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Draft Senegal country strategic plan (2019–2023)

Duration	January 2019–December 2023
Total cost to WFP	USD 74, 798, 493
Gender and age marker*	3

* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

Despite significant economic growth and democratic stability, Senegal is a least-developed and food-deficit country; some regions have high rates of food and nutrition insecurity, particularly in the north, south and west. The agriculture sector is dominated by subsistence farming and constrained by limited access to inputs, technology, finance and credit; most of the population is employed in the sector. Poverty and food insecurity are closely related to unsustainable resource management, climate change and gender inequality. Rural poverty, under-development and climate change are drivers of migration, with women, children and the elderly left at home and increasingly vulnerable.

WFP will support the Government in operationalizing sustainable safety nets and shock-responsive social protection programmes with a view to addressing food and nutrition insecurity, resource degradation, climate change adaptation, disaster risk reduction and educational development through school meals based on local smallholder production aiming for inclusive economic growth as part of a sustainable hand-over strategy.

The country strategic plan for 2019–2023 is informed by a national zero hunger strategic review conducted in 2017. Under the CSP WFP will focus on gender-transformative and adaptive social protection and resilience programmes aimed at four strategic outcomes as investments in the humanitarian-development nexus. The four strategic outcomes are:

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- Strategic outcome 1: Food-insecure populations in targeted areas, including school-aged children, have access to adequate and nutritious food all year.
- Strategic outcome 2: Vulnerable populations in targeted departments, including children, pregnant and lactating women and girls and other nutritionally vulnerable people, have improved nutritional status all year.
- Strategic outcome 3: Food-insecure populations and communities exposed to climatic shocks and other risks in targeted areas have resilient livelihoods and sustainable food systems all year.
- Strategic outcome 4: National and local institutions have strengthened capacities to manage food security, nutrition security, social protection and resilience-building programmes by 2023.

WFP will target the poorest regions, integrating its activities to build resilience in vulnerable rural communities, with the school meals programme serving as a central entry point for a suite of nutrition, disaster risk reduction and local procurement programmes that will be implemented in the same localities to maximize impact.

WFP will pursue synergies by enhancing the convergence¹ and integration of its own activities and those of its partners in order to address issues across the humanitarian-development-peace nexus. A gender-transformative approach will ensure that women are included as beneficiaries and decision-makers, with economic opportunities and strengthened capacities that give them a stronger voice and improve their position in society. WFP will contribute to the enhancement of national systems, including social safety nets, focusing on capacity strengthening across all activities with a view to their gradual transfer to government partners.

WFP's primary partner is the Government, at all levels from national to local. Other partners include United Nations agencies – particularly the Rome-based agencies – private-sector partners, civil society and non-governmental organizations.

The country strategic plan will contribute to the achievement of the Government's national socio-economic development plan (*Plan Sénégal Emergent*); the United Nations development assistance framework for 2019–2023, Strategic Development Goals 2 and 17 and WFP's Strategic Results 1, 2, 4 and 5.

Draft decision*

The Board approves the Senegal country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/9) at a total cost to WFP of USD 74,798,493.

¹“Convergence” as used here is the idea that humanitarian and development partners, where appropriate, should undertake their separate activities in the same location, bringing to bear their comparative advantages and coordinating the activities to enhance their effectiveness for better results and impact.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Senegal is a least-developed West African country with an estimated population of 15.4 million people.² Although it enjoys relative political stability it faces development challenges, ranking 162nd of 187 countries in the 2016 Human Development Index.³ Some 39 percent of the population lives below the poverty line⁴ and 75 percent of households suffer from chronic poverty.
2. Senegal has a Gender Inequality Index score of 0.521, slightly above the average for sub-Saharan Africa. The percentages of women with some secondary education and employed women are below the regional average. Literacy rates are 66 percent for men and 40 percent for women.⁵ In urban areas laws protecting women are generally respected, but in rural areas traditional and religious practices such as early and forced marriage prevail, leading to girls dropping out of school, reduced economic productivity and continued gender inequality, which contribute to widening the hunger gap.
3. People aged under 25 constitute 60 percent of the population,⁶ and 16.6 percent of them are unemployed.⁷ The number of children attending school has increased – primary school enrolment was 88.1 percent in 2017 – but the drop-out rate is stagnant at 10.9 percent and only 61.8 percent of school-aged children complete primary school; of these, 55.2 percent are boys and 68.7 percent are girls.⁸
4. People with disabilities accounted for 5.9 percent of the population in the 2013 census; most had a visual or mobility impairment and most were over 40.
5. There were 41,000 people living with HIV/AIDS in 2016, of whom 52 percent were on anti-retroviral therapy; 55 percent of pregnant women living with HIV receive treatment to prevent mother-to-child transmission.⁹
6. Natural resources are threatened by land degradation caused by unsustainable agricultural practices, overgrazing, bush fires, population growth, poverty, disincentives related to land tenure and poor planning of land use. Land degradation and severe rural poverty are closely linked, particularly in agricultural and pastoral zones.¹⁰
7. Senegal has not suffered any major security incidents but it faces the threat of terrorism and radicalization arising from violent extremism in neighbouring countries, which combines with popular discontent over unemployment, poverty and cases of corruption.¹¹ Food insecurity, unemployment and the lack of employment and

² See: <https://www.un.org/development/desa/dpad>

³ See: <http://hdr.undp.org/en/countries>

⁴ See The World Bank in Senegal at <https://www.worldbank.org/en/country/senegal/overview>.

⁵ United Nations Educational, Scientific and Cultural Organization (UNESCO) national educational profile for Senegal. See <http://uis.unesco.org/en/country/SN>.

⁶ See The World Bank in Senegal. 2018. Country Profile: Senegal. at <https://www.worldbank.org/en/country/senegal/overview>.

⁷ See: <https://tradingeconomics.com/senegal/unemployment-rate>.

⁸ Government of Senegal. 2018. Annual Report on the Performance of the Education Sector 2017.

⁹ UNAIDS. *Senegal fact sheet*. See <http://www.unaids.org/en/regionscountries/countries/senegal>.

¹⁰ World Bank. 2009. *Senegal: Country Environmental Analysis*. Sustainable Development Department Africa Region.

¹¹ The Economist Intelligence Unit. 2015. *Country Report: Senegal*. Available at <https://store.eiu.com/product/country-report/senegal>

entrepreneurial opportunities in agriculture can drive migration,¹² which has led to rapid urbanization¹³ and emigration.¹⁴ Internal migration may leave women, the elderly and children behind in rural areas, vulnerable to drought and other risks,¹⁵ and reduce the pool of agricultural labourers.¹⁶ All this, along with increases in food prices has aggravated food insecurity and malnutrition in rural areas and in some urban districts.

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

8. The Government is committed to transforming agriculture and food systems, including through investment to achieve self-sufficiency in rice. There are nonetheless significant challenges to the achievement of Strategic Development Goal (SDG) 2, particularly with regard to climate shocks, unsustainable farming systems, lack of access to markets and poor terms of trade for vulnerable smallholder farmers in marginal areas.

Access to food

9. Senegal achieved target 3 of Millennium Development Goal 1 – reduce by half the number of individuals suffering from hunger by 2015. Despite a 50 percent reduction in hunger since 2000¹⁷ the country ranked 67th of 119 on the 2017 Global Hunger Index.
10. Among Senegalese households, 83.1 percent had acceptable food consumption in 2016, but a 2016 national food security survey¹⁸ showed that 16.9 percent had poor or borderline food consumption, with disparities among regions;¹⁹ consumption was 23.9 percent in rural areas and 10.2 percent in urban areas. This was confirmed by a 2017 integrated context analysis. In 2016, 20.7 percent of HIV-affected households in the country were food-insecure, while in the Kolda region the rate was 47.8 percent.²⁰
11. A February 2018 emergency food security assessment in northern Senegal revealed food insecurity at 38 percent in Podor, 35 percent in Ranérou, 27 percent in Matam and 23 percent in Linguère and Kanel. A March 2018 *Cadre Harmonisé* showed that 345,000 people were in Phase 3 crisis situations in the departments of Podor, Matam, Ranérou, Kanel, Tambacounda and Goudiry, while 753,000 were expected to be in crisis during the lean season from June to September.
12. Food insecurity is recurrent and strongly linked to poverty, unsustainable food production, recurrent climate shocks, high food prices, dependence on local markets and low household and community resilience.

¹² United States Agency for International Development. 2017. *Senegal Conflict Vulnerability Assessment Final Report*; FAO. 2016. *Addressing Rural Youth Migration at its Root Causes: a conceptual framework*.

¹³ The 2013 General Population, Housing, Agriculture and Livestock Census showed that the rate of urbanization increased from 34 percent in 1976 to 45 percent in 2013.

¹⁴ In the past five years, 1.2 percent of the population has left the country. The principal destinations were Europe – 44 percent; West African countries – 28 percent; and Central African countries – 12 percent. The principal motive was the search for employment.

¹⁵ Overseas Development Institute. 2015. *Understanding patterns of climate-resilient economic development: Senegal*.

¹⁶ International Fund for Agricultural Development (IFAD). 2016. *Migration and transformative pathways*.

¹⁷ International Food Policy Research Institute. 2017. *Global hunger index report*.

¹⁸ Rural household food insecurity was 15 percent in 2010, 25 percent in 2013, 28 percent in 2015 and 24 percent in 2016.

¹⁹ Tambacounda – 44.1 percent; Sédhiou – 36 percent; Kédougou – 27.8 percent; Matam – 27.2 percent; Kolda – 26.9 percent; Fatick – 25.3 percent.

²⁰ Ministry of Health and WFP. 2016. *Evaluation of food and nutrition insecurity of households and persons infected and affected by HIV/AIDS*.

End malnutrition

13. Global acute malnutrition (GAM) affected an average 9 percent of children under 5 in 2017.²¹ Although GAM rates have improved, they exceeded the emergency threshold in the northern and eastern parts of the country in 2015.²² GAM rates tend to increase during lean seasons due to a lack of food and clean water, poor sanitation and disease, especially in Saint-Louis, Matam, Louga, Diourbel and Tambacounda regions in the north and east.
14. Chronic malnutrition affects 17 percent of the population, with much higher rates in some regions.²³ Among women of childbearing-age, 31.6 percent are malnourished and 22 percent suffer from chronic energy deficit.²⁴
15. Micronutrient deficiencies (iron, iodine, vitamin A and zinc) are widespread. Anaemia affects 57.5 percent of women and 66 percent of children under 5. Obesity, diabetes and hypertension are increasing;²⁵ 20.4 percent of adults living with HIV are malnourished.²⁶

Smallholder productivity and incomes

16. The agriculture sector, which includes pastoralism and fishing, contributes 17 percent of gross domestic product and employs 70 percent of the population;²⁷ 62 percent of farming households are poor, compared with 33 percent of non-farming households.
17. Women in rural areas constitute most of the labour force; 70 percent are active in subsistence agriculture, compared with 30 percent of men. Most men farmers produce cash crops such as peanuts and cotton, fish or raise livestock. Migration by men to urban areas to seek employment means that women take over men's food production and other responsibilities as well as marketing, household purchases and social and community duties. Nonetheless, women own only 9.8 percent of the land in rural areas.²⁸
18. The agriculture sector is mainly subsistence-based and provides half of the population's food needs; food imports offset shortages.²⁹ Food prices have been high and variable since the 2008 global food crisis, limiting access to food by poor households.³⁰ Most farmers are not members of farmers' associations and have limited access to financing.

Sustainable food systems

19. Food production systems, 70 percent of which are rain-fed, are highly vulnerable to climate shocks that reduce crop quality and yields, constrain livestock productivity and increase locust invasions, which have a negative impact on food availability and prices.³¹

²¹ Standardized monitoring and assessment of relief and transitions, 2017: Podor – 9.6 percent; Matam – 10.5 percent; Louga – 9.3 percent; and Tambacounda – 6.8 percent.

²² Ibid. 2015. Podor – 18.2 percent; Matam – 16.5 percent; Louga – 16 percent; and Tambacounda – 12.5 percent.

²³ Sédhiou – 29.6 percent; Kédougou – 25 percent; Tambacounda – 24.9 percent; and Kolda – 23.7 percent.

²⁴ National Agency for Statistics and Demography. 2016. *Enquête démographique et de santé continue* 2016.

²⁵ *Plan stratégique multisectoriel de la nutrition du Sénégal, 2018–2022*. Obesity and overweight – 22 percent; hypertension – 24 percent; diabetes – 2.1 percent.

²⁶ Ministry of Health and WFP. 2016. *Evaluation of food and nutrition insecurity of households and persons infected and affected by HIV/AIDS (Evaluation de l'insécurité alimentaire et nutritionnelle des personnes et ménages infectés et affectés par le VIH/SIDA)*.

²⁷ World Bank. 2017. World Development Indicators: Sénégal.

²⁸ Direction de l'analyse, de la prévision et des statistiques agricoles, 2015.

²⁹ Agence nationale de la statistique et de la démographie. 2013. Recensement général de la population et de l'habitat, de l'agriculture et de l'élevage. .

³⁰ WFP–Commissariat à la sécurité alimentaire (CSA) market monitoring, March 2018.

³¹ United States Agency for International Development. 2017. *Climate change risk profile: Senegal*.

20. Despite some commercialization and an increased food supply, the use of modern crop varieties, fertilizers and machinery is limited. Weather forecasts are unavailable, which limits farmers' ability to manage risks. Farmers are affected by post-harvest losses, inadequate storage facilities and limited market access. There is growing evidence of a decline in land fertility caused by monocultures, mining, deforestation and salinization, exacerbated by high population growth and accelerated urbanization.

Macroeconomic environment

21. Senegal's economic growth rate of 6.5 percent, one of the fastest in Africa, is expected to remain stable until 2020, when, some predictions indicate, oil production will stimulate an increase to 9.9 percent.³² However, uneven access to the benefits of growth and economic development magnifies disparities between regions, rural and urban areas and age and gender. Obstacles to growth include climate shocks, low education rates and insecurity.³³

Key cross-sector linkages

22. Gains and losses in terms of poverty alleviation, sustainable resource management, climate change mitigation and gender are linked; changes tend to affect women smallholders more than other farmers.
23. SDG 2 is an important catalyst for achieving SDG 1 – ending poverty, SDG 5 – gender equality, SDG 13 – climate change mitigation and SDG 15 – promoting sustainable resource management. Improving the quality of education under SDG 4 would promote progress in areas such as local development.
24. Farming households bear the brunt of poverty and are highly vulnerable to climate shocks, which reduce household and community resilience. During lean seasons poor households eat less, reduce their dietary diversity and employ negative coping strategies such as selling productive assets and livestock, taking on debt and migrating.³⁴
25. There has been progress towards educational goals but challenges remain, particularly in rural areas and among girls and poor households. The literacy rate is 57 percent and primary school enrolment is 87.3 percent overall, 81.1 percent among boys and 93.7 percent among girls, with significant regional disparities.³⁵
26. In 2017 the primary completion rate was 61.8 percent – 55.2 percent for boys and 68.8 percent for girls – well below the 90 percent overall target.³⁶ The rate in Matam is 50.1 percent, in Louga 46.6 percent, in Diourbel 36.8 percent and in Kaffrine 32.9 percent, all below the national average; 56 percent of girls of secondary school age are out of school, compared with 48 percent of boys.
27. Women and girls account for 51 percent of the population. The fertility rate is 4.9 children per woman. Gender inequalities have decreased, but are nonetheless significant in the legal age for marriage, parental authority and inheritance. Women are essential to agricultural production and food security, but they lack adequate access to land and inputs, have lower literacy rates and suffer disproportionately from hunger, poverty and malnutrition.

³² Economist Intelligence Unit. 2015. *Country Report: Senegal*.

³³ See: <https://www.afdb.org/en/countries/west-africa/senegal/senegal-economic-outlook>.

³⁴ Agence nationale de l'aviation civile et de la météorologie, WFP and Columbia University. 2013. *Climate risk and food security in Senegal: Analysis of climate impacts on food security and livelihoods*.

³⁵ Kaffrine – 47.2 percent; Diourbel – 55.8 percent; Louga – 69.4 percent; Matam – 74.1 percent; Tambacounda – 77.9 percent.

³⁶ Government of Senegal. 2018. *Annual Report on the Performance of the Education Sector 2017 (Rapport annuel de performance du secteur de l'éducation et de la formation 2017)*.

1.3 Hunger Gaps and Challenges

28. A 2017 zero hunger strategic review revealed the following systemic hunger gaps and challenges:
- Agriculture, food and nutrition security: limited access to safe and nutritious food throughout the year, especially during lean seasons; inconclusive land reforms and unequal access to production resources; limited storage capacity and high post-harvest losses; and lack of a harmonized plan for food and nutrition security interventions.
 - Sustainability: unsustainable land management practices; limited disaster risk prevention and reduction systems; over-exploitation of fish stocks; insufficient training for farmers in sustainable land management and modern production methods.
 - Institutions: weak inter-ministerial coordination; lack of multi-sectoral approaches; weak information management and monitoring systems; lack of reliable agricultural data such as multi-sector nutrition information; and inadequate coordination between international and national programmes.
 - Social protection: limited coverage of school meals programmes; limited coverage of social safety nets; lack of synergy between safety-net programmes; challenges in implementing the single national registry; and the need for more inclusive policies for safety nets and school meals.

1.4 Key country priorities

Government

29. In 2014 the Government adopted the Plan for an Emerging Senegal (Plan Sénégal Émergent, or PSE), a 20-year strategy to guide the implementation of coherent economic and social development policies. Pillar 2 of the PSE aims to promote human capital by improving people's living conditions and reducing social inequalities; it includes social protection and resilience for the most vulnerable, gender equality, improved disaster risk prevention, optimal use of natural resources and sustainable development. The following food-security policies are in place to implement the PSE:
- A national strategy for social protection for the period 2016–2035 (*Stratégie nationale de protection sociale – SNPS (2016–2035)*) aims to expand the money-transfer schemes of the national family safety net programme and to promote complementary actions that support PNBSF (*Programme national de bourses de sécurité familiale*) beneficiaries, including persons with disabilities, through common targeting, establishment of a single national registry, food security among children through school meals and nutrition programmes and strengthened community resilience against shocks and disasters.
 - A multi-sector nutrition strategy (*Plan stratégique multisectoriel de la nutrition (2015-2035)*, or PSMN) promotes optimum nutrition through increased production and availability of nutritious foods; better processing, distribution and pricing; improved education, hygiene and sanitation; and access to integrated and decentralized nutrition and health services, favouring gender-equitable communications.
 - A national strategy for food security and resilience (*Stratégie nationale de sécurité alimentaire et de résilience (2015–2035)*, or SNSAR) seeks to increase food availability, improve access to diverse and healthy foods, improve nutritional status, especially among women, children and elderly people, enhance the resilience of vulnerable populations against climate shocks, enhance food security coordination and governance and improve institutional systems for prevention of and rapid response to food crises.

- A national programme for improving quality, equity and access in respect of basic education (Programme d'amélioration de la qualité, de l'équité et de la transparence du secteur d'éducation (2018–2030), or PAQUET) is aimed at improving learning outcomes in the initial primary school grades and improving equity in access to basic education in line with SDG 4.
- A 2015 national strategy for gender equality and equity (*Stratégie nationale pour l'égalité et l'équité de genre au Sénégal*, or SNEEG) promotes equal opportunities for women and men to participate in development.
- A national agricultural investment programme for 2009–2020 (Programme national d'investissement agricole, or PNIA) is aligned with the Economic Community of West African States agricultural policy. Senegal is also working with partners in the New Alliance for Food Security and Nutrition and the Global Alliance for Resilience Initiative, which support governments in mobilizing private sector funding for food security and nutrition.

United Nations and other partners

30. WFP is helping to develop a United Nations development assistance framework for Senegal for 2019–2023 (UNDAF). WFP activities are aligned with the UNDAF results matrix approved by the Government in 2018, which was developed in the context of the United Nations “delivering as one” approach. WFP and the other Rome-based agencies, the United Nations Children's Fund (UNICEF), the World Health Organization (WHO), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and UN-Women are collaborating in enhancing policies and capacities for economic development; the reduction of inequalities; improved food and nutrition security; resilience in the face of climate change; environmental protection; stronger educational and training institutions; and improved access to health, nutrition and other services.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

31. WFP has been active in Senegal since 1963 providing humanitarian assistance, school meals, malnutrition prevention and treatment, asset creation and livelihood development. This country strategic plan (CSP) is informed by lessons learned and recent evaluations and assessments.
32. Access to schools improved in Senegal between 2004 and 2014 but enrolment declined between 2014 and 2015, coinciding with a steep decline in school feeding programme coverage.³⁷ A 2013 evaluation by the Consortium for Economic and Social Research found a positive correlation between school meals and student performance, especially in rural areas, and concluded that sustainable improvement of the learning environment through school meals, health and nutrition interventions was fundamental for children living in disadvantaged and food-insecure areas. A 2016 mid-term evaluation of the Senegal country programme found that the use of cash-based transfers (CBTs) in school meals programmes helped to increase the regularity and diversity of meals, improved food storage and stimulated local agricultural production and economies.
33. A 2013–2016 evaluation of WFP's Purchase from Africans for Africa programme in Senegal found that communities were more supportive of school meals when local smallholder production was linked to education through home-grown school feeding. The programme benefited small-scale producers, 40 percent of whom were women, through increased yields and more time to devote to household matters. The evaluation recommended that

³⁷ National Strategy for Social Protection (*Stratégie nationale de protection sociale - SNPS* (2016–2035)).

decentralized government institutions promote local ownership and that WFP support the Government in the integration of local production into the national school meals programme. A 2017 school meals review recommended improved food safety in schools.

34. A 2014 evaluation of food assistance for assets activities in Senegal (FFA) found improved short-term food security, increased employment and food-production opportunities and greater diet diversity among participating households; it recommended development of an FFA-based resilience approach aligned with government policies, the decentralization of processes and the development of a communications strategy for community mobilization. Since then, FFA has evolved into the Rural Resilience Initiative (R4), emphasizing community-level participatory planning and resilience-building. The R4 initiative is aligned with the Government's national adaptation plan for climate change and its resilience strategy, and it integrates FFA into local development plans.
35. Impact evaluations of the R4 initiative found that it had improved household food security through an integrated risk-management approach, reduction of the negative effects of climate shocks and increased crop production. It was particularly beneficial for women, who were able to take on decision-making roles and achieve financial autonomy.³⁸
36. Lessons learned from a WFP/Institute for Development Studies initiative on gender mainstreaming found that participatory approaches enabled women and men to discuss social and economic issues, increased understanding of the roles of women and men in child nutrition and reduced socio-cultural barriers.
37. Key recommendations from various evaluations³⁹ include:
 - increase synergies among WFP's activities and greater coherence with partners' interventions to achieve sustained impact;
 - increase collaboration and coordination with national and local authorities;
 - engage in adaptive social protection by supporting households affected by seasonal shocks and integrating nutrition into social-protection schemes;
 - increase community participation in programme planning and implementation;
 - articulate an exit strategy for WFP interventions in household food security and rural community resilience;
 - focus malnutrition interventions on prevention and nutrition-sensitive activities; and
 - mainstream gender equality, nutrition-sensitive programming and capacity strengthening.

2.2 Opportunities for WFP

38. A zero hunger strategic review, consultations with partners, lessons learned and evaluations identify opportunities for WFP to support the Government in achieving SDG 2:
 - promote synergies and complementarity among food security and nutrition interventions;
 - support access to quality food and balanced diets among vulnerable households through an integrated social-protection programme;
 - support the scale-up of a national home-grown school meals programme in vulnerable areas integrated with local purchases;

³⁸ Commissioned by WFP in 2015 and 2016.

³⁹ Including the evaluation of Senegal country programme 200249 (2012–2016).

- support rural community development, create employment opportunities for women and young people and build their skills;
- improve the resilience of smallholders in the face of climatic shocks and other risks by diversifying livelihoods, improving the management of natural resources, enhancing risk management and establishing links with markets;
- leverage local food production to promote diverse and nutritious diets and employment and entrepreneurial opportunities in rural agriculture;
- support emergency responses and strengthen national capacity for shock-response, early warning and disaster risk management and response systems;
- Strengthen capacities for scaling up food and nutrition assistance modalities, mechanisms and tools;
- Prevent and treat all forms of malnutrition and micronutrient deficiencies through integrated multi-sectoral actions and strengthen training, research and innovation in nutrition-specific and nutrition-sensitive programming and capacity strengthening; and
- mainstream gender, nutrition, HIV and protection into the design and implementation of public policies, programmes and projects.

2.3 Strategic changes

39. WFP will support the development of national capacities with a view to transferring programmes such as targeted food assistance, nutrition and school meals to the Government. The number of beneficiaries directly supported by WFP will decline during the CSP as government capacity responsibility and responsibilities increase.
40. WFP's programmes will use an integrated approach to addressing issues in the humanitarian-development nexus. In line with government priorities, WFP will focus on resilience-building to strengthen the adaptive capacity of vulnerable populations and to reinforce national capacities for emergency preparedness and response, including with regard to food and nutrition security monitoring. Communities affected by seasonal food and nutrition insecurity will receive food or cash assistance and benefit from complementary activities to build long-term resilience. WFP will monitor risks and support emergency responses if needed.
41. Capacity strengthening will be included in all WFP activities and will address the cross-cutting areas of food and nutrition security analysis, emergency preparedness and response, supply-chain management, gender-transformative safety net design and management, training, technical and material support and South-South cooperation. WFP will support the development of policies for food security and resilience, nutrition and social protection.
42. WFP will complement and help strengthen government-led safety nets and shock-responsive social-protection systems. The efficiency of the national safety net system, for example, will be enhanced by strengthening the single national registry, and technical capacity acquired in integrating local purchases from small-scale farmers for school feeding will help to link school feeding to more general social and economic goals, thereby increasing local support. WFP will work with the private sector to promote local purchases of quality foods from smallholder farmers, which will contribute to improving the quality of locally produced nutritional products and contribute to the development of food value chains.
43. Smallholders will be trained in skills related to quality and procurement standards, storage and supply-chain management. WFP and its partners will address post-harvest losses through measures aimed at the improvement of storage facilities and management.

44. WFP will better integrate its activities and ensure coherence and complementarity with those of its partners to maximize synergies at the community level to contribute to changing the lives of vulnerable groups such as women and other disadvantaged people.
45. Vulnerable food-insecure populations will benefit from interventions including lean-season food assistance, resilience-building for climate shocks, the promotion of integrated sustainable food systems and school meals that facilitate learning and retention.
46. Integrated prevention and treatment for acute and chronic malnutrition will be scaled up. Nutrition will be integrated into WFP activities such as nutrition-sensitive asset creation, local purchases, food fortification, social and behaviour change communications and nutrition education.
47. Resilience-building activities will provide integrated support for food-insecure communities vulnerable to climate shocks through asset creation, increased access to savings and credit, climate services and weather index insurance and measures to link smallholder farmers with markets. In line with WFP's environment policy, activities will integrate environmental and social considerations.
48. Women will take on key roles in decision-making and have greater access to economic opportunities. WFP will promote gender equality through its capacity-strengthening activities with government and other partners and will foster policy dialogue to address social issues.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

49. WFP interventions will address four linked objectives to support the Government in enhancing social protection and food security by:
 - ensuring that vulnerable households benefit from extended safety net programmes, including school meals to meet basic food and nutrition needs;
 - improving the nutritional status of children under 5, pregnant and lactating women and girls, including those living with HIV, and other nutritionally vulnerable people;
 - enhancing the resilience, livelihoods and food and nutrition security of vulnerable smallholder farmers and pastoralists, particularly women and young people, taking environmental sustainability into account; and
 - supporting national social-protection, nutrition, food-security and resilience programmes to meet the needs of food-insecure populations.
50. Gender equality, protection, disability, HIV/AIDS, nutrition enhancement and capacity strengthening will be cross-cutting concerns in all interventions.
51. WFP will focus on resilience-building. Vulnerable households affected by shocks will first receive unconditional transfers during lean seasons; their resilience to climate and other shocks will be enhanced through an integrated approach including asset creation and insurance that will be activated when the lean-season transfers have been completed. WFP will at the same time work with vulnerable communities to strengthen their emergency preparedness and response capacity.
52. WFP will build on food security and nutrition programmes implemented by the Government and other partners to increase the reach of national responses and the capacity of government institutions to take over WFP's interventions, especially at the sub-national level. To that end WFP will promote greater involvement of local authorities in programme planning and monitoring and build their capacity for and ownership of integrated approaches to managing climate risks. Government school meals programmes will be

complemented with technical capacity strengthening with a view to establishing a sustainable national home-grown school feeding programme.

53. WFP's activities will reduce women's burden and improve the quality of their lives through increased income-generating activities and economic options.
54. WFP will target the poorest and most food-insecure regions. The school meals programme will be the central entry point for nutrition, resilience, rural development and local procurement interventions in these localities. Activities under the integrated resilience package will be implemented in the prioritized regions – Matam, Saint-Louis, Louga, Tambacounda, Kédougou, Kolda, Ziguinchor, Kaffrine and Kaolack.
55. WFP will use the national single registry as an entry point for beneficiary household targeting. Very poor and food-insecure households will be selected from the registry and verified through vulnerability analysis and mapping by means of WFP's community-based targeting and household economic approaches. Gender-sensitive community targeting committees will be set up to categorize households in terms of socio-economic status, which will be followed by verification and triangulation of information. Final lists of very poor households will be validated by community assemblies.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Food-insecure populations in targeted areas, including school-age children, have access to adequate and nutritious food all year.

56. WFP will provide timely, adequate and high-quality food and nutritional products for targeted populations, including through targeted food assistance for the most vulnerable households affected by shocks (including those with people with HIV and disabilities), and school meals in areas of high food insecurity with poor school enrolment and completion rates to enable them to meet their basic food and nutrition needs throughout the year. WFP will work with the Government to strengthen its capacities to enable the hand-over of seasonal shock-responsive social protection and school meals. WFP will provide complementary non-food items such as improved stoves, mats, cooking utensils and cups.

Focus area

57. This strategic outcome focuses on resilience-building.

Expected outputs

58. This outcome will be achieved through three outputs:
 - Targeted beneficiaries (tier 1) receive timely and adequate food or CBTs that meet their food and nutrition requirements.
 - Children attending pre-schools and primary schools (tier 1) receive timely and adequate school meals that meet their food and nutrition requirements and promote school enrolment and attendance.
 - Food-insecure people (tier 3) benefit from enhanced national government, local government and community capacity to implement home-grown school feeding and nutrition programmes.

Key activities

Activity 1: Provide seasonal food or CBT assistance to complement the Government's social transfers to food-insecure populations.

59. WFP will provide food, nutrition products or CBTs during lean seasons for an average 75,000 beneficiaries in poor, food-insecure, vulnerable households affected by seasonal food insecurity and nutrition deficits. At least 51 percent of these beneficiaries will be women and other vulnerable people, including those living with disabilities or HIV.

This activity will take place in lean seasons, when food security and nutrition deteriorate as a result of depletion of household food stocks, high food prices and unfavourable terms of trade for livestock and grains. Whenever funding allows, the food-assistance beneficiaries will benefit from nutrition-specific and nutrition-sensitive activities in conjunction with resilience-building under activities 3, 4 and 5. Complementary activities and technical support will be provided by the Food and Agriculture Organization of the United Nations (FAO) and UNICEF.

60. This activity will be implemented in partnership with the National Delegation for Social Protection and Solidarity (Délégation à la protection sociale et à la solidarité nationale, or DGPSN) and the National Council for Food Security (Conseil national de sécurité alimentaire, or CNSA). WFP will complement the national social protection system and support the enhancement of government capacity. The activity will be gradually handed over as government capacity increases.
61. WFP will increase efficiency by introducing innovative cost-effective technologies for the delivery of CBTs in remote locations, working to ensure that gender gaps in communications, technology and finance will be addressed. Local markets will be helped to acquire the capacities to respond to additional demand.
62. WFP will provide CBTs for women heads of household where possible and will seek to involve women in decision-making. Communities will be sensitized to the importance of women in household food security. Partnerships with community leaders and local authorities will support full participation by women and optimize targeting. WFP will collect data disaggregated by gender, age and other factors to monitor outputs and outcomes in terms of benefits for women, young people and other groups.

Activity 2: Provide nutritious school meals to vulnerable children in targeted departments during the school year in a way that relies on and stimulates local production (home-grown school feeding)

63. School meals will be provided for 294,500 school-age children in areas of food and nutrition insecurity and poor educational outcomes, such as low gross enrolment or poor completion rates in primary schools. Mainstreaming gender best practices and sensitization activities will help to raise awareness of the importance of school attendance for boys and girls. The use of CBTs will increase both efficiency and women's autonomy in purchasing food in shops. Food will be procured from farmers' associations where possible to increase agricultural production and stimulate local economies.
64. WFP will continue to provide technical assistance to the Government and partners in Dakar, Thiès, Diourbel and Louga regions, where it will no longer support school meals. WFP's direct delivery of school meals will be reduced during the CSP as capacity strengthening increases with a view to a transition to a sustainable national home-grown school meals programme. An exit strategy will be developed with the Government based on an assessment of the school meals programme.
65. The households of children in the school meals programme will benefit from complementary WFP activities in nutrition, resilience, rural development and local procurement to guarantee optimal results; complementary activities and technical support will be provided by WHO, the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF and UNFPA.
66. The main partner for this activity is the Ministry of National Education, which has overall responsibility for implementing school meals, the National Agency for Early Childhood Development and Centre for Toddlers (*Agence nationale de la petite enfance et de la case des tout petits*), the Ministry of Health and Social Action and DGPSN. These partnerships will enable coordination among WFP and government activities to optimize results and develop models for replication and scale up.

Strategic outcome 2: Vulnerable populations in targeted departments, including children, pregnant and lactating women and girls and other nutritionally vulnerable individuals, have improved nutritional status all year.

67. WFP will improve the nutritional status of beneficiaries such as children aged 6–59 months and pregnant and lactating women and girls in targeted districts through targeted supplementary feeding programmes for the treatment of malnutrition; blanket supplementary feeding for the prevention of malnutrition; and salt iodization, bio-fortification of local food and access to safe and nutritious food to reduce micronutrient deficiencies. An integrated approach to the prevention and treatment of acute and chronic malnutrition will be scaled up, and capacity for nutrition education and food fortification will be strengthened, including through social and behaviour change communications to promote healthy diets and lifestyles.

Focus area

68. This strategic outcome focuses on resilience-building.

Expected outputs

69. This outcome will be achieved through four outputs:

- Targeted children aged 6–59 months and pregnant and lactating women and girls (tier 1) receive adequate and timely specialized nutritious foods to treat moderate acute malnutrition.
- Targeted children aged 6–23 months and pregnant and lactating women and girls (tier 1) receive adequate and timely specialized nutritious foods to prevent moderate acute malnutrition and stunting.
- Targeted beneficiaries including mothers of children aged 6–59 months, adolescent girls, pregnant and lactating women and girls and nutritionally vulnerable individuals living with HIV (tier 2) receive nutrition education and social and behaviour change communications to improve nutrition practices and prevent malnutrition.
- Vulnerable groups (tier 3) benefit from enhanced local capacity for the production of safe, high-quality and nutritious local and fortified foods to prevent micronutrient deficiencies.

Key activities

Activity 3: Provide beneficiaries with specialized nutritious foods and programmes such as SBCC to prevent and treat acute and chronic malnutrition.

70. Targeted supplementary feeding will be provided for 209,000 children aged 6–59 months with moderate acute malnutrition and malnourished pregnant and lactating women and girls, including those living with HIV, in areas where global acute malnutrition (GAM) exceeds the 10 percent “serious” threshold set by WHO.⁴⁰ Blanket supplementary feeding will be provided for 101,500 children aged 6–23 months and pregnant and lactating women and girls in areas where GAM exceeds the 15 percent “critical” threshold. Complementary feeding for 54,000 children aged 6–23 months will be implemented where stunting is 29 percent. Social and behaviour change communication (SBCC) and nutrition education will promote diverse diets and improve nutrition status. This activity will be implemented in the same locations as school meals and will be complemented by food fortification and resilience activities.

71. To implement this activity, WFP will build on existing partnerships with government bodies responsible for public health and nutrition services: the Committee for the Fight Against

⁴⁰ Severe acute malnutrition is addressed by UNICEF.

Malnutrition (*Cellule de lutte contre la malnutrition, or CLM*); the Ministry of Health, DGPSN and the Ministry of Agriculture. Partners Africare, Catholic Relief Services, Caritas, Senegalese Red Cross, *Action contre la faim* and ACTED (*Agence d'aide à la coopération technique et au développement*) will implement complementary activities.

Activity 4: Support the Government in addressing micronutrient deficiencies and enhance the availability of diverse, safe and healthy foods.

72. WFP will support CLM and the Ministry of Health in salt iodization and food fortification, assuming ownership of nutrition programmes and implementation of the Scaling Up Nutrition and Renewed Efforts Against Child Hunger initiatives. This will include nutrition-sensitive approaches for asset creation, local purchases of fortified foods, nutrition education, SBCC, women's empowerment and investment in human capital for economic growth; SBCC and community awareness-raising will target individuals and community leaders to promote understanding of infant feeding practices, the nutrition needs of mothers and children, and family planning. Government administrators will receive technical and policy support and local Ministry of Health staff will be trained.
73. WFP will work with the private sector to build the capacities of women's common initiative groups to increase access to locally produced nutrition products with a view to developing food value chains. WFP will work with government partners CLM, the Ministry of Health, the Ministry of Education and DGPSN and WHO, UNICEF, UN-Women and UNFPA, which provide technical support and conduct complementary activities.

Strategic outcome 3: Food-insecure populations and communities exposed to climatic shocks and other risks in targeted areas have resilient livelihoods and sustainable food systems all year.

74. WFP will build on the success of the R4 initiative in Tambacounda, Kaffrine and Kolda regions to reduce food insecurity and vulnerability and enhance resilience to shocks and adaptation to climate change among smallholder farmers and communities in new targeted areas by working with communities and households to create productive assets, providing technical support for the diversification of livelihoods and facilitating access to insurance and climate services. The activities will be implemented so as to minimize negative effects on the environment.
75. Smallholder farmers and their organizations will have improved links with market opportunities offered by WFP and partners. Technical support and training will be provided to enable farmers to minimize post-harvest losses through improved handling and storage. Preference will be given to women and young people and farmers' organizations with at least 50 percent women members.

Focus area

76. This strategic outcome focuses on resilience-building.

Expected outputs

77. This outcome will be achieved through four outputs:
 - Targeted beneficiaries (tier 1) benefit from timely food assistance for assets creation that meets their short-term food and nutrition needs and improves their resilience.
 - Targeted populations (tier 2) benefit from assets built or improved and other livelihood support interventions that enhance their productivity and resilience to recurrent climate shocks.
 - Targeted smallholders and their households (tier 2) benefit from climate adaptation measures such as agricultural insurance, climate services and village cereal banks that increase their adaptation to climate change.

- Targeted smallholders (tier 2) benefit from value-chain support that increases their access to market opportunities through links with private sector and institutional feeding programmes.

Key activities

Activity 5: Provide livelihood and climate adaptation support to targeted groups through integrated risk management and links to market opportunities.

78. This activity will reach 270,000 food-insecure beneficiaries in communities affected by recurrent climatic shocks and structural food insecurity, including smallholder farmers, women and young people in regions with high vulnerability to climate change and migration. WFP will support an additional 20,000 smallholders producing cereals and pulses to enable them to pay agricultural insurance premiums, and will continue to use its three-pronged approach⁴¹ for resilience programming.
79. Under the R4 initiative integrated climate risk management approach, productive community and household assets and livelihood support will be provided through FFA in areas that are highly sensitive to climate variability, with a focus on climate-smart assets that increase the resilience of the environment and reduce risks related to climate change. WFP will facilitate improved access to agricultural insurance by transferring risks to the National Agriculture Insurance Company of Senegal (Compagnie nationale d'assurance agricole du Sénégal, or CNAAS).
80. This activity will be coupled with climate-related services and the establishment of village cereal banks to build resilience. Climate information and advisory services will enable communities and households to adapt to climatic shocks and risks.
81. WFP will facilitate smallholders' access to microcredit, savings and agricultural insurance and will promote rural financial inclusion. The capacities of local authorities and communities in leadership, budget and project management, climate change adaptation and food security will be reinforced. WFP aims to enable the Government to mainstream climate risk management models such as R4 in its safety net and social protection programmes.
82. WFP will work with the Government to establish a national platform for food procurement from local smallholder farmers based on a Purchase from Africans for Africa (PAA) pilot initiative, to better link farmers to markets. WFP will support the Government in establishing procurement strategies and procedures, linking smallholder growers of cereals and pulses and market gardeners to school meals programmes, retailers and other potential buyers and consumers. Based on needs assessment WFP will train and equip farmers organizations, targeting women farmers in particular and promoting their full participation in the farmers organizations that it supports.
83. WFP will build on its existing partnerships with the Ministry of Agriculture, the Ministry of Education, the Ministry of Environment, CNAAS, the National Civil Aviation and Meteorological Agency, the National Food Security Council (Conseil national de sécurité alimentaire, or CNSA), DGPSN, FAO, the International Fund for Agricultural Development (IFAD), Oxfam, local communities and cooperating partners in this activity. Collaboration with WFP's centres of excellence against hunger in Brazil and China will be enhanced.

⁴¹ The three prongs of the approach are integrated context analysis, seasonal livelihood programming and community-based participatory planning.

Strategic outcome 4: National and local institutions have strengthened capacities to manage food and nutrition security, social protection and resilience-building programmes by 2023.

84. WFP will work to strengthen the capacities of the Government and partners at all levels to manage food security and nutrition policies and programmes through training and technical support in food security and nutrition analysis, early warning, insurance index design, supply chain management and emergency preparedness and response. Gender analysis and gender-transformative and HIV-sensitive programming will be mainstreamed. Capacity strengthening activities will form an integral part of handover strategies that lead to nationally owned sustainable food-security, nutrition and social-protection programmes.

Focus area

85. This strategic outcome focuses on resilience-building.

Expected outputs

86. This outcome will be achieved through three outputs:
- Food-insecure individuals and communities (tier 3) benefit from emergency preparedness and response, climate adaptation and national shock response programmes and social protection systems through which they receive timely assistance from the Government, WFP and partners.
 - Food-insecure populations (tier 3) benefit from enhanced Government capacity to manage supply chains and thus receive adequate and timely assistance from the Government, WFP and partners.
 - Food-insecure populations (tier 3) benefit from effective policies and engagement with civil society on food security and resilience, nutrition and social protection that ensure consistent assistance from the Government, WFP and partners.

Key activity

Activity 6: Build and enhance the capacity of central and local government in food and nutrition security analysis, emergency preparedness and response, supply chain management, and gender transformative safety-net programme design and management.

87. A comprehensive capacity-development strategy based on a needs assessment will be developed in cooperation with the Government with a baseline for monitoring progress. A multi-tier approach will target national and sub-national government institutions and community non-governmental organizations (NGOs). Capacity strengthening will include training, technical support and policy support in areas such as food and nutrition security analysis, emergency preparedness and response, supply chain management and gender-transformative safety-net programme design and management.
88. This activity will directly benefit institutions and NGOs through improvement of their capacities, tools and processes and thus their ability to tackle food insecurity and malnutrition in a sustainable and gender-transformative manner. Food-insecure populations will benefit indirectly. Girls and women will be trained in gender policies, women's empowerment and food and nutrition security.
89. WFP will work to enhance national capacity in emergency response and preparedness through technical support for individuals and organizations in policy, organizational structuring and accountability, contingency and response plans, procurement, supply chains and logistics management. WFP will support the Government in collaborating with United Nations agencies and other partners and act as a leading player for the supply chain working group.
90. WFP will form a coalition of partners based on existing partnerships with government ministries, FAO, IFAD, UNICEF, UN-Women, WHO, the Office for the Coordination of

Humanitarian Affairs, UNFPA, NGOs, civil society and regional and international development institutions. Exploiting stakeholders' comparative advantages will help to prevent duplication and create an enabling environment for delivering capacity-building for food and nutrition security, social protection and agricultural development.

3.3 Transition and exit strategies

91. During the CSP period, WFP will increasingly focus on strengthening national capacity with a view to the gradual transfer of school feeding, nutrition and targeted food assistance beneficiaries to the Government as it adopts a leading role in administering programmes.
92. As the R4 initiative is extended to Matam, Kaolack and Fatick regions, the number of strategic outcome 3 beneficiaries will increase in line with the proposal approved by the Green Climate Fund to expand the geographical coverage of resilience activities to the north of the country. The collaboration with the CNSA Executive Secretary as a Green Climate Fund (GCF) co-executing entity will allow WFP to assist the Government in scaling up the national resilience strategy.⁴² The exit strategy is aimed at integrating and mainstreaming the R4 approach into local development plans and government social-protection programmes and safety nets.
93. Capacity strengthening will include training, technical and material support, peer-exchange and learning visits to support zero hunger through South-South cooperation and support for policy development. It will also be part of the school meals, nutrition and resilience-building programmes, which will be complemented by a separate capacity-strengthening activity covering nutrition security analysis, supply chain management, gender-transformative programming, social protection and emergency preparedness and response. To enable households to graduate from food assistance WFP will provide complementary resilience building services such as asset creation, insurance, and income-generation and access to credit and will connect them with markets to reinforce their household food security and increase their productivity and incomes. Synergies will be sought between WFP, government and partner activities at the community level.
94. During the first year of the CSP, WFP will work with the Government to carry out a needs assessment to establish a baseline. The country office will ensure that it has the appropriate staff and expertise for its capacity-strengthening activities and will complement its own capacity with that of partners, particularly United Nations agencies. Its participation in the gender transformation programme⁴³ will increase its expertise in gender equality issues. WFP will collaborate with the Government in developing a transition and exit strategy and annual operational plans that will include indicators and a suitable monitoring system. The option of government financial support for activities delivered by WFP on its behalf will be explored.

⁴² A part of the overall CNSA vision for new resilient territories (*nouveaux territoires résilients*) launched in 2017.

⁴³ The gender transformation programme is the mechanism through which WFP will deliver on its commitment to integrate "gender equality and women's empowerment into all of its work and activities, to ensure that the different food security and nutrition needs of women, men, girls and boys are addressed".

4. Implementation arrangements

4.1 Beneficiary analysis

Strategic outcome	Activity	Women and girls	Men and boys	Total
1	1	38 250	36 750	75 000
	2	150 200	144 300	294 500
2	3	226 160	138 340	364 500
	4	0	0	0
3	5	137 700	132 300	270 000
4	6	0	0	0
Total		552 310	451 690	1 004 000

95. Vulnerable communities will be selected for seasonal assistance on the basis of food security and nutrition assessments and consultations. The school meals programme will target regions with high food insecurity and poor education outcomes. The targeting of nutrition activities will be based on a 2017 standardized monitoring and assessment of relief and transitions survey, which showed high wasting rates in the north and high stunting rates in the east where targeted supplementary feeding and blanket supplementary feeding will be implemented, and in the south where complementary feeding will be implemented.
96. Food security assessments conducted by WFP and the Government from 2010 to 2016 using the three-pronged approach will be used to identify livelihood activities to increase climate change resilience in vulnerable rural communities, especially among small-scale farmers.
97. A multi-tiered approach will be used for capacity-strengthening activities, targeting government institutions and community-based organizations. Participating institutions, including NGOs, will benefit directly from improved skills, tools and processes. Food-insecure populations will benefit indirectly from improved management of programmes addressing food insecurity and malnutrition.
98. Vulnerable populations will benefit directly from capacity-building in financial inclusion, income-generation and asset-creation activities that will increase their resilience to climate shocks. Women participants will continue to benefit from women's empowerment activities under the R4 initiative.
99. All beneficiaries will be registered in WFP's SCOPE digital beneficiary and transfer management system; WFP will work with the Government to ensure that SCOPE is compatible with the national single registry.
100. A holistic approach will be taken to including women and girls, young people, disabled people, households affected by HIV/AIDS and other disadvantaged groups. In addition to being included as beneficiaries, with at least 50 percent women targeted in all activities, institutional capacity strengthening will include raising awareness of the importance of women's roles in food security and nutrition; disadvantaged groups including women will assume decision-making roles and participate in economic development activities.

4.2 Transfers

Food and cash-based transfers

	Strategic outcome 1		Strategic outcome 2	Strategic outcome 3	
	<i>Activity 1</i>	<i>Activity 2</i>		<i>Activity 3</i>	<i>Activity 5</i>
Beneficiary type	All	Students (primary schools)	Students (primary schools)	Children (6-23 months); children (6-59 months); PLW	All
Modality	CBTs	CBTs	Food	Food	CBTs
Cereals			60		
Pulses			16		
Oil			6	25	
Salt			4		
Fish			26		
Supercereal			48	200/250	
Supercereal plus				100	
Plumpy'Sup				92	
Total kcal/day					
% kcal from protein					
Cash (<i>USD/person/day</i>)	0.35	0.15			0.27/1.83
Number of feeding days per year	90	95	41	60/180	50/10

Food type/cash-based transfers	Total (<i>mt</i>)	Total (<i>USD</i>)
Cereals and rice	1 653 907	1 043 615
Canned fish	716 693	2 860 795
Supercereal	9 405 854	5 000 427
Ready-to-use supplementary food	883 200	2 321 050
Iodized salt	110 260	9 923 443
Vegetable oil	643 891	678 660 819
Pulses and beans	441 042	453 391 094
Total (<i>food</i>)	13 854	12 367 862
Cash-based transfers	-	24 097 110
Total (<i>food and cash-based transfer value</i>)	13 854	36 464 972

Capacity strengthening, including South–South cooperation

101. Capacity development and technical assistance implemented in all strategic outcomes support the shift away from direct implementation by WFP. Partnerships with ministries will ensure that training and support are directed to national ownership and sustainability. A multi-tiered approach will be used to strengthen capacity at the national and sub-national levels of government and work with community-based NGOs and groups.
102. WFP will facilitate exchanges of knowledge and expertise through South–South cooperation with the centre of excellence against hunger in Brazil to strengthen national and community-level capacities for managing the school meals programme. Other South–South partnership options will be explored with the WFP centres of excellence in China and in India.

4.3 Supply Chain

103. WFP will deliver a combination of CBTs, food and specialized nutritious foods purchased locally or internationally for its activities. Supply chain networks for food and CBTs are well-established in Senegal. WFP transport services will be contracted with private-sector companies to maximize cost-efficiency through the use of the existing supply chain (storage, facilities, supply chain network) of the Food Security Commission (Commissariat à la sécurité alimentaire, or CSA), which leads national food security operations. WFP will explore supply-chain technologies and innovations with private-sector organizations.
104. For the distribution of in-kind food the supply-chain team will optimize planning, end-to-end visibility and cost-efficiency through efficient storage and supply chain network design and preparedness, including standby agreements, and the efficient use of the Global Commodity Management Facility (GCMF), in close collaboration with its partners. WFP will work with cooperating partners to strengthen their capacity in distribution, storage, transportation and information tracking and reporting.
105. WFP will track food using its Logistics Execution Support System and COMET. Supply chain functions will be significantly expanded to reflect accrued responsibilities with regard to CBTs: this will include analysis of procurement options, assessment of retail and logistics operations, contracting with organizations such as financial service providers, retailers and wholesalers, as well as cost-efficiency analyses and retail market capacity strengthening. WFP will support smallholder farmers and promote value chains by strengthening local supply chain capacity via technical, material or food assistance for training (FFT), improving agricultural productivity, reducing post-harvest loss and strengthening farmer associations' capacity and management, with links to activity 5.
106. WFP will work with the CSA in managing national and regional grain reserves and will provide capacity-building in procurement, transport, warehouse and stock management and value chains as part of emergency preparedness and response activities.

4.4 Country office capacity and profile

107. WFP will maintain its field presence in Kolda region to cover activities in the south and east. The country office in Dakar will cover activities implemented in central and northern areas.
108. A staff skills review was carried out to ensure that staff capacities are aligned with CSP activities; some new and higher-graded positions were identified to reinforce staff capacities.
109. Capacity strengthening will be included in the performance plans for heads of units. Along with the expertise of existing country office staff, the new structure and skills identified will ensure effective delivery of planned activities while providing the necessary capacity strengthening for the Government.

110. Women occupy 35 percent of staff positions. WFP will address the gap in recruiting new staff and will continue to foster a performance culture through training and clarification of roles and responsibilities.
111. WFP will develop and implement an occupational health and safety system, including wellness committees and health-promotion activities with partners. Due consideration will be given to national safety and health standards.

4.5 Partnerships

112. WFP will leverage its long-term relationship as a trusted partner of the Government to achieve maximum progress towards a shared vision for 2030. The main partners will be the ministries responsible for agriculture, health, education, social affairs, the environment and sustainable development, women and family affairs, women's entrepreneurship and micro-finance.
113. WFP will also work with complementary actors and private-sector organizations to help the Government to develop social safety nets, monitoring systems and resource mobilization under SDG 2.
114. WFP will work with FAO and IFAD in livelihood activities, post-harvest management and storage, asset creation, smallholder insurance and climate services. Other partners will include UNICEF, WHO, UNDP, UNFPA, UN-Women and regional and international development institutions to provide technical assistance and capacity-building in line with the government priorities. WFP is developing its relationships with the International Organization for Migration and Humanity and Inclusion – an independent charity in the United Kingdom – to address the links between food security, migration and disability.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

115. WFP will support the Government in strengthening its reporting and data-collection systems, its capacity to monitor progress towards zero hunger targets and the gender-responsive element of its monitoring and evaluation. A monitoring and evaluation plan and strategy will guide the country office in this area.
116. Baseline data and targets will be established within three months of activity start dates. Output data, including gender-and-age disaggregated data on the number of beneficiaries receiving CBTs and in-kind food transfers, will be collected at each distribution. Processes, outcomes and cross-cutting indicators will be monitored through post-distribution and outcome assessments. Joint outcome monitoring will be planned with partners and the Government. Information will be shared with partners through reporting and annual review meetings.
117. Protection and accountability to affected populations and gender will be part of all monitoring and evaluation, from monitoring of the participation of women and disadvantaged groups to the eventual assessment of any outcome benefits realized by them. A beneficiary feedback mechanism has been established and a report is prepared monthly on issues of possible misconduct or beneficiary protection for immediate attention of managers.
118. COMET and smart online monitoring technology will enable the efficient collection and analysis of data. To enhance efficiency WFP will contract with third parties to monitor activities in the north.

119. A mid-term review in 2021 will assess progress towards objectives and identify necessary adjustments to the CSP. An independent country portfolio evaluation in 2022 will assess accountability in the CSP and inform the orientation of future CSPs.
120. Two decentralized evaluations in 2021 and 2022 will assess partnerships, capacity strengthening, home-grown school feeding and livelihood support to prepare for hand-over and transition plans. SABER⁴⁴ exercises every two years will monitor the progress of school feeding. A monitoring, review and evaluation plan will guide monitoring and evaluation activities. Adequate resources have been budgeted for monitoring and evaluation.

5.2 Risk management

Contextual risks

121. The main contextual risks are natural disasters (drought; localized floods; locust infestation); lack of capacity in communities and decentralized government services; and insecurity, which could lead to influxes of refugees among other problems. Mitigation efforts include assisting the Government in establishing an early-warning system, including the development of government and community capacity in emergency preparedness and response, and crop insurance for smallholders. WFP works with the United Nations Department of Safety and Security to monitor security threats and complies with all United Nations security standards. Contingency plans for rapid scale-up are in place to mitigate disruptions caused by insecurity or shocks.

Programmatic risks

122. The main programmatic risks are failure to achieve transformational change for targeted communities and beneficiaries due to a failure to integrate activities; resistance to the gender-transformative approach; and failure to sustain an adequate level of delivery of activities in the shift to government-led management. WFP will build on lessons learned from the R4 initiative on integrated community led programming, and is working with other United Nations agencies to develop the UNDAF to ensure synergies among United Nations partners. WFP will establish operational agreements with the Government to establish shared expectations; capacity-strengthening plans will include clearly defined outputs and milestones.

Institutional risks

123. Institutional risks include inadequate financial support; and misconduct such as the diversion of food or the misuse of cash. Mitigation measures will include broadening and strengthening the funding base and joint fundraising with government and United Nations agencies. WFP will ensure that control systems such as systematic monitoring and community and beneficiary feedback systems are in place.

⁴⁴ SABER: Systems Approach for Better Education Results.

6. Resources for Results

6.1 Country portfolio budget

Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2019	2020	2021	2022	2023	
1	10 192 134	7 841 676	4 545 822	3 939 942	3 051 041	29 570 865
2	3 503 972	3 535 351	2 582 153	2 627 527	2 034 869	14 283 872
3	3 311 960	3 953 340	4 732 110	4 866 010	5 657 169	22 520 589
4	2 381 410	1 562 658	1 453 786	1 443 833	1 581 481	8 423 168
Total	19 389 725	16 893 024	13 313 872	12 877 312	12 324 560	74 798 493

6.2 Resourcing outlook

124. WFP received USD 125 million in funding for Senegal between 2012 and 2017, but during that period funding declined and became less predictable.
125. Recently, however, the success of the R4 initiative and the introduction of innovative community-led resilience tools have created a positive environment for resource mobilization. WFP is re-positioning to complement government social-protection and rural-development programmes, which has sparked the possibility of government support. In 2017, the country office became the first WFP country office to receive funding from the Green Climate Fund – USD 10 million for 2019–2022 – enabling WFP to support the Government's resilience and climate-change programmes. The zero hunger strategic review raised WFP's profile and improved its position with government partners. Ministries and government agencies will work with WFP to mobilize resources. WFP is seeking funds to support school meals from the United States Department of Agriculture's McGovern-Dole programme.
126. The CSP constitutes a multi-year framework that will enable WFP to forge robust long-term partnerships with the Government, United Nations agencies and other stakeholders to contribute to achieving zero hunger by 2030. On the basis of these positive developments, WFP aims to mobilize USD 75 million for implementation of the CSP.
127. If the expected funding does not materialize WFP will prioritize resilience activities, for which Green Climate Fund resources have been secured. School meals and capacity-building, supported by Canada and Luxembourg in recent years, will also be prioritized to continue WFP's mission of enhancing the capacity of government institutions to establish sustainable national home-grown school meals programmes.

6.3 Resource mobilization strategy

128. Since early 2018 WFP has been building on the momentum generated by the zero hunger strategic review by engaging in discussions with potential new donors to diversify its donor portfolio. In addition to maintaining strong relationships with the United States of America, Canada, France and Luxembourg, who have reliably provided funding in the past, WFP will seek new resources through mechanisms such as South-South cooperation and in the private sector. Private foundations such as the Qatar Foundation, MasterCard and the Bill & Melinda Gates Foundation will also be approached to support school meals and other activities. Partnerships for rural development are being explored with the African Development Bank. Joint initiatives and proposals such as collaboration with the Government and other United Nations agencies will be considered.

129. WFP will strengthen its engagement with the Government for joint fundraising and South-South cooperation opportunities and will explore direct government funding. Discussions have begun with the Government on funding WFP to enable implementation of the national school feeding programme.

LOGICAL FRAMEWORK SENEGAL COUNTRY STRATEGIC PLAN

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food

Strategic outcome 1: Food-insecure populations in targeted areas, including school-aged children, have access to adequate and nutritious food all year.

Outcome category: maintained/enhanced individual and household access to adequate food

nutrition-sensitive

Focus area: resilience-building

Assumptions

Resources available as required

Project areas are accessible and safe

Cooperating partners have the required capacities

Other complementary services are provided by other stakeholders

Outcome indicators

Attendance rate

Consumption-based coping strategy index (percentage of households with reduced CSI)

Drop-out rate

Enrolment rate

Food consumption score

Food expenditure share

Gender ratio

Graduation rate

Livelihood-based coping strategy index (percentage of households using coping strategies)

Retention rate

Activities and outputs

2. Provide nutritious school meals to vulnerable children in targeted departments during the school year in a way that relies on and stimulates local production (home-grown school feeding). (SMP: School meal activities)

Children attending pre-schools and primary schools (tier 1) receive timely and adequate school meals that meet their food and nutrition requirements and promote school enrolment and attendance. (A: Resources transferred)

Children attending pre-schools and primary schools (tier 1) receive timely and adequate school meals that meet their food and nutrition requirements and promote school enrolment and attendance. (B: Nutritious foods provided)

Food-insecure people benefit from enhanced national, local government and community capacity to implement home-grown school feeding and nutrition. (C: Capacity development and technical support provided)

1. Provide seasonal food or CBT assistance to complement the Government's social transfers to food-insecure populations. (URT: Unconditional resource transfers to support access to food)

Targeted beneficiaries (tier 1) receive timely and adequate food or CBTs that meet their food and nutrition requirements. (A: Resources transferred)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 2: Vulnerable populations in targeted departments, including children, pregnant and lactating women and girls and other nutritionally vulnerable individuals, have improved nutritional status all year.

Outcome category: improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: resilience-building

Assumptions

Health, education and protection ensured by the Government and partners

No major disease outbreaks during implementation

Outcome indicators

Moderate acute malnutrition (MAM) treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Proportion of trainers who retain key nutrition skills

Activities and outputs**3 Provide beneficiaries with specialized nutritious foods and programmes such as SBCC to prevent and treat acute and chronic malnutrition.
(NPA: Malnutrition prevention activities)**

Targeted beneficiaries including mothers of children aged 6–59 months, adolescent girls, PLWG and other nutritionally-vulnerable individuals living with HIV (tier 2) receive nutrition education and social and behaviour change communications to improve nutrition practices and prevent malnutrition. (E: Advocacy and education provided)

Targeted children aged 6–23 months and pregnant and lactating women and girls (tier 1) receive adequate and timely specialized nutritious foods to prevent moderate acute malnutrition and stunting. (A: Resources transferred)

Targeted children aged 6–23 months and pregnant and lactating women and girls (tier 1) receive adequate and timely specialized nutritious foods to prevent moderate acute malnutrition and stunting. (B: Nutritious foods provided)

Targeted children aged 6–59 months and pregnant and lactating women and girls (tier 1) receive adequate and timely specialized nutritious foods to treat moderate acute malnutrition and stunting. (A: Resources transferred)

Targeted children aged 6–59 months and pregnant and lactating women and girls (tier 1) receive adequate and timely specialized nutritious food to treat moderate acute malnutrition and stunting. (B: Nutritious foods provided)

4. Support the Government in addressing micronutrient deficiencies and enhance the availability of diverse, safe and healthy foods. (CSI: Institutional capacity-strengthening activities)

Vulnerable groups (tier 3) benefit from enhanced local capacity for the production of safe, high-quality and nutritious local and fortified foods to prevent micronutrient deficiencies. (C: Capacity development and technical support provided)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 3: Food-insecure populations and communities exposed to climate shocks and other risks in targeted areas have resilient livelihoods and sustainable food systems all year.

Outcome category: improved household adaptation and resilience to climate and other shocks

Focus area: resilience-building

Assumptions

Local production and marketing are efficient

Market prices are stable

Local products meet requirements at competitive prices

Outcome indicators

Consumption-based coping strategy index (percentage of households with reduced CSI)

Dietary diversity score

Food consumption score

Food expenditure share

Livelihood-based coping strategy index (percentage of households using coping strategies)

Percentage of households using weather and climate information for decision-making on livelihoods and food security

Percentage of households who integrate adaptation measures in their activities/livelihoods

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

Proportion of the population in targeted communities reporting environmental benefits

Rate of post-harvest losses

Value and volume of pro-smallholder sales through WFP-supported aggregation systems

Activities and outputs**5. Provide livelihood and climate adaptation support to targeted groups through an integrated risk management approach, and linkages to market opportunities. (CAR: Climate adaptation and risk management activities)**

Targeted beneficiaries (tier 1) benefit from timely food assistance for assets creation that meets their short-term food and nutrition needs and improves their resilience. (A: Resources transferred)

Targeted populations (tier 2) benefit from assets built or improved and other livelihood support interventions that enhance their productivity and resilience to recurrent climate shocks. (D: Assets created)

Targeted smallholders and their households (tier 2) benefit from climate adaptation measures such as agricultural insurance, climate services and village cereal banks that increase their adaptation to climate change. (G: Linkages to financial resources and insurance services facilitated)

Targeted smallholders benefit from value-chain support that increases their access to market opportunities through links with the private sector and institutional feeding programmes. (F: Purchases from smallholders completed)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Countries have strengthened capacity to implement the SDGs

Strategic outcome 4: National and local institutions have strengthened capacities to manage food and nutrition security, social protection and resilience-building programmes by 2023.

Outcome category: enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience-building

Assumptions

Human resources are of adequate quantity and quality

Interest on the part of the institutions

Outcome indicators

Emergency preparedness capacity index

National capacity index (school meals)

Zero hunger capacity scorecard

Activities and outputs

6. Build and enhance the capacity of central and local government in food and nutrition security analysis, emergency preparedness and response, supply chain management and gender transformative safety-net programme design and management. (CSI: Institutional capacity strengthening activities)

Food-insecure populations (tier 3) benefit from effective policies and engagement with civil society on food security and resilience, nutrition and social protection that ensure consistent assistance from the Government, WFP and partners. (I: Policy engagement strategies developed/implemented)

Food-insecure populations benefit from enhanced Government capacity to manage supply chains and thus receive adequate and timely assistance from the Government, WFP and partners. (C: Capacity development and technical support provided)

Food-insecure individuals and communities (tier 3) benefit from emergency preparedness and response, climate adaptation and national shock response programmes and social protection systems through which they receive timely assistance from the Government, WFP and partners. (C: Capacity development and technical support provided)

Strategic Goal 1: Support countries to achieve zero hunger

C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

Cross-cutting Indicators

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity

Cross-cutting indicators

C.2.1: Proportion of targeted people accessing assistance without protection challenges

C.3. Improved gender equality and women's empowerment among WFP-assisted population

Cross-cutting indicators

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment

Cross-cutting indicators

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 1/ SDG Target 2.1	Strategic Result 2/ SDG Target 2.2	Strategic Result 4/ SDG Target 2.4	Strategic Result 5/ SDG Target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Resilience-building	Resilience-building	Resilience-building	Resilience-building	
Transfers	23 803 992	11 038 145	16 931 370	7 215 067	58 988 575
Implementation	1 865 260	1 310 532	2 442 012	65 000	5 682 804
Adjusted direct support costs	2 096 819	1 063 409	1 772 710	629 010	5 561 949
Subtotal	27 766 071	13 412 086	21 146 093	7 909 078	70 233 327
Indirect support costs (6.5%)	1 804 795	871 786	1 374 496	514 090	4 565 166
Total	29 570 865	14 283 872	22 520 589	8 423 168	74 798 493

Acronyms used in the document

CBT	cash-based transfer
CLM	Committee for the Fight Against Malnutrition <i>(Cellule de lutte contre la malnutrition)</i>
CNAAS	National Agriculture Insurance Company of Senegal <i>(Compagnie nationale d'assurance agricole du Sénégal)</i>
CNSA	National Council for Food Security <i>(Conseil national de sécurité alimentaire)</i>
CSP	country strategic plan
DGPSN	National Delegation for Social Protection and Solidarity <i>(Délégation à la protection sociale et à la solidarité nationale)</i>
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GAM	global acute malnutrition
IFAD	International Fund for Agricultural Development
MAM	moderate acute malnutrition
NGO	non-governmental organization
R4	Rural Resilience Initiative
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
UNDAF	United Nations development assistance framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WHO	World Health Organization