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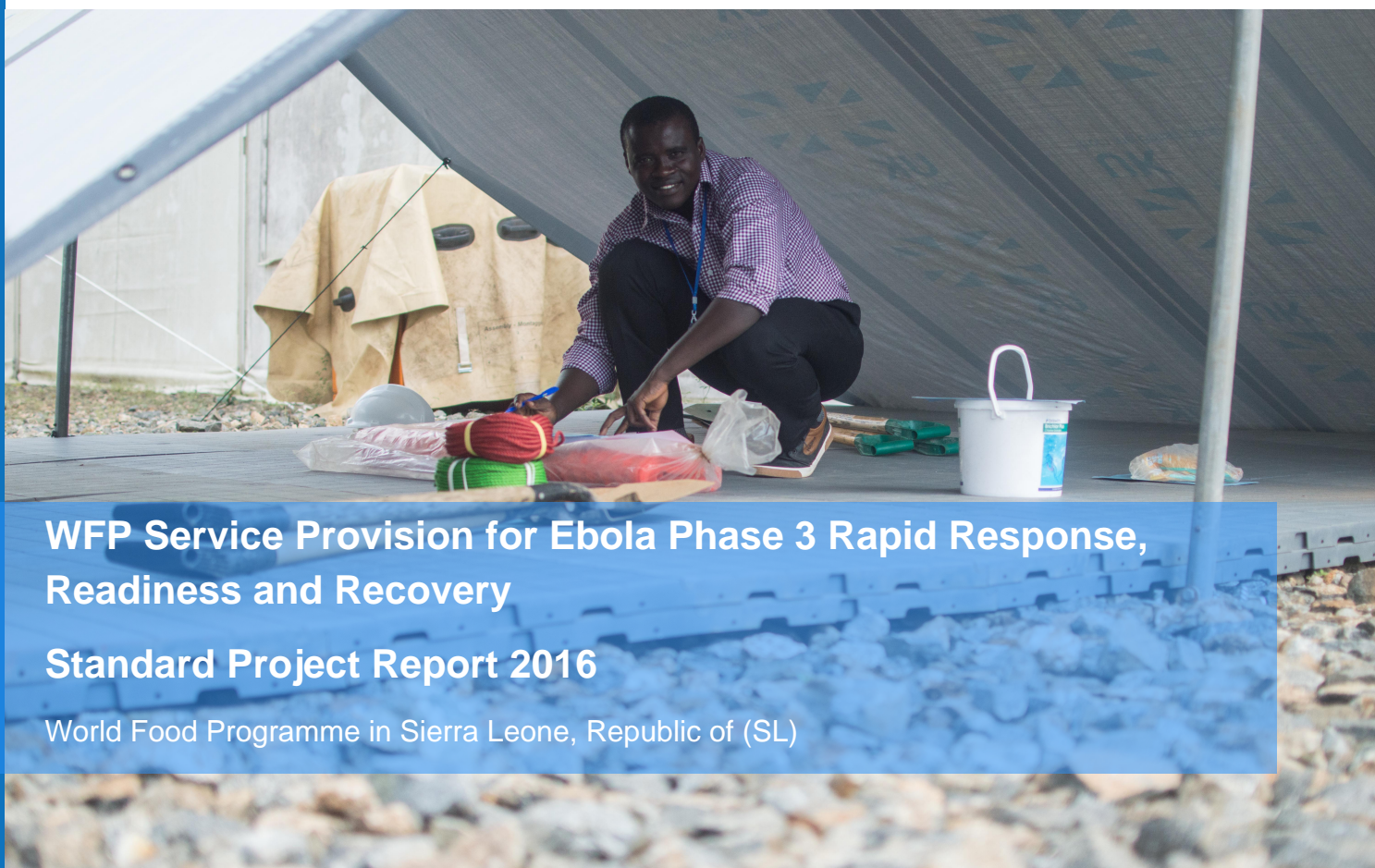
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**WFP Service Provision for Ebola Phase 3 Rapid Response,
Readiness and Recovery**

Standard Project Report 2016

World Food Programme in Sierra Leone, Republic of (SL)



World Food Programme

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Country Context and WFP Objectives



Country Context

Sierra Leone is emerging from an Ebola virus disease (EVD) outbreak that claimed the lives of 3,955 people and left more than 13,000 survivors and orphans. Ebola crippled the economy, increased food insecurity and reversed upward trends in health and nutrition indicators that had not yet fully recovered from the years of conflict between 1991 and 2002. Sierra Leone faces significant challenges related to food security and nutrition. The country has been ranked as having an “alarming” hunger level, scoring 112 out of 118 surveyed in the 2015 Global Hunger Index. It also ranked 181 out of 188 on the 2015 United Nations Development Programme (UNDP) Human Development Index. In 2014, prior to the outbreak, stunting levels in children under 5 exceeded 30 percent in at least seven districts, and 4.7 percent of children were wasted. The HIV prevalence in Sierra Leone increased from 0.9 percent in 2002 to 1.5 percent in 2005 and has remained at the same level since (SLDHS, 2013). This stabilisation means the country is rated as one of the least affected compared to others in the sub-region and globally. Sierra Leone has identified six high IV-burden districts, namely Western Area and Rural, Bombali, Tonkolili, Bo, and Kenema. In a nationwide assessment of nutritional status of all people living with HIV undergoing anti-retroviral therapy, the prevalence of undernutrition based on body mass index and mid-upper arm circumference was found to be 51 percent. It is important to note that well-off individuals who were not in need of the nutrition support programme were less likely to participate in the assessment.

EVD further weakened Sierra Leone's fragile health system and public confidence in government institutions. Usage of non-Ebola related health services declined, resulting in increased maternal and child mortality and poor adherence to essential therapies. Prevalence of teenage pregnancies – already ranked among the highest in the region – spiked during the outbreak. In addition to overcoming the consequences of EVD, Sierra Leone faces

long-term challenges associated with damage to natural resources caused by flooding and other effects of climate change.

The 2015 Comprehensive Food Security and Vulnerability Analysis indicates that half the population is food insecure, with levels of food insecurity exceeding 60 percent in some chiefdoms of every district. Key drivers of food insecurity include EVD-related shocks, low agricultural productivity, poverty, lack of resilience, poor infrastructure, lack of access to safe water, gender inequality, lack of educational opportunities and lack of income generation and diversification.

Over 70 percent of a population of seven million lives below the national poverty line of USD 2 per day. According to the 2013 Demographic and Health Survey, net primary school enrolment is between 62 and 69 percent and drop-out rates are high at 27.8 percent, especially among girls in their early teens (Education Country Status report, 2013). The 2014 Standardized Monitoring and Assessment of Relief and Transition (SMART) shows that at the national level the global acute child malnutrition rate is 4.7 percent and 29.8 percent of children aged 6-59 months are chronically malnourished. Malnutrition rates vary greatly between districts. Malnourished children require special foods, including fortified blended food, which many households are unable to access. Therefore, food assistance remains crucial for the country's most vulnerable populations.

Response of the Government and Strategic Coordination

WFP's portfolio was aligned with the Government of Sierra Leone's Agenda for Prosperity and National Ebola Recovery Strategy to support socio-economic development. WFP drew on its comparative advantage by serving as the lead agency for Pillar 6 of the United Nations Development Assistance Framework (UNDAF), which aims to strengthen social protection systems through increasing poor households' access to social safety nets and expanding access to livelihoods and education, and improve nutritional status for vulnerable populations, including adolescent girls.

In partnership with the Ministry of Agriculture, Forestry and Food Security, the Food and Agriculture Organization of the United Nations (FAO) and non-governmental organization (NGO) partners, WFP launched the Comprehensive Food Security and Vulnerability Analysis (CFSVA), which collected baseline data on food security and livelihood indicators at district and chiefdom level in 2015. Findings from the CFSVA will help key stakeholders to identify capacity gaps and conduct needs assessment to achieve Sustainable Development Goal 2 (SDG 2): Zero Hunger.

Since the launch of the Scaling Up Nutrition (SUN) initiative in 2012, WFP has partnered with the Government to enhance availability of and access to quality health care services that address the diverse causes of malnutrition. WFP's support of the SUN mandate included expansion of nutrition-sensitive public health actions to curb the spread of Ebola virus disease (EVD) and other threats, and to reinforce adherence to HIV and tuberculosis (TB) treatment. Working through the SUN movement, WFP promoted a multi-sectoral approach to prevent chronic malnutrition among children aged 6-59 months and pregnant and lactating women, while integrating nutrition-sensitive programming to support smallholder farmers increase agricultural productivity to rebuild their livelihoods and build resilience. WFP continued to collaborate with the Ministry of Health and Sanitation on treatment of moderate acute malnutrition (MAM) for pregnant and lactating women and children aged 6-59 months to: reduce undernutrition, childhood mortality and morbidity; prevent deterioration of malnutrition cases from moderately to severely acute; and encourage mothers and children to seek care at health facilities. This support integrates the National Ebola Recovery Strategy's emphasis on restoring reproductive, maternal, infant and child health services.

In 2016, WFP, as one of the Joint United Nations Programme on HIV/AIDS' (UNAIDS) co-sponsors, supported the Government of Sierra Leone in strengthening the capacity of the anti-retroviral therapy (ART) site counsellors, District Support group representatives, Regional National AIDS Control Programme Coordinators and the Regional Support group representatives. This support provided practical guidance for the planning and implementation of the nutrition support as part of treatment, care and support programmes for people living with HIV. Trainings focused on the monitoring and evaluation mechanisms that accompany the implementation of nutrition programme. Furthermore joint supervision missions were conducted with the National AIDS Secretariat, Network for HIV Positive and the Country Coordinating Mechanism.

In support of global partnerships under SDG 17, WFP strengthened its portfolio through joint implementation of programmes with the public and private sector, academic institutions and NGOs. WFP provided technical, logistical and procurement support for 'The Four Foods' study. The study is undertaken by Tufts University, the United States Agency for International Development (USAID) and the NGO Project Peanut Butter, and aims to assess the efficiency and cost-effectiveness of specific nutritious foods for the MAM treatment. WFP was also in the planning stage of a joint programme with the Abdul Latif Jameel Poverty Action Lab (J-PAL) Africa, a research institution based at the University of Cape Town to design and deliver a stunting prevention and immunisation programme. In

coordination with the Disaster Management Department of the Office of National Security, WFP conducted technical trainings to humanitarian partners to prepare for and respond to emergencies in an effort to strengthen national capabilities in disaster risk management. WFP continued to engage with government ministries, United Nations sister agencies and development partners to maintain 'Zero Ebola'.

Summary of WFP Operational Objectives

The declaration of the end of Ebola in January 2016 marked a shift in focus of WFP assistance in Sierra Leone from caring for the infected and supporting efforts to contain the spread of the virus, to addressing malnutrition in vulnerable groups and supporting the Government's National Ebola Recovery Strategy to 'build back better'. Emphasis was placed on supporting government efforts to maintain response readiness for future emergencies through strengthening the infrastructure and logistics capacity established during the Ebola virus disease (EVD) outbreak. Take-home rations to primary schools were also resumed, targeting vulnerable households and individuals with the highest rates of food insecurity and illiteracy in meeting their food and nutrition needs in a sustainable way.

Country programme 200336 (2013–2016), with an approved budget of USD 56 million (most of which was transferred to the PRRO in June), initially implemented activities to support recovery from the negative impacts of the EVD outbreak on food security and nutrition among vulnerable populations. Activities included: (i) support to primary education of boys and girls through take-home rations; (ii) nutritional support to people living with HIV (PLHIV) undergoing anti-retroviral therapy and tuberculosis clients (ART/TB) and treatment of moderate acute malnutrition (MAM) among children aged 6-59 months and pregnant and lactating women; and (iii) livelihood support through community asset creation and rehabilitation. These activities with the exception of school meals were transferred to the PRRO as part of the Ebola recovery strategy.

Relief Operations: PRRO 200938 (2016–2017), approved budget of USD 32 million, took on activities previously under the country programme and supported the National Ebola Recovery Strategy through: (i) strengthening livelihoods of vulnerable communities; (ii) improving the nutritional status of malnourished children, pregnant and lactating women, and people living with HIV and TB; and (iii) developing national capabilities to prepare and respond to future emergencies. Smallholder farmers were also assisted under the Purchase for Progress (P4P) to stimulate production capacity and enable them to access sustainable, formal markets.

Special Operations 200927 (January–December 2016), approved budget of USD 6 million, provided logistics and supply chain support, engineering services, emergency information and communications technology and telecommunications provision, and humanitarian air services. WFP also provided practical training and technical assistance to support the development of logistics preparedness and response capabilities.

Country Resources and Results

Resources for Results

Resources available at the beginning of 2016 allowed the implementation of the country programme as planned. They were also unearmarked, allowing WFP the flexibility of programme funds based on needs at the time. In June 2016, two components of the country programme – Component 2: Nutrition support for women, children and people living with HIV (PLHIV) or tuberculosis (TB) and Component 3: Building and rehabilitating productive assets – were transferred to the PRRO 200938. Component 1: Food for Education remained the only activity implemented under the country programme.

Under the PRRO, WFP made provisional arrangements to provide emergency support in the instance of an Ebola virus disease outbreak, flood or other emergency. However, given the limited requirements for emergency response, WFP did not reach all planned beneficiaries. Moreover, a delay in funding or underfunding limited WFP's ability to provide a full package of nutrition support to vulnerable groups.

PRRO was formally launched in August 2016, however activities from the Country Programme 200336 were transferred to the PRRO as early as June 2016. The PRRO was funded at 81 percent in 2016, which represented 32 percent of the total budget of USD 32 million through December 2017. Cash-based transfers (CBT) to provide lean season support to vulnerable households or to stimulate asset creation remained unfunded, thus WFP continued to support vulnerable and food-insecure households through in-kind. The top donors to the operation were Canada, Japan and the Global Fund to Fight AIDS, Tuberculosis and Malaria. The Global Fund provided funding through the National Aids Secretariat, a department within the Ministry of Health and Sanitation.

In April 2016, budget revision number 4 was approved for a nine-month extension-in-time for food for education and nutrition components of the country programme in preparation for the PRRO 200938 to begin in June 2016. The budget revision provided an incentive take-home ration intended for 370,000 schoolchildren in highly food-insecure communities, extended the nutrition programmes and support to Ebola orphans and survivors for one month, and finally transferred these activities to the new recovery operation. At the end of 2016, the country office initiated budget revision number 5, for extension-in-time through 31 December 2017. Moreover, the budget revision will accommodate an increase in capacity development and augmentation (CD&A) to allow WFP to provide technical assistance to the Ministry of Education, Science and Technology to support implementation of their national school feeding programme.

Increasing national inflation rates coupled with the knock-on effects of the fuel price increase were felt throughout the local economy. The WFP Vulnerability Analysis and Mapping team coordinated with the Ministry of Agriculture, Forestry and Food Security to conduct monthly market price monitoring to track changes in the price of local and imported food commodities. The month-to-month results indicated that the increase in transportation costs and rising inflation rates likely had a direct effect on the price fluctuation of food commodities. According to the findings of the 2015 Comprehensive Food Security and Vulnerability Analysis, food and transport represent two-thirds of total households expenditures, thus the rising prices of food and transportation will likely impact food consumption and access to essential services, particularly health and education. To mitigate the impact of these concurrent economic shocks, WFP plans to target vulnerable households in urban centres to provide social safety nets through the use of CBT and will provide food assistance to rural households.

In 2016, WFP made concerted efforts to improve organizational performance through enhancing the management of office assets. WFP upgraded its information and communication technology (ICT) system allowing for improved communication. Furthermore, WFP augmented its business continuity plan (BCP) setting up ICT infrastructure at each of the four established BCP sites and training staff on all functions of the BCP. Moreover, WFP maintained connection to the national power grid in the capital Freetown and sub-offices in Kenema and Makeni, which greatly reduced gas emitted from back up generators, thus decreasing WFP's carbon footprint.

The country office procurement unit began using In-Tend, an online contracts management and tender notification, to streamline procurement processes. However, restricted internet connectivity and power supply countrywide and limited registration of suppliers in the system affected the quantity and quality of suppliers. The submission of bids was lower than expected, which affected the competitiveness and lead time in the procurement process.

Achievements at Country Level

WFP launched its school meal programme in 1991 with food support to 45,000 primary school students in Kenema, Moyamba and Port Loko districts. WFP originally provided food assistance to schools in rural areas, selecting schools with high drop-out rates. Over the past two decades, WFP has scaled up its support to reach more primary school students throughout the country, while using a targeted and strategic approach to reach the most vulnerable communities.

WFP was able to resume activities under the Food for Education component of the country programme, which were suspended in 2015 when schools closed to curb the spread of the Ebola virus disease (EVD) during the height of the outbreak. Under the Emergency Operation 200761, WFP implemented a Food Assistance for Assets (FFA) scheme. Over 83,000 participants received food rations in exchange for their invaluable work to prepare 8,000 schools for reopening, which included the cleaning and decontamination required for a safe return of students.

WFP transitioned from implementing its school meals programme through cooperating partners, mostly international non-governmental organizations (NGOs), to direct implementation of take-home rations. WFP piloted a take-home ration programme in 2013, targeting 1,500 girls in schools with low enrolment throughout five chiefdoms in Moyamba district. In 2016, WFP resumed school meals through the expansion of the take-home ration incentive, and reached 336,960 primary schoolchildren (half of them girls) in 1,415 primary schools in 11 districts. WFP was able to reach the most food-insecure chiefdoms in hard-to-reach areas despite access challenges during the rainy season.

WFP increased its purchase of food commodities from smallholder farmers from 123.2 mt in 2014 to 221.75 mt in 2016 (176.75 mt of rice and 45 mt of pulses). It expanded its support to 42 Farmer-based Organizations/Agricultural Business Centres, reaching over 11,000 participating farmers, of whom 55 percent were women. WFP also surpassed its target to train 300 farmers by teaching 736 farmers in vital agricultural production, storage and management practices. Using the findings of the 2015 Comprehensive Food Security and Vulnerability Analysis, the Livelihoods Unit conducted geographical targeting of chiefdoms with the highest levels of food insecurity to participate in asset creation activities, supplying 603 mt of food commodities for the FFA and Food Assistance for Training (FFT) schemes.

WFP continued to support malnourished people living with HIV (PLHIV) who are on anti-retroviral therapy (ART). In addition WFP resumed in 2016 nutrition support for tuberculosis (TB) clients, which had ended in 2014 at the start of Ebola. Treatment of moderate acute malnutrition (MAM) for children aged 6-59 months and pregnant and lactating women was implemented only in four districts in 2016 as opposed to 2015 where it was a national coverage.

As part of the Ebola recovery operation, support to the Government of Sierra Leone to develop their disaster risk management capabilities was a new component not previously covered in the country programme. Under this mandate, WFP supported the Office of National Security (ONS) to improve capabilities to prepare for emergencies and mobilize a rapid response. This was done through training in logistics, supply chain and project management. WFP convened staff from ONS and humanitarian partners to participate in an Ebola simulation, which served as a stress test to improve the humanitarian community's rapid response capabilities.

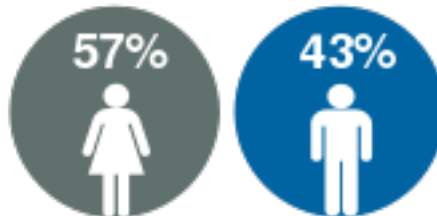
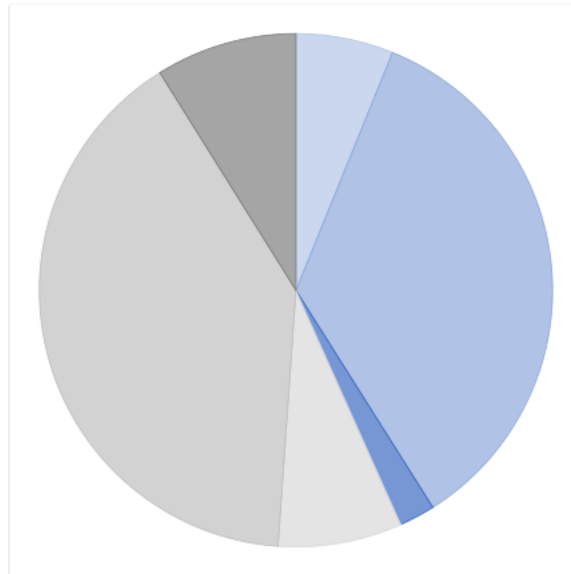


Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	29,597	37,646	67,243
Children (5-18 years)	168,069	192,591	360,660
Adults (18 years plus)	10,871	42,862	53,733
Total number of beneficiaries in 2016	208,537	273,099	481,636

Country Beneficiaries by Gender and Age

- Children (under 5 years)
- Children (5-18 years)
- Adults (18 years plus)
- Children (under 5 years)
- Children (5-18 years)
- Adults (18 years plus)



Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Country Programme	4,239	639	1,545	1,409	98	7,930
Single Country PRRO	1,053	127	210	1,450	13	2,852
Total Food Distributed in 2016	5,292	766	1,755	2,858	111	10,782

Supply Chain

The main entry points for delivering commodities into Sierra Leone are the international airport and seaport. Lungi International Airport is the commercial airport for international flights. Based in Lungi, a small coastal town in Port Loko district, the airport is accessible by a 30 minute ride via water ferries across the Tagrin Bay, or a three-hour drive through inland paved roads. The Port of Freetown, named “Queen Elizabeth II Quay”, is the most important entry gate for goods into the country. Located within the busy and congested eastern end of the capital city, it serves as the main logistics hub for Sierra Leone's imports and exports. WFP occupies two storage sheds at the container terminal with a total capacity of 8,000 mt, provided by the Government of Sierra Leone.

Road is the dominant mode of transport and represents approximately 85 percent of means of transportation throughout the country. Sierra Leone has a public road network of about 11,700 km, of which 8,700 km are functionally classified in the National Road System [1]. The other 3,000 km consists of local roads and unclassified roads and tracks. With support from external donors, the Government is working to renovate major roads leading from Freetown to the provinces to enhance connectivity. Logistical challenges are often faced when trying to reach the most vulnerable and highly food-insecure communities in the most remote rural settings. WFP has been facing difficulties with road access during the rainy season, which typically lasts from May to November, thus requiring increased logistical capacity and coordination with local commercial transport companies. The ongoing road work has caused delays, but is expected to ease the flow of traffic in the medium and long term.

Bonthe is a coastal district in southwest Sierra Leone. The district is comprised of several islands and sparsely populated. However, due to moderately high levels of food insecurity, WFP targeted schools throughout Bonthe district for the take-home ration incentive. Thus, WFP was required to transport over 85 mt of food commodities by boat.

During the course of 2016, the Logistics Unit conducted market surveys and advertisements through various communication channels, in line with Transport Manual, to expand the service provider's shortlist for services including transport, fumigation, handling, clearing and forwarding. The exercise increased the number of eligible companies available to partner with WFP and removed non-performing companies, thus improving the service quality and efficiency of logistics processes.

Commodities were transported using contracted commercial transporters as well as WFP's own fleet especially dedicated for deliveries in Freetown and remote areas in the provinces. Through the use of commercial transporters, WFP was able to move 13,061.833 mt of food commodities. The WFP-manned fleet transported 5,740.670 mt.

The take-home ration food basket consisted of rice, pulses, oil and sugar. Some schools also received SuperCereal, a specialised nutritious food. Rice is a staple food in Sierra Leone and one of the most common components of Sierra Leonean diets. The country office worked to ensure that there were no pipeline breaks so that it could continue to include rice in the take-home ration food basket.

The country office and sub-offices set up a supply chain task force, consisting of staff from the logistics, programme, procurement, resources management and donor relations departments. The task force is responsible for closely monitoring WFP stocks on a weekly basis, checking the ‘best by’ date of stocks and uses a ‘First In, First Out’ method to mitigate post-delivery losses resulting from spoiled food. The logistics unit also ensures storekeepers inspect stocks on a daily basis and utilise a warehouse checklist.

Under the country programme, WFP recorded losses amounting to 157.962 mt of food, which represents only 2.5 percent of the total food procured. These losses were attributed mainly to prolonged storage in the warehouse and in transit, leaving the food unfit for consumption. WFP recovered the value of the lost commodity from commercial transporters.

The main risks are security of the warehouses and the ongoing price fluctuations that caused increase in the cost of fuel and transportation. After the Government removed a longstanding fuel subsidy, which increased the price of fuel by 60 percent, WFP conducted a review of all transport costs and is seeking ways to offset the increase without disrupting logistics processes.

WFP is exempted from the national Goods and Service Tax (GST) through the GST Release Purchase Order reflected in all invoices of imported goods. Furthermore, WFP was granted a waiver that reduced the import tax by 40 percent for the Advance Cargo Declaration scheme.

The logistics unit successfully initiated a landside transport, storage and handling (LTSH) matrix revision within budget revision number 4 in April 2016. This revision led to a marginal decrease of the LTSH from USD 180.92 to USD 180.61 per mt, but is expected to initiate cost savings in the long run.

[1] <http://dlca.logcluster.org/display/public/DLCA/2.3+Sierra+Leone+Road+Assessment;jsessionid=B4F198BFF0EC0EB7D197E1AC196F601D>.



Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Corn Soya Blend	-	518	518
Peas	45	-	45
Ready To Use Supplementary Food	-	68	68
Rice	369	4,691	5,060
Split Peas	-	504	504
Total	414	5,780	6,194
Percentage	6.7%	93.3%	

Annual Global Commodity Management Facility Purchases Received in Country (mt)

Commodity	Total
Corn Soya Blend	1,790
Rice	1,768
Split Peas	432
Vegetable Oil	235
Total	4,224

Implementation of Evaluation Recommendations and Lessons Learned

The country office did not undertake a decentralised evaluation in 2016. However, the Office of Evaluation conducted a centralised evaluation on WFP's response to the Ebola virus disease (EVD) outbreak in Guinea, Liberia and Sierra Leone. The evaluation report will be presented during the first regular session of the Executive Board in February 2017.

Following the first round of take-home rations in June 2016 and before the second round in July, WFP developed a lessons-learned document on the design, planning, monitoring and evaluation, and logistics of programme implementation.

Key areas identified for improvement included increasing sensitisation for community leaders, teachers, school officials and parents on the objective of the take-home rations, which was to incentivize parents to re-enrol their children in school after the closure of schools during the EVD outbreak and increase attendance rates. Strategic messages included student eligibility to receive a take-home ration, dates of distributions, and the quantity and composition of food basket. WFP also recognised the important role of communication between the Ministry of Education, Science and Technology, head teachers and community monitors to ensure eligible schools and students were covered in a timely manner. To respond to these challenges, before the second round of take-home ration distribution began, WFP provided head teachers, parents and school management committees with take-home ration Question and Answer (Q&A) factsheets and posters with ration information at school distribution

sites. WFP liaised directly with District Directors, head teachers and the District Situation Rooms to make sure distribution dates were clearly communicated, and tried to set up distribution dates that would allow for EduTrack community monitors to be present at their assigned schools.

Given the high number of food delivery points, WFP Logistics Unit was operating at full capacity to ensure food delivery to final food distribution points in a timely manner. The distributions took place during the wet season, which contributed to bad road conditions and made some communities difficult to access. The challenges encountered in the process were overcome through collective efforts by WFP staff and commercial transporters. Before the start of dispatches, additional staff were recruited and deployed to WFP sub-offices in Kenema, Makeni and Port Loko. Due to the substantial quantity of food that was dispatched and distributed across the country, and in order to meet Logistics Execution Support System (LESS) requirements, all warehouses received printers and cartridges for printing of waybills and other necessary paperwork. Furthermore, sufficient stack cards and ledgers were also provided to ensure proper accountability of commodity movement in all the warehouses. A meeting was held with all contracted transporters to give them advance notice on take-home ration distributions and prepare the deployment of trucks when needed.

The Sierra Leone country office worked in close collaboration with the Integrated Context Analysis team in WFP Headquarters to conduct an analysis of historical food security trends and vulnerability to different types of natural hazard (floods, drought and landslide). Historical food security trends were analysed through food consumption score (FCS) at district level between 2005 and 2015. Vulnerability to natural hazards was gauged through using climatic modelling software. At the end of 2016, the country office and Headquarters were in the process of finalising the Integrated Context Analysis to identify the most vulnerable districts in Sierra Leone to be targeted for resilience building activities under the ongoing Ebola relief and recover operation in 2017. Once the Integrated Context Analysis is completed, WFP will undertake the Community-based Participatory Planning (CBPP) phase of the three-pronged approach to develop community specific resilience building plans over a three-year period.

Project Objectives and Results

Project Objectives

Special Operation 200927 was launched in January 2016 to expand the infrastructure and logistics capacity established during the regional Special Operation 200773 in 2014 to rapidly respond to any Ebola virus disease (EVD) outbreak in Sierra Leone, under the inter-agency “No Regret Approach” concept. WFP continued to work closely with the Government of Sierra Leone’s Office of National Security Disaster Management division after the closure of the United Nations Mission for Ebola Emergency Response (UNMEER) and conclusion of coordination activities under the National Ebola Response Centre (NERC).

To sustain resilient zero cases of Ebola, WFP supports national and district level authorities to implement the World Health Organization’s (WHO) Ebola Response Phase 3. The Phase 3 strategic framework seeks to manage and respond to the consequences of residual Ebola risks by defining and interrupting chains of transmission and developing a risk based Event Management Team.

The activities under the Special Operation are aligned with WFP Strategic Objective 1: Save lives and protect livelihoods in emergencies. The specific objectives of the Special Operation are to enable WFP to provide rapid response capabilities to deal with three concurrent Ebola chains of transmission ('events'), and to augment WFP and humanitarian responders' outbreak readiness and recovery activities. Under this project, WFP aims to:

1. Provide dedicated and appropriate logistics response capacity in case of three simultaneous EVD events;
2. Ensure the national government is provided with the necessary assets and capacity to respond rapidly and efficiently to other potential EVD outbreaks and non-health emergencies in Sierra Leone; and
3. Provide an appropriate exit strategy that augments and enables the national response mechanisms.



Approved Budget for Project Duration (USD)

Cost Category	
Capacity Dev.t and Augmentation	5,318,071
Direct Support Costs	702,691
Indirect Support Costs	421,453
Total	6,442,215

Project Activities

The Port Loko Main Logistics Base continued to provide mobile storage units and dedicated space for pre-positioned rapid response commodities for the Ebola Event Management Team, which was set up under Phase 3 to align humanitarian partners under the Government’s leadership. WFP provided six dedicated trucks from its fleet for three concurrent responses, as needed, at no cost to the user. Storage facilities were provided for Ebola equipment and assets upon request from all humanitarian actors. WFP fleet as well as contracted private transporters were made available for delivery of items when required.

Three bilateral agreements were signed for responses required outside of Ebola event management on a cost recovery basis. These included one agreement with the London School of Hygiene and Tropical Medicine for the installation of prefabs, and two with the World Health Organization (WHO) for transportation and installation of prefabs as well as rehabilitation of the WHO Country Office.

WFP constructed a rapid response facility in Port Loko for WFP and other stakeholders working under the Ebola preparedness framework to conduct logistics and rapid response trainings. The facility was made available to humanitarian partners and was used by WFP, the Office of National Security (ONS) and Save the Children for trainings. Making the facility available to humanitarian partners not only improved emergency preparedness but

strengthened partnerships and coordination amongst the Government and key actors involved in emergency responses.

To improve the capacities of national disaster management authorities and stakeholders to effectively and efficiently respond to emergencies, WFP conducted a targeted capacity development training. A training was conducted in emergency logistics and supply chain for staff of the disaster department of the ONS and a key UNICEF staff was coached too. WFP planned to conduct trainings for the Government's District Health and Medical Teams (DHMTs) on emergency logistics operations, however, WFP focused on its collaboration with ONS, which acts as the National Disaster Management Authority (NDMA) and is responsible for emergency preparedness and response. The focus on ONS was necessitated by the fact that as the Ebola virus disease (EVD) cases diminished during the last quarter of 2015, the Government restructured its departments and moved the coordination function from the Ministry of Health and Sanitation and the National Ebola Response Centre to ONS. Furthermore, given WHO and international health organizations enhanced support to the Government's DHMTs on emergency preparedness, WFP assessed ONS' capacity and determined that the department required urgent training support to prepare for any EVD flare-ups.

During the January 2016 Ebola flare-up in Tonkolili district, WFP provided engineering support for the construction and electrification of the Emergency Operation Center (EOC) within 72 hours of the confirmed EVD case. The Event Management Team was subsequently able to coordinate a rapid response. WFP provided information and communication technology (ICT) service by deploying specialists in the field within 24 hours of activation of the response. WFP operated the UN Humanitarian Air Service (UNHAS), which provided intercity services between Conakry and Freetown from 1 January to 30 June 2016. UNHAS enabled rapid response access and medevac capacity through the transportation of humanitarian actors to the outbreak site.

Results/Outcomes

WFP provided dedicated logistics response capacity to respond to three simultaneous Ebola virus disease (EVD) events. WFP responded to the Ebola flare-up in Tonkolili district using the 'event management' approach and maintained close engagement with humanitarian partners and national authorities at district level, thus interrupting the remaining chains of transmission. WFP's rapid establishment of the Emergency Operation Centre (EOC), information and communications technology (ICT) services and continuation of United Nations Humanitarian Air Service (UNHAS) improved inter-agency emergency preparedness and supported the Government's institutional capacity to respond to EVD flare-ups. WFP also continued its role as the Logistics-IT pillar lead within the Inter-Agency Ebola Preparedness team under the leadership of the Resident Coordinator's Office.

To support the timely assembly and serviceability of rapid response infrastructure needs, WFP engineering deployed construction and electrical engineering team leaders within one working day, ensuring that rapid response units were fully established and operational within 72 hours of the outbreak being announced. Though no medical evacuation was needed, UNHAS played a critical role in the rapid transportation of 3,375 humanitarian actors required to support the response.

The establishment of the Port Loko Main Logistics Base provided mobile storage units and a dedicated space for pre-positioned rapid response commodities for the Ebola Event Management Team. WFP has 4,747 m³ of storage space at the Port Loko Main Logistics Base for office prefabs, generators and IT equipment, among other essential Ebola assets. WFP has allocated 13,641 m³ of storage space for partners, which was used to store equipment owned by the United Nations Children's Fund (UNICEF), the World Health Organization (WHO), the United Kingdom's Department for International Development (DFID), Team & Team, Public Health England and Public International Health. WFP maintenance of storage, handling and management of Ebola assets at the Port Loko Main Logistics Base bolstered the logistics response capacity and capability of the Government, WFP and its partners.

WFP designed an emergency logistics training package, which consisted of 11 modules: WFP logistics and an orientation on the range of humanitarian actors involved in response operations, the humanitarian supply chain system, logistics preparedness, public procurement processes, sea port operations, transport, warehouses and emergency hubs, information management and reporting, setting up EOCs, geospatial mapping and analysis for humanitarian response, and the establishment of systems and procedure for delivery in quarantined environments. WFP logisticians used the package to conduct a training on emergency logistics and supply chain. The training included 36 participants, 18 male and 18 female, from the Disaster Management Department of the Office of National Security (ONS) and UNICEF. The training improved the capacities of the government and stakeholders to effectively and efficiently respond to future EVD outbreaks, as well as augment their logistics and ICT operational capacity.

Given the management, logistical and technical requirements needed to maintain robust preparedness and response capabilities, before the closure of the special operation WFP came to agreement with ONS that an exit strategy would be delayed, and instead WFP would provide technical support to ONS to begin the hand-over process of the rapid response facility. Throughout the transition WFP will continue to provide technical assistance, and capacity development trainings and workshops for the eventual hand-over of Ebola assets and management of the rapid response facility to ONS. These activities will continue under the disaster risk management component of the protracted relief and recovery operation (PRRO) 200938 through December 2017.

Figures and Indicators

Data Notes

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WFP hosts an Ebola simulation for humanitarian partners at the Main Logistics Base in Port Loko district.

Project Indicators

Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
SO1: Special Operation (Air Ops) and Special Operation (Logistics)				
Percentage response to medical and security evacuation	%	100	-	-
SO1: Special Operation (Capacity Development and Augmentation) and Special Operation (Logistics)				
Number of Service Request Forms (SRFs) executed	instance	10	4	40.0%
Number of training sessions / workshops organized	training session	4	2	50.0%
SO1: Special Operation (ICT) and Special Operation (Logistics)				
Number of sites ready to be deployed with critical emergency ICT stock established	site	3	-	-
SO1: Special Operation (Logistics)				
Cubic meters of cargo transported	m3	200	185	92.3%
Number of assessments/surveys conducted	assessment	1	-	-
Number of humanitarian organizations utilizing the service	agency/organization	5	3	60.0%
Number of organizations using the service	partner organization	10	6	60.0%
Number of sites ready to be deployed with critical emergency ICT stock established	site	-	1	-
Total storage space made available (m2)	unit	18,882	18,378	97.3%