

COUNTRY STRATEGIC PLAN REVISION

REVISION

Sierra Leone country strategic plan, revision 4

Gender and age marker code: 3|

	Current	Change	Revised
Duration	<i>1 January 2020 – 31 December 2024</i>	<i>No Change</i>	<i>1 January 2020 – 31 December 2024</i>
Beneficiaries	1 164 3881	196 540	1,191,831
Total cost (USD)	94 207 643	23 720 721	117 928 364
Transfer	68 752 227	21 325 754	90 077 981
Implementation	11 151 571	1 429 956	12 581 527
Direct support costs	8 593 829	- 485 853	8 107 976
Subtotal	88 497 627	22 269 857	110 767 484
Indirect support costs	5 710 016	1 450 864	7 160 880

RATIONALE

1. This fourth proposed budget revision to the Sierra Leone country strategic plan (2020–2024) is designed to support socio-economic recovery from the COVID-19 outbreak and the cost-of-living crisis. The August 2022 Food Security Monitoring System's² preliminary findings indicate that the abovementioned factors have contributed to an increased food insecurity, overall, from 74 percent in August 2021 to 81 percent in August 2022, with severe food insecurity up from 12 percent in August 2021 to 15 percent in August 2022.
2. The economic impact of the pandemic, the war in Ukraine and longer-term macroeconomic decline has contributed toward high rates of inflation, that have eroded incomes and livelihoods. Between September 2020 and September 2022, the local currency the Leone (SLE) depreciated against the United States Dollar by 6 percent and 29.6 percent respectively. Exchange rate depreciation has increased the cost of food and other essential non-food items, as shown by year-on-year inflation that has increased from 10.88 percent in August 2021 to 28.15 percent in August 2022. Price monitoring data shows that the price of the key local staple rice increased dramatically, from SLE 11,792 per kilogram in August 2021; to SLE 14,972 per kilogram in August 2022, a 27 percent increase.

CHANGES

Strategic orientation

3. Budget revision 4 requires no change in strategic orientation, with no new strategic outcomes. However, five strategic outcomes will be adjusted.

¹ Total revised beneficiary numbers to correct a calculation error and correctly align with COMET.

² Preliminary findings of the August 2022 Food Security Monitoring System, WFP, FAO, and MOA

Strategic outcomes

4. Budget revision 4 requires scaleup of five CSP strategic outcomes (SO) that address SDG 2:
 - SO1: unconditional food assistance to meet the crisis;
 - SO2: school feeding to support resilience;
 - SO3: improved nutrition of vulnerable groups;
 - SO4: conditional food and livelihood support to build resilience; and
 - SO5: national and subnational institutions have strengthened capacities to manage food security and nutrition programmes by 2024.
5. Under **strategic outcome 1**, WFP will scale-up unconditional food assistance through Cash Based Transfers (CBT). Two-months assistance will be given to 20,000 severely food insecure households (100,000 beneficiaries) during the peak of the lean season, targeting the most food insecure Chiefdoms³ as per the 2020 *Comprehensive Food Security and Vulnerability Analysis* (CFSVA).⁴ Households will be identified using a community-based targeting process and following WFP guidelines, whereby WFP, cooperating partners and the Ministry of Social Welfare will support the formation of Community Identification Committees (CICs). To ensure alignment with the targeting criteria WFP validates the proposition of the CICs. CBTs are the preferred transfer modality for this activity given the functionality of food markets in Sierra Leone and to create multiplier effects.
6. **Under strategic outcome 2** - WFP will scale-up Home-Grown School Feeding (HGSF) in alignment with the May 2021 *National School Feeding Policy*, which prioritizes the adoption of a home-grown approach. HGSF will be implemented in partnership with the Ministry of Basic and Senior Secondary Education (MBSSE) and the Japanese International Cooperation Agency (JICA), targeting 17,000 primary school children attending 80 Government and Government-assisted primary schools in Kambia and Pujehun districts. To enhance the nutritional value of the daily hot meal, a new Cash Transfer modality will be introduced to enable primary schools to directly purchase fresh vegetables produced by local smallholder farmers. WFP will closely monitor and document the implementation of the HGSF pilot to advise the broader national strategy with the objective to scale-up smallholder market linkage opportunities.
7. **Under strategic outcome 3** - based on a challenging funding situation, the corporate prioritisation to use Super Cereal Plus for children and Super Cereal for PLWG in MAM treatment activity only and to lay the foundation for sustainable prevention of chronic malnutrition, WFP will increase activities implemented under the Capacity Strengthening modality. This will include strengthening capacities of Mother Support Groups (MSG) through community-level trainings and cooking demonstrations to promote the production and consumption of local, homemade complementary foods using standardized recipes developed in collaboration with the Sierra Leone Agriculture Research Institute (SLARI) and the Directorate of Food and Nutrition (DFN). Recipes will be showcased in a low-literacy sample recipe book and will use locally and seasonally available ingredients. WFP will also strengthen MSG capacities in optimal Infant and Young Child Feeding (IYCF) practices through Social Behavioural Change Communication (SBCC) strategies, including cooking demonstrations, nutrition counselling and use of national SBCC materials.

³ The lowest administrative level of food security and vulnerability data is available at Chiefdom and Urban Ward levels, collected every five years through the CFSVA

⁴ 2020 Comprehensive Food Security and Vulnerability Analysis, WFP, FAO, MOA et al, accessible 29.09.22: <https://docs.wfp.org/api/documents/WFP-0000129312/download/>

8. **Under strategic outcome 4** -WFP will scale up cash assistance to smallholder farmers to develop and rehabilitate productive assets. To build resilience, food insecure farmers will be supported with cash assistance during the post-harvest period through FFA to rehabilitate and develop small-scale irrigation systems in Inland Valley Swamps (IVS) to enable year-round cultivation of rice and nutritious foods. Disbursement of FFA will be conditional on smallholder farmers actualizing predefined plans in terms of scale and quality of irrigation systems, which will be jointly validated by WFP and Ministry of Agriculture. Supporting smallholder farmers to transition to a more climate-smart food production system is key to building long-term resilience to the effects of climate change. WFP will scaleup capacity strengthening under SO4 to support the sustainability of investments in IVS, greater commercialization, and autonomy of assisted farmer organisations through improved agronomic practices, agricultural processing, mechanization, and value addition capabilities to them graduate from direct WFP assistance.
9. **Under strategic outcome 5** - WFP will scaleup capacity strengthening support of the recently established National Disaster Management Agency (NDMA) in preparedness, response coordination and logistics. Support to the logistics cluster entails strengthening system-wide preparedness through augmenting technical capacities to respond to humanitarian emergencies through coordination and monitoring. WFP will appraise and reinforce the effectiveness of capacity strengthening investments through conducting an After-Action Review.

Beneficiary analysis

10. Beneficiary numbers will increase according to the scaleup. WFP assistance will prioritize targeting of severely food-insecure populations and will work in close coordination with other actors, including the Government's cash social safety net delivered through the National Commission for Social Action. WFP will prioritize a community-driven targeting approach to identify food insecure beneficiaries. Beneficiaries will be able to report any challenges faced during the targeting process directly to WFP through the dedicated Beneficiary Feedback Mechanism (BFM), accessible through free hotlines on Sierra Leone's two largest Mobile Telecommunication Networks.

TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY & MODALITY							
Strategic Outcome	Activity	Period	Women	Men	Girls	Boys	Total
			(18+ years)	(18+ years)	(0-18 years)	(0-18 years)	
1	1 (Food, GFD)	Current (no change)	42 764	70 037	55 765	53 591	222 157
	1 (CBT, GFD)	Current	73 259	70 386	82 611	79 372	305 628
		Increase	36400	33600	15600	14400	100 000
		Revised	109 659	103 986	98 211	93 772	405 628
	1 (MAM treatment-Food)	Current (no change)	30 131	-	26 436	25 387	81 954
2	2 (Food)	Current			204 165	196 159	400 324
		Increase/decrease			29 661	27 379	57 040
		Revised			233 826	223 538	457 364
3	4 (Food)	Current (no change)	19 080		18 950	15 645	53 675
4	5 (Food)	Current (no change)	12 860	12 355	14 502	13 933	53 650
	5 (CBT)	Current	11 266	10 824	12 704	12 206	47 000
		Increase/decrease	14378	13272	6162	5688	39 500
		Revised	31486	29064	13494	12456	86 500
TOTAL (without overlap)		Current	189 360	163 602	415 133	396 293	1 164 388
		Increase/decrease	50 778	46 872	51 423	47 467	196 540
		Revised	260070	217843	375815	338103	1,191,831

Risk management

11. The primary risk in implementing activities is the Presidential Election in June 2023 and the campaigning leading up to the election. Recent riots on 10 August 2022 reflected deep political divisions in Sierra Leone and extreme hardship compounded by the global cost of living crisis. To manage these risks, SLCO is updating its Business Continuity Plan and is actively engaged in the United Nations Security Management Team.

Transfers

12. There is no change in food rations. Transfer arrangements remain unchanged from budget revision 3.

TABLE 2: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE						
	Current budget		Increase		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	34 876	12 781 123	4 009	1 443 614	38 885	14 224 736
Pulses	7 594	2 378 064	1 002	536 194	8 596	2 914 258
Oil and Fats	2 765	2 674 064	334	399 226	3 099	3 073 640
Mixed and blended foods	6 051	2 674 414	0	0	6 051	5 063 994
Other	1 125	171 354	167	32 071	1 292	203 426
TOTAL (food)	52 410	23 068 950	5 512	2 411 104	57 922	25 480 054
Cash-based transfers (USD)		16 906 118		8 133 583		25 039 701
TOTAL (food and CBT value – USD)	52 410	39 975 068	5 512	10 544 688	57 922	50 519 756

COST BREAKDOWN

13. This revision seeks the additional operational costs needed to implement the CSP to respond to the additional assistance needs.

TABLE 3: COST BREAKDOWN OF THE REVISION ONLY (USD)

	Strategic Result 1/ SDG Target 2.1	Strategic Result 1/ SDG Target 2.1	Strategic Result 2 / SDG Target 2.2	Strategic Result 3/ SDG Target 2.3	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
Strategic outcome	1	2	3	4	5	6	
Focus area	Crisis response	Resilience building	Root causes	Resilience building	Resilience building	Crisis response	
Transfer	7 955 685	5 134 537	1 848 701	6 265 741	121 089	0	21 325 754
Implementation	968 011	53 827	162 133	187 114	58 870	0	1 429 956
Direct support costs	<i>(no figures in the grey cells)</i>						- 485 853
Subtotal							22 269 857
Indirect support costs							1 450 864
TOTAL							23 720 721

TABLE 4: OVERALL CSP COST BREAKDOWN, AFTER REVISION (USD)

	Strategic Result 1/ SDG Target 2.1	Strategic Result 1/ SDG Target 2.1	Strategic Result 2/ SDG Target 2.2	Strategic Result 3/ SDG Target 2.3	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Focus area	Crisis response	Resilience building	Root causes	Resilience building	Resilience building	Crisis response	
Transfers	35 979 120	29 545 434	7 160 290	12 539 625	4 353 513	500 000	90 077 981
Implementation	2 813 271	3 905 024	2 139 024	2 468 097	1 208 610	47 500	12 581 527
Adjusted direct support costs	2 718 731	2 740 392	821 419	1 245 734	529 100	52 600	8 107 976
Subtotal	41 511 122	36 190 850	10 120 733	16 253 456	6 091 223	600 100	110 767 484
Indirect support costs (6.5 percent)	2 698 223	2 352 405	657 848	1 056 475	395 929	0	7 160 880
Total	44 209 345	38 543 255	10 778 580	17 309 931	6 487 152	600 100	117 928 364