Strategic Plan (T-ICSP) includes WFP assistance to Liberia for the year 2018 through an updated CP portfolio. The operation will be extended to 31 December 2018. This will allow for the finalisation of the Zero Hunger Strategic Review and the subsequent preparation of a fully-informed Country Strategic Plan (CSP). The T-ICSP aims to contribute to the following strategic outcomes:

- Refugees and other crisis-affected populations are able to meet their basic food and nutrition needs during and in the aftermath of crises across the country.
- School-aged children and populations affected by HIV/Tuberculosis in targeted areas have access to adequate, safe and nutritious food all year round.
- Targeted populations (children 6 to 23 months) have reduced malnutrition, including reduced stunting rates in line with national targets by 2025.
- Food-insecure smallholders and communities in targeted areas have enhanced livelihoods to better meet food security and nutrition needs by 2030.
- National and sub-national institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2025.
- Humanitarian and development partners have access to common services throughout the year.

1. COUNTRY ANALYSIS

1.1. COUNTRY CONTEXT

1. Liberia has been an independent democracy since 1947. With a population of 4.7 million, it is a least developed, low-income and food-deficit country. With a GDP per capita of USD 787, it is ranked 177th out of 188 countries on the 2016 United Nations Development Programme (UNDP) Human Development Report, and 150th out of 155 countries on the Gender Inequality Index (2016 UNDP HDR). Liberia has experienced decades of civil war since 1980, culminating in a negotiated peace accord in 2003. Since then, Liberia has experienced a peaceful but fragile political environment with United Nations Mission in Liberia (UNMIL) providing peacekeeping and security services. The mission has now begun the transition and drawdown process, handing over security responsibilities to the Liberian authorities. Since 2011, the country has also hosted refugees, mainly those who fled electoral violence in neighbouring Côte d'Ivoire. Some 15,000 refugees and asylum seekers were living in Liberia as of 2017 (UNHCR 2017).
2. Women and girls account for 49.56 percent of Liberia's population. The fertility rate is 4.6 children per woman, and average household size is five. Life expectancy is 60.83 years, maternal mortality is 1,072/100,000 live births and under-5 mortality is 75/1,000 births². The literacy rate is 47.6 percent, while HIV prevalence is 2.1 percent and increasing.
3. The economy of Liberia is supported primarily by the extractive industry, mainly through gold and iron ore mining, logging and rubber production. Poverty levels are high, with 54 percent of the population living below the income poverty line (USD 1.25 per day) and at least 18 percent considered food insecure. Liberia is gradually recovering from the devastation of the unprecedented Ebola Virus Disease outbreak in 2014/2015 that left over 4,000 people dead and negatively affected all sectors of development.
4. A major underlying cause of poverty and food insecurity in Liberia is the low level of access to education, with official statistics showing a net enrolment ratio (NER) of only 40 percent in 2015. In 2014, the gross enrolment ratio for primary and secondary schools for both boys and girls was 95.6 and 37.9 percent respectively.³ Gender disparity remains an issue of concern, with girls facing greater obstacles to enrolment and at greater risk of not completing basic education.
5. About 44.5 percent of adult men and women are literate. The gross enrolment ratio for primary education (Grades 1 to 6) stands at 98 percent, while the completion with pass rate in all core subjects for basic cycle education (Grade 9) was 67 percent in 2015.⁴ Government policies provide for universal access to pre-primary and primary education, although the quality of education as well as the retention of children in schools is of great concern.

² <http://data.worldbank.org/country/liberia>

³ <http://databank.worldbank.org/data/reports.aspx?source=2&country=LBR>

⁴ http://www.epdc.org/sites/default/files/documents/EPDC%20NEP_Liberia.pdf

1.2. PROGRESS TOWARDS SDG 2

➤ *Progress on SDG 2 targets*

6. There have been some improvements since the end of 14 years of civil war, yet large portions of the population are confronted with food insecurity, wasting and stunting, and micronutrient deficiencies. The food and nutrition situation is classified as “serious” in the 2016 Global Hunger Index. Liberia achieved some of the Millennium Development Goals, but fell short of Goal 1 – halving extreme poverty and hunger by 2015 and it faces significant challenges with regard to Sustainable Development Goal (SDG) 2 – achieving zero hunger.

Access to food:

7. While the country has made considerable progress in reducing food insecurity since the end of the civil war, unstable local production capacity, low participation of the local population in agriculture and high importation of the staple food (rice) continue to hinder sufficient progress toward achieving zero hunger. In fact, the food security situation in Liberia remains serious. The national prevalence of food insecurity is at 18 percent, with 2 percent affected by severe food insecurity and greater prevalence in the southwestern (32 percent) and northeastern (30 percent) counties,⁵ mainly in the rural areas. Two major socio-economic constraints, poor subsistence farming methods and over-dependence on imported staple foods, further increase the population’s vulnerability through reductions in production yields and high fluctuation in domestic and global prices, which weigh on the economic and social development of the country.

End malnutrition:

8. Acute malnutrition is not of major concern in Liberia (3.9 percent GAM rates at the national level and below the emergency threshold at the national level and in all counties). Chronic malnutrition is of concern with stunting at 32 percent at the national level, and of particular concern in five of 15 counties: Bong, Grand Bassa, Grand Cape Mount, Grand Kru and Rivercess.
9. The latest *Liberia National Nutrition and Mortality Survey Report* (LNNMS, 2016), which puts the national prevalence of stunting in children under 5 at 32 percent and Global Acute Malnutrition (GAM) at 3.9 percent, also estimates 3.1 percent for Moderate Acute Malnutrition (MAM) and 0.8 percent for Severe Acute Malnutrition (SAM). The prevalence of stunting, GAM, MAM and SAM are varied among the counties. Stunting prevalence is highest in Bong (38.6 percent), Grand Kru (37.5 percent), Rivercess (34.6 percent), Grand Cape Mount (34.4 percent) and Grand Bassa (34.4 percent) counties. In these counties, more than three out of ten children are affected by stunting. The highest prevalence of GAM is found in Margibi and Grand Bassa at 6.8 percent and 6.6 percent, respectively, while SAM affects more than 3 percent of children in Margibi County. The latest Situation Analysis of Women and Children (SitAn) in Liberia revealed that the main determinants of women and child undernutrition are linked to poverty, poor nutrition practices (some of which impact appropriate micro-nutrient intake) and insufficient access

⁵ Emergency Food Security Assessment (EFSA 2015)

http://documents.wfp.org/stellent/groups/public/documents/ena/wfp276922.pdf?_ga=1.29260795.691463062.1484772131

to health services. These are also strongly correlated with the severe prevalence of stunting discussed above (UNICEF, 2016).

10. The challenges in the country are compounded by an increasing HIV infection rate, which currently stands at 2.1 percent. The nutrition insecurity among PLWHIV remains highly linked to, among other factors, poor dietary diversity, a high disease burden and persistent annual food shortages.

Smallholder productivity and incomes:

11. The overall national contribution of smallholders, including livestock keepers, farmers and fishers, is to date not quantified. However, WFP will ensure that the National Zero Hunger Strategic Review (ZHSR) will address this topic. Furthermore, WFP will support the Government in undertaking the Comprehensive Food Security and Nutrition Survey to fill in the data gap that has existed since 2013 when the last survey was conducted.
12. Protracted conflicts in Liberia destroyed agricultural capital and disrupted food production, highlighting entrenched structural impediments and past policy failures. Liberian agriculture comprises food and tree crops, fisheries, and livestock, and the sector accounted for 42.2 percent of real GDP in 2008. Rice and cassava remain the main staple food crops while rubber, palm oil, and cocoa are the dominant export tree crops. Women are major players in the sector; they produce over 60 percent of agricultural products and constitute the majority of smallholder producers (those with 15 or fewer acres of land) and the agricultural labour force.
13. The agriculture sector is characterized by low productivity caused by many factors, including structural constraints, inadequate policies, and prolonged conflicts that have displaced farming communities, degraded transport and processing infrastructures, and diminished productive capacities (assets and skilled personnel). Major challenges include weak land management and water control systems; impaired market access due to limited networks of roads; limited scope for crop diversification and rudimentary production techniques; poor food value chains including storage, processing, and marketing channels; lack of agriculture credit; and low institutional capacity. As a result, incentives to produce marketable surpluses are limited.⁶
14. In Liberia, smallholders in central and northern regions, which are the food basket counties, are particularly vulnerable to recurring shocks and stressors, especially during the lean season. Despite continued vulnerability, increased opportunities for value addition and non-farm employment provided by the Government, WFP and its partners have led to positive trends in smallholder productivity and incomes over the past years. Nevertheless, smallholders lack suitable access to and integration in local markets.

Sustainable food systems:

15. The primary crop cultivated in Liberia is rice (60 percent), followed by tuber crops like cassava or sweet potatoes (30 percent) and vegetable and legumes (less than 15 percent).⁷ Agriculture is over 90 percent subsistence-based and the country depends on imports for

⁶ Liberia Agriculture Sector Investment Program (LASIP, 2008)

⁷ Liberia Ministry of Agriculture Annual Report 2015

over 60 percent of its basic food needs. More than 50 percent of persons employed in agriculture, forestry and fishing are women. This applies to both the formal and informal sectors. The rate of informal employment for women in agriculture, forestry and fishing is 81.9 percent.⁸

16. The sustainability of food systems is threatened by population growth, poor farming methods, sporadic exposure to natural disasters, reduced land productivity, land and environmental degradation, and climate change. Climate change is expected to negatively impact biodiversity, agriculture and fisheries, threatening food production and exerting an upward pressure on food prices. 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 WFP, the Food and Agriculture Organization (FAO), the Famine Early Warnings System Network (FEWS-NET) and a couple of other direct donor supported food enterprise programmes, with the aim of reducing food insecurity, malnutrition, and increasing the sustainability of the food system.

➤ ***Macro-economic environment***

17. Liberia's GDP per capita was USD 455.9 in 2015 and contracted by 0.5 percent in 2016.⁹ The IMF describes the Liberian economy as "an economy still under stress". The impact of the global commodity price shock is turning out to be stronger than originally anticipated, with concession companies retrenching activity beyond their initially planned downsizing. In addition, the UNMIL drawdown is negatively impacting the economy, especially the service sector, and a heavy rain season has affected logging and hampered the expansion of gold production. In line with anaemic economic activity, inflation rose to 9.9 percent in August 2016, and average inflation for 2016 was projected at 8.7 percent, mostly reflecting depreciation of the Liberian dollar. The exchange rate of the Liberian dollar to US dollar depreciated by 11.2 percent in the first 10 months of 2016 compared to 4.2 percent in the same period in 2015. Exports were projected to fall by 3.6 percent in 2016 relative to 2015, and Ebola and UNMIL-related grants have also declined.

➤ ***Key cross-sectorial linkages***

18. 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, Liberia must still improve considerably in order to achieve these.
19. Gender inequalities have slightly decreased, but remain significantly high in some sectors.¹⁰ Specifically, women face discrimination in terms of the legal age of marriage, parental authority, inheritance, and rights to land and financial services. Women are restricted in their access to public space, as well as in their participation in political life due to the absence of quotas at the national and/or sub-national levels. Legal frameworks addressing violence against women are inadequate (e.g. while rape is the highest reported crime, conviction in such cases has remained minimal).¹¹

⁸ http://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/presentation/wcms_156366.pdf

⁹ <http://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=LR>

¹⁰ Liberia National Gender Policy 2009

¹¹ Sexual and Gender Based Report in Liberia by OHCR-Oct 2016

20. Challenges abound in the education sector. According to the national Education Management Information System (EMIS), which compiled the annual statistics of the Ministry of Education for the school year 2014/2015, despite a certain level of progress made in access and gender disparity in primary education, retention remains a problem and is especially low in some of the regions targeted by WFP operations.

1.3. HUNGER GAPS AND CHALLENGES

21. Prior to the completion of Liberia's Zero Hunger Strategic Review, its key hunger gaps and challenges are illustrated in the Comprehensive Food Security & Nutrition Survey (2012), the Liberia Demographic Health Survey (2013), the Role of Markets in Food Security (2014), the Household Income and Expenditure Survey (2014), the Rapid Food Security Assessment (2014), the Joint Assessment Food Security and Markets (2015), and the Emergency Food Security Assessment (2015).

22. These 2012-2015 National Food Security and Nutrition strategies and assessments have identified the following main gaps:

- i. Limited food access, availability and poor food utilization across the country;
- ii. Fragmented and weak coordination with the Ministry of Agriculture and limited Agricultural Extension Services across the county, coupled with low institutional capacity to implement food security and nutrition related policies and strategies;
- iii. Weak Liberia Agricultural Commodities Regulatory systems and a non-functional regulatory agency;
- iv. Significantly high gender inequalities in the agriculture sector and food security and nutrition sector, in particular discrimination of women and lack of rights to land and financial services; and
- v. Weak or non-existent private sector participation/ownership in the entire agriculture value chain, a condition that is exacerbated by lack of competitive value chains and limited market linkages

1.4. KEY COUNTRY PRIORITIES

➤ *Government priorities*

23. The Liberian national priorities are identified in the 'Vision 2030 – Liberia Rising' strategy and further elaborated in the five-year mid-term development plan, Agenda for Transformation (AfT, 2012). The AfT has identified food security as well as improving the nutrition status of the Liberian population in two main strategic documents: the Liberia Agriculture Transformation Agenda (LATA, 2016) and the National Food Security and Nutrition Strategy (2008). The following constitute the core priorities of the national food security and nutrition framework:

- To ensure food access and availability, and promote better food utilization for improved nutritional status (NFSNS, 2008);
- To strengthen the Ministry of Agriculture's decentralization through improved Agricultural Extension Services across the country (LATA, 2016);
- To operationalize the Liberia Agricultural Commodities Regulatory Agency (LATA, 2016);
- To promote private sector participation/ownership in the entire agriculture value chain (LATA, 2016);

- To sustain inclusive support for physically challenged (handicapped) farmers' groups (LATA 2016);
- To promote a school garden programme (LATA, 2016);
- To mainstream gender and the empowerment of women, and to ensure equal participation of women, men, boys and girls in the development process, including equal access to adequate and nutritious food (National Gender Policy, 2010); and
- To promote urban and peri-urban (UPA) community garden programme (LATA, 2016)

➤ *United Nations and other partners*

24. The 2013-2017 Liberia United Nations Development Assistance Framework (UNDAF) is fully aligned with the AfT. The UNDAF takes into account the four main broad national priorities, namely: i) Peace Security and the Rule of Law, ii) Sustainable Economic Transformation, iii) Human Development, and iv) Inclusive Governance Institutions. Food security priorities are supported under the second priority area of sustainable economic transformation. Given the multiple transition processes that are occurring in Liberia, particularly in 2017 (i.e. elections, UNMIL drawdown), the United Nations system in Liberia has elected to extend the current UNDAF to December 2018.
25. There are some joint initiatives involving a number of United Nations agencies (FAO, WFP, UNICEF, WHO and UN Women) and the Government (Ministry of Agriculture, Ministry of Health, Ministry of Education) that are geared towards promoting food security and improving nutrition status in Liberia. The initiatives include two joint programmes – Rural Women Economic Empowerment and United Nations Human Security Trust Fund – to support a programme to build farmers' resilience in the most marginalized communities.

2. STRATEGIC IMPLICATIONS FOR WFP

2.1. WFP'S EXPERIENCE AND LESSONS LEARNED

26. WFP established a presence in 1968 providing limited activities related to institutional feeding (school feeding and nutrition). WFP reverted to relief assistance in the early 1990s and in 2013 shifted to a five-year development portfolio, including social and productive safety nets, capacity development and emergency preparedness and response. The operational environment is changing and, together with the Government, WFP will move towards sustainable outcomes, including strengthening government systems and institutional capacity at all levels.
27. The success of a Home Grown School Feeding (HGSF) pilot project in 12 schools has attracted positive attention from the Government and other stakeholders in Liberia. The HGSF pilot has demonstrated a possible local, sustainable solution for the school meals programme. This coupled with national pride (based on the country consuming what it produces and boosting demand for locally-produced food commodities) has led to recommendations from stakeholders for scaling up the initiative. HGSF has been unreservedly recommended by key stakeholders for adoption and expansion as compared to the traditional school feeding.
28. Through the various Country Office projects, efforts have been made to ensure gender mainstreaming and equality. Take-home rations for adolescent girls in schools with the

highest gender disparity are included as part of the school meals project in order to encourage girls to remain in school. The retention of girls in the supported schools has improved by 7 percent (from 49 percent to 56 percent) on average during the period of assistance. The Country Office has also ensured, through the Livelihood Assets and Market Promotion (LAMP) activities, that both men and women participate equally. The livelihoods of both men and women have significantly improved, as indicated by housing upgrading and an improved food consumption score-card. In some of the targeted groups, there are more women members than men.

29. Over the years of assistance in Liberia, WFP has undertaken a number of evaluations (EMOPs, PRROs and CP) and recommendations have been included in the subsequent plans. One of the major recommendations refers to the need to improve monitoring and evaluation systems at the country level, a process that has been ongoing since 2014. Two evaluations in particular have influenced current thinking and programming: the operational evaluation of PRRO 200550 (PRRO OpEv, June 2016) and the evaluation of West Africa Ebola Response EMOP 200767 (Ebola EMOP Evaluation, January 2017). Consistent with a recommendation from the PRRO OpEv, which called for the Country Office to “prioritize prevention of undernutrition, notably stunting prevention” in future programmes, an activity has been included in this T-ICSP to contribute to stunting prevention through micro-nutrient supplementation of children 6-23 months, complemented by nutrition education and sensitization targeting different groups and stakeholders. The T-ICSP also includes an activity to support the implementation of the Government’s Disaster Management Policy, with a focus on early warning systems. This is in line with Recommendation 2 of the Ebola EMOP Evaluation, which called on WFP to provide “support for organisational development of national stakeholders responsible for emergency response, and consider such activities within the respective Country Strategic Plans.” Enhanced operational partnerships and synergies with UN agencies and other actors are integrated in the T-ICSP implementation approach, in alignment with Recommendation 3 of the PRRO OpEv. Both the Ebola EMOP Evaluation and the PRRO OpEv recommend increased adherence to both gender-sensitive programming and accountability to affected populations. A beneficiary feedback mechanism and protection-sensitive measures have been incorporated into the T-ICSP implementation to ensure accountability to beneficiaries; while data disaggregation by sex and age to support gender analysis for relevant indicators has been reflected in the monitoring and evaluation (M&E) logical framework, where applicable. The M&E plan will reflect as well this commitment to sex- and age-disaggregated data.

2.2. OPPORTUNITIES FOR WFP

30. On one hand, Liberia has enormous agricultural potential, primarily due to its highly favourable agro-ecological conditions and its youthful population. On the other hand, its agriculture sector is confronted with a wide range of entrenched structural and other constraints. These two factors present immense opportunities for WFP to intervene through many different options to contribute to enhanced food security, improved nutrition and overall socio-economic development. WFP’s track record in social safety net activities over many years, as well as service provision to humanitarian actors during the Ebola response emergency, present additional opportunities to, respectively, collaborate with the Government in rolling out its social protection programmes in the country and in providing critical common services to humanitarian and development partners in the absence of viable private-sector options for the provision of such services.

2.3. STRATEGIC CHANGES

31. The T-ICSP aims to address identified challenges and proposes priority actions based on findings from evaluations and consultations with the Government, development partners and communities, highlighting that – while the provision of food assistance should continue in the short-term – there is a need for WFP to strengthen national and local capacities, and invest in sustainable food and nutrition security programmes to support the country’s progress towards SDG 2. Additionally, it is necessary to ensure gender equality and women’s empowerment in all of its work and activities, in order to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed. As part of the transition from the T-ICSP to CSP, the findings of the Zero Hunger Strategic Review will inform the strategic mid-term plan (2019-2023).

3. WFP STRATEGIC ORIENTATION

3.1. DIRECTION, FOCUS AND INTENDED IMPACTS

32. The Liberia Agricultural Transformation Agenda (LATA) and National Food Security and Nutrition Strategy (NFSNS) provide the framework for WFP’s contributions to achieve national food and nutrition security targets. These guide WFP’s interventions and strategy in the context of the transitional Interim Country Strategic Plan (T-ISCP), during the implementation of which Liberia will conduct a Zero Hunger Strategic Review (ZHSR). Once completed, the ZHSR will inform WFP’s strategy for achieving SDG 2 in Liberia.
33. In 2017, WFP operations in Liberia are implemented through Country Programme 200395 (2013–2017), and PRRO 200550. The CP supports the production and consolidation of social safety nets through school meals and nutrition support, develops government capacity for sustainable management of social safety net programmes and reduces food insecurity in vulnerable rural communities. The PRRO assists food-insecure refugees from Cote d’Ivoire living in three camps through provision of general food distributions. The PRRO ends in June 2017 and will not be continued. After June 2017, local integration will commence for refugees who have not voluntarily repatriated. WFP will incorporate assistance to integrating refugees into its regular interventions. These will not include general food distribution.
34. The vision is for WFP, in the interim, to lay a foundation to shift from the provision of food assistance to policy engagement and capacity development for a gradual handover to communities and the Government, leading, in the medium-term, to community-run and government-financed programmes to move the country towards Zero Hunger, while at the same time advancing gender equality as a requirement for achieving sustained food security and nutrition.
35. In alignment with the Government’s strategy and WFP’s commitments for accountability to affected populations, communities will be at the centre of all action, ensuring equitable participation and ownership by men, women, boys and girls for activities to be incorporated into local development plans and structures.
36. The T-ICSP aims to contribute to the following strategic outcomes:
 - Refugees and other crisis-affected populations are able to meet their basic food and nutrition needs during and in the aftermath of crises across the country.

- School-aged children and populations affected by HIV/TB in targeted areas have access to adequate, safe and nutritious food all year round.
- Targeted populations (children 6 to 23 months) have reduced malnutrition, including reduced stunting rates in line with national targets by 2025.
- Food-insecure smallholders and communities in targeted areas have enhanced livelihoods to better meet food security and nutrition needs by 2030.
- National and sub-national institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2025.
- Humanitarian and development partners have access to common services throughout the year.

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

3.2.1. STRATEGIC OUTCOME 1: REFUGEES AND OTHER CRISIS-AFFECTED POPULATIONS ARE ABLE TO MEET THEIR BASIC FOOD AND NUTRITION NEEDS DURING AND IN THE AFTERMATH OF CRISES ACROSS THE COUNTRY

➤ Outcome description

37. In line with WFP's humanitarian mission, this strategic outcome aims to enable crisis-affected populations in Liberia to meet their basic food and nutrition needs during and in the aftermath of crises. This is a contingency outcome and therefore the details of interventions shall be determined as appropriate to the context-specific needs. Notwithstanding, WFP will make efforts to ensure nutrition-sensitive GFD assistance. The outcome directly supports the achievement of SDG Target 2.1 and WFP Strategic Result 1 (Everyone has access to food).

➤ Focus Areas

38. This strategic outcome will focus on addressing crisis response on account of the fact that it will be providing assistance to crisis-affected populations during and in the aftermath of crises.

➤ Expected outputs

39. The following output is associated with this strategic outcome:

- Crisis-affected populations (Tier 1) receive food and/or cash transfers (output category A1) in order to meet basic food and nutrition needs (SR1)

➤ Key activities

Activity 1: Provide General Food Assistance to vulnerable households affected by disasters and/or other disruptions

40. Under this activity, WFP targets households that may be affected by natural or man-made disasters and other disruptions, with particular focus on areas prone to seasonal disasters that will require food assistance through targeted general food assistance in the form of food and/or cash-based transfers. Other areas may be targeted should an emergency arise, such as the resurgence of Ebola. A targeted caseload of 25,000 beneficiaries; (male/female ratio to be determined through gender analysis) has been planned, though the exact number will depend on the scope and severity of the emergency. The beneficiaries will be determined based on community vulnerability and other needs assessments. WFP will build on partnerships with the traditional emergency organization led by the Government of Liberia and utilizing best practices.

3.2.2. STRATEGIC OUTCOME 2: SCHOOL-AGED CHILDREN AND POPULATIONS AFFECTED BY HIV/TB IN TARGETED AREAS HAVE ACCESS TO ADEQUATE, SAFE AND NUTRITIOUS FOOD ALL YEAR ROUND

➤ Outcome description

41. This strategic outcome aims to ensure access to adequate, safe and nutritious food for school-aged children in eight targeted counties and populations affected by HIV/TB, in order to encourage adherence to treatment and voluntary testing and counselling, across the country throughout the year. WFP intends to i) provide food assistance (food and CBT transfers) to school-aged children, with one hot meal a day and a monthly take-home ration package of either food or cash to adolescent school girls in the counties with the highest gender disparity (on account of the very low retention and completion rates for girls versus those for boys of the same age); ii) strengthen the capacity of national and sub-national institutions to manage, own and implement a sustainable school meals programme; iii) and provide HIV/TB-affected populations and Prevention of Mother To Child Transmission (PMTCT) clients with food and nutrition assistance. This strategic outcome directly supports WFP Strategic Result 1 - Everyone has access to food (SDG Target 2.1)

➤ Focus Areas

42. This strategic outcome will address the root causes of inadequate access to safe and nutritious food for targeted populations through the implementation of a school meals programme, as well as through food, cash-based transfers and capacity strengthening.

➤ Expected outputs

43. The following outputs contribute to Strategic Outcome 2:

- Primary school children (Tier 1) receive a nutritious meal every day they attend school (output category A2) in order to meet basic food and nutrition needs (SR1) & increase school enrolment (SDG4)
- Adolescent girls (Tier 1) receive food/cash-based transfers (output category A2) in order to meet basic food and nutrition needs (SR1) & improve gender parity in access to primary education (SDG5)
- Targeted populations (Tier 3) benefit from enhanced national and sub-national capacities to manage school meals (output category C) in order to meet basic food and nutrition needs (SR1)
- HIV/TB-affected populations and PMTCT clients and their households (Tier 1) receive food transfers (output category A2) in order to meet basic food and nutrition needs.

➤ Key activities

Activity 2: *Provide safe, adequate and nutritious school meals to targeted school age children and monthly take-home rations to adolescent girls*

44. Food insecurity is chronic in the south-eastern counties. Counties with high poverty and food insecurity rates record the lowest school enrolment rates as food insecure households keep their children out of school for other livelihood generation activities. This activity seeks to provide school meals in the eight counties with the highest food insecurity, comprising a total of 120,000 school children (47 percent female). While WFP will be targeting a smaller number of school children compared to the implementation of classic school feeding under the Country Programme, an additional 20,000 school children will be targeted through the home-grown school feeding. In the same counties, WFP will provide family take-home rations to adolescent girls in grades 4 to 6 (and possibly in high schools) in schools where gender parity is disproportionately against girls. A total of 4,000 girls are

targeted, of which 25 percent will be supported through e-vouchers. In addition, capacity strengthening actions will be targeted at national and local institutions such as the Ministry of Education and PTAs to enhance their capacity to own and manage school feeding.

Activity 3: Provide food and nutritional support to targeted groups (PLHIV, TB patients and their affected households)

45. The Liberian National Nutrition Policy (NNP) 2008, prioritizes the most nutritionally vulnerable, which include PLHIV as one of the main target groups. One of the priority policy issues is to improve nutritional care and access to adequate, well-balanced and safe diets for nutritionally vulnerable groups. This is also reflected in the inclusion of HIV specific messages in the counselling card for pregnant and lactating women visiting healthcare facilities. The Liberian Essential Package of Health Services (EPHS), developed in 2011, placed strong emphasis on all maternal and child health services. This includes prevention of mother to child transmission (PMTCT) of HIV and maternal and infant nutrition, among others. Child Nutrition is identified as one of the additional services to be scaled up.
46. This proposed intervention seeks to promote treatment adherence and increase voluntary counselling and testing (VCT) coverage of people affected by HIV and TB, as well as improve their food security and nutrition status, and is implemented in all 15 counties. Nutrition support in all 15 counties targets people living with HIV (13,650; 60 percent women), prevention of mother to child transmission (PMTCT) (1,100 women), PMTCT household members (5 members of each PMTCT woman's household: 5,500; 50 percent women), and TB patients (Directly Observed Therapy, or DOT: 5,000; 50 percent women).
47. This activity is currently financed by the Global Fund to Fight AIDS, TB and Malaria (GFATM) through the Ministry of Health. WFP will continue to support the Government to implement Round 8 of this and will also build on partnerships with UNAIDS, UNICEF, and national departments managing HIV and TB programmes in order to carry out this activity.

3.2.3. STRATEGIC OUTCOME 3: TARGETED POPULATIONS (CHILDREN 6 TO 23 MONTHS) HAVE REDUCED MALNUTRITION, INCLUDING REDUCED STUNTING RATES IN LINE WITH NATIONAL TARGETS BY 2025

➤ Outcome description

48. In line with WFP's aim to support SDG 2.2 (end malnutrition) and with a particular focus on stunting reduction, this strategic outcome aims to ensure availability, access and adequate consumption of safe micro-nutrient dense foods/supplementation for children (6-23 months) in six counties (Bong, Grand Bassa, Grand Cape Mount, Grand Kru, Nimba and Sinoe) throughout the year. Interventions will target health facilities in counties with the highest stunting prevalence. Capacity strengthening will be done for health workers based in targeted health facilities in order to enhance their capacity to manage and implement relevant activities under this outcome. At the same time, sensitization and education will be carried out for different population groups and stakeholders through social and behavioural change communication to influence them toward adopting good eating practices. The social and behavioural change communication will include gender equality messages to ensure it does not reinforce gender discriminatory roles. This strategic outcome directly supports WFP Strategic Result 2 - No one suffers from malnutrition (SDG Target 2.2).

➤ **Focus Areas**

49. This strategic outcome will address the root causes of malnutrition on account of its focus on providing micro-nutrient/supplementation to targeted populations through the implementation of a micronutrient fortification programme and capacity strengthening.

➤ **Expected outputs**

50. The following outputs contribute to Strategic Outcome 3:

- Targeted households (Tier 1) receive micro-nutrient dense food (output category B) in order to improve nutrition status (SR2)
- Targeted groups (Tier 1) receive SBCC messaging and nutrition education (output category E) in order to prevent malnutrition (SR2)

➤ **Key activities**

Activity 4: Provide nutritious foods to households with children 6-23 months in counties with highest prevalence of stunting and provide nutrition education and sensitization to different groups and stakeholders

51. To address malnutrition, WFP aims to provide Micro-Nutrient Powders (MNP) to 15,474 children 6-23 months. The provision of MNP will be complemented by capacity strengthening activities focused on the provision of nutrition information and education in order to improve the nutrient profile of households' diets.

52. WFP will build on partnerships with Ministry of Health (MoH) for the provision of micro-nutrient supplements to targeted beneficiaries. The partnership with MoH will focus on beneficiary targeting and commodity distribution via health facilities and the county health teams. WFP will also work with UNICEF and FAO for the inclusion of nutrition awareness activities.

3.2.4. STRATEGIC OUTCOME 4: FOOD-INSECURE SMALLHOLDERS AND COMMUNITIES IN TARGETED AREAS HAVE ENHANCED LIVELIHOODS TO BETTER MEET FOOD SECURITY AND NUTRITION NEEDS BY 2030

➤ **Outcome description**

53. This strategic outcome aims to strengthen smallholder farmers' resilience and capacity to maintain their productive livelihood assets, reduce their post-harvest losses, link them to potential markets and provides forms of insurance to safeguard against seasonal shocks. Key interventions include supporting the capacity to maintain productive assets through food assistance for assets (food and/or cash), such as climate adaptation measures and nutrition sensitive agriculture approaches, as well as promoting youth participation through capacity strengthening. In addition, interventions link smallholder farmers to potential markets, e.g. through Home-Grown School Feeding, and support the development, establishment and management of Community Food Reserves (CFRs) and other forms of insurance. The Home-Grown School Feeding commodity requirements provide a guaranteed demand for the surplus produce of smallholders and should provide an appropriate incentive for them to work to increase their productive capacity. Selection of participants/beneficiaries for livelihood activities will be primarily on the basis of geographical targeting, prioritizing chronically and moderately food insecure counties. Secondary criteria, based on community characteristics, will also be applied. Thus, the focus will be on both communities prone to seasonal shocks in chronically food insecure

counties, and on communities in moderately food secure counties that have relatively high productive potential and complex productive assets that are beyond their immediate capacity to reclaim and/or maintain. The targeting beneficiaries and locations will be based on gender analysis to ensure empowering processes that are of benefit to the livelihoods of women and men and in a manner that reduces the inherent inequalities in Liberia. This strategic outcome directly supports WFP Strategic Result 3 - Smallholder productivity and incomes.

➤ ***Focus Areas***

54. This strategic outcome will support resilience building on account of its focus on providing assistance/insurance to food-insecure smallholders and their communities with the aim of enhancing their livelihoods by maintaining productive assets and linkages to self-sustaining market initiatives.

➤ ***Expected outputs***

55. These outputs contribute to Strategic Outcome 4:
- Women, men, boys and girls (Tier 1) receive food/cash-based transfers/commodity vouchers (output category A2) in order to improve their livelihoods and resilience to natural shocks and climate change (SR3)
 - Community members (Tier 2) benefit from productive assets (output category D) in order to improve their livelihoods and resilience to natural shocks and climate change (SR3)
 - Community members, including women, youth and school children (Tier 2) receive communications and education (output category E) in order to promote increased participation in the agriculture sector (SR3)
 - Smallholders (Tier 1) benefit from WFP market support and HGSP purchases complemented by nutrition sensitization (output category F) in order to increase their income and achieve improved food security and nutrition (SR3)
 - Rural women groups and smallholders (Tier 2) benefit from training and management of CFRs (output category G) to enhance their livelihoods (SR3)

➤ ***Key activities***

56. Under this strategic outcome, WFP's interventions target smallholders and their households in targeted areas that need to restore their productive potential. WFP will focus on the aspects of the agricultural value-chain related to infrastructure for production, providing support for proper farming methods through partnerships (e.g. Ministry of Agriculture, FAO), and linking smallholders to markets.

Activity 5: Build, rehabilitate and maintain productive assets including climate adaptation measures for targeted smallholders

57. For the building and rehabilitation of productive assets (lowland rice fields, farm-to-community access roads), a total of 5,000 participating farmers organized in farmer's organizations (representing 25,000 beneficiaries, 60 percent women and 40 percent men) are envisaged to receive CBT and/or food – depending on market functioning and seasonality – for FFA. Capacity strengthening actions under this activity will focus on enhancing the capacity of farmer organizations to sustainably manage the productive assets of communities.

Activity 6: Provide communications and education promoting the agricultural sector to community members, including women, youth and school children

58. This activity entails promoting agriculture as a business opportunity among youth and women. This is a sensitization and education-based activity in partnership with the Ministry of Agriculture and undertaken with partners such as FAO. The actions will include farm demonstration sites, backyard or home gardens and school gardens. Around 8,000 youth (50 percent female) and women are targeted in locations with high agricultural potential.

Activity 7: Provide agricultural market support (including HGSP) to smallholder farmers

59. This activity focuses on supporting the 5,000 smallholder farmers (60 percent women, 40 percent men) to supply locally produced foods to schools under the Home Grown School Feeding initiative. Smallholder producers and/or the supply chains they are part of will be assisted to enter into supply agreements to provide the staple foods and vegetables required by schools targeted with Home Grown School Feeding. WFP, through partnerships, will provide daily meals (through CBT) for 20,000 school children (50 percent female) in the three targeted counties of Bong, Nimba and Lofa. This activity is focused on market support but has cross benefits with the school meals intervention presented in Activity 2.

Activity 8: Support development and management of Community Food Reserves (CFRs) and other forms of insurance for rural women groups and smallholders

60. The activity aims to enhance the livelihoods and strengthen the resilience of rural women's groups with skills and infrastructure for the community-based food reserves (CFRs). WFP will construct an additional three CFRs and complement the CFRs with initial capitalization food stocks of 30 mt for each food reserve, drying floors, threshing machines and training on organization development skills and group management. Farmers borrow grains during the lean season and repay with interest after harvest. The milled surplus is sold for additional farmers' income.

61. The success of this activity will depend on strategic partnerships with the key government line ministries for coordination (Ministry of Agriculture, MoA; Ministry of Education, MoE; and Ministry of Commerce, MoC), as well as donor (EU and USAID) funded projects and private sector entities in the country to link farmers to markets.

62. To inform the overall programming for the resilience building efforts, WFP will introduce and facilitate the 'three-pronged approach to resilience building', which comprises the national Integrated Context Analysis (ICA), sub-national seasonal livelihood programming (SLP), the community-based participatory planning (CBPP).

3.2.5. STRATEGIC OUTCOME 5: NATIONAL AND SUB-NATIONAL INSTITUTIONS HAVE STRENGTHENED CAPACITY TO MANAGE FOOD SECURITY AND NUTRITION POLICIES AND PROGRAMMES BY 2025

➤ Outcome description

63. In line with WFP's aim to support SDG 17, Outcome 5 aims to contribute to enhanced national capacity in food security and nutrition monitoring to ensure that national institutions have the capability to provide early warning on food and nutrition security, and can track progress toward zero hunger on a timely and regular basis. Interventions under this strategic outcome intend to augment the capacity of the MoA in food security assessments and analysis, to strengthen the capacity of national and sub-national

institutions to manage, own and implement sustainable early warning and information systems, and to undertake a review and detailed analysis of the current food security and nutrition policy and information from the government sources for use in programming and policy decisions. Gender will be integrated across all assessments, analyses, capacity strengthening, and systems development activities in order to ensure that target institutions have the capacities to understand and address the specific needs and interests of women, men, girls and boys, as well as to formulate policies that underpin equitable interventions and equality outcomes. This strategic outcome directly supports WFP Strategic Result 5 – Enhanced capacity and partnership towards zero hunger (SDG Target 17.9)

➤ ***Focus Areas***

64. This strategic outcome will address the root causes of extremely low capacity of national and sub-national institutions to effectively monitor and implement key food security and disaster preparedness and emergency response activities.

➤ ***Expected outputs***

65. The following outputs contribute to Strategic Outcome 5:

- Populations affected by natural disaster (Tier 3) benefit from improved disaster management and response mechanisms (output category C) in order to better progress towards zero hunger (SR5)
- Food-insecure people in targeted areas (Tier 3) benefit from strengthened central coordination mechanisms and information management systems (output category M) to track progress towards zero hunger (SR5)
- Targeted populations (Tier 3) benefit from the implementation of the National Zero Hunger Review recommendations (output category I) in order to better progress towards zero hunger (SR5)

➤ ***Key activities***

66. Under this strategic outcome WFP aims at strengthening the capacity of the Government in: (i) food security, nutrition surveillance, and information systems and (ii) disaster preparedness and response mechanisms towards zero hunger and resilience.

Activity 9: Provide support to strengthen coordination mechanisms and information management systems for the Government and its partners and provide support for the implementation of the Disaster Management Policy with a focus on early warning systems

67. Through this activity, WFP will support the Zero Hunger Strategic Review, implementation of the Government's Disaster Management Policy, the reactivation and functioning of the coordination mechanism on food and nutrition security, as well as the national food and nutrition security information management system.

3.2.6. STRATEGIC OUTCOME 6: HUMANITARIAN AND DEVELOPMENT PARTNERS HAVE ACCESS TO COMMON SERVICES THROUGHOUT THE YEAR

➤ ***Outcome description***

68. This outcome, which is in line with SDG 17, aims to fill the gap that will be created by the transition and drawdown of the United Nations Mission in Liberia (UNMIL) in terms of the common services that they have provided over the years. UNMIL has had extensive operational capacity, providing common services to the Government, as well as humanitarian and development partners in Liberia since 2003. As part of the transition, the

UNCT, in collaboration with UNMIL, is undertaking capacity mapping to identify areas of comparative advantage that agencies, funds and programmes can take over from UNMIL as it draws down. The draft of the report recommends that WFP is the best placed to take over a number of these common services in the country.

➤ ***Focus Areas***

69. This outcome will focus on addressing root causes related to the provision of services to humanitarian actors to enable them to achieve their goals related to SDG 2.

➤ ***Expected outputs***

70. The following output contributes to the achievement of Strategic Outcome 6:

➤ Targeted populations (Tier 3) benefit from common UNHAS, food security, logistics, and telecommunications services (Category H) in order to receive timely life-saving food assistance and medical supplies (SR8)

➤ ***Key activities***

Activity 10: Provide supply chain services to humanitarian and development partners

71. This activity seeks to fill the gap created by the departure of the United Nations Mission in Liberia (UNMIL), specifically in the areas of:

- Air/road transport
- Warehouse and commodity management
- Fleet management and vehicle maintenance
- Emergency telecommunications
- Customs clearance

3.3. TRANSITION AND EXIT STRATEGIES

72. This transitional Interim Country Strategic Plan provides a broad foundation for the medium and long-term contributions of WFP to the priorities of the Government of Liberia in addressing food insecurity and malnutrition, and strengthening capacity to manage and sustain national (and international) commitments to end hunger by 2030. Focusing on SDG 2 and SDG 17 alongside WFP's Corporate Strategic Plan (2017-2021), the t-ICSP transitions from the current food-based assistance to gradually introduce cash-based transfers, resilience building and capacity strengthening. The end result is to decrease food assistance and scale-up capacity development, policy guidance and support for the implementation of nationally and locally led programmes. Transitional arrangements will also entail institutionalising gender equality as a requirement for sustained food and nutrition security, thus enabling a future WFP exit.

4. IMPLEMENTATION ARRANGEMENTS

4.1. BENEFICIARY ANALYSIS

73. As a general beneficiary targeting approach, gender analysis will inform all beneficiary selection. The targeting for Outcome 1, which ensures access to food to refugees and other crisis-affected populations, will be informed by the nature of the crisis, as this is a contingency plan. Outcome 2, which is ensuring access to safe and nutritious food for school aged children, targets the eight counties with the highest food insecurity and lowest education indicators. The meals will be provided in pre-primary and primary public

schools. The girls' take-home ration will be provided to girls, in grade 4-6 in schools, the majority of which are adolescent; with highest gender disparities. For the nutritional support to populations affected by HIV/TB, four categories are envisaged as agreed with the Ministry of Health, including HIV patients, TB patients on DOT/MDR treatment and women in PMTCT programmes and their households.

74. For Outcome 3, households with children 6-23 months will be assisted in order to reduce stunting. Smallholder farmers and aggregators (including youth and women) will be targeted under outcome four.

75. SCOPE will be used for the registration of beneficiaries in Outcomes 2, 3 and 4.

TABLE 1: FOOD & CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME & ACTIVITY				
Strategic Outcome	Activities	Female	Male	Total
Strategic Outcome 1	Provide General Food Assistance to vulnerable households affected by disasters and/or other disruptions	12,500	12,500	25,000
Strategic Outcome 2	Provide safe, adequate and nutritious school meals to targeted school age children and monthly take-home rations to adolescent girls.	63,920	72,080	136,000
	Provide food and nutritional support to targeted groups (PLHIV, TB patients and their affected households)	12,524	12,726	25,250
Strategic Outcome 3	Provided nutritious foods to households with children 6-23 months in counties with highest prevalence of stunting and provide nutrition education and sensitization to different groups and stakeholders	7,700	7,774	15,474
Strategic Outcome 4	Build, rehabilitate and maintain productive assets including climate adaptation measures for targeted smallholders	12,500	12,500	25,000
	Provide agricultural market support (including HGsf) to smallholder farmers	10,000	10,000	20,000
TOTAL		119,144	127,580	246,724

4.2. TRANSFERS

4.2.1. FOOD AND CASH-BASED TRANSFERS

76. WFP has undertaken a partial multi-sectorial assessment which has indicated the need for CBT in the country as a suitable assistance transfer modality. However, further in-depth assessment is needed to determine the exact levels and combination. Markets in WFP implementation areas are predominantly rural yet largely dependent on imports. These markets are characterized by highly fluctuating prices that would likely affect transfer values over time. It is intended that CBT will be applied in combination with food transfer to contribute toward achievement of Outcomes 1, 2 and 4. Outcome 3 will involve food transfer but not CBT.

TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (US\$/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

Strategic Outcome	Strategic Outcome 1		Strategic Outcome 2						
Activity	<i>Provide General Food Assistance to vulnerable households affected by disasters and/or other disruptions</i>		<i>Provide safe, adequate and nutritious school meals to targeted school age children and monthly take-home rations to adolescent girls</i>			<i>Provide food and nutritional support to targeted groups (PLHIV, TB patients and their affected households)</i>			
Beneficiary type	Crisis-affected households		Primary School Children	Adolescent Girls		TB Patients	PLHIV	PMTCT Clients	PMTCT HH
Modality	Food transfer	Cash transfer	Food transfer	Food transfer	C'dity vouchers	Food transfer			
Cereals	400		120	111					300
Pulses	60		35						60
Oil	25		10	7		35	35	35	35
Salt	5		4						5
Sugar						25	25	25	
Super cereal						250	250	250	
Super cereal Plus micronutrient powder									
total kcal/day	1,882		600	460		1,410	1,410	1,410	1,506
% kcal from protein	23		13.9	13.5		12.8	12.8	12.8	36
cash (US\$/person/day)		0.57			0.50				
Number of feeding days	90	90	195	300	300	360	360	360	360

TABLE 2 (cont'd): FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (US\$/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

Strategic Outcome	Strategic Outcome 3	Strategic Outcome 4		
Activity	<i>Provide nutritious foods to households with PLW and children 6-23 months in counties with highest prevalence of stunting and provide nutrition education and sensitization to different groups and stakeholders</i>	<i>Build, rehabilitate and maintain productive assets including climate adaptation measures for targeted smallholders</i> <i>Provide communications and education promoting the agricultural sector to community members, including women, youth and school children</i>	<i>Provide agricultural market support (including HGSF) to smallholder farmers</i>	
Beneficiary type	Children 6-23 months	Smallholder farmers		Primary School Children
Modality	Food transfer	Food transfer	Cash transfer	Cash transfer
Cereals		3,000		
Pulses		400		
Oil		125		
Salt				
Sugar				
Super cereal				
Super cereal Plus				
micronutrient powder	1			
total kcal/day		2,678		
% kcal from protein		9.2		
cash (US\$/person/day)			3.00	0.56
Number of feeding days	360	60	30	195

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

Food type / cash-based transfer	Total (mt)	Total (US\$)
Cereals	5,337	2,803,750
Pulses	1,240	811,970
Oil and Fats	649	681,305
Mixed and Blended Foods	1,787	866,714
Other	292	206,393
TOTAL (food)	9,304	5,370,133
Cash-Based Transfers (US\$)		1,785,000
TOTAL (food and CBT value – US\$)		7,155,133

4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION

77. Capacity development, including strengthening gender competencies, and technical assistance will be implemented across all strategic outcomes, as WFP gradually shifts from direct implementation. Strong partnerships with ministries will lead to the development of skills and capabilities which support national ownership and sustainability. Additionally, Outcome 5 is dedicated specifically to strengthening coordination mechanisms and

information management systems for the Government and its partners; and providing support for the implementation of the Disaster Management Policy with a focus on early warning systems. Work on the Disaster Management Policy will involve collaboration with the Ministry of Internal Affairs and its partners.

78. WFP will facilitate the exchange of knowledge, skills and expertise through South-South cooperation with the WFP Centre of Excellence against Hunger in Brazil in order to strengthen the Government's and communities' capacities to manage the school meals programme. Partnership opportunities will be explored with the African Union for domestication of home-grown school feeding.

4.3. PARTNERSHIPS

79. Building on the previous partnership between the Government of Liberia and WFP, particularly during the recently concluded Ebola response operation and implementation of the Liberia Agenda for Transformation (AfT, 2012-2017), WFP will leverage its long-term relationship as a trusted partner of the Government to achieve maximum impact towards a shared vision for 2030, together with the Ministries of Agriculture (MoA), Education (MoE), Health (MoH), Gender, Children and Social Protection (MoGCSP), and Finance and Development Planning (MoFDP).
80. The ongoing Zero Hunger Strategic Review allowed WFP to position itself as a knowledge partner. Moreover, through concerted efforts with MoFDP – particularly the Liberian statistics department – WFP will explore the possibility of establishing periodic monitoring of the application of the review through the long standing support that WFP has provided to the Government.
81. WFP will develop relationships with the private sector to: i) encourage commercial supply chains to reach rural communities with nutritious foods; ii) explore the feasibility of food fortification; iii) mobilise resources in support of WFP-Government initiatives; and iv) promote cooperation and innovation through strengthening of the Scaling Up Nutrition network in Liberia.
82. Recognising the vulnerability and isolation of the most food insecure people, WFP will systematically incorporate protection, gender and Accountability to Affected Populations (AAP), including prevention of sexual exploitation and abuse, in all strategic and operational partnerships.

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1. MONITORING AND EVALUATION ARRANGEMENTS

83. Guided by the country office monitoring strategy and in line with the Agenda for Transformation (AfT) and the UNDAF, WFP will develop an M&E plan that measures progress towards the strategic outcomes, ensuring accountability, providing evidence of the results achieved, and making necessary adjustments.
84. Data for performance indicators will be collected by WFP and government staff, and will be disaggregated by sex and age where applicable, to enable gender-responsive monitoring. Performance will be regularly monitored and analysed, with the results published in annual and semi-annual outcome monitoring reports. This will be complemented by food security and nutrition assessments, and market price monitoring. Baseline data for outcomes will be established in 2017. Reviews will be conducted, focusing on programmatic and/or other aspects of the relatively more complex interventions, in order to inform operational decision making and support learning and accountability.
85. Based on WFP's Gender Policy (2015-2020) and in alignment with the West and Central Africa Region Gender Implementation Strategy, the country office will develop a gender action plan covering mainstreaming and targeted actions to be reviewed twice a year. All WFP staff have been trained in gender and protection, and newly recruited staff will be trained as well, including in humanitarian principles.
86. The web-based tools COMET (Country Office M&E Tool) and cloud server Online Archive (ONA) will be used to track performance indicators and generate performance reports. Data at field level will be collected and submitted electronically with data analysis taking place in real time.

5.2. RISK MANAGEMENT

➤ Contextual risks

87. The contextual risks include: i) localised natural disasters, for which WFP will assist the Government in establishing an early warning system, and build its capacity in emergency preparedness and response; and ii) inadequate capacities of communities, which will be mitigated through the formulation and implementation of capacity development plans. Other major contextual risks are insufficient national budgetary allocation for the activities once the handover is completed as well as limited capacities. WFP will advocate for the mobilisation of funds, explore alternative financing solutions with the Government, and develop capacity at all levels.

➤ Institutional risks

88. The main institutional risk is inadequate compliance with established systems and procedures related to resource management (applicable to human, financial, material and other resources), supply chain management, and risk analysis, monitoring and mitigation. WFP recognizes the inadequate national capacity to integrate and/or the opposition to advance gender equality, thus risking the full implementation and successful achievement of the strategic objectives. WFP will mitigate these risks through regular reviews by country office multi-functional teams and oversight missions by the regional bureau. WFP will also ensure that gender analysis is undertaken for all interventions and activities.

➤ Programmatic risks

89. The major programmatic risk is lack of funding. WFP will continuously work with current donors, seek to broaden the funding base, and strengthen joint fundraising with other organisations. A priority action plan has been prepared for all outcomes as elaborated under the resource outlook above.
90. WFP Liberia has incorporated protection into its programme activities. Accountability to affected populations will feature in all aspects and phases of the T-ICSP. Environmental and social risk management will be developed through community mobilization at the village level.

6. RESOURCES FOR RESULTS

6.1. COUNTRY PORTFOLIO BUDGET

	Year 1	Total
Strategic Outcome 1	\$ 1,366,344	\$ 1,366,344
Strategic Outcome 2	\$ 13,701,698	\$ 13,701,698
Strategic Outcome 3	\$ 1,054,951	\$ 1,054,951
Strategic Outcome 4	\$ 5,846,961	\$ 5,846,961
Strategic Outcome 5	\$ 967,192	\$ 967,192
Strategic Outcome 6	\$ 6,457,494	\$ 6,457,494
TOTAL	\$ 29,394,640	\$ 29,394,640

91. The T-ICSP has a budget of USD 29.4 million. The budget reflects current activities under ongoing Country Programme 200395 (school meals, food-assistance for assets, etc.) and a number of implementation improvements being introduced through the t-ICSP. These include expanding the home-grown school feeding pilot to reduce the gap created by the withdrawal of WFP-supported school meals in some areas of the country.¹² Other implementation improvements reflected in the budget include enhancing nutrition programming by introducing stunting prevention through micro-nutrient supplementation and nutrition education, as well as responding to requests from Government and the Global Fund by increasing the coverage of food assistance to HIV and TB affected households.
92. The objective of the first strategic outcome is to ensure access to food in the event of a crisis or disaster. With a total cost of USD 1.4 million, this outcome comprises up to 5 percent of the budget.
93. The objective of the second strategic outcome is to ensure sustainable access to food for pre and primary school children and promote adherence to treatment and voluntary testing and counselling for HIV and TB patients. This is the largest outcome with a budget of USD

¹² This withdrawal was prompted by resources shortages.

13.7 million, representing 46 percent of the resources. A shift from food to cash is foreseen for a portion of the girl take-home ration.

94. Strategic outcome three addresses stunting by combining supplementary feeding to reduce stunting in children under 2 with increased efforts towards behaviour change, nutrition awareness and access to locally available nutritious food. At a total cost of USD 1.1 million, this outcome constitutes up to 4 percent of the budget.
95. The fourth outcome promotes increased resilience amongst vulnerable smallholder farmers while ensuring farming methods suitable for climate adaptation. In total, USD 5.8 million (or 20 percent of the budget) is allocated to strengthen coping mechanisms and resilience of communities to climate change induced shocks and stresses.
96. The fifth strategic outcome focuses on capacity development at all levels for improved service delivery. The activities support governance systems in effectively coordinating and implementing multi-sectoral and response plans. More than USD 0.9 million, making up 3 percent of the resources, is required.
97. The sixth strategic outcome focuses on service delivery to humanitarian actors, mainly seeking to fill the gap left by the drawdown of the United Nation Mission in Liberia. This strategic outcome supports the implementation of the others and requires USD 6.5 million, making up 22 percent of the resources.
98. Gender expenditure across the strategic outcomes amounts to over 15 percent.

6.2. RESOURCING OUTLOOK

99. The T-ICSP is expected to be mainly funded through both traditional Government and other emerging donors, and to some extent by the private sector. On average, WFP received USD 11 million per year between 2013 and 2016, not counting contributions received for the Ebola response. Donor contributions have remained fairly stable; however, recent conversations with specific donors have highlighted common areas of possible collaboration as indicated below:
 - Outcome 1: This being a contingency outcome, as much as USD 1.4 million is forecasted to be resourced through traditional donors that have always provided support for similar interventions in Liberia, both in kind and in cash.
 - Outcome 2 - School meals and nutrition support for HIV and TB clients: Funds for the two activities are earmarked primarily, although not exclusively, from donors who are currently funding or have recently funded these activities. In the case of school meals, a proposal for multi-year funding is under review by one such donor; for nutrition interventions, negotiations are underway with the donor for additional funding to continue with the activity when the ongoing implementation ends in December 2017.
 - Outcome 3 - Prevention of malnutrition: Two donors are envisaged under this outcome.
 - Outcome 4 - Resilience and Livelihoods: Donors envisaged under this outcome include one that has supported WFP resilience activities in Liberia throughout 2017, as well as another donor that has expressed interest to support similar activities over the coming period.
 - Outcome 5 - Capacity Strengthening: Two donors are envisaged under this outcome. One is expected to contribute from its assessed funding for early warning systems as

part of the peace building plan of augmenting the capacity of the Government to fill the gap left after the departure of UNMIL from Liberia.

- Outcome 6 - Service delivery: As part of the UNMIL drawdown, discussions have commenced for WFP to take over common services via joint resource mobilization through the United Nations Resident Coordinator.

6.3. RESOURCE MOBILIZATION STRATEGY

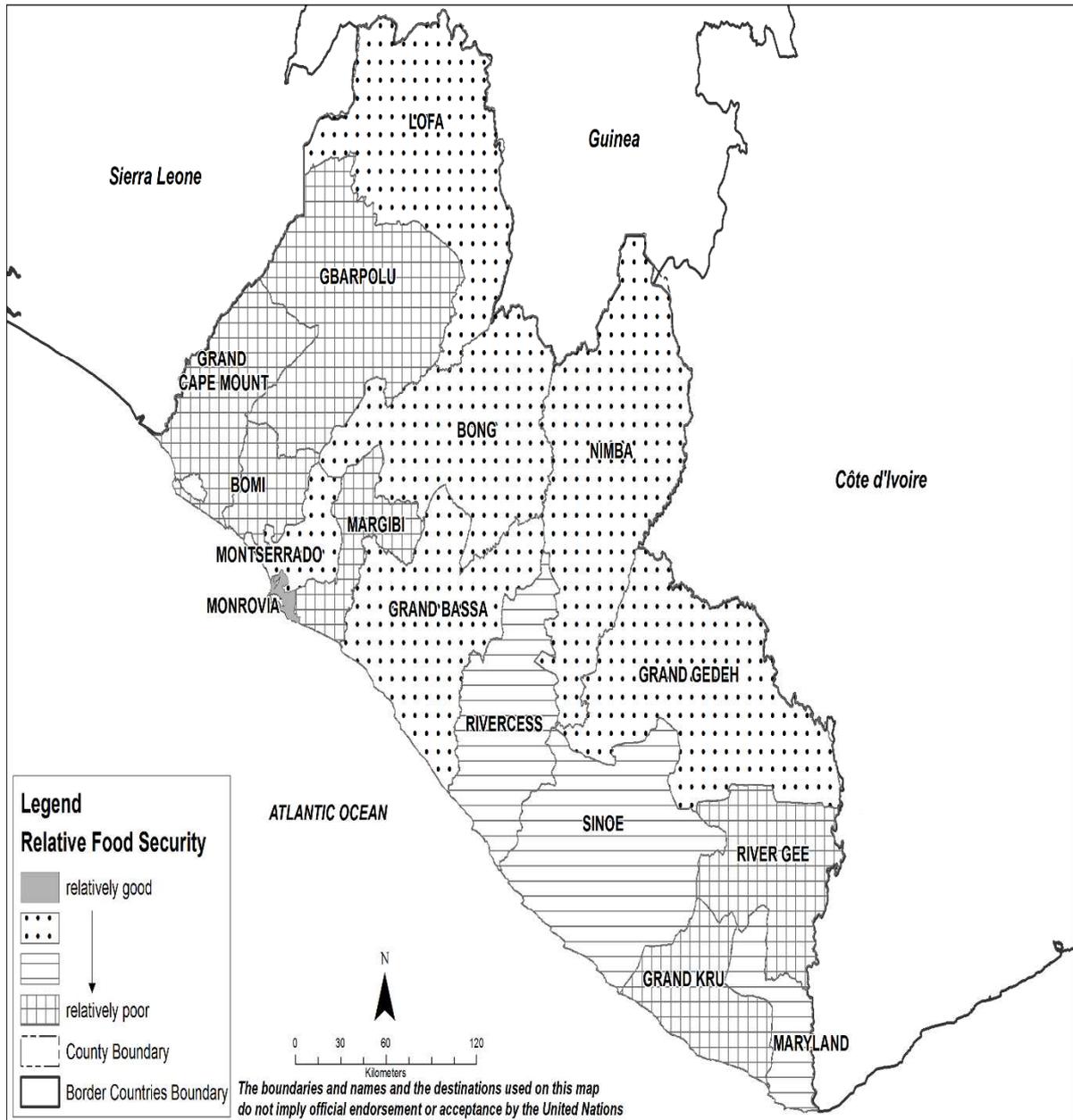
100. Resource mobilization and communication strategies will be developed, to highlight WFP's new strategic direction and support the mobilization of resources. The strategies will focus on traditional donors for the emergency related activities, school meals, nutrition support for HIV and TB patients, capacity development, and a proportion of resilience building activities. The donors so identified will be those that have supported similar activities in Liberia in recent years. For the proposed expanded activities (Home-Grown School Feeding, service delivery and prevention of malnutrition), the strategies will adopt a more focused approach aimed at specific traditional and non-traditional donors that have shown interest in such activities.

ANNEX I: INDICATIVE COST BREAKDOWN

	INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOMES (US\$)						
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	SR 5/ SDG 17.16	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	Strategic Outcome 5	Strategic Outcome 6	
Focus Area	Crisis Response	Root Causes	Root Causes	Resilience Building	Root Causes	Root Causes	
Transfer	921,142	9,360,021	666,911	3,425,889	757,961	5,537,739	20,669,662
Implementation	250,590	2,390,112	237,782	1,588,276	71,471	-	4,538,232
Adjusted DSC (%)	105,224	1,055,191	81,244	450,285	74,485	497,303	2,263,732
Sub-total	1,276,957	12,805,325	985,936	5,464,450	903,918	6,035,041	27,471,626
ISC (7%)	89,387	896,373	69,016	382,511	63,274	422,453	1,923,014
TOTAL	1,366,344	13,701,698	1,054,951	5,846,961	967,192	6,457,494	29,394,640

ANNEX II: MAP

Relative Status of Food and Nutrition Security in Liberia



ANNEX III: ACRONYMS

AAP	Accountability to Affected Populations
AIDS	Acquired Immuno-Deficiency Syndrome
COMET	Country Office Monitoring and Evaluation Tool
DPKO	Department of Peace Keeping Operations
EU	European Union
EVD	Ebola Virus Disease
FAO	Food and Agriculture Organization
FEWS-NET	Famine and Early Warning System Network
GAFSP	Global Agriculture Food Security Programme
HIV	Human Immuno-Virus
LNNMS	Liberia National Nutrition and Mortality Survey
M&E	Monitoring and Evaluation
MNP	Micro-nutrient Powder
MoA	Ministry of Agriculture
MoE	Ministry of Education
MoFDP	Ministry of Finance and Development Planning
MoGCSP	Ministry of Gender, Children and Social Protection
MoH	Ministry of Health
OHCHR	Office of UN High Commissioner for Human Rights
ONA	Online Archive
PLW	Pregnant and Lactating Women
PLWHIV	People Living with HIV
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SitAn	Situation Analysis of Children and Women
TB	Tuberculosis
UNDAF	United Nations Development and Assistance Framework
UNDP	United Nations Development Programme
UNDP-HDR	United Nations Development Programme-Human Development Report
UNICEF	United Nations Children Fund
UNMIL	United Nations Mission in Liberia
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review