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Senegal country strategic plan (2025–2029)

Duration	1 January 2025–31 December 2029
Total cost to WFP	USD 149,967,522
Gender and age marker*	3

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

Executive summary

A stable and mature democracy, Senegal has seen sustained growth in its gross domestic product over the past decade and is set to graduate from the category of least developed country to that of lower-middle income in 2027. Despite this, the country has struggled to reduce inequality and substantially lift its rural poor out of poverty. Senegal is highly exposed to climate risks and remains dependent on international commodities to feed its population. Malnutrition is a significant public health concern, with certain indicators either stagnating or worsening, in particular as a result of recent multiple external crises that have led to unprecedented levels of inflation from 2020 onwards.

In line with national priorities, WFP proposes a gradual shift in its operations in Senegal with the aim of accelerating progress towards the Sustainable Development Goals. WFP will consolidate its experience of more than five decades and its extensive field presence into a concrete, evidence-based value proposition to support the Government of Senegal in achieving zero hunger. Senegal is committed to delivering inclusive economic growth, which will benefit its growing population of young people and the millions of women in informal or unremunerated work, thereby reducing inequality and investing in human capital. Senegal is further committed to addressing climate change by adapting its agriculture sector and mitigating risk, as part of its drive to achieve food sovereignty. As a recognized leader in school feeding and malnutrition prevention and treatment, WFP will gradually reduce the number of people that it serves directly as it invests in capacity

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strengthening and offers targeted technical assistance to enhance national policies, social protection and nutrition-sensitive safety nets. WFP's Rural Resilience Initiative will be promoted as a model for sustainable and climate-smart agriculture with the potential to reduce food insecurity and build resilience in rural communities throughout Senegal.

The 2025–2029 country strategic plan is designed around four interconnected outcomes:

- *Outcome 1:* Crisis-affected populations in targeted areas meet their urgent food and nutrition needs before, during and after shocks.
- *Outcome 2:* Populations at risk of malnutrition and school-aged children in targeted areas have improved nutrition status, contributing to strengthened human capital by 2029.
- *Outcome 3:* Communities, individuals and food system actors in targeted areas vulnerable to shocks and stressors benefit from ecosystem restoration, resilient livelihoods, improved diets and more sustainable food systems by 2029.
- *Outcome 4:* National systems and institutions have strengthened capacity to integrate food security, nutrition and resilience in national policies and achieve zero hunger, reduce climate vulnerability and further develop Senegal's human capital by 2029.

WFP will build a body of evidence to support the proposed shift and strengthen existing partnerships while building new alliances with stakeholders – from the private sector to development partners. WFP will coordinate and collaborate with other United Nations entities throughout the duration of the country strategic plan, building on each agency's strengths to provide a range of holistic services and assistance that is effective and impactful. Protection, gender equality and women's empowerment, disability inclusion, nutrition and accountability to affected populations will be mainstreamed across WFP interventions. WFP is committed to reducing gender inequality through innovative and gender-transformative programming, including through financial inclusion and the development of new opportunities for women along the food value chain.

Draft decision*

The Board approves the Senegal country strategic plan (2025–2029) (WFP/EB.2/2024/7-A/3) at a total cost to WFP of USD 149,967,522.

* 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 among Africa's most stable countries, having overseen three peaceful transfers of power since independence. While the Casamance region experienced internal tensions between the 1980s and the 2010s,¹ a peace agreement was signed in 2022. Yet while democratic processes have continued to mature, political events since 2021 have revealed growing dissatisfaction among young people, who represent an increasing share of the population. In March 2024, Senegal elected Africa's youngest president, with the new Government promising "systemic change" and improved accountability. However, women occupy just one fifth of the parliamentary seats now held by the governing party, and very few have executive positions.
2. Senegal is on track to graduate from the category of least developed country by 2027, in part thanks to an average growth in gross domestic product of 6 percent between 2011 and 2018.² While graduation is a source of great pride, it also means a loss of preferential trade arrangements and reduced United Nations core funding allocations. Senegal's dependence on international goods, particularly food, exposes its economy to external shocks: inflation reached an unprecedented 9.7 percent in 2022, with food inflation reaching 15 percent.
3. Senegal is home to 18.2 million people, 52.6 percent of whom live in rural areas. The country has a population growth rate of 2.5 percent and an overall fertility rate of close to 4.9 children per woman,³ and more than 60 percent of the population is under the age of 25. These demographics exert considerable pressure on access to education, health, water and hygiene infrastructure and employment.
4. Senegal's score on the human development index (HDI) increased from 0.37 in 1990 to 0.511 in 2021, notably due to progress in education and health care. However, when adjusted for inequality, its HDI score shows a loss of 31 percent. Half of the population is multidimensionally poor, and the incidence of multidimensional poverty is 41.5 percent higher than that of monetary poverty, suggesting that individuals living above the monetary poverty line may still suffer deprivation in health, education and standards of living.⁴ In rural areas, households have an 80 percent chance of falling suddenly into poverty; in other words, unexpected shocks can be devastating.⁵
5. Senegal struggles to invest in its human capital to keep pace with the growing economy. The country's high illiteracy rate (45 percent of women are literate compared with 68 percent of men), persistent unemployment and labour market informality (94 percent of women and 90 percent of men are employed in the informal sector)⁶ and widespread poverty create an environment with few prospects for young people.
6. Some 62 percent of Senegal's workforce are under the age of 34, with 42 percent between the ages of 20 and 35. The large number of young people of working age presents an opportunity for economic growth and development, although currently close to 20 percent of young people are unemployed compared with a national unemployment rate of 3 percent. Rural poverty, underdevelopment, unemployment and climate change are drivers of rural exodus and migration, and because women, children and older people most

¹ Central Intelligence Agency. 2024. *The World Factbook: Senegal*.

² The incidence of poverty (using the national poverty line) fell from 43.0 percent in 2011 to 37.8 percent in 2018.

³ United Nations. 2024. *Plan Cadre de Coopération des Nations Unies pour le Développement Durable 2024–2028*.

⁴ United Nations Development Programme. 2023. *Multidimensional Poverty Index 2023*.

⁵ World Bank. 2023. *Poverty & Equity Brief: Senegal*.

⁶ Institute of Labour Economics. 2022. *Labor Informality and Market Segmentation in Senegal*.

often stay at home, they comprise the populations most at risk of being left behind in terms of economic and social development.

7. Women's economic empowerment and the achievement of gender equality are key drivers of improved social indicators. Among other constraints, women and girls face barriers to accessing financial products and services. As a result, many resort to informal mechanisms to access credit and saving services, which typically lack consumer protection and keep users in the informal economy.
8. Adolescent girls constitute 22 percent of women of reproductive age and contribute nearly 10 percent to the total fertility rate of Senegalese women.⁷ At 66 births per 1,000 girls,⁸ the adolescent fertility rate remains high, particularly in rural areas. In addition to the high risk to both mother and child, early pregnancy jeopardizes the education of young girls and impacts their ability to participate fully in the country's social and economic growth.
9. Although the national prevalence of HIV/AIDS is relatively low (at 0.3 percent of the adult population),⁹ the situation of children being born to HIV-positive mothers requires special attention. Many women living with HIV choose not to seek treatment because of the stigmatization they face.

1.2 Progress towards the 2030 Agenda for Sustainable Development

10. Senegal's commitment to the 2030 Agenda is enshrined in the 2014 national development plan, *Plan Sénégal Émergent*, which is being implemented through five-year priority action plans. Senegal has participated in two voluntary national reviews, with the most recent¹⁰ highlighting that persistent gender inequality, lack of resilience in the face of a changing climate and the lingering effects of the coronavirus disease 2019 pandemic remain key challenges in achieving its Sustainable Development Goal (SDG) objectives.
11. At 36 percent, poverty levels in Senegal are the lowest in West Africa,¹¹ but they are unlikely to fall unless significant progress is made in reducing inequality. Although poverty affects women more than men, Senegal is unusual in that poverty is less prevalent in households headed by women than in those headed by men,¹² which indicates the importance of gender equality as a catalyst for achieving the SDGs.
12. Senegal is struggling to meet SDG 4. Nearly half of Senegalese children aged 12–15 years do not have access to a quality education; 20 percent of children are not enrolled in primary school and 37 percent of those enrolled do not complete primary school.¹³ On average, children can expect to complete 7.3 years of schooling, significantly fewer years than the average for lower-middle-income countries (12 years) and slightly lower than the average for sub-Saharan Africa.¹⁴ Though girls have a higher enrolment rate than boys in elementary and middle school, from third grade (14 to 15 years of age) their completion rate drops to 39 percent; this is the age at which 74 percent of teenage

⁷ African Population and Health Research Center. 2020. *The State of Education and Implications of SRHR on the Education of Adolescent Girls in Senegal*.

⁸ World Bank. 2021. *Adolescent fertility rate (births per 1,000 women ages 15-19) - Senegal*.

⁹ World Bank. 2021. *Prevalence of HIV, total (% of population ages 15-49) - Senegal*.

¹⁰ Ministry of Economy, Planning and Cooperation. 2022. *VNR Report for Senegal*.

¹¹ World Bank. 2024. *The World Bank in Senegal*.

¹² International Monetary Fund. 2007. *Country Report No. 07/316, Senegal Poverty Reduction Strategy Paper*; and University of Virginia Journal of Business Diversity. 2020. *Female-Headed Poverty in Senegal: A Mixed Methods Study*, Vol. 20, Issue 2.

¹³ United Nations Senegal. 2023. *Analyse Commune Pays 2022 - Sénégal*.

¹⁴ World Bank. 2023. *Human Capital Country Brief*.

pregnancies are registered.¹⁵ Senegal's Qur'anic schools, *daaras*, are considered problematic by international human rights groups and do not provide an easy transition to formal education or vocational training.¹⁶

1.3 Progress towards SDGs 2 and 17

Progress on SDG 2 targets

13. *Access to food.* Senegal's agriculture and livestock sectors are vulnerable to drought and flooding, pests and other hazards.¹⁷ Commercial overfishing jeopardizes the livelihoods of Senegalese fishing communities, while climate change increases the intensity and frequency of the shocks faced by pastoralists. Senegal imports 70 percent of its food,¹⁸ which exposes households to external market volatility.
14. *Food insecurity.* Results from the March 2024 Cadre Harmonisé analysis show that food insecurity is expected to double during the projected peak lean season (June to August),¹⁹ with Salémata and Goudiry departments projected to face crisis levels of food insecurity.²⁰
15. *End malnutrition.* Senegal is not currently on track to meet all targets for maternal, infant and young child nutrition. Though some progress has been made in reducing chronic malnutrition, stunting still affects 18 percent of children under 5 and progress on reducing wasting has been reversed in the last five years, with the global acute malnutrition rate among children under 5 increasing from 8 to 10 percent.²¹ Furthermore, 16 percent of infants experience low birth weight.²² Widespread micronutrient deficiencies remain a public health concern: anaemia affects 68 percent of children under 5²³ and 53 percent of women and girls of childbearing age. Drivers of malnutrition include food insecurity and inadequate infant and young child feeding practices; only 9 percent of children under 2 receive a minimum acceptable diet and only 41 percent of infants between 0 and 5 months are exclusively breastfed.²⁴
16. *Smallholder productivity and incomes.* Agriculture contributes 16 percent of Senegal's gross domestic product,²⁵ with 60 percent of the workforce engaged in food production.²⁶ The majority of farms rely on rainfed subsistence practices, which are constrained by inadequate or irregular rainfall, lack of good-quality inputs and poor infrastructure. Productivity is hampered by soil degradation – which affects 60 percent of arable land – and post-harvest losses.

¹⁵ African Population and Health Research Center. 2020. *The State of Education and Implications of SRHR on the Education of Adolescent Girls in Senegal*.

¹⁶ Amnesty International. 2022. *Senegal: The State must move from commitment to strong action to protect talibé children*.

¹⁷ Food and Agriculture Organization of the United Nations (FAO). *Senegal country profile*.

¹⁸ United States Department of Agriculture. 2024. *Exporter Guide, Senegal*.

¹⁹ The number of people in Cadre Harmonisé/Integrated Food Security Phase 3 or above is projected to rise from 278,000 (March to May 2024, current period) to 518,000 (June to August 2024, projected period).

²⁰ Cadre Harmonisé. 2024. *Résultats de l'analyse de la situation actuelle et projetée de l'insécurité alimentaire aiguë, mars 2024*.

²¹ Government of Senegal. 2023. *Sénégal: Enquête démographique et de santé continue 2023*.

²² Global Nutrition Report. 2022. *Senegal country profile*.

²³ World Bank. 2019. *Prevalence of anemia among children (% of children ages 6-59 months) – Senegal, World*.

²⁴ Global Nutrition Report. 2022. *Senegal Country Profile*.

²⁵ World Bank. 2022. *Agriculture, forestry, and fishing, value added (% of GDP) – Senegal*.

²⁶ International Fund for Agriculture Development. 2024. *Senegal country profile*.

17. Although women are responsible for 80 percent of food produced in Senegal,²⁷ they are mostly engaged in unremunerated subsistence farming of produce intended for household consumption, while men are engaged in the production of cash crops, for which they earn income. In addition to efforts to challenge stereotypes regarding their roles and capacities, women also need better access to information, resources (e.g. credit, land) and skills related to sustainable (climate-smart) agricultural practices, including through sustainable natural resource management, to reduce environmental degradation and better adapt to climate change if they are to have similar opportunities to men.
18. *Sustainable food systems.* Senegal's arable land is increasingly fragmented and overexploited as the country's population grows. The destruction of biodiversity (through overgrazing, soil erosion, deforestation, overfishing and poaching), weak environmental protection laws and poor natural resource management significantly jeopardize environmental sustainability, accelerate land degradation and further limit agricultural productivity. The Government is committed to improving agro-ecosystem services and agricultural value chains while creating rural employment in activities related to land preservation and climate-smart agriculture, with a particular focus on women and young people.

Progress on SDG 17 targets

19. *Capacity strengthening.* Despite notable progress, significant challenges remain in terms of access to health care, education and social protection. The main challenges relate to financing, governance and the quality of service delivery, including effective coverage.
20. *Policy coherence.* Senegal has struggled to implement its numerous SDG-related policies, in part due to inconsistent financing and prioritization. Within line ministries, key cross-cutting issues such as gender equality and nutrition continue to be "siloeed" instead of mainstreamed, hampering progress.
21. *Diversified resourcing.* The Government is committed to a more robust financing strategy for the SDGs, which includes strengthening and modernizing the fiscal regime, optimizing public investments and establishing stronger accountability measures, as well as engaging in transparent public-private partnerships.
22. *Enhanced global partnership.* Senegal is a leader in Africa in terms of sharing knowledge, expertise and technology in support of achieving the SDGs.²⁸ For example, Senegal is among 11 African countries in the Great Green Wall Initiative, which aims to increase the amount of arable land in the Sahel.

1.4 Hunger gaps and challenges

23. Senegal continues to experience significant food deficits in the interior and southern regions. This is the case during the lean season in particular, when roughly 20 departments²⁹ are chronically vulnerable to food insecurity as a result of constraints that severely limit the availability of and access to healthy, nutritious food. These 20 departments make up about 30 percent of Senegal's population. In Sédhiou, 29 percent of the population is vulnerable to chronic food insecurity; in Kédougou, Kaffrine and Tambacounda, rates exceed 25 percent. Of all the root causes of food insecurity, poverty has the greatest impact; poverty rates range from 77 percent (Kolda) to 45 percent (Matam), while acute malnutrition among

²⁷ *Ibid.*

²⁸ United Nations Industrial Development Organization. 2021. *South-South and Triangular Industrial Cooperation*.

²⁹ These are Kédougou, Salémata, Saraya, Kolda, Médina Yoro Foulah, Vélingara, Matam, Kanel, Ranérou Ferlo, Podor, Sédhiou, Bounkiling, Goudomp, Tambacounda, Koumpentoum, Goudiry, Bakel, Ziguinchor, Bignona, and Oussouye.

children under 5 reaches up to 18 percent (Podor), compared with a national average of 9 percent.³⁰

24. Boosting agricultural productivity by supporting smallholder subsistence farmers, particularly women, and improving their resilience to shocks, is key to improving access to food in rural areas. Senegal will need to ensure the viability of food production systems and implement sustainable agricultural practices that increase productivity, preserve ecosystems and strengthen the ability of smallholders to adapt to extreme weather, while gradually improving soil and water quality.
25. Despite the equal access and ownership of land guaranteed by the constitution, disparities remain in terms of the opportunities afforded to men and women. Prevailing gender norms preclude the participation of women in social and economic activities outside of their traditional roles, reinforcing unequal access to information and resources and increasing the risk that women are left further behind.³¹
26. The percentage of rural households with poor food consumption is four times higher than that of urban households. In Tambacounda, Sédhiou, Kédougou, Matam, Kolda and Fatick, at least 25 percent of people consume inadequate food.³²

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

27. The country strategic plan (CSP) for 2025–2029 builds on lessons learned from the CSP for 2019–2024, with consideration of the findings and recommendations of the 2023 CSP evaluation.³³ It has been elaborated in consultation with national stakeholders.
28. In the CSP for 2019–2024, WFP's targeting and strategic objectives were in line with national policies and programmes, and WFP was effective in targeting the communities most at risk of food insecurity and malnutrition. However, WFP missed opportunities to support national social protection, opting to prioritize direct implementation over the nurturing of partnerships in an enabling role.
29. Under the CSP for 2025–2029, WFP will leverage its experience and field presence to move towards a capacity-strengthening role by participating more actively in strategic discussions and by producing evidence to support results-based advocacy and better communicate its value proposition. The objective will be to support the Government in improving the quality and reach of national social protection and shock-responsive safety nets. WFP will invest in Senegalese food value chains to enhance the quality and volume of food production, including through partnerships with the private sector and other value chain actors.
30. WFP will implement the following adjustments to its strategic approach, in line with stated national priorities:
 - Streamline geographical targeting to improve links between lean season response, nutrition in emergencies, home-grown school feeding (HGSF) and resilience building.
 - Fill gaps with respect to lean season and resilience-building activities; WFP will leverage its experience with climate risk management to better anchor these activities within the wider framework of resilience investments in Senegal.

³⁰ WFP. 2018. *National Zero Hunger Strategic Review for Senegal*.

³¹ *Ibid.*

³² *Ibid.*

³³ WFP. 2023. *Évaluation du plan stratégique de pays du PAM pour Sénégal 2019–2023*.

- In coordination with development partners, support the Government in strengthening the quality, reach and effectiveness of social protection. The national unique registry (Registre National Unique, or RNU) will be one entry point for this work: the national ambition is to increase coverage from the current 543,000 households to 1 million households and to improve the registry's ability to target multidimensional vulnerability before, during and after shocks.
- Develop and test proofs of concept to support the Government in rolling out nutrition-sensitive safety nets, particularly the national school feeding programme. The recommendations from the 2023 Systems Approach for Better Education Results (SABER) action plan and resulting national commitments will be the guiding framework for WFP support.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

31. The United Nations sustainable development cooperation framework (UNSDCF) is aligned with Senegal's third priority action plan (2024–2028) in terms of strategic priorities and timeframe, with an emphasis on structural economic transformation, the development of Senegal's human capital and good governance.
32. This CSP is derived from all three outcomes of the UNSDCF for 2024–2028, which will be achieved through joint interventions and consistent coordination within the United Nations country team:
 - UNSDCF outcome 1: By 2028, vulnerable people have access to decent, productive jobs, supported by entrepreneurship, innovation and sustainable food and production systems.
 - UNSDCF outcome 2: By 2028, social protection systems and basic social services ensure equitable, inclusive and high-quality access for the most vulnerable people, especially those living in remote, peri-urban, rural or border areas.
 - UNSDCF outcome 3: By 2028, inclusive and transparent public policies enable people to be more resilient and have equitable access to natural resources and public services.

2.3 Engagement with key stakeholders

33. The launch of the CSP process coincided with new leadership in the Senegal country office, presenting an opportunity to assess the perceptions and expectations of WFP from a new perspective. Over a period of five months, high-level consultations with line ministries, national and international partners and members of the United Nations country team were held, culminating in a round table discussion that validated the CSP's vision and approach.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

34. WFP will support the Government in strengthening sustainable safety nets and social protection programmes, including their effectiveness in responding to shocks. In doing so, it aims to reduce food and nutrition insecurity, address natural resource degradation and mitigate climate and disaster risk through a gender-transformative approach. Targeting women and young people, WFP will design programming that addresses the challenges faced by these groups, in particular rural women, in accessing digital and financial services, as well as developing messages aimed at changing the perception of gender roles, especially in rural areas. WFP will complement national efforts with nutrition-sensitive school meals in primary schools and *daaras* throughout the country; malnutrition prevention and treatment services; a lean season response plan that addresses gaps in the national response; and a

more structured resilience programme. WFP will invest more consistently in capacity strengthening, refining its value proposition for technical assistance and policy development, and supporting improvements in the quality, effectiveness and accountability of the national social protection programme.

35. The CSP is based on the following theory of change:

- *If WFP and national actors* contribute to enhanced livelihoods opportunities and more resilient food systems through climate-smart agriculture, natural resources protection and increased access to economic opportunities, particularly for women, young people and other marginalized groups;
- *and* ensure that populations vulnerable to shocks, food insecurity and malnutrition, and school-aged children, have access to adequate nutritious food;
- *and* strengthen the national capacity to develop and implement nutrition-sensitive social protection;
- *then* Senegalese food systems will be stronger, more inclusive and equitable and able to provide dignified livelihoods for women and young people, while addressing food and nutrition needs more sustainably and improving overall quality of life for at-risk populations.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Crisis-affected populations in targeted areas meet their urgent food and nutrition needs before, during and after shocks

36. Under CSP outcome 1, WFP will address the immediate food and nutrition needs of households and communities exposed to lean season shocks and other crises, with a particular focus on preventing a deterioration in the nutrition status of at-risk women and children.

WFP strategic outcome

37. CSP outcome 1 is aligned with WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

Focus area

38. The focus area of CSP outcome 1 is crisis response.

Alignment with national priorities

39. Under CSP outcome 1, WFP will contribute to the first pillar of the UNSDCF and the *Plan Sénégal Émergent* through its focus on supporting those at risk of being left behind, including with improved, equitable and gender-responsive services and protection and a healthy habitat, improving their resilience to all types of shock.

Expected outputs

40. The following outputs will contribute to the achievement of CSP outcome 1:

- Output 1.1: Crisis-affected populations equitably receive timely food and cash-based assistance to meet their urgent food needs.
- Output 1.2: Crisis-affected children aged 6–59 months and pregnant and breastfeeding women and girls, including caregivers, receive a “nutrition in emergencies” package to reduce the deterioration of their nutrition status during the lean season.

Key activities

Activity 1: Provide food and nutrition assistance for crisis-affected populations and at-risk groups, including through national shock-responsive social protection systems where feasible

41. WFP will provide general food assistance in the form of unconditional cash-based transfers for highly food-insecure households during the lean season and, if requested by the Government, during crises, with priority given to locations registering crisis levels of food insecurity in the Cadre Harmonisé analysis (updated every year in March). The transfer modality will be determined by a context-specific and gender-sensitive rapid needs assessment, taking into account the particular preferences, needs and access constraints of women, men, boys and girls.
42. The priority departments for the lean season response will be established through the Cadre Harmonisé analysis. Beneficiary households already registered in the RNU in those areas are automatically eligible for WFP assistance. WFP will further assist additional vulnerable households in each location, identified through a community-based approach which applies WFP food insecurity criteria. In order to mitigate any potential intra-community tensions related to the assistance, WFP will commit to covering the full scope of needs in each location. WFP will also advocate for the inclusion of these additional vulnerable households in the RNU for future targeting under CSP outcome 4.
43. Among the people targeted for general food distribution, WFP will identify households with pregnant and breastfeeding women and girls and/or children aged 6–23 months. Simultaneous to its lean season response, WFP will provide those households with additional cash or specialized nutritious food in order to protect their nutrition status. WFP will also provide community-based support for beneficiaries of nutrition assistance, including sensitization sessions on appropriate infant and young child feeding practices. Targeted and culturally appropriate messages will be developed for both men and women in an effort to engage men and soften perceptions around traditional gender roles within households and with respect to childcare.

Partnerships

44. WFP will work with local and international non-governmental organizations to implement and monitor general food assistance and with financial service providers to plan and manage the distribution of cash-based transfers.
45. WFP's principal partner for emergency nutrition assistance will be the national nutrition development council, which sets the overarching policy for nutrition interventions, identifies local organizations and establishes operational arrangements. WFP will improve collaboration with the United Nations Children's Fund (UNICEF) and with local branches of the Ministry of Health and Social Action to ensure a complementary approach.

Assumptions

46. The success of this activity depends on the availability of timely and reliable data, the extent to which partnerships with national stakeholders are productive, and the provision of reliable funding that facilitates timely interventions.

Transition/handover strategy

47. In line with funding constraints and the ambition to improve the resilience of households and communities exposed to shocks and at risk of food insecurity, WFP aims to reduce the overall number of people targeted for its crisis response operations by 10 percent each year. WFP will identify households eligible for inclusion in either the national social protection system or WFP resilience activities under CSP outcome 3, with the intention of transitioning

up to 30 percent of the total number of beneficiaries of crisis response operations over the five-year period.

Country strategic plan outcome 2: Populations at risk of malnutrition and school-aged children in targeted areas have improved nutrition status, which contributes to strengthened human capital, by 2029

48. Under CSP outcome 2, WFP will support Senegal's national safety nets by addressing malnutrition year-round and by contributing to improved education outcomes through school meals.

WFP strategic outcome

49. CSP outcome 2 is aligned with WFP strategic outcome 2: People have better nutrition, health and education outcomes.

Focus area

50. The focus area of CSP outcome 2 is resilience building.

Alignment with national priorities

51. Under CSP outcome 2, WFP will contribute to the first pillar of the UNSDCF and the *Plan Sénégal Émergent* through its focus on equitable social protection in the public health and education sectors, developing human capital, strengthening social protection and ensuring sustainable development.

Expected outputs

52. The following outputs will contribute to the achievement of CSP outcome 2:
- Output 2.1: Populations at risk of malnutrition, particularly children under 5, pregnant and breastfeeding women and girls, and other marginalized groups, receive integrated nutrition assistance that prevents stunting, manages malnutrition and improves access to healthy diets.
 - Output 3.1: School-aged boys and girls have improved access to diverse and locally sourced school meals, including through home-grown school feeding (HGSF) where feasible, and complementary activities designed to improve nutrition, health, and food security, and facilitate good-quality education.

Key activities

Activity 2: Provide an integrated nutrition package to people at risk of malnutrition with particular attention to marginalized groups, including by strengthening community-level nutrition knowledge and services

53. WFP will continue to provide an integrated package of nutrition assistance for pregnant and breastfeeding women and girls, children aged 6–59 months and people living with HIV. Support for people living with HIV will consist of direct nutritional support and cash-based transfers. WFP will prevent and manage moderate acute malnutrition through the provision of cash-based transfers and specialized nutritious foods, support for community-based knowledge and service providers, and a robust social and behaviour change (SBC) programme designed with input from beneficiaries and other stakeholders. The SBC programme will be deployed in areas of geographical convergence between activity 2 and activities 3 and 4 of the CSP. WFP will encourage the consumption of locally produced diverse, nutritious and/or fortified food, including through synergies with the resilience-building activities under CSP outcome 3.

54. WFP aims to prevent chronic malnutrition among children aged 6–23 months, pregnant and breastfeeding women and girls, and people living with HIV through the provision of specialized nutritious foods or cash top-ups. This work will be carried out in tandem with the SBC programme, which includes tailored nutrition counselling to encourage the consumption of fortified foods. WFP will increasingly prioritize cash-based transfers in line with beneficiary preferences, thereby linking activity 2 with activities 4 and 5.

Activity 3: Provide diverse, locally sourced school meals to children in schools

55. WFP will provide school meals in primary schools in areas experiencing high levels of food insecurity, while supporting the Government in scaling up the coverage of the national school feeding programme. At present, WFP provides school meals to 10 percent of schools targeted under the national programme, with the Ministry of Education covering 1 percent. WFP will pilot different modalities for its HGSF programme in 2024, which will inform the scale-up of the HGSF programme under the CSP.
56. In alignment with the findings and recommendations from the 2023 SABER, WFP will develop and test proofs of concept to improve the sustainability, cost-effectiveness and strength of community-based approaches and establish links with local food value chain actors to provide fortified and diverse nutritious food. In addition, WFP will work with local producers and distributors (wholesalers and retailers) of fortified rice, among other commodities, thereby linking activity 3 with activities 4 and 5.
57. WFP will empower primary schools to manage their school feeding operations and increase their capacity to gather and enter standardized digital data into a central database in order to improve data analytics, learning and programme planning. The database is being developed by the Ministry of Education with WFP support under CSP activity 5. As the Ministry of Education is increasingly able to absorb a higher caseload of primary schools from among WFP-supported schools, WFP will implement school feeding in *daaras*. In doing so, WFP will support national efforts to address protection and education quality issues in those institutions.
58. Both WFP and the Ministry of Education have experienced severe resource constraints related to programme monitoring. As such, WFP will adjust its modalities, including through the digitalization of vouchers and the introduction of unrestricted cash assistance for HGSF to increase and diversify the suppliers available to schools and the variety of food items provided. In terms of the suppliers, smallholder farmers' associations and local cooperatives will be prioritized. WFP will strengthen links between HGSF and the food value chain actors – in particular, women and young people – supported under CSP outcome 3.

Partnerships

59. WFP will coordinate its nutrition interventions with the national nutrition development council under the Ministry of Health and Social Action. WFP will work closely with community leaders, community-based organizations and women's groups to verify and validate beneficiary targeting processes, as well as to identify appropriate community-led gender-transformative activities.
60. WFP will collaborate with the school feeding division of the Ministry of Education to ensure that targeting reflects national priorities and to develop scalable models, while strengthening the capacity of schools to manage cash-based school feeding operations.
61. WFP will implement school feeding in UNICEF-assisted schools to reinforce synergies between the work of the two agencies and enable the provision of a full package of school health and nutrition interventions. To complement the national school feeding programme, WFP will coordinate with the United Nations Development Programme for the provision of solar panels and other equipment, and with the Food and Agriculture Organization of the

United Nations (FAO) for the establishment of pedagogical school kitchen gardens. WFP will also coordinate with other actors implementing school feeding programmes including non-governmental organizations (NGOs).

Assumptions

62. Nutrition and school feeding remain national priorities, as evidenced by budget increases and the capacity of the Ministry of Education to oversee a growing number of schools. This outcome further assumes the ability of local suppliers and farmers' associations to respond to increased demand, and the willingness of schools to adhere to the predetermined food basket and local purchasing while also complying with monitoring and reporting requirements.

Transition/handover strategy

63. The stated intention of the Government is to extend the national school feeding programme to all primary schools in Senegal while modernizing *daaras*. WFP will gradually hand over its standard school meals operations to the national programme, starting in 2026, depending on the outcome of the capacity strengthening and technical support that begins in 2024. WFP will transition 10 percent of schools to the Ministry of Education per year and transition up to 15 percent of its standard school feeding programme schools to the HGFSF programme every year.
64. Under CSP outcome 4, WFP will gradually increase its capacity-strengthening efforts to improve the national school feeding programme at the policy and operational levels. WFP will also continue to advocate for financial allocations to the programme to ensure adequate coverage throughout Senegal.

Country strategic plan outcome 3: Communities, individuals and food system actors in targeted areas vulnerable to shocks and stressors benefit from ecosystem restoration, resilient livelihoods, improved diets and more sustainable food systems by 2029

65. Under CSP outcome 3, WFP will consolidate ongoing resilience programming and bring it to scale under the R4 Rural Resilience Initiative. WFP will increase efforts to strengthen the food value chain, create sustainable livelihoods and employment opportunities, particularly for women and young people, and support smallholders in accessing more sustainable markets, including through HGFSF. In addition to direct implementation, WFP will seek links between its resilience programming and the capacity strengthening of national social protection under CSP outcome 4.

WFP strategic outcome

66. CSP outcome 3 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods.

Focus area

67. The focus area of CSP outcome 3 is resilience building.

Alignment with national priorities

68. Under CSP outcome 3, WFP will contribute to the second and third pillars of the UNSDCF and the *Plan Sénégal Émergent* through its focus on decent work and livelihood opportunities in a more inclusive economy, and climate-resilient development.

Expected outputs

69. The following outputs will contribute to the achievement of CSP outcome 3:
- Output 4.1: Rural food-insecure households and smallholder farmers have new and/or rehabilitated productive assets and access to climate adaptation support, and women and young people benefit from financial inclusion, which increases overall resilience and protects rural livelihoods from recurring shocks.
 - Output 4.2: Food system actors, especially young people and women, have sustainable, dignified livelihoods, increased capacity to produce safe, affordable, nutritious food, and improved access to markets, e.g., home-grown school feeding.

Key activities

Activity 4: Provide nutrition-sensitive livelihoods support and climate adaptation and risk financing services to individuals, communities and food value chain actors, especially women and young people

70. WFP will continue to support the Government in its ambition to adapt to climate change and achieve sustainable food sovereignty by fostering strengthened and more inclusive food value chains and supporting a shift to climate-smart agricultural practices while protecting the natural resource base. WFP will complement national efforts by using innovative solutions in priority intervention areas, building on good practices and lessons learned, in particular regarding financial inclusion, climate change adaptation and risk mitigation, and inclusive employment opportunities for women, young people and people with disabilities.
71. As part of the objective to improve the availability, access and affordability of diverse nutritious foods, WFP will continue to support Senegal's national food fortification strategy. This will be achieved through the local production of fortified rice coupled with technical support for national efforts to improve the nutritional content of other foods, such as oil, flour and salt. WFP will lead pilot projects in Matam, Kolda and Sédhiou; if successful, these will be scaled up and integrated throughout WFP's programmes along the value chain.
72. WFP will support smallholder farmers in improving their resilience to shocks by rehabilitating and creating sustainable productive community assets through food assistance for assets interventions. These interventions are intended to protect rural livelihoods and mitigate climate risk through climate insurance products and other risk mitigation measures. WFP will build on previous experience with climate risk insurance, working closely with the private sector, local NGOs, and national stakeholders.
73. WFP will continue to ensure timely dissemination of weather information in local languages, enabling producers to make informed and strategic decisions related to their activities. To ensure increased investments and production, WFP will continue to support women and men in accumulating savings and accessing credit through village savings schemes. WFP will seek to adopt an integrated approach comprising lean season support, nutrition assistance programmes and school meals. Over the course of the CSP, up to 30 percent of people reached through WFP's lean season response will transition to initiatives under activity 4.
74. WFP will support food system actors, including farmers' associations, to improve their productivity, reduce post-harvest losses and facilitate their access to stable markets (in particular, HGSP). This will include sustained efforts to incorporate sustainable natural resource management in programme design and implementation related to asset rehabilitation, agriculture services and climate risk mitigation.
75. WFP will further explore opportunities to increase demand for local produce. WFP will strengthen links between smallholders and HGSP and set up mechanisms to monitor progress and track schools' purchases from smallholders. This initiative will target women and young people with the aim of improving their skills and access to resources, reducing

the vulnerability of poor rural communities and improving access to nutritious and healthy diets. WFP will remove barriers to the safe and dignified participation of women with caregiving commitments and persons with limited mobility in WFP programmes that support smallholders, thereby further promoting empowerment and inclusion.

Partnerships

76. This outcome will require strong partnerships with national agricultural stakeholders, from government entities to the private sector, including the national agency for civil aviation and meteorology and *Jokolante*, a private entity engaged in the analysis and dissemination of climate-related information services. WFP will also strengthen its collaboration with FAO and the International Fund for Agricultural Development, among others. WFP will work with farmers' associations and community-based organizations, particularly those supporting women, as well as insurance companies and organizations that offer microfinancing. WFP will also continue to work with the national company for agricultural insurance to extend agricultural insurance to smallholders who are exposed to shocks and at risk of food insecurity.

Assumptions

77. This outcome depends on sustained, consistent multi-year funding and WFP's ability to position itself as technical adviser or implementing partner for the Government in terms of increasing resilience and food security.

Transition/handover strategy

78. This outcome supports rural smallholders, women and young people in accessing lucrative, sustainable livelihoods and markets within an increasingly inclusive economy, resulting in a natural progression out of assistance. Starting in 2024, WFP will regularly assess the progress of each cohort as they graduate out of direct assistance, with a view to improving the transition process for each subsequent cohort while informing programme design for transition under the new CSP. WFP will support individual smallholders wanting to form collectives and benefit from capacity strengthening and other initiatives aimed at increasing their self-reliance.

Country strategic plan outcome 4: National systems and institutions have strengthened capacity to integrate food security, nutrition and resilience in national policies and achieve zero hunger, reduce climate vulnerability and further develop Senegal's human capital by 2029

79. WFP will expand its capacity strengthening services for the Government by providing technical assistance and other capacity-strengthening support, focusing on nutrition and food security, resilience to shocks and social protection.

WFP strategic outcome

80. CSP outcome 4 is aligned with WFP strategic outcome 4: National programmes and systems are strengthened.

Focus area

81. The focus area of CSP outcome 4 is resilience building.

Alignment with national priorities

82. Under CSP outcome 4, WFP will contribute to the first and third pillars of the UNSDCF and the *Plan Sénégal Émergent* through its focus on consolidating good governance, improving the efficiency of institutions and strengthening social cohesion related to social protection, safety nets, inclusive economic growth and climate change risk mitigation and adaptation.

Expected outputs

83. The following outputs will contribute to the achievement of CSP outcome 4:
- Output 5.1: National systems and institutions have strengthened capacity to deliver high-quality safety nets including nutrition-sensitive school feeding, social protection and resilience-building programmes and climate risk management that improve the food security and nutrition status of at-risk populations.
 - Output 5.2: National emergency preparedness and response capacity, including early warning systems, is strengthened at the local, regional, and national levels in order to improve the resilience of communities exposed to shocks and at risk of food insecurity and malnutrition.

Key activities

Activity 5: Provide institutional partners and stakeholders with technical assistance, capacity strengthening and evidence-based policy and programmatic support for nutrition-sensitive social protection, and emergency preparedness and response

84. WFP will support the Government in improving and strengthening the governance and quality of service delivery of national nutrition-sensitive social protection and safety nets in the following ways:
- providing evidence-based programme models that can be replicated and scaled up;
 - supporting the development of new policy and legislative frameworks in the areas of nutrition and school meals, including on food fortification;
 - providing technical expertise for the collection, management and analysis of data, with the aim of improving vulnerability targeting and programme effectiveness;
 - carrying out technical capacity-strengthening activities in relation to the production and dissemination of fortified foods;
 - leveraging strategic public and private partnerships to scale up rice fortification;
 - improving emergency preparedness capacity, including by leveraging climate data and setting up shock-responsive social protection through the RNU; and
 - facilitating South–South and triangular cooperation initiatives.
85. Given the many actors involved in development in Senegal and the changes to development assistance that will result from the country's graduation from the category of least developed country, WFP will initially increase its work in the areas of evidence generation, communication and advocacy to better articulate its value proposition to key national counterparts and stakeholders and to change perceptions about the range of its expertise. WFP will gradually develop proposals for capacity strengthening and technical assistance in line with government needs, priorities and requests. These may include exchange visits, training and other learning opportunities; joint implementation; the secondment of technical expertise within specific line ministries; and contributions to policy development and the design and rollout of pilot projects, as well as impact assessments linked to those policies.
86. The following capacity strengthening activities have been identified for implementation from the start of the CSP. They reflect the Government's expressed interest in capacity strengthening support based on WFP's recognized expertise:
- Strengthen the national school feeding programme to support its scale-up, with a view to an eventual handover of WFP school meals operations to the national authorities. Guided by the SABER recommendations, this support will cover all operations including policy and

legislation development; the creation of a transparent and accountable system to ensure adequate financial allocations; and operational support for programme implementation and monitoring.

- Strengthen the RNU to increase national social protection coverage, deliver shock-responsive social protection and provide opportunities for nuanced vulnerability analysis.
- Leverage the ongoing rice fortification pilot project to support the development of new normative frameworks and advocate for the Government to adopt a sustainable supply chain model, including through the provision of necessary equipment and tools, in an effort to increase the availability of and access to fortified rice at the national scale. Furthermore, strengthen the technical capacity of value chain actors to increase the demand for fortified food commodities among households and communities at risk of malnutrition.
- Provide a model for resilience building based on the R4 Rural Resilience Initiative, thereby contributing to gender equality, reduced environmental degradation and inclusive economic growth in rural areas.

Partnerships

87. WFP will continue to work with line ministries across various sectors while strengthening its engagement with ministries involved in the economy, young people and employment and with the Presidency, working with counterparts tasked with implementing specific presidential initiatives and campaigns aimed at improving food security resilience to shocks. WFP will further nurture its relationships with bilateral and multilateral donors, particularly international financial institutions and Senegal's traditional development partners.

Assumptions

88. WFP's success under this outcome depends on its ability to nurture strong partnerships and effectively communicate its added value with respect to sister United Nations agencies and other development partners operating in Senegal. WFP will require sustained funding to ensure a consistent approach and to remain relevant within a complex and varied political and development-focused environment.

Transition/handover strategy

89. This outcome will be the catalyst for WFP's transition from directly providing assistance to food-insecure Senegalese people to becoming a facilitator of and technical adviser for national social protection and safety nets. WFP's investments in capacity strengthening and technical assistance will increase over the lifespan of this CSP.

4. Implementation arrangements

4.1 Beneficiary analysis

90. WFP aims to reach 1,923,910 women, men, girls and boys with food and cash assistance, including nutrition-sensitive assistance, in order to meet their essential needs and build resilience to climate-related shocks and environmental degradation. WFP will provide food and nutrition assistance to prevent and manage food insecurity and malnutrition throughout the year and during the lean season among households with children under 5, pregnant or breastfeeding women and girls, primary schoolchildren, older people, people with disabilities or people living with HIV. WFP aims to facilitate access to dignified and sustainable livelihoods for smallholder farmers, women and young people along the food value chain. For all CSP activities, WFP will strive to ensure that women represent at least 50 percent of the participants.

91. WFP will align its targeting with government priorities, using regular food security and nutrition surveys as the starting point for geographical targeting, which will then be refined through a participatory approach for each programme intervention. Targeting for the lean season response begins with the biannual Cadre Harmonisé analysis, before being triangulated with the integrated context analysis and refined through a verified community-based approach. Beneficiaries of assistance intended to manage moderate acute malnutrition will be identified through government-led regular nutrition surveys (e.g. the demographic health survey, the SMART³⁴ survey when available, and annual malnutrition screening data), which form the basis for requests from the national nutrition development council for assistance with nutrition supplementation programmes. In order to address the root causes of malnutrition, WFP will increasingly seek an integrated approach between interventions implemented in locations that are impacted by climate change and report a high prevalence of stunting. Working with the resilience team, WFP will consider nutrition indicators when selecting locations for new multi-year resilience programmes.
92. WFP will aim to reduce its lean season response caseload by 10 percent per year over the lifespan of the CSP. Furthermore, WFP will support the transition of up to 30 percent of eligible households from lean season response assistance to longer-term resilience programming or inclusion in national social protection programmes. WFP will provide additional support for highly food-insecure smallholders to enable them to improve their productivity and capacity and join aggregate farmers' associations within activity 4.
93. In the event of funding shortfalls, WFP will prioritize the most food- and nutrition-insecure households for assistance in accordance with the Cadre Harmonisé classification system. Community cohesion will be ensured by choosing locations where resources are sufficient to provide assistance for all households that meet food and nutrition vulnerability criteria and by complementing any assistance provided by the Government or other partners.

4.2 Transfers

94. WFP will prioritize unrestricted cash transfers wherever feasible and shift towards e-money to leverage Senegal's highly digitalized environment. The financial inclusion of women and marginalized groups will be sought, taking their needs, preferences and capacities into account.
95. WFP aims to align the values of cash-based transfers with those of transfers provided by national social protection and safety net actors where possible. WFP will update the minimum expenditure basket in 2025, and every two years thereafter over the lifespan of the CSP. In the interim, WFP will coordinate with the Government to increase the transfer rate based on a review of food price data. Doing so will enable an increase that reflects average inflation since 2019 (the date of the most recent minimum expenditure basket exercise). WFP will complement official data with its own market assessments to ensure transfers are appropriate and in line with beneficiary needs.
96. WFP will provide limited in-kind assistance (in particular, specialized nutritious foods) for food-insecure pregnant and breastfeeding women and girls, children and people living with HIV benefiting from nutrition assistance under CSP outcomes 1 and 2 and, to a limited degree, to children who receive school meals. WFP will prioritize local purchase wherever feasible.
97. WFP will adhere to its corporate cash-based transfers and in-kind assurance framework, in particular for identity management and beneficiary data protection. WFP will use corporate

³⁴ Standardized Monitoring and Assessment of Relief and Transitions.

systems to ensure robust beneficiary verification protocols are in place so that the most food-insecure households are targeted and receive assistance as intended.

4.3 Country office capacity and profile

98. WFP's country office, based in Dakar, is relocating to a "One UN" compound in 2024 along with all the other United Nations entities based in Senegal. The aim of this relocation is to achieve efficiency gains by merging administration, security, procurement and IT services. WFP is present throughout Senegal: it has additional sub-offices in Matam and Kolda, which are located in areas of high malnutrition and food insecurity, and an antenna office in Kaolack, which ensures proximity to resilience-building programmes. The country office has 74 employees: 23 are based in the field offices and 64 are national staff, reflecting the high calibre of skilled human resources available in Senegal.
99. A 2023 workforce planning exercise highlighted the need to support the team in increasing its skills, particularly in preparation for the shift towards WFP becoming an enabler for national programmes. This change will require the team to develop new skills in relation to capacity strengthening and strategic partnerships with national counterparts and stakeholders. In addition, the CSP will seek to build synergies between the work of activity managers to improve collaboration across CSP outcomes, aiming for a more integrated approach between CSP activities.

4.4 Partnerships

100. The successful implementation of this CSP will require strong partnerships with a wide range of stakeholders. This will mean nourishing existing operational and strategic partnerships as well as creating new collaborative working agreements with the private sector, government agencies and committees, academia, development partners, actors in the banking sector and civil society organizations, particularly those focused on gender equality. WFP will also strengthen its partnerships with sister United Nations entities – in particular, UNICEF and the other Rome-based agencies – to leverage complementary mandates and build on the strengths of each in order to deliver holistic, integrated programming.
101. WFP will reinforce its commitment to localization, including through capacity strengthening of local partners and national staff, engagement with the local private sector and promotion of local procurement.
102. WFP requires consistent long-term funding to achieve the objectives outlined in the CSP. To this end, WFP will develop an evidence-based and targeted communications and advocacy strategy to inform partners of its activities, value proposition and achievements in order to better position itself as a partner of choice in building resilience, strengthening social protection and addressing food insecurity and malnutrition. This will allow WFP to support the Government in bringing successful models to scale at the national level and position itself as a technical adviser in support of government programmes.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

103. WFP will conduct regular studies, assessments and evaluations to inform and enhance programmes. Furthermore, it will adopt monitoring and evaluation procedures that capture the diverse needs of women, men, girls, boys and marginalized groups and it will assess progress on outputs and outcomes. WFP will leverage the wide range of data available in Senegal to conduct multidimensional poverty and food security analyses to improve targeting, including within national social protection programmes, and to support the Government in improving service delivery and governance.

104. WFP will adhere to its corporate minimum monitoring requirements. Cooperating partners will provide monthly progress reports, thereby allowing WFP to measure output-level achievements. Mobile data collection applications will support post-distribution monitoring, and data will be disaggregated by sex, age and disability.
105. WFP will bolster key processes and mechanisms at each stage of the programme cycle, including monitoring and community feedback mechanisms, targeting, identity management, cooperating partner management, supply chain optimization, quality assurance, digital solutions and risk management measures.
106. WFP will develop a community engagement action plan to inform (and consult with) beneficiaries about programme design and implementation. WFP will conduct intersectional vulnerability assessments to identify potential unintended risks for programme beneficiaries. The results, together with feedback collected via the two-way community feedback mechanisms, will be used to adjust programme design and ensure safe, accountable and inclusive programming.
107. In 2025, WFP will conduct a decentralized evaluation of its HGSP and will update the minimum expenditure basket through an essential needs assessment in line with corporate standards. A mid-term review to measure progress and inform the remaining implementation of the CSP is planned for 2027. To meet accountability requirements with regard to WFP's performance, in 2028 the Office of Evaluation will conduct an independent CSP evaluation, which will inform the future strategic orientation of WFP's work in Senegal.

5.2 Risk management

Strategic risks

108. WFP aims to improve partners' and stakeholders' understanding of its added value (i.e. its field presence, expertise and value proposition) in sectors other than school feeding in order to strategically position itself in other sectors and access multilateral funding through the Government. This will require WFP to demonstrate its ability to develop and roll out targeted and evidence-based communications and sensitization initiatives.
109. WFP will implement the results of the most recent workforce planning exercise to ensure that employees meet the skills profile required for WFP to play an enabling role under its "changing lives" agenda.
110. The achievement of the CSP outcomes depends on the availability of adequate funding. Severe funding shortfalls may make it impossible to fully implement the planned activities and would require WFP to prioritize activities. WFP will ensure that its partnership action plan and prioritization approaches contain the appropriate risk mitigation strategies in case of funding shortfalls.
111. In collaboration with local authorities, WFP will ensure that agreed criteria and procedures are used for effective and adequate targeting. WFP will use rigorous control mechanisms, including its digital beneficiary information and transfer management platform or similar tools, to authenticate beneficiaries, conduct regular on-site monitoring and assessments of partner performance, and use community feedback to inform targeting. WFP will further ensure that robust safeguards are in place to protect beneficiary data.

Operational risks

112. WFP will advocate for timely funding allocations with respect to its lean season response and plan on the basis of regular data analyses, information from early warning systems, climate-related data and other resources. WFP will mitigate the risk of pipeline breaks by seeking to procure locally produced food and will prioritize cash-based transfers wherever feasible.

113. WFP will put in place measures internally and externally to ensure compliance with its policies related to protection from sexual exploitation and abuse (SEA). To mitigate the risks of SEA, WFP will train and raise awareness among employees, strengthen the capacity of partners and sensitize beneficiaries and affected communities to these issues. Furthermore, WFP will work with partners and national actors to establish referral pathways and strengthen internal reporting and response procedures to address any allegations of SEA related to WFP programmes. WFP will ensure that regular protection assessments are carried out to identify and adopt risk mitigation measures within WFP programmes.

Fiduciary risks

114. Non-compliance with internal policies and procedures can increase fiduciary risks, including those related to fraud and corruption. It can also expose the organization to major liabilities, harm beneficiaries and disrupt operations. WFP will comply with its internal control mechanisms and ensure accountability for results and the use of resources at all levels. This work will include capacity-strengthening support for WFP staff, cooperating partners and vendors on due diligence, and continuous risk assessments in areas susceptible to fraud.

Financial risks

115. Regular assessments and monitoring of market and supply chains and food security will be carried out, and WFP will maintain the flexibility to adjust its activities to mitigate financial risks related to inflation, commodity price volatility and economic shocks.

5.3 Social and environmental safeguards

116. WFP will continue to reduce its environmental footprint throughout the CSP. At the operational level, prioritization of cash-based transfers and a shift towards mobile money will significantly reduce the transport-related consumption of fossil fuels. Furthermore, resilience programmes will be designed to protect and restore Senegal's ecosystems, regenerate soils and other natural resources and reduce pollution. WFP is committed to contributing to climate-smart agriculture to improve productivity and strengthen sustainable livelihoods.
117. All programme activities will be screened for environmental and social safety risks using WFP's risk screening tool. This screening will take place before implementation, when the details of programme activities are being finalized. Such risk screenings will be conducted as part of every field-level agreement, memorandum of understanding with a government entity or partner and service contract.
118. WFP will develop a toolkit to support capacity strengthening and sensitization around the specific needs of women, men, girls, boys, young people, older people and people with disabilities, adapted to various audiences. At the community level, such audiences may include male and female heads of households, community and religious leaders, local associations and cooperating partners. At the institutional level, they may include national counterparts, financial service providers, private sector entities and other stakeholders. Every year, WFP will train all implementing partners on how to implement gender- and age-sensitive interventions at all stages of the programme cycle. WFP will seek innovative projects and activities that include women and girls as agents of transformational change, particularly in terms of livelihoods and the production of food along the food value chain. WFP will seek to ensure the inclusion of women, girls, and people with disabilities in all activities through its targeting criteria and by adapting programme modalities to their preferences and needs. WFP will ensure that beneficiary voices are heard by guaranteeing access to safe, reliable and anonymous feedback mechanisms throughout the programme cycle.

6. Resources for results

6.1 Country portfolio budget

119. WFP will require a total USD 149,967,522 to successfully implement the CSP. Nutrition-sensitive programmes (including school meals) and resilience building each account for 37 percent of the overall CSP budget, while the annual lean season response accounts for 25 percent. One percent has been allocated for institutional capacity strengthening. The capacity-strengthening budget will grow incrementally over the lifespan of the CSP as the caseload for crisis response and school meals diminishes, reflecting the Government's increasing capacity to implement both programmes. Over USD 28.6 million has been allocated for gender-sensitive programmes.

COUNTRY PORTFOLIO BUDGET (USD)							
CSP outcome	Activity	2025	2026	2027	2028	2029	Total
1	1	8 142 041	7 699 227	7 497 507	7 352 239	6 939 386	37 630 399
2	2	5 772 839	5 511 031	5 505 980	5 556 862	5 302 393	27 649 105
	3	7 302 329	6 531 616	6 266 844	6 017 596	5 659 160	31 777 545
3	4	17 349 405	13 600 323	9 933 833	5 749 197	4 422 540	51 055 297
4	5	356 012	339 826	375 293	371 642	412 402	1 855 176
Total		38 922 626	33 682 023	29 579 457	25 047 535	22 735 881	149 967 522

6.2 Resourcing outlook and strategy

120. A partnering and resource strategy will be developed to guide WFP's areas of engagement and resource mobilization strategy. In the event of severe funding shortfalls, certain prioritization measures – including reducing beneficiary caseloads or the geographical zones of interventions, switching assistance modalities or temporarily suspending activities – will be considered. If necessary, WFP will prioritize the lean season response and school meals over resilience-building activities.
121. WFP will maintain and strengthen the current donor base while identifying new partnerships with non-traditional bilateral donors, as well as innovative sources of funding – e.g. SDG bonds, debt swaps and sector-specific global funds (climate change, nutrition, school feeding) – through advocacy and a robust communications campaign.
122. WFP will explore and develop opportunities for joint programming with sister United Nations entities to maximize impact. This will be achieved by leveraging complementary mandates and niche expertise.
123. WFP will continue to advocate for increased national funding allocations for social protection and safety nets programmes, including through multilateral funding. WFP will aim to position itself as a technical adviser of choice and, where government capacities are lacking, as an implementing partner.

ANNEX I**LOGICAL FRAMEWORK FOR SENEGAL COUNTRY STRATEGIC PLAN (2025–2029)****SDG 2: Zero hunger****SDG target 1: Access to food****Country strategic plan outcome 1: Crisis-affected populations in targeted areas meet their urgent food and nutrition needs before, during and after shocks**

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: crisis response

Assumptions

Resources are available as required

Project areas are accessible and safe

Cooperating partners have the required capacities

Complementary services are provided by other stakeholders

Outcome indicators

1.1.1 Food consumption score

1.1.2 Food consumption score – nutrition

1.1.3 Consumption-based coping strategy index (average)

1.1.4 Livelihood coping strategies for food security

1.1.5 Livelihood coping strategies for essential needs

1.1.6 Economic capacity to meet essential needs

1.1.7 Proportion of eligible population reached by nutrition preventive programme (coverage)

1.1.8 Proportion of target population who participate in an adequate number of distributions (adherence)

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

1.1.11 Minimum diet diversity for women and girls of reproductive age

1.1.97 Percentage of individuals practicing recommended healthy diet behaviour

Activities and outputs

1: Provide food and nutrition assistance for crisis-affected populations and at-risk groups, including through national shock-responsive social protection systems where feasible

1.1: Crisis-affected populations equitably receive timely food and cash-based assistance to meet their urgent food needs (Tier 1)

1.2: Crisis-affected children aged 6–59 months and pregnant and breastfeeding women and girls, including caregivers, receive a “nutrition in emergencies” package to reduce the deterioration of their nutrition status during the lean season (Tier 1).

1.2: Crisis-affected children aged 6–59 months and pregnant and breastfeeding women and girls, including caregivers, receive a “nutrition in emergencies” package to reduce the deterioration of their nutrition status during the lean season (Tier 1).

1.2: Crisis-affected children aged 6–59 months and pregnant and breastfeeding women and girls, including caregivers, receive a “nutrition in emergencies” package to reduce the deterioration of their nutrition status during the lean season (Tier 1).

Activity category URT-1.2: Unconditional resource transfer

Output standard 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs

Output standard 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets

Output standard 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets

Output standard 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets

SDG target 2: End malnutrition

Country strategic plan outcome 2: Populations at risk of malnutrition and school-aged children in targeted areas have improved nutrition status, which contributes to strengthened human capital, by 2029

WFP strategic outcome 2: People have better nutrition, health and education outcomes

Focus area: resilience building

Assumptions

Health, education and protection are ensured by the Government and partners

No major disease outbreaks occur during implementation

Outcome indicators

2.2.7 Proportion of eligible population reached by nutrition preventive programme (coverage)

2.2.8 Proportion of target population who participate in an adequate number of distributions (adherence)

2.2.9 Proportion of households that cannot afford the lowest-cost nutritious diet

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

2.2.11 Minimum diet diversity for women and girls of reproductive age

2.2.12 Percentage increase in production of high-quality and nutrition-dense foods

2.2.13 Percentage of moderate acute malnutrition cases reached by treatment services (coverage)

2.2.14 Moderate acute malnutrition treatment recovery rate

2.2.15 Moderate acute malnutrition treatment mortality rate

2.2.16 Moderate acute malnutrition treatment default rate

2.2.17 Moderate acute malnutrition treatment non-response rate

2.2.18 Default rate of clients from TB-DOTS and PMTCT programmes

2.2.20 Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

2.2.21 Annual change in enrolment

2.2.22 Attendance rate

2.2.23 Graduation rate

2.2.41 Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

2.2.42 Transition strategy for school health and nutrition and school feeding developed with WFP support

2.2.47 Retention rate, by grade

2.2.63 Percentage of school-aged children meeting minimum dietary diversity score

2.2.97 Percentage of individuals practicing recommended healthy diet behaviour

Activities and outputs

2: Provide an integrated nutrition package to people at risk of malnutrition with particular attention to marginalized groups, including by strengthening community-level nutrition knowledge and services

2.1: Populations at risk of malnutrition, particularly children under 5, pregnant and breastfeeding women and girls, and other marginalized groups, receive integrated nutrition assistance that prevents stunting, manages malnutrition and improves access to healthy diets (Tier 1)

2.1: Populations at risk of malnutrition, particularly children under 5, pregnant and breastfeeding women and girls, and other marginalized groups, receive integrated nutrition assistance that prevents stunting, manages malnutrition and improves access to healthy diets (Tier 1)

3: Provide diverse, locally sourced school meals to children in schools

3.1: School-aged boys and girls have improved access to diverse and locally sourced school meals, including through home-grown school feeding (HGFS) where feasible, and complementary activities designed to improve nutrition, health, and food security, and facilitate good-quality education (Tier 1).

SDG target 3: Smallholder productivity and incomes

Country strategic plan outcome 3: Communities, individuals and food system actors in targeted areas vulnerable to shocks and stressors benefit from ecosystem restoration, resilient livelihoods, improved diets and more sustainable food systems by 2029

Activity category NPA-1.3: Malnutrition prevention programme

Output standard 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs

Output standard 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets

Activity category SMP-1.5: School based programmes

Output standard 2.3: School-age children and adolescents have access to school-based health and nutrition packages

WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Assumptions

Local production and marketing are efficient

Market prices are stable

Local products meet nutrition and quality requirements at competitive prices

Outcome indicators

3.3.2 Food consumption score – nutrition

3.3.9 Proportion of households that cannot afford the lowest-cost nutritious diet

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

3.3.11 Minimum diet diversity for women and girls of reproductive age

3.3.12 Percentage increase in production of high-quality and nutrition-dense foods

3.3.25 Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

3.3.26 Proportion of the population in targeted communities reporting environmental benefits

3.3.27 Percentage of FFA supported assets that demonstrate improved vegetation and soil conditions

3.3.29 Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

3.3.30 Average percentage of smallholder post-harvest losses at the storage stage

3.3.31 Percentage of targeted smallholder farmers reporting increased production of nutritious crops

3.3.32 Climate adaptation benefit score

3.3.33 Climate resilience capacity score

3.3.34 Climate services score

3.3.35 Investment capacity index

3.3.48 Value of smallholder sales through WFP-supported aggregation systems (USD)

3.3.49 Volume of smallholder sales through WFP-supported aggregation systems (MT)

3.3.68 Shock Exposure Index (SEI)

Activities and outputs

4: Provide nutrition-sensitive livelihoods support and climate adaptation and risk financing services to individuals, communities and food value chain actors, especially women and young people

4.1: Rural food-insecure households and smallholder farmers have new and/or rehabilitated productive assets and access to climate adaptation support, and women and young people benefit from financial inclusion, which increases overall resilience and protects rural livelihoods from recurring shocks (Tier 1 and Tier 2).

4.2: Food system actors, especially young people and women, have sustainable, dignified livelihoods, increased capacity to produce safe, affordable, nutritious food, and improved access to markets, e.g., home-grown school feeding (Tier 1 and Tier 2)

Activity category ACL-1.6: Community and household asset creation

Output standard 3.1: People and communities have access to productive assets to better cope with shocks and stressors

Output standard 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surpluses, reduce post-harvest losses, access markets and leverage linkages to schools

SDG 17: Partnerships for the goals

SDG target 9: Capacity building

Country strategic plan outcome 4: National systems and institutions have strengthened capacity to integrate food security, nutrition and resilience in national policies and achieve zero hunger, reduce climate vulnerability and further develop Senegal's human capital by 2029

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

Human resources are of adequate quantity and quality

There is sufficient interest on the part of the institutions

Outcome indicators

5.4.37 Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

5.4.38 Number of new or adapted policies and legislative instruments contributing to zero hunger and other SDGs endorsed with WFP capacity strengthening support

5.4.39 Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

5.4.40 Emergency preparedness capacity index

5.4.41 Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

5.4.42 Transition strategy for school health and nutrition and school feeding developed with WFP support

5.4.43 SABER school feeding index

5.4.44 Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

5.4.45 Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support

5.4.62 EPCI: Proportion of Emergency Preparedness Capacity Indicator (EPCI) capacity parameters with improved rating

Activities and outputs

5: Provide institutional partners and stakeholders with technical assistance, capacity strengthening and evidence-based policy and programmatic support for nutrition-sensitive social protection, and emergency preparedness and response

Activity category SPS-1.10: Social protection sector support

5.1: National systems and institutions have strengthened capacity to deliver high-quality safety nets including nutrition-sensitive school feeding, social protection and resilience-building programmes and climate risk management that improve the food security and nutrition status of at-risk populations (Tier 3)

Output standard 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes, contributing to the achievement of zero hunger and other SDGs

5.2: National emergency preparedness and response capacity, including early warning systems, is strengthened at the local, regional, and national levels in order to improve the resilience of communities exposed to shocks and at risk of food insecurity and malnutrition (Tier 3).

Output standard 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened

SDG 17: Partnerships for the goals

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) entity accountability framework standards concerning accessibility (QCPR)

CC.1.6: Country Office Score on Meeting Standards for the Identification and Documentation of Conflict Analysis and Conflict Sensitivity Risks, and Implementation of Mitigation Measures

CC.2. Accountability

Cross-cutting indicators

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including protection from sexual exploitation and abuse (PSEA)

CC.2.2: Country office meets or exceeds UNDIS standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Country office has a functioning community feedback mechanism

CC.2.4: Country office has an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

CC.3.4: Proportion of women and men in WFP food assistance decision-making entities who report meaningful participation

CC.3.5: Proportion of women and men reporting economic empowerment

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

CC.5.3: Nutrition sensitive score

SDG 2: Zero hunger**CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

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CC.5.3: Nutrition sensitive score

ANNEX II

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, ACTIVITY AND OUTPUT (<i>all years</i>)									
Country strategic plan outcome	Activity	Output	Beneficiary group	2025	2026	2027	2028	2029	Total
1	1	1.1	Girls	38 961	35 065	31 558	28 401	25 562	159 549
			Boys	41 769	37 592	33 833	30 449	27 404	171 047
			Women	47 911	43 120	38 809	34 926	31 436	196 201
			Men	46 859	42 173	37 955	34 159	30 744	191 889
			Total	175 500	157 950	142 155	127 935	115 146	718 686
		1.2	Girls	13 800	15 364	17 067	18 894	17 888	83 013
			Boys	16 200	18 037	20 035	22 180	20 999	97 451
			Women	19 204	20 484	21 764	23 044	23 044	107 539
			Men	0	0	0	0	0	0
			Total	49 204	53 885	58 866	64 118	61 931	288 004
2	2	2.1	Girls	21 520	21 520	21 521	21 521	21 520	107 602
			Boys	24 793	24 793	24 793	24 792	24 792	123 963
			Women	36 785	32 290	25 861	27 384	34 991	159 735
			Men	1 890	1 391	676	845	1 691	6 762
			Total	84 988	79 994	72 851	74 542	82 994	398 062
	3	3.1	Girls	98 000	89 670	82 394	76 098	70 724	201 443
			Boys	102 000	93 330	85 756	79 205	73 611	209 666
			Total	200 000	183 000	168 150	155 303	144 335	411 109

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, ACTIVITY AND OUTPUT (<i>all years</i>)									
Country strategic plan outcome	Activity	Output	Beneficiary group	2025	2026	2027	2028	2029	Total
3	4	4.1	Girls	40 250	43 677	43 677	43 677	43 677	43 677
			Boys	43 151	46 826	46 826	46 826	46 826	46 826
			Women	67 784	72 869	72 869	72 869	72 869	72 869
			Men	66 335	71 307	71 307	71 307	71 307	71 307
			Total	217 520	23 679	234 679	234 679	234 679	234 679
Total (<i>without overlap</i>)				694 712	673 158	642 896	625 060	609 626	1 923 910

ANNEX III

FOOD RATION (<i>gr/person/day</i>) AND CASH-BASED TRANSFER VALUE (<i>USD/person/day</i>) BY CSP OUTCOME AND ACTIVITY																
	CSP outcome 1					CSP outcome 2										CSP outcome 3
	Activity 1					Activity 2						Activity 3		Activity 4		
Beneficiary type	General food distribution	PBWG (prevention)		Children (prevention)		PBWG (supplementation for moderate acute malnutrition)		PBWG (prevention)		Children (supplementation for moderate acute malnutrition)		Children (prevention)		Schoolchildren		Smallholders (food assistance for assets)
Modality	CBTs	CBTs	Food	CBTs	Food	CBTs	Food	CBTs	Food	CBTs	Food	CBTs	Food	CBTs	Food	CBTs
Cereals															150	
Pulses															40	
Oil			10				20		20						15	
Salt															4	
Sugar							20		20							
Super Cereal			100				200		200							
Super Cereal Plus					100								100			
Lipid-based nutrient supplements (ready-to-use supplementary food)											100					
Total kcal/day					394		940		940		535		394		895	
% kcal from protein					16.6		13.2		13.2		10.5		13.2			
Cash-based transfers	0.28	0.67		0.22		0.5		0.67		0.25		0.25		0.20		0.08
Number of feeding days per year	90	90	90	90	90	60	180	180	180	60	90	180	180	120	120	180

Abbreviation: PBWG = pregnant and breastfeeding women and girls.

ANNEX IV

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	2 042	2 695 210
Pulses	545	754 995
Oil and fats	542	668 143
Mixed and blended foods	7 268	12 001 372
Other	393	634 758
Total (food)	10 789	16 754 478
Cash-based transfers	-	56 959 266
Total (food and cash-based transfer value)	10 789	73 713 744

ANNEX V

INDICATIVE COST BREAKDOWN BY CSP OUTCOME					
	SDG target 2.1/WFP strategic outcome 1	SDG target 2.2/WFP strategic outcome 2	SDG target 2.3/WFP strategic outcome 3	SDG target 17.9/WFP strategic outcome 4	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	
Transfers	29 941 624	45 789 364	40 841 202	1 357 665	117 929 856
Implementation	1 563 060	3 966 007	2 297 696	191 876	8 018 639
Adjusted direct support costs	3 829 024	6 044 300	4 800 347	192 408	14 866 079
Subtotal	35 333 708	55 799 671	47 939 246	1 741 949	140 814 575
Indirect support costs (6.5 percent)	2 296 691	3 626 979	3 116 051	113 227	9 152 947
Total	37 630 399	59 426 650	51 055 297	1 855 176	149 967 522

Acronyms

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
HGSF	home-grown school feeding
RNU	unique national registry (<i>Registre National Unique</i>)
SABER	Systems Approach for Better Education Results
SBC	social and behaviour change
SDG	Sustainable Development Goal
SEA	sexual exploitation and abuse
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable development cooperation framework