

COUNTRY STRATEGIC PLAN REVISION

REVISION

Liberia country strategic plan, revision |01|

Gender and age marker code: 3

Transmittal Slip Table - BUDGET OVERVIEW			
	Current	Change	Revised
Duration	01 Jul 2019 – 31 Dec 2023	No Change	1 Jul 2019 – 31 Dec 2023
Beneficiaries	175,000	2,065,000	2,240,000
Total cost (USD)	50,169,116	39,126,693	89,295,809
Transfer	31,639,995	35,764,212	67,404,207
Implementation	10,066,623	1,195,684	11,262,307
Direct Support Costs	5,400,534	0	5,400,534
Sub-total	47,107,151	36,959,897	84,067,048
Indirect Support Costs	3,061,965	2,166,796	5,228,761

RATIONALE

1. In December 2019, the global community was alerted to the outbreak of the Novel Coronavirus, which by April 2020 had negatively impacted the normal course of life for most of the world's population. As of 21 April 2020, more than 2.5 million people have been diagnosed with COVID-19 worldwide and over 171,000 have died.
2. Prior to the outbreak of COVID-19, Liberia was already in the grips of an internal crisis exacerbated by severe petrol and liquidity (availability of cash) challenges, leading to reduced purchasing power for vulnerable households. Civil unrest was a frequent occurrence due to the activities of opposition political parties, but also agitation by ordinary people demanding good governance and improvement in the economy. Liberia has already been plagued over many years by socio-economic constraints and challenges and limited health, educational, social protection and other sector capacities.
3. Liberia registered its first COVID-19 case on 16 March 2020. As of 21 April 2020, the number of confirmed cases had increased to 101 with eight deaths recorded. The Government has announced a number of measures to counter the spread of the virus, including, closure of schools and many types of businesses, restriction on shopping and banking activities. Additionally, to enforce the health protocol in place to curtail the spread of COVID-19, the Government declared a State of Emergency which came into effect on 10 April 2020, announcing stricter containment measures including closure of the borders between counties, late-afternoon curfew, and stay-home orders (the Government of Liberia has issued a 21-day lockdown in Montserrado, Margibi, Grand Kru and Nimba counties, with the possibility of extending the number of days). Liberia is weakly positioned to absorb the disruptive effects of COVID-19 on livelihoods, markets and food supply chains. As a result of these factors, Liberian households are also mostly ill-equipped to accommodate and cope with COVID-19 containment measures (lockdowns in particular). Socio-economic circumstances would likely pressure a significant number of people not to fully adhere to such containment measures. As a result, COVID-19 has the potential to spread faster and so deal a more

devastating socio-economic blow – further deteriorating livelihoods, food security, and access to social services; as well as putting a major strain on national infrastructure and service delivery.

4. WFP will provide logistics and emergency telecommunications assistance to the government and other partners to enhance coordination of the emergency response. In support of containment measures, WFP will provide over 2 million people in the four (4) counties under lockdown with general food distributions assistance to ensure that households have access to food throughout the lockdown period. The (BR) also allows flexibility for extension of assistance to target beneficiaries beyond the four (4) counties should it become necessary. WFP is already shifting from traditional school meals to take-home rations amid COVID-19-related closure of schools using resources under strategic outcome 1 (activity 1) of the CSP.
5. The proposed BR is required to allow WFP to urgently scale-up crisis response under Strategic Outcome 2, Activity 2 of the Liberia CSP where social behaviour change communication (SBCC) will be introduced focusing on general health, nutrition and COVID-19 preventative measures; and incorporate a service delivery component through a new Outcome 4, Activity 4.

CHANGES

Strategic orientation

6. The BR will allow WFP to commence the provision of common services to the humanitarian community and development partners to support the emergency response to COVID-19. Strategic outcomes 1, 2, and 3 remain unchanged.

Strategic outcomes

7. The following changes are envisaged:
 - Expansion of WFP beneficiary caseload and related transfers in line with changed operational context under strategic outcome 2 (activity 2).
 - A new strategic outcome for service provision will be introduced and will affect the line of sight. Provision of common services through service-level agreement (SLA) on a full cost-recovery basis to the Government of Liberia, United Nations Agencies, Funds and Programmes and non-governmental organizations (NGOs).
 - Adjustment of supply chain rates reflecting new additional beneficiaries and revised transfer modalities targeting COVID-19-affected populations. WFP will be reinforcing its operational capability by increasing its food storage capacity to approximately 7,500mt to accommodate interventions under activity 2 relating to COVID-19 response. Purchase of mobile storage units, warehouse equipment and recruitment of additional staff are also envisaged.
 - Augmentation of country office capacity to reflect the above-mentioned contextual changes and ensure an adequate scale up of WFP operations in Liberia (all activities).

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- WFP will support the government in addition to the food distribution, with similar support that supply chain provided during the EBOLA. CO setup several Forward Logistics Bases (FLB) around the country for storing of equipment and supplies for immediate response. These facilities remain very essential for staging similar inputs during the covid response. The tracking of supplies was also possible through Relief Information Tracking Application (RITA) and managed by staff trained by the CO. To ensure these services are also provided during the C19 response, the CO is collaborating with the government through the Ministry of Health and the National Public Health Institution.

Beneficiary analysis

8. . WFP foresees providing assistance exclusively to the most vulnerable households as identified by relevant vulnerability-based assessments, including the Comprehensive Food Security and Nutrition Survey (2018).
9. Under activity 2, the beneficiary caseload will increase from 34,000 to 2,065,000 for 2020 and the revised caseload will be as follows:
 - 4,000 people as suspected COVID-19 cases and contacts in quarantine at several different holding points will receive nutrition-sensitive in-kind food commodities for 30 days, delivered to partners managing quarantine facilities for on-site feeding until their discharge (if found negative) or transfer to treatment centres (if found positive). Those discharged from the facilities will receive take-home food packages. Additionally, while contacts and suspect cases are in quarantine and confirmed cases are in treatment, their households will receive family rations of food similar to the take home ration that WFP is providing to school children.
 - 30,000 vulnerable persons and their households in communities affected by official movement restrictions will receive in-kind food rations. This number pertains to the pockets of people residing in communities where the government has imposed movement because of COVID-19 cases within the communities. Many of these people may not necessarily be suspect cases/contacts of confirmed cases, but merely residence in the affected communities with consequences on access to food
 - 60,000 vulnerable beneficiaries including at-risk groups (elderly persons, people living with disability, persons with underlying medical conditions, etc) will receive assistance in the form of monthly in-kind food commodities for three months to help minimize their exposure and permit them to apply social distancing measures, in view of their susceptibility to developing serious and potentially fatal infections.
 - 1.971 million persons in Montserrado, Margibi, Nimba and Grand Kru counties who are likely to be food insecure in the event of a shock¹ will receive a two-

¹ 2008 POPULATION AND HOUSING CENSUS, Analytical Report on POPULATION PROJECTIONS, LIBERIA INSTITUTE OF STATISTICS AND GEO-INFORMATION SERVICES (LISGIS) MONROVIA, LIBERIA SEPTEMBER 2011

month general food distribution in support of the government-mandated lockdown announced as part of measures taken by the government, under the recently declared state of emergency, to contain the spread of COVID-19.

- As activity 2 is a contingency activity, which means the exact number of beneficiaries will depend on the nature and scale of any eventual emergency, the figure of 12,000 beneficiaries planned for cash transfer remains unchanged. The originally approved 22,000 beneficiaries planned for in-kind food remains unchanged also.

10. The number of beneficiaries planned under other strategic outcomes remains unchanged.

TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY & MODALITY

Strategic Outcome	Activity	Modality	Period	Women (18+ years)	Men (18+ years)	Girls (0-18 years)	Boys (0-18 years)	Total
1	1	Food	Current (No change)	3,150	3,450	54,500	48,900	110,000
		CBT	Current (No change)	2,050	2,550	25,100	20,300	50,000
2	2	Food	Current	2,420	1,980	10,780	6,820	22,000
			Revision*	227,150	185,850	1,011,850	640,150	2,065,000
			Revised	229,570	187,830	1,022,630	646,970	2,087,000
		CBT	Current (No change)	1,320	1,080	5,880	3,720	12,000
TOTAL (without overlap)			Current	7,940	8,060	86,260	72,740	175,000
			Increase	227,150	185,850	1,011,850	640,150	2,065,000
			Revised	235,090	193,910	1,098,110	712,890	2,240,000

Transfers

11. In the context of the COVID-19 pandemic, where restrictions have been placed on movement which in turn disrupt markets, in-kind food is the preferable transfer modality. As presented in the food ration table below, the proposed food basket for the revision will consist of assorted food commodities, including fortified blended foods (*Super Cereal*).
12. No change of transfer modality is proposed under activity 1.
13. Registration of the 1.971 million beneficiaries of lockdown food assistance will not be done in SCOPE before food distribution, due to the urgency of delivering food to the beneficiaries and the large number of beneficiaries involved. Notwithstanding, data verification and validation mechanisms will be carried out through community structures, the listings of beneficiaries reached will be subsequently entered into SCOPE (post-distribution registration). As part of mitigating measures to avoid fraud, CO will hire a CP separately to carry out household registration. Data collected will be triangulated with secondary data and verified by various means, validated by stakeholders and vetted by communities.

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14. For the rest of the beneficiaries, WFP will utilize the SCOPE registration and data-verification mechanism. This platform will be used to register beneficiaries in accessible areas including suspected COVID-19 cases and contacts in quarantine, vulnerable people and their households in communities affected by official movement restrictions (excluding the 1.971 million discussed in the previous paragraph), most vulnerable households including at-risk groups (elderly persons, people with disability, persons with underlying medical conditions, etc). This will prevent duplication in assistance to targeted beneficiaries. Beneficiary photos will be collected but not other biometric data such as fingerprints in order to mitigate the risk of COVID-19 transmission. The SCOPE process will take place in line with WFP corporate guidance to ensure the safety of staff and beneficiaries in the COVID-19 situation.
 15. WFP will conduct an in-depth risk assessment of the new activities to be implemented as part of this revision. The Country Office Risk Register will be updated to reflect the results of this assessment. Progress towards the implementation of mitigation actions will be reviewed through regular risk discussions and communicated to key stakeholders. Particular attention will be paid to COVID-19 related risks. These include risks related to employee health and security, supply chain disruptions, beneficiary health and safety, partner capacity, governance and oversight, as well as risks related to scale up in food assistance, including the potential for fraud and corruption.
 16. The BR to Liberia CSP outlines an increase in the number of beneficiaries from 175,000 to 2,240,000 (increase of 2,065,000). This increase will require strong partnerships and collaboration for quality programme delivery. Hence, to ensure that the requisite capacity is in place to support the implementation of the proposed activities, the CO has developed a roster of potential CPs which includes three international NGOs with proven capacities internationally and in Liberia (BRAC, SP, ACDI/VOCA). Furthermore, the Country Office is expanding its partnership base with the government statistics bureau (LISGIS) to incorporate beneficiary registration into existing MOU between WFP and LISGIS.
 17. The Country Office is aware of the additional resource implication of this budget revision. Hence, management will closely liaise with HQ to update the recently defined Resource Mobilisation Strategy and Partnership Action Plan upon finalisation of the ONE UN Response Plan, the Socio-Economic Response Plan (based on the recently published framework from DCO) as well as the HRP for Liberia to continue repositioning WFP as an enabler party to define and implement social protection solutions for the peoples of Liberia.

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

Strategic Outcome	SO 1						SO 2						SO 3	SO 4		
Activity	Activity 1						Activity 2						Activity 3	Activity 4		
Beneficiary type	Schoolchildren in targeted counties		Adolescent girls in counties with the highest food insecurity		Smallholder farmers		COVID-19 quarantine		Communities under quarantine		Most vulnerable households		Vulnerable Youths		National and sub-national institutions	Service Delivery
Modality (indicate food or cash)	CBT	Food	CBT	Food	CBT	Food	CBT	Food	CBT	Food	CBT	Food	CBT	Food	N/A	N/A
Cereals		120		111		3000		400		400		400		400		
Pulses		35				400		60		60		60		60		
Oil		10		7		125		25		25		25		25		
Salt		4				4		4		4		4		4		
Sugar																
Super Cereal								60		60		60				
micronutrient powder																
total kcal/day (to be completed for food and cash modalities)		655		2385		13673		2091		2091		2091		1866		
% kcal from protein		10.3		7.00		9.20		10.2		9.6		9.6		8.8		
cash (US\$/person/day; use average as needed))	0.27		0.50		3						0.57		3			
Number of feeding days per year	178	178	300	300	30	60		30		30	90	90	90	90		

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

Food type/cash-based transfer	Current Budget		Increase		Revised Budget	
	Total(mt)	Total(USD)	Total(mt)	Total(USD)	Total(mt)	Total(USD)
Cereals	13,309	8,246,264	49,872	25,933,440	63,181	34,179,704
Pulses	2,533	1,227,825	385	385,200	2,918	1,613,025
Oil and Fats	911	867,672	3,117	3,740,400	4,028	4,608,072
Mixed and blended foods	0	0	385	209,934	385	209,934
Other	234	65,963	499	149,616	733	215,579
TOTAL (food)	16,986	10,407,723	54,258	30,418,590	71,244	40,826,313
Cash-Based Transfers (USD)		9,000,300		0		9,000,300
TOTAL (food and CBT value – USD)	16,986	19,408,023	54,258	30,418,590	71,244	49,826,613

COST BREAKDOWN

TABLE 4: INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOMES (US\$)			
WFP Strategic Results/SDG Targets	SR 1/SDG 2.1	SR 8/SDG 17.16	Total
WFP Strategic Outcomes	SO 02	SO 04	
Focus Area	Crisis Response	Crisis Response	
Transfer	32,458,835	3,305,377	35,764,212
Implementation	959,350	236,334	1,195,684
DSC (%)			0
Sub-total			36,959,897
ISC (6.5%)			2,166,796
TOTAL			39,126,693

TABLE 5: OVERALL CSP COST BREAKDOWN, FOLLOWING THE REVISION (USD)

	Strategic Result 1 / SDG Target 2.1	Strategic Result 1 / SDG Target 2.1	Strategic Result 5 / SDG Target 17.9	Strategic Result 8 / SDG Target 17.16	TOTAL
Strategic outcome	01	02	03	04	
Focus Area	Resilience Building	Crisis Response	Resilience Building	Crisis Response	
Transfer	25,722,270	36,558,253	1,818,307	3,305,377	67,404,207
Implementation	8,218,033	2,062,077	745,862	236,334	11,262,307
Direct support costs	3,677,698	1,361,815	278,156	82,864	5,400,534
Subtotal	37,618,001	39,982,146	2,842,326	3,624,575	84,067,048
Indirect support costs	2,445,170	2,598,840	184,751	0	5,228,761
TOTAL	40,063,171	42,580,986	3,027,077	3,860,173	89,295,809

Annex 1: Revised Line of Sight

LIBERIA COUNTRY STRATEGIC PLAN (2019-2023)			
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 1 – Everyone has access to food (SDG Target 2.1)	SR 5 – Countries strengthened capacities (SDG 17.9)	SR 8 – Enhance global partnerships (SDG 17.16)
RESILIENCE BUILDING	CRISIS RESPONSE	RESILIENCE BUILDING	CRISIS RESPONSE
OUTCOME 1: Food-insecure populations including school-aged aged children in targeted areas have access to adequate and nutritious food including food produced locally by 2030	OUTCOME 2: Crisis-affected populations in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises	OUTCOME 3: National and sub-national institutions have strengthened capacities to design and manage food security and nutrition, social protection, emergency preparedness and response, and disaster risk management systems by 2030	OUTCOME 4: Humanitarian and development partners have access to common services throughout the year
BUDGET SO 1: \$ 40063 171	BUDGET SO 2: \$ 42580 986	BUDGET SO 3: \$ 3 027 077	BUDGET SO 4: \$ 3 860 173
OUTPUTS: 1.1. Children attending school (Tier 1) receive timely and adequate nutritious meals including take-home rations for adolescent girls linked to local purchase (output category A1) in order to meet their food and nutrition requirements, support school attendance and retention and improve gender parity (SDGs 4, 5) 1.2. Adolescent girls attending school (Tier 1) receive social and behavior change communication (SBCC) (cat. E) in order to support school retention, improve nutrition-related practices and essential life-skills to help break the intergenerational cycle of malnutrition (SR 2, SDG 4) 1.3. School children and their communities (Tier 2) receive communication and trainings on small-scale agriculture (output category E) in order to increase their participation in the agricultural value chain (SR3) 1.4. Smallholder farmers and their communities (Tier 1) benefit from improved capacities and restored productive assets (cat. C) to sustainably improve their productivity, resilience and access to local markets including through home-grown school meals	OUTPUTS: 2.1. Crisis-affected beneficiaries (Tier 1) receive timely and adequate food and nutrition assistance (output category A1) in order to meet their food and nutrition requirements 2.2. Crisis-affected beneficiaries (Tier 1) receive adequate social and behavior change communication (SBCC) (output category E) in order to improve nutrition-related practices 2.3. Crisis-affected beneficiaries (Tier 1) receive timely and adequate specialized nutritious food to prevent and treat malnutrition (output category B) 2.4. Crisis-affected populations (Tier 2) benefit from enhanced government's capacity in vulnerability analysis and mapping, coordination of humanitarian assistance in order to receive timely food and nutrition assistance	OUTPUTS: 3.1. Populations affected by natural disasters (Tier 3) benefit from improved disaster management and response mechanisms (output category C) in order to receive timely, adequate, equitable, consistent and predictable assistance from the Government, WFP and partners 3.2. Targeted populations (Tier 3) benefit from strengthened national coordination mechanisms and information management systems (output category M) in order to track progress towards zero hunger (SR5) 3.3. Targeted populations (Tier 3) benefit from enhanced national and sub-national capacities in order to manage the Scaling Up Nutrition Initiative (output category C)	OUTPUTS: 4.1. Food insecure people (Tier 3) in targeted areas benefit from WFP Supply Chain services to humanitarian and development partners (output category H) in order to promptly receive life-saving food assistance (SR8) 4.2. Food insecure people (Tier 3) in targeted areas benefit from WFP ICT services to humanitarian and development partners (output category H) in order to promptly receive life-saving food assistance (SR8)
ACTIVITY 1: Provide an integrated, inclusive and gender-transformative school meals package to food and nutritionally vulnerable school children including take-home rations to adolescent girls in a way that relies on and stimulates local production (home-grown school meals) [Activity category 4; Modality: Food/CBT/CS]	ACTIVITY 2: Provide an integrated emergency food and nutrition assistance package to vulnerable households affected by disasters and/or other disruptions [Activity category 1; Modality: Food/CBT/CS]	ACTIVITY 3: Provide capacity-strengthening support to the Government and its partners to strengthen national coordination mechanisms, information management and monitoring systems for food security and nutrition, and disaster risk management [Activity category 9; Modality: CS]	ACTIVITY 4: Provide supply chain and ICT services to humanitarian and development partners [Activity category 10; Modality: SD]