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**Executive Board  
Third Regular Session**

**Rome, 21–25 October 2002**

# **COUNTRY PROGRAMMES**

## **Agenda item 8**

***For approval***



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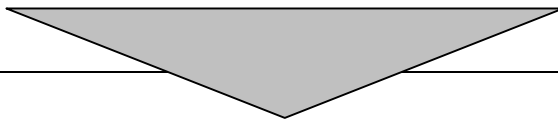
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## **COUNTRY PROGRAMME—MALI (2003–2007)**

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# Note to the Executive Board



**This document is submitted for approval by the Executive Board.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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# Executive Summary

In 1998 Mali had a population of 9.8 million inhabitants. It is among the least developed countries (LDC) and one of the poorest countries in the world, ranking 153<sup>rd</sup> out of 162 countries on the 2001 UNDP Human Development Index (HDI). Sixty-nine percent of the population is estimated to live below the poverty line, with poverty concentrated mainly in rural areas and affecting mostly women. The Gender Development Index ranks Mali 138<sup>th</sup> out of 146 countries.

The Country Programme for the period 2003–2007 is based on the Country Strategy Outline (CSO) that was endorsed by the Executive Board at its Second Regular Session in 2001 and reflects WFP and government objectives, while taking account of the country's absorptive capacity. The CP's main objective is to better enable poor households suffering from hunger (in particular women and children) to take greater responsibility for their own development and to cope with droughts and other natural disasters.

In accordance with the Government of Mali's poverty reduction development strategy, the CP will also contribute to achieving three of the main outcomes envisaged in the United Nations Development Assistance Framework (UNDAF): improvement in the learning capacity of primary school students; improvement in the health and nutrition conditions of children under 5; increase in access to food security for all.

In accordance with Executive Board decision 1999/EB.A/2, WFP will focus its development activities on five objectives, four of which are covered by the current CP:

- enable young children and expectant and nursing mothers to meet their special nutritional and nutrition-related health needs;
- enable poor households to invest in human capital through education and training;
- make it possible for poor families to gain and preserve assets; and
- mitigate the effects of natural disasters, in areas vulnerable to recurring crises of this kind.

In all, WFP assistance will target an average of 335,000 beneficiaries each year.

The CP will concentrate on these objectives through three basic activities, which will focus on increasing access to basic education, in particular for girls and orphans; improving the nutrition and health conditions of malnourished children between the ages of 6 months and 5 years, and of expectant and nursing mothers; and achieving sustainable livelihoods and reduced vulnerability to disasters and food insecurity.

For the CP proposed for Mali for the period 2003–2007, the Executive Director requests that the Board approve, within the limits of the available resources, the allocation of US\$30,816,208 to cover all basic direct operational costs.

## Draft Decision

The Board approves the Country Programme for Mali (2003–2007) (WFP/EB.3/2002/8/1).



## STRATEGIC FOCUS OF THE WFP COUNTRY PROGRAMME

1. The Government of Mali has just set up a Strategic Framework for Poverty Alleviation (CLSP), which is the reference framework for all government and partner programmes aimed at reducing poverty. The development strategy chosen under the CLSP aims to reduce the poverty rate from 64 percent in 2000 to 47.5 percent by 2006. The sectoral objectives regarding rural development, education and health are: to develop food security and increase productivity and environmental protection by means of hydro-agricultural projects and programmes to fight desertification; to bring the basic education enrolment rate from 50 percent in 1999 to at least 75 percent in 2006, and the adult literacy rate from 31 percent to 50 percent by this same date; to reduce the prevalence of HIV/AIDS; and to reduce by 30 percent the protein-energy malnutrition rate among children under 5 and among schoolchildren aged 6–12.
2. WFP assistance to Mali comes within the scope of the CLSP's objectives and aims to help poor communities suffering from food insecurity to reduce their chronic malnutrition, thus contributing, in the short term, to the achievement of the Government's objective to eradicate poverty. The CP's overall objective, as defined in the Country Strategy Outline (CSO – summarized in Annex I), is to enable vulnerable households suffering from hunger, in particular women and children, to take greater responsibility for their own development and to cope with droughts and other natural disasters. At the same time, the CP will seek to increase participation and responsibility at the community level; to raise awareness regarding disasters and manage activities that mitigate their effects; to increase gender balance (women will benefit from more than 60 percent of CP resources); to contribute to stabilizing HIV/AIDS prevalence at its current, relatively low, level of 1.7 percent; and to correct imbalances between rural and urban areas and between regions within the CP's areas of assistance.
3. WFP's Country Programme is consistent with the United Nations Development Assistance Framework (2003–2007), which aims to contribute in a synergistic and harmonic manner to promoting sustainable human development through poverty alleviation and the protection, enforcement and achievement of human rights, by concentrating its efforts on improving: (i) governance; (ii) access to basic social services; and (iii) environmental and food security. In this way, the CP will help achieve three of the main UNDAF objectives: improvement of the learning capacity of primary school students, improvement of the health and nutritional conditions of children under 5, and an increase in access to food security for all. Moreover, the Mali CP comes within the scope of the framework of joint initiatives supported by WFP in all the countries of Western Africa, in particular, the regional school deworming programme implemented with the technical assistance of the World Health Organization (WHO) and participation in the Education for All initiative with UNESCO, UNICEF, UNDP, UNFPA and the World Bank.
4. The CP's expected outputs are:
  - greater gender equity with regard to access to basic education and the completion of schooling, by increasing the school enrolment and attendance rates of children (in particular girls) living in the targeted rural areas, which are characterized by a low school enrolment rate;
  - better health for the target groups—vulnerable mothers and children—through improved health and nutrition practices;



- disaster prevention and mitigation through improved recovery mechanisms/creation and the preservation of productive assets, so as to ensure reliable and sustainable livelihoods.
5. The proposed CP will aim at achieving these outcomes through three basic activities involving food and non-food resources: support to basic education; supplementary food and support to community health services; and a programme for the creation of productive assets and for disaster prevention and mitigation (PCAP). HIV/AIDS and its prevention will be dealt with during the awareness-raising and training courses on nutritional health care, held for parents.
  6. The Mali CP focuses on four of the five strategic objectives of the WFP Enabling Development policy: (i) enable young children and expectant and nursing mothers to meet their special nutritional and nutrition-related health needs; (ii) enable poor households to invest in human capital through education and training; (iii) make it possible for poor families to gain and preserve assets; and (iv) mitigate the effects of natural disasters, in areas vulnerable to recurring crises of this kind. The logical framework in Annex II provides a survey of the goals, objectives and expected outcomes set forth in the CP.
  7. The targeting of WFP activities is based on a vulnerability analysis and mapping (VAM) study on household food insecurity carried out in April/May 2001 in the areas identified in the CSO as those in which food insecurity is prevalent. These areas are characterized by difficult climatic conditions and limited, extremely degraded natural resources. Cereal production there has structural deficits, and pastoral activity faces serious constraints. There are very few income-generating activities, and out-migration is the only survival strategy available. The VAM study pointed out that more than 36 percent of households in the area of assistance suffer from chronic or short-term food insecurity. These households include farmers of marginal and/or poor output; artisans with low, unstable incomes; households headed by women; and semi-settled small herdsman who are forced to practise seasonal migration in order to survive (about 80 percent of their income is used to purchase food). Moreover, the high illiteracy rate and lack of professional skills that characterize these households considerably limit the income-generating activities available to them. Most of these households and communities are located in the regions of Mopti, Gao, Kidal and Tombouctou, and in some areas north of Koulikoro and Kayes (Annex IV). The study concluded that food aid should be targeted to the following groups:
    - primary school pupils (especially girls);
    - expectant and nursing mothers, and malnourished children; and
    - households suffering from chronic and/or short-term food insecurity.

## COUNTRY PROGRAMME RESOURCES AND PREPARATION PROCESS

8. The CP reflects WFP and government objectives while taking account of the absorptive capacity of food aid. In accordance with the objectives for implementing its poverty reduction strategy and the related plan of action in favour of food security and nutrition, the Government will increase its aid to WFP activities by allocating a part of the resources deriving from the Heavily Indebted Poor Country (HIPC) Debt Initiative for the development of income-generating activities in the CP's areas of intervention. It will continue support to basic education and the integration of the disaster-prevention and asset-creation activities proposed for the next CP. It will reinforce the supplementary food activity by focusing its efforts on prevention through training courses in health and nutrition, for parents. The end result will be a more integrated and consistent response to



disasters and their effects. In some regions these activities will be implemented globally, with the possibility of targeting two or three of them to the communities/households themselves. The quantity of basic WFP resources proposed is 63,822 tons of food (about 12,764 tons per year), at an operational cost of US\$30.8 million. The total number of beneficiaries is estimated at 335,480 per year.

9. The following CP activities are considered:

<b>ALLOCATION OF RESOURCES TO CP ACTIVITIES, 2003–2007</b>					
<b>Programme category</b>	<b>Quantity of products (tons)</b>	<b>Distribution per activity (%)</b>	<b>No. of beneficiaries (annual average)</b>	<b>Beneficiaries (%)</b>	<b>Women's participation (%)</b>
<b>Basic Activity 1:</b> Support to basic education	29 485	46.2	89 480	26.7	46
<b>Basic Activity 2:</b> Supplementary food and support to community health services	3 000	4.7	33 000	9.8	70
<b>Basic Activity 3a:</b> Programme for the creation of productive assets	20 381	31.9	139 000*	41.4	25
<b>Basic Activity 3b:</b> Disaster prevention and mitigation	10 956	17.2	74 000	22.1	50
<b>Total CP</b>	<b>63 822</b>	<b>100</b>	<b>335 480</b>	<b>100</b>	

\* 139,000 beneficiaries, each one receiving a family ration (five individual rations).

10. The CP and its logical framework have been developed and validated through a participatory approach, in workshops and seminars at the regional and national levels, in consultation with all implementing partners (the Government of Mali, local institutions (local authorities), donors, United Nations agencies and non-governmental organizations [NGOs]), under the direction of the Ministry for Rural Development and the Environment. The three basic activities will be implemented simultaneously and in a complementary manner. The communities will participate in identifying, planning and implementing activities, and in selecting beneficiaries.
11. It will also be necessary to integrate CP activities with those of other United Nations agencies so that food aid, which is not in itself an adequate condition for development, may be accompanied by additional resources that are essential for effective implementation of development activities. In areas in which implementing partners are lacking, the modalities for implementing activities will be defined in agreement with the Government and local institutions. In accordance with the Government's decentralization policy, WFP-supported activities will be associated with the poverty alleviation programmes in progress and harmonized with village development plans; also their implementation will be carried out first through the facilities of local institutions. Before the start of each activity, a survey will be carried out to gather basic data and analyse conditions. The Government's contribution to the implementation of CP activities is estimated at about US\$8.3 million over a five-year period.



## COUNTRY PROGRAMME ACTIVITIES

### Activity 1: Support to Basic Education

#### ⇒ *Strategic Focus*

12. This activity addresses objective 2 of the Enabling Development policy. To this end, the CP will support school feeding in the primary schools of the selected regions, with the aim of increasing aid for girls' education in particular.

#### ⇒ *Problem Analysis*

13. The indicators of the Malian education system are among the lowest in the world. Close to 70 percent of the working population is illiterate. The net primary school enrolment rate was about 44 percent in 1999 (51 percent for boys and 36 percent for girls); and the school drop-out and repetition rates are very high. A VAM study (2001) found that in the area of assistance, only 14 percent of children between the ages of 7 and 14 regularly attend school; only 35 percent of these are girls. The disparities between girls and boys increase in the secondary school cycle. This is explained by certain socio-economic factors associated with poverty and with the population's nomadism: having only limited financial resources, when faced with the choice, parents prefer to send their sons rather than their daughters to school; girls must often remain at home to carry out household and agricultural work.

#### ⇒ *Objectives and Intended Outcomes*

14. The long-term objective of this activity is to increase school enrolment and attendance and to reduce the school drop-out rate, especially among girls, in the regions where food insecurity is widespread. The expected outcomes are:
- increasing the school enrolment and attendance rates of children from poor households, especially girls; and
  - reducing the disparities between boys' and girls' school enrolment and drop-out rates in the targeted primary schools.
15. This activity should increase parents' awareness of their responsibilities by helping them pursue feasible institutional arrangements at the community level (e.g. parent associations, school feeding management committees and income-generating activities), by motivating them and providing them with the means to continue sending their children, in particular their daughters, to primary school, and ensure that those children attend classes regularly. It is also estimated that combining more regular school attendance with greater food security at the household level will help strengthen children's learning capacity. Moreover, this activity, together with the supplementary food and community health service activities, aims at improving children's nutrition practices.

#### ⇒ *Role and Modalities of Food Aid*

16. The provision of school meals and the distribution of dry take-home rations to the mothers of girls who regularly attend school will encourage beneficiary households to enrol their children in primary school. The provision of rations to cooks in the form of meals prepared in the school canteen will also be an encouragement.



### ⇒ *Implementation Strategy*

17. This activity falls within the scope of the Government's Ten-Year Education Development Programme, whose projected reforms focus on the relation between the school and the community. The National Directorate for Basic Education will ensure the implementation of this activity by supervising, full time, the government coordinator's distribution of these services. Teaching institutions and training centres will take responsibility, in cooperation with local organizations, for implementing this activity at the decentralized level by strongly involving communities. The activity's strategy is based on partnership with bilateral and multilateral organizations, NGOs, and on the active participation of the beneficiary communities. Partners will provide assistance in implementing additional development activities, which will contribute to the effective management and the durability of the school feeding activity: setting up parent associations and school feeding management committees; setting up income-generating activities; and reducing women's work loads. Women make up 35 percent of the school feeding management committees.

### ⇒ *Beneficiaries and Intended Benefits*

18. On average, 78,220 children each year will receive one meal per day, and 10,000 in nomadic areas will receive two meals per day, for a total of 89,480 beneficiaries (including 1,260 cooks). The take-home ration will be distributed to girls who attend at least 80 percent of their courses. It is estimated that an average of 31,760 girls will receive a take-home ration. Girls will represent 50 percent of beneficiaries at the CP's end and will receive about two thirds of total resources. The intended benefits are an increase in the school enrolment and attendance rates and an improvement in the conditions that will enable girls to attend secondary school, thus providing them access to other studies and vocational training.

### ⇒ *Support, Coordination and Partnerships*

19. A WFP programme officer, recruited within the national plan, will work together with the government coordinator, his/her associates, and the persons responsible for the decentralized education facilities. At the regional level, WFP's sub-offices will ensure the supervision of CP implementation and the monitoring of activities. The implementing partners (bilateral and multilateral development agencies, NGOs, etc.) play a central role in the monitoring arrangement. In fact, they are responsible for closely monitoring school feeding, for setting up and training management committees and for sensitizing and mobilizing communities. The Ministry of Education and WFP, and their respective divisions, will supervise and complete the work of partners. The school feeding management committee, made up of teachers', parent associations' and pupils' representatives, will be responsible for the daily operation of the school feeding activity.
20. In accordance with the recommendations of the CP's mid-term evaluation, WFP will set up and strengthen its partnerships with bilateral and multilateral cooperation agencies (in particular UNESCO and UNICEF) and NGOs, in order to support efforts to improve education: teacher training, facilities, infrastructure, etc. WFP and UNAIDS will work in the schools on issues such as HIV/AIDS and reproductive health. The Programme will also work with WHO and the World Bank to supply deworming tablets, and with the International Fund for Agricultural Development (IFAD) and the Food and Agriculture Organization (FAO) to supply technical assistance for income-generating activities. Representatives of local authorities will ensure the decentralized coordination and management of this activity.





### ⇒ *Monitoring Arrangements*

21. The logical framework will provide monitoring indicators. The school feeding management committees represent the first level of the monitoring arrangement at the community level. Women's active participation on these committees will be encouraged. The Ministry of Education will ensure the monitoring of food aid and will prepare periodic reports on implementation, which it will submit to the National Programme Steering Committee (CNPP) and to WFP. Monitoring and technical appraisal missions will be carried out jointly with UNESCO, UNFPA, UNICEF and WHO in order to assess the effectiveness of joint programming.

### ⇒ *Cost Estimate*

22. This activity will require 29,485 tons of food commodities, comprising 21,789 tons of cereals, 4,855 tons of oil (3,430 tons in take-home rations for girls), and 2,841 tons of pulses. The direct operational cost is estimated at US\$17.3 million. The Government's contribution to this activity is estimated at US\$1 million.

## **Activity 2: Supplementary Food and Support to Community Health Services**

### ⇒ *Strategic Focus*

23. This activity addresses objective 1 of the Enabling Development policy. To this end, the CP will support the Government's policy aimed at enabling expectant and nursing mothers and young children to meet their special nutritional and nutrition-related health needs.

### ⇒ *Problem Analysis*

24. An inadequate diet and incorrect nutritional practices in young children (the abrupt changeover, between the ages of 7 and 9 months, from breastmilk to family meals, without the use of weaning foods) and frequent infections are the main causes of malnutrition in Mali, in particular in the Sahelian regions. According to a demographic and health survey conducted in Mali in 2001 (DHSM III), the health situation there is characterized by high rates of maternal mortality (577 per 100,000 live births) and infant and child mortality (252 per 1,000 children under 5) and an overall prevalence of anaemia among women (62.7 percent). Nationally, the chronic and acute malnutrition rates among infants between 6 and 59 months are 39.4 and 10.6 percent, respectively (these figures are estimated at 31 and 14.5 percent in the areas covered by the VAM study, 2001). Over 50 percent of infant deaths are caused by malnutrition. With regard to supplementary food, the preliminary results of the study show that 60 percent of infants between 6 and 9 months receive supplementary food in addition to being breastfed, but these foods often provide inadequate nutrition. However, the inadequacy of mother-and-child healthcare and the high levels of poverty and illiteracy, especially among women, also greatly contribute to creating malnutrition.

### ⇒ *Objectives and Intended Outcomes*

25. The long-term objective of WFP assistance is to help reduce the malnutrition rate by facilitating access to a nutritional food supplement for expectant and nursing mothers and for children between 6 months and 5 years.



26. The immediate objectives of this activity are:
- to prevent malnutrition and help malnourished children recover by providing a supplementary food product;
  - to promote a change in incorrect child nutrition and health practices among mothers and expectant mothers.
27. Health and nutrition education activities will be intensified so that mothers can acquire knowledge and appropriate skills in the area of family, community and child care practices.

### ⇒ *Role and Modalities of Food Aid*

28. Food aid will play a decisive role in reducing malnutrition among infants under 5 and in enabling expectant and nursing mothers to begin pregnancy and nursing under good nutritional conditions. WFP assistance will serve as a nutrition supplement for pre-school-age children suffering from malnutrition who attend the community health and nutrition centres, and as an encouragement for expectant and nursing mothers to attend the health and nutrition courses.

### ⇒ *Implementation Strategy*

29. This activity comes within the scope of the Government's Five-Year Health and Social Development Programme, whose strategy is to develop a decentralized health service based on community facilities. The activity will be implemented in coordination with Ministry of Health offices and through the NGOs that possess the necessary competence and operational capacity. The activity aims to:
- develop for manufacture a formula for a micronutrient-fortified food supplement that meets WHO standards;
  - inform, sensitize and educate the populations on the importance of using fortified flours;
  - promote the use of fortified flour in the areas of intervention through subsidized prices;
  - teach the population techniques on the preparation of food supplements made from local products.
30. This activity will continue to be coordinated at the national level by a government health/nutrition coordinator with at least two associates appointed by the Nutrition Directorate of the Ministry of Health. It will be implemented and monitored by regional and district health officials, together with local authorities and other partners. Through the community management committees, communities should play a key role in the implementation process. Women's active participation on the community management committees will be encouraged. It is envisaged that 25 percent of community management committee members will be women. Moreover, HIV/AIDS awareness activities will be carried out within the framework of the nutritional education courses. The WFP-supported activities will be integrated into the UNAIDS programme and as part of support to the health care training and consultation monitoring centres.



### ⇒ *Beneficiaries and Intended Benefits*

31. In all, 23,000 children between 6 months and 5 years will benefit each year from this activity. Moreover, 10,000 expectant and nursing mothers will have access to a ration from the specialized centres. The number of beneficiaries will rise by about 10 percent each year. The intended benefits include access to health and nutrition centres, vaccinations, income-generating activities for mothers and other health-related educational activities.

### ⇒ *Support, Coordination and Partnerships*

32. In the implementation of this activity, a WFP programme officer recruited to the government plan, an associated nutrition expert and the country office staff will work together with the Government's health/nutrition coordinator, his assistants and local authority health officials. WFP will endeavour to obtain complementary resources to organize training sessions for actors at the operational and regional levels; this training will relate to the activity's objectives, the implementation strategy, basic principles for storing food commodities, performance indicators, the gathering and recording of data, information about the products and basic knowledge on nutrition, training techniques, etc. The Ministry of Health, NGOs and other implementing partners (e.g. the World Bank, UNICEF, UNFPA, and WHO) will continue to provide their support to community supplementary food aid activities by helping to plan and finance community health centres and related facilities.

### ⇒ *Monitoring Arrangements*

33. The community monitoring system currently set up for the health sector will make it possible to ensure that this operation is carried out with community participation, the indicators having been identified according to the logical framework method. The Ministry of Health, the local authorities and the implementing NGOs will be responsible for gathering food aid distribution data. Periodic reports on this activity and on the project's implementation, based on the data supplied by the community health centres, will be prepared by the government health/nutrition coordinator and submitted to the Ministry of Health and to WFP.

### ⇒ *Cost Estimate*

34. This activity will require 3,000 tons of locally produced supplementary flour, for an estimated operational cost of US\$2.1 million. The Government's contribution to this activity is estimated at US\$700,000.

## **Activity 3: Joint Programme to Create Productive Assets and Mitigate the Effects of Natural Disasters (PCAP)**

### ⇒ *Strategic Focus*

35. This activity aims at promoting objectives 3 and 4 of the Enabling Development policy, by enabling the communities in the regions with chronic food insecurity to create sustainable assets, which will reduce their vulnerability to disasters, and by helping the Government prevent food crises and mitigate their effects.



### ⇒ *Problem Analysis*

36. Agriculture is the main activity and income source for most vulnerable households, but these households often have insufficient and inadequate facilities and agricultural equipment, and agricultural production covers only 30 to 45 percent of their food needs. Moreover, drought and epizootic disease are recurring phenomena in Mali. In addition to causing immediate effects such as the loss of crops and cattle, these disasters also have a long-term effect, such as when assets such as cattle are destroyed or when the bases of production (water and land) are damaged. Vulnerability to disaster is highest where poverty and chronic food insecurity prevent communities and households from investing in assets that would enable them to cope better during such crises. These communities are thus constantly prone to the risk of disasters' aggravating their already precarious situation.

### ⇒ *Objectives and Intended Outcomes*

37. The activity's long-term objectives are to:

- create and preserve assets that would enable households to cope with food insecurity and respond to disasters;
- increase the capacity of community-level management structures, with strong participation by women, to better manage and preserve assets;
- prevent food crises and mitigate their effects.

38. The expected outcomes are:

- increase in the number of food-secure households;
- increase in the number of created or recovered assets (tree nurseries, agroforestry plantations, improved pasturelands, soil and water management facilities, hydro-agricultural development, and community social infrastructure), with 60 percent of community assets enabling households to achieve food security and disaster preparedness;
- setting up of the appropriate institutional arrangements through which local authorities can manage and maintain the assets created;
- strengthening of the capacity of households to increase their incomes;
- increase in women's access to assets that have been adapted to their needs and capabilities; during the CP, at least 30 percent of the assets created will be supervised by women; and
- strengthening of the national system for natural disaster prevention and mitigation.

These households will be helped to invest in community infrastructure in areas such as water management, agriculture, soil erosion control, and the setting up and management of improved pasturelands, and to get through the lean period, while learning to mitigate the effects of disasters.

### ⇒ *Role and Modalities of Food Aid*

39. Food aid will serve to encourage vulnerable households in the Sahelian areas to dedicate time and resources to community activities for creating and maintaining assets, in order to reduce the risks of natural disasters and increase food production. It will also help the vulnerable populations subject to food crises, surveyed by the early warning system, to get through the lean season through use of supplementary food. Food assistance will also help



vulnerable households participate in training activities, and thus acquire new skills in such areas as agriculture, various income-generating activities and functional literacy. Food aid will constitute a supplement that will make it possible to bring men and women's energy intake to the minimum daily requirement for the labour force mobilized under the food-for-assets operations.

### ⇒ **Implementation Strategy**

40. This activity will have two components. The first—Basic Activity 3a—within the framework of the Guidelines for Rural Development, is aimed at building the foundations necessary to enable poor households to be less vulnerable to food insecurity, in particular, the capacity to cope better with the effects of natural disasters. The second component—Basic Activity 3b—is a mechanism for intervening during food crises and for mitigating their effects on the most vulnerable households. It will thus be integrated into the National Food Security System through WFP's participation in the Cereal Market Restructuring Programme (PRMC). A direct contribution in cereals will be made each year to the National Security Stock. The stock is set at 35,000 tons of cereals. These food commodities will be used to deal with local emergencies and, if need be, for an emergency response during a serious disaster. The WFP representative coordinates the National Food Security System's donors, and WFP will also assume the function of Permanent Secretariat for the PRMC. Through both its National Directorate for Support to Rural Areas and the liaison officers in each technical sector involved, the Ministry for Rural Development will continue to implement the PCAP within the overall framework of Operational Strategy 2015 and of the sustainable food security programme, which will be coordinated in partnership with other bilateral and multilateral development agencies. The government decentralization policy currently being implemented will give WFP and its partners the possibility of working directly with local authorities. Community management committees will be set up to facilitate the participation of beneficiaries; 20 percent of the members of the community management committees will be women. The PCAP's Technical Working Committee will also include the main multilateral agencies and implementing NGOs (German Agency for Technical Cooperation [GTZ], IFAD, Agro-Action, World Vision, Catholic Relief Services etc.), which have signed the operational agreements with the Ministry of Rural Development and WFP.

### ⇒ **Beneficiaries and Intended Benefits**

41. Basic Activity 3 will benefit about 139,000 persons per year (family ration) under its component 3a and 74,000 persons per year (individual ration) under its component 3b. Women will benefit from at least 30 percent of the assets produced, i.e. small irrigated perimeters, tree nurseries, and fuelwood from the community woodlands. At the end of this activity, the participating communities should have sufficient assets in their possession to enable them to gather, manage and preserve their soil and water resources. Feasible institutional arrangements for the management and preservation of these assets should also be set up at the community level, with strong support from local authorities. Technical training courses will be organized at the community level to complement the food-for-work activities.

### ⇒ **Support, Coordination and Partnerships**

42. WFP will help local authorities plan and carry out an initial evaluation of this activity for the food-for-assets activities. Institutional arrangements will be set up and strengthened at the community level in order to better preserve assets. The Ministry of Rural and



Environmental Development will coordinate the project (and the activities of all implementing partners: NGOs and community agencies) together with WFP. The Steering and Coordination Committee of the PRMC's food security system will ensure the technical coordination and management of the disaster mitigation component.

### ⇒ *Monitoring Arrangements*

43. All stakeholders in this activity will prepare a joint monitoring-and-evaluation strategy centred on the outcomes. A programme officer recruited for the national plan and representatives of the sub-offices will ensure field monitoring for WFP. The Ministry of Rural and Environmental Development will see to it that local authorities and implementing NGOs ensure the monitoring of activities and submit periodic audit reports and reports on implementation to the Ministry and WFP. A mid-term evaluation will be carried out and a terminal evaluation will be drawn up during the last year of the CP. Activities for component 3b will be integrated into the PRMC's current monitoring system.

### ⇒ *Cost Estimate*

44. This activity will require 31,337 tons of commodities, i.e. 30,534 tons of cereals (19,578 tons for the PCAP component and 10,956 tons for the PRMC component) and 803 tons of oil, at an estimated direct operational cost of US\$11.4 million. The Government's contribution is estimated to be US\$6.6 million.

### **Support Activities**

45. The CP support activities envisaged are:
- preparation of provisional emergency plans in support of government and WFP activities within the existing institutional framework of the Food Security System's Steering and Coordination Committee, jointly with other United Nations partners, in particular, UNICEF and partners in the National Food Security System, in order to anticipate emergency situations and provide a rapid response;
  - promotion of the fight against poverty in order to obtain food and non-food resources complementary to WFP food aid;
  - conducting of a VAM study in order to assess the progress of food security;
  - the training in M&E of activity participants and managers at all levels.

### **Key Issues, Assumptions and Risks**

46. The following main issues should be considered for the proposed CP:
- The regional and local authorities will have to find additional resources to provide M&E training for their members.
  - The Government of Mali will have to create and maintain an institutional framework to ensure the kind of CP management, supervision and logistics capable of facilitating effective integration and links between the CP activities and relevant development activities.
  - The Government and donors will provide resources and corresponding non-food items to complement WFP food aid.



## PROGRAMME MANAGEMENT PROCESS

### Appraisal

47. The feasibility of each planned CP activity will be examined from a technical, social, economic and logistical point of view, in order to be able to prepare the summaries of activities. Specialized United Nations institutions will be requested to provide the technical assistance necessary for this purpose, while the Government and bilateral and multilateral donors will set up similar activities. These activities will be examined as soon as the CP has been approved. This appraisal will make it possible to define intermediate implementation objectives for activity M&E and will serve as the basis for preparing summaries. WFP will set up a local committee for appraising activities, presided over by a United Nations system agency and responsible for undertaking a terminal review of each CP activity. The committee will include ministry representatives concerned at the technical level, concerned United Nations system institutions, beneficiaries and local authorities.

### Programme Implementation

#### ⇒ *Staff Capacity*

48. In order to manage the CP, and given the vastness of Mali, the country office intends to maintain a strong presence in the field through its sub-offices at Mopti, Gao, Kidal and Tombouctou. As increasing emphasis will be placed on community development, WFP will need suitable staff for designing and implementing its interventions and to carry out activities in the areas of logistics, transport and M&E. In order to implement the CP effectively, training should also be organized in M&E, logical framework analysis, participatory methods, administration and finance, logistics and resource planning (pipeline), in addition to the use of the WFP Information Network and Global System (WINGS) and basic emergency intervention management.

#### ⇒ *National Programme Management*

49. Once the Executive Board has approved the CP, WFP will formulate a programme agreement for 2003–2007, which it will submit to the Government of Mali for signature. After each document for the basic activities has been completed, approved and signed by the WFP representative, an operational agreement for each activity will be drawn up with the implementing ministry concerned.
50. The ministry responsible for coordinating foreign aid will be given responsibility for national coordination and will preside over the CNPP, which will be responsible for supervising the CP and for setting up and re-assessing relations and synergies with other national development programmes. The CNPP will meet twice a year. The National Technical Coordination Committee, which comes under the CNPP, will be responsible for designing and setting up the mechanisms for the implementation and M&E of CP activities, and for their integration into national development programmes.
51. The local authorities, at all levels, will function as a coordination and management structure during implementation. A steering committee will also be set up for each activity, consisting of beneficiary (of both genders), partner and political and administrative organization representatives.



### ⇒ *Facilitate Participation of Beneficiaries*

52. All CP activities will be planned and implemented with strong community participation. The extensive participation of mothers, primary health care staff and volunteers, traditional birth attendants (TBA) and other specific groups will help improve nutritional practices. The school feeding activities will also require commitment and determination on the part of communities for the joint management of income-generating activities in primary schools. Communities will elect activity committee members and members of the committees for asset preservation, responsible for planning activities at the community level. These joint committees and the locally elected representatives will help mobilize the population, including women, and set up the community management committees and school feeding management committees, which will use a participatory approach to make decisions regarding activities. Awareness will be raised in partners so that specific key roles on these committees are entrusted to women. The consultation committee on women and development, set up by donors, which has already been made aware of WFP's Commitments to Women, will take part in the M&E of the various activities.

### ⇒ *Complementary Inputs Provided by the Government and Other Partners*

53. For each CP activity, the Government's contribution will essentially consist of adjusting staff salaries and the costs of monitoring missions, and of taking charge of operational costs, including the rehabilitation and expansion of storage facilities. As this concerns the activity in support of basic education, WFP support to girls' education will be increased, provided that the Government of Mali and/or the implementing partners provide additional teachers, classrooms, educational materials, sanitation, and health facilities.

### ⇒ *Purchase of Food Commodities and Logistics*

54. WFP will apply a flexible purchasing policy by buying supplementary food and a part of the cereals locally at competitive prices, when funds and surpluses are available, and by importing these products in periods of food shortage. All local purchases will be subject to a tender process, with the selection made by WFP, which will ensure that its purchasing procedures are brought into line with those applied by the Government to avoid upsetting the markets. The Government will continue to take the necessary measures to grant the exemptions and dispensations required for clearing food products in customs and dispatching them to the regions with minimum delay.

### ⇒ *Preparation of Annual Plans of Work and Budget*

55. In consultation with WFP, the implementing partners will develop annual plans of work based on the indicative figure of available resources and on CP operational performance. Should it be necessary to re-distribute resources among the activities, the CNPP will review the matter by taking into account the VAM data and reports on the supply of food products before making its decision.

## **Exit Strategy**

56. For all the basic activities, the provision of integrated assistance to some communities will enable them to achieve self-sufficiency. This objective can be achieved in the medium term through the various types of assistance provided by WFP and its partners, and the development of income-generating activities. Once a community has reached a higher degree of self reliance (to be determined through a VAM survey with WFP's support), WFP food aid can then be redirected towards other communities that meet the criteria





necessary to receive assistance. WFP phasing-out procedures will thus be defined in the summary report for each activity after the start of the CP.

### Sustainability

57. Greater emphasis on community development and on strengthening capacities will ensure that communities and the individuals responsible for managing and preserving the assets produced through food aid are the actual owners of these assets and that they have the skills and the means necessary to preserve them. The expected outcomes—school enrolment, attendance and promotion rates—of the take-home rations for girls will have a sustainable effect only if this activity is carried out long enough for an entire generation of girls to be educated. The girls who have received an education will ensure that their own daughters also attend school, even without receiving food aid.

### Programme Monitoring and Audit

58. In the monitoring and audit of its activities, the country office will apply results-based management principles and methods by making use of Common Country Assessment (CCA) database and nutrition studies carried out under the DHSM, as well as data from the 2001 VAM study. The work objectives will be defined in accordance with the annual objectives of the UNDAF. Supervision of CP monitoring and evaluation will be the responsibility of the ministry entrusted with coordinating foreign aid. Evaluation of the outcome of the CP and its basic activities will essentially be done by the beneficiaries and local authorities, with the support of the Government of Mali and the country office. The M&E objectives and indicators will be identified by all the stakeholders (including the beneficiaries), and the M&E reports will be returned to communities. Annual reports on the CP will be drawn up for review by the CNPP, which will also visit the activity sites to follow up on the progress of works. The CNPP will also take active part in the mid-term evaluation of the CP. Well consolidated procedures for monitoring and drawing up reports already exist for the PCAP and support to basic education. These will also be set up for the new supplementary food activity. Through its various ministries, the Government of Mali will submit each year to WFP the audited accounts certified by qualified auditors, who will be appointed or approved by the Government.

### Evaluation

59. Individual activities will be reviewed and evaluated in the manner described above. The permanent evaluation mechanism will be integrated into the basic activities and used to indicate whether corrective measures are necessary to revise the objectives and expected outcomes for each component. Terminal activity reports will be drawn up when an activity has been completed. About two years before the presentation of the next CP, i.e. at the end of 2005, an external evaluation of the CP will be carried out in order to ensure that it is well oriented and that its aims and objectives are still valid, and are being implemented. Such programming will make it possible to take into account, for the next CSO, the recommendations formulated during the evaluation.

## RECOMMENDATION

60. For the proposed Country Programme for Mali, for the period 2003–2007, the Executive Director requests that the Board endorse the allocation of US\$ 30,816,208, covering all of the basic direct operational costs, within the limit of the available resources.



## ANNEX I

### EXECUTIVE SUMMARY OF THE MALI CSO (WFP/EB.3/2001/7/3)

Mali is classified both as a least developed country (LDC) and as a low-income, food-deficit country (LIFDC), and in 2000 it was ranked 165<sup>th</sup> out of 174 on the UNDP Human Development Index. In 1998, its annual per capita gross domestic product (GDP) was US\$267. The country is sparsely populated (about 7.5 inhabitants per square kilometre) and the inhabitants are mainly rural (71 percent). The GDP, which comes mainly from the primary sector (agriculture and mines) is particularly at risk from the natural disasters (mainly droughts) that regularly hit the country. According to the Food and Agriculture Organization (FAO), Mali's Household Food Security Index was 71.6 percent between 1993 and 1995, with a higher level of insecurity in rural (74 percent) than in urban areas.

The WFP mission in Mali in the period 2003–2007 will continue to help food-insecure communities reduce their vulnerability. This means helping them build up their capacity and means so that they are better able to develop survival strategies and thus contribute to the national objective of eradicating poverty. Interventions will focus primarily on three of the five strategic priorities of WFP's Enabling Development policy:

- Enable poor households to invest in human capital through education and training;
- Mitigate the effects of natural disasters, in areas vulnerable to recurring crises of this kind; and
- Enable young children and expectant and nursing mothers to meet their special nutritional and nutrition-related health needs.

The balance of the various activities will be shifted towards the education sector (with the emphasis kept on girls) and the health/nutrition sector.

Future activities will target exclusively the poorest populations, whose access to food is constrained by economic and socio-cultural factors and among whom food aid has a comparative advantage as a development factor. The targeted regions will be Mopti, Gao, Tombouctou and Kidal, together with the northern parts of the Kayes and Koulikoro regions.

The present Country Strategy Outline (CSO) was developed through a consultative process in which a large number of beneficiary representatives, government bodies, United Nations bodies, non-governmental organizations (NGOs) and donors took part. The process was synchronized and harmonized with that of the United Nations Development Assistance Framework (UNDAF) for Mali, to be finalized in November 2001.

### HIGHLIGHTS OF THE DISCUSSION HELD DURING THE EXECUTIVE BOARD ON THE CSO FOR MALI (WFP/EB.3/2001/18)

The Secretariat confirmed that the CP would be targeted geographically to food-insecure areas of the country. WFP had conducted studies to understand better the prevailing complex social structures in these areas. The knowledge obtained from those studies and from VAM studies would assist in the design of the CP.

Some members suggested that WFP include EMOPs and PRROs in the deliberations of CSOs. The Secretariat indicated that for countries where WFP had such ongoing operations, mention should be made of them in the CSOs. In the case of Mali, there was no plan to extend



the PRRO, and no EMOPs were foreseen, but the development approach in the CSO was to make provisions for disaster-mitigation activities, and to support the Government in strengthening early-warning capacities.

Several members commented that DSC resources were inadequate in countries implementing relatively small operations. The Secretariat acknowledged that this was the case in Mali and that the CP would be built around strategic partnerships in order to ensure non-food requirements. However, it was felt that under current financial procedures, it would be difficult to cover expenses connected with the recommendation to maintain adequate staff levels and introduce comprehensive monitoring-and-evaluation systems.

A number of members commented favourably on the positive support that WFP had provided to Mali's Cereal Market Restructuring Programme (PRMC) (the cornerstone of the national food-security system). WFP was encouraged to continue the local purchase of sorghum and millet when appropriate, and to work closely during the preparation of the CP with partners concerning Niger River utilization modalities and the expansion of primary school infrastructure.



## COUNTRY PROGRAMME—MALI (2003–2007)—LOGICAL FRAMEWORK

### Results hierarchy

### Performance indicators

### Risks/Assumptions

#### Government Objective:

The Government of Mali aims at reducing the rate of poverty from 64 percent in 2000 to 47.5 percent by 2006.

#### Country Programme Objective:

To help reduce the level of vulnerability to food insecurity of very poor households in the regions covered by the CP.

#### Impact indicators:

The number of households suffering from chronic and short-term food insecurity has been reduced, from 36 to 32 percent in the areas of WFP assistance

The literacy rate among the target groups, in particular girls, has gradually increased, from 30 to 45 percent

#### CP Objectives:

1. To increase the school enrolment and attendance rates and reduce the drop-out rate, especially that of girls, in the regions in which food insecurity is prevalent
2. To help reduce the malnutrition rate by facilitating access to a food supplement for expectant and nursing mothers, and for children between 5 months and 5 years
- 3.A To create and preserve assets that enable households to cope with food insecurity and respond to disasters  
To increase the capacities of community management facilities through the strong participation of women in the management

#### CP Outcome indicators:

The school enrolment rate among the poor children living in the target rural areas is on the rise, going from 14 to 28 percent

The primary school enrolment rate among girls has risen from 5 to 15 percent between present and 2007

The school drop-out rate has dropped by 50 percent each year

Percentage of malnourished children who have recovered through supplementary food

Percentage of mothers and expectant mothers whose practices have changed considerably in comparison with the incorrect nutritional and health practices they used for their children

Number of created and preserved assets enabling households to cope directly with food insecurity and respond to disasters

Percentage of assets created and managed by women

Number of persons trained

#### Assumption

Current national education strategies and objectives (defined in the Ten-Year Education Development Programme) maintained over the next ten years

#### Assumption

Government's determination to combat malnutrition remains a national priority

#### Assumptions

Sound decentralized structure set up, making it possible to draw on competencies at the community level

Government resources are made available at the

<b>COUNTRY PROGRAMME—MALI (2003–2007)—LOGICAL FRAMEWORK</b>
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Results hierarchy	Performance indicators	Risks/Assumptions
participation of women in the management and preservation of assets	Increased participation of beneficiaries, in particular women, in the various CP activities, from its formulation to evaluation  Increased use of skills learned to find means of livelihood	community and municipal level for supervision, training and technical assistance  Availability, cooperation and positive (strong) inputs of the implementing partners
3.B To fill the seasonal food gap of households and strengthen the country's natural disaster mitigation system	Increase percentage of availability of food products and access to these for poor households suffering from hunger in the rural communities targeted	<b>Assumption</b>  Absence of economic crises or serious natural disasters during the period under consideration
<b>Specific Objectives, by Activity:</b>	<b>Activity outcome indicators:</b>	<b>Assumptions</b>
1.1 Increase the school enrolment and attendance rate of children, especially girls, from poor households	Increase in the school enrolment rate of girls and boys of 20 percent and 10 percent, respectively, per year with respect to the initial reference data (VAM 2001)	Availability, on a sustainable basis, of partner-supplied resources  Other causes of the low school enrolment and attendance rates and of the high drop-out rate are identified, and corrective measures provided
1.2 Reduce the disparities between boys and girls in the school enrolment and drop-out rates recorded in the primary schools targeted	Increase of 30 percent in the number of girls who complete the primary school cycle  Number of children, by gender, attending school for each term  Reduction in the school drop-out rates recorded in the primary schools targeted (disaggregated by gender)  School enrolment rates of boys and girls	Number of teachers required are recruited  <b>Risk</b>  Social conflicts, teachers' strike
2.1 Prevent malnutrition and contribute to the recovery of malnourished children through use of a supplementary food	Reduction in the prevalence of acute and chronic malnutrition  Number of health centres covered by the activity	<b>Assumptions</b>  The other underlying causes of malnutrition are treated
2.2 Promote a change in incorrect children's nutrition and health practices among mothers and expectant mothers	Reduction in the percentage of children who are underweight at birth  Number of beneficiaries who consume the local flour supplement	Households, communities and other service providers apply the know-how and skills acquired to continue activities  <b>Risk</b>  Epidemics of children's diseases
3.A.1. Create productive assets accessible to beneficiaries:	Quantity and percentage of planned food products distributed to beneficiaries of both genders	<b>Risk</b>  Low level or absence of assets maintained by the



## COUNTRY PROGRAMME—MALI (2003–2007)—LOGICAL FRAMEWORK

Results hierarchy	Performance indicators	Risks/Assumptions
3.A.1.1. for agricultural production	More than 50 percent of resources dedicated to the creation of priority assets for women	community <b>Assumption</b>
3.A.1.2. for soil protection/recovery	Number and percentage of reclaimed hectares of land	Very close cooperation with technical partners and backers acting as implementing partners and with the agencies of the United Nations system under the UNDAF
3.A.1.3. for the protection and preservation of natural resources	Number of pastoral facilities created and operated	
	Number and percentage of hectares of afforested lands	
	Number and percentage of hectares of fixed dunes	
3.A.2. Develop the capacity to manage productive resources:	Number of training courses provided with the support of food-for-training activities	<b>Assumptions</b>
3.A.2.1. through training, especially for women	Number and percentage of persons trained/having acquired technical skills, by gender	NGOs and operational community organizations on site to ensure training
3.A.2.2. by building training centres	Number of persons by gender who have been sensitized to problems regarding HIV/AIDS, hygiene and nutrition	Women's capacity/willingness to move away from production and child care activities to receive training
3.A.3. Develop the capacity to manage school and health facilities:	Number of training centres built	
3.A.3.1. by developing school and health facilities	Number of school and health facilities supported	
3.A.3.2. by diversifying the incomes of school canteens	Number of schools/community health centres built, number of school wells built	
	Number and percentage of market gardens set up and managed by the community to contribute to school feeding	
3.B. Disaster prevention and mitigation	Number of emergency situations following an effective rapid response	<b>Assumption</b> The frequency and extent of major disasters are kept within manageable limits, at least during the activity's initial stages
<b>Principal outcomes, by activity:</b>	<b>Output indicators:</b>	<b>Assumptions</b>
1.1.1. 78,220 primary school children receive a cooked ration at school, 10,000 (nomadic, orphaned) primary school children receive two cooked rations at school, 31,760 girls receive dry take-home rations	Quantities of rations distributed to the children of the targeted schools Quantity of dry rations supplied to girls	The Government and partners maintain their commitment in favour of the basic education activity Communities and schools assume responsibility for activities and maintain their commitments



<b>COUNTRY PROGRAMME—MALI (2003–2007)—LOGICAL FRAMEWORK</b>
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Results hierarchy	Performance indicators	Risks/Assumptions
1.2.1. The disparity in the school enrolment and drop-out rates recorded between girls and boys is reduced in the primary schools targeted	<p>Number and percentage of girls and boys educated in the schools targeted</p> <p>Number and percentage of girls and boys who have dropped out of school in the institutions targeted</p>	
2.1.1. 10,000 expectant and nursing mothers (per year) and 23,000 malnourished children have recovered from malnutrition through use of supplementary food	<p>Quantity of food products (food supplement) distributed to the intended beneficiaries</p> <p>Number of expectant and nursing mothers and children who have consumed the food supplement on a regular basis</p>	<p><b>Assumption</b></p> <p>Community health centre staff fully assume and play a role in community mobilization and sensitization</p>
2.2.1. 10,000 expectant and nursing mothers (per year) improve their own nutrition and health practices and those of their children	<p>Number of targeted women who have been trained/sensitized</p>	
3.A.1.1. Productive assets for agricultural production are created and accessible to 139,000 participants (on average) and their families; more than 50 percent of the total beneficiaries of assets are women	<p>Number of productive assets created and made use of by the communities</p> <p>Number and percentage of beneficiaries, by gender, making use of assets (by the end of the period indicated)</p> <p>Number of projects actually carried out</p>	<p><b>Assumption</b></p> <p>The communities and partners assume and play an active role in identifying, formulating, creating and distributing assets</p>
3.A.1.2. Soil protection and regeneration works are carried out in the targeted areas, of which women comprise more than 50 percent of beneficiaries	<p>Number and percentage of beneficiaries, by gender, making use of assets (by the end of the period indicated)</p> <p>Number of projects actually carried out</p>	
3.A.1.3. Natural resource protection and preservation works are carried out in the targeted areas, of which more than 50 percent of beneficiaries are women	<p>Number and percentage of beneficiaries, by gender, making use of assets (by the end of the period indicated)</p> <p>Number and percentage, by gender, of trained beneficiaries</p>	
3.A.2.1. Training is provided to the populations in the areas targeted, in particular to women	<p>Number of training centres/facilities built</p> <p>Number of beneficiaries, by gender, making use of the facilities set up</p>	
3.A.2.2. Training centres/facilities are built	<p>Number of income diversification sources created (school gardens, breeding of small herds, etc.)</p>	
3.A.3.1. School and health facilities are developed		



<b>COUNTRY PROGRAMME—MALI (2003–2007)—LOGICAL FRAMEWORK</b>
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Results hierarchy	Performance indicators	Risks/Assumptions
3.A.3.2. The incomes of the supported school feeding projects are diversified and benefit the better functioning of canteens		
3.B.1. Measures necessary to prevent disasters and mitigate their effects have been set up	<p>Number of disasters for which it has been possible to take preventive measures</p> <p>Number of disasters whose effects have been mitigated</p>	<p><b>Assumption</b></p> <p>Communities and partners assume and play a role in coordination</p>





## ANNEX III

## BUDGET PLAN FOR THE COUNTRY PROGRAMME—MALI (2003–2007)

## Basic Activities

	Activity 1	Activity 2	Activity 3a	Activity 3b	Total
Food commodities (tons)	29 485	3 000	20 381	10 956	<b>63 822</b>
Food commodities (in US dollars)	8 262 865	1 500 000	4 673 480	2 300 760	<b>16 737 105</b>
External transport	3 120 070	15 000	316 503		<b>3 451 573</b>
LTSH (total)	5 012 450	462 000	3 668 580		<b>9 143 030</b>
LTSH (cost per ton)	170	154	180		
Other DOC*	952 000	120 000	412 500		<b>1 484 500</b>
<b>Total DOC</b>	<b>17 347 385</b>	<b>2 097 000</b>	<b>9 071 063</b>	<b>2 300 760</b>	<b>30 816 208</b>
DSC <sup>1</sup>					<b>3 382 750</b>
ISC <sup>2</sup>					<b>2 667 519</b>
<b>Total, WFP Costs</b>					<b>36 866 477</b>
<b>Government</b>	<b>986 665</b>	<b>679 590</b>	<b>703 600</b>	<b>5 928 570</b>	<b>8 298 425</b>

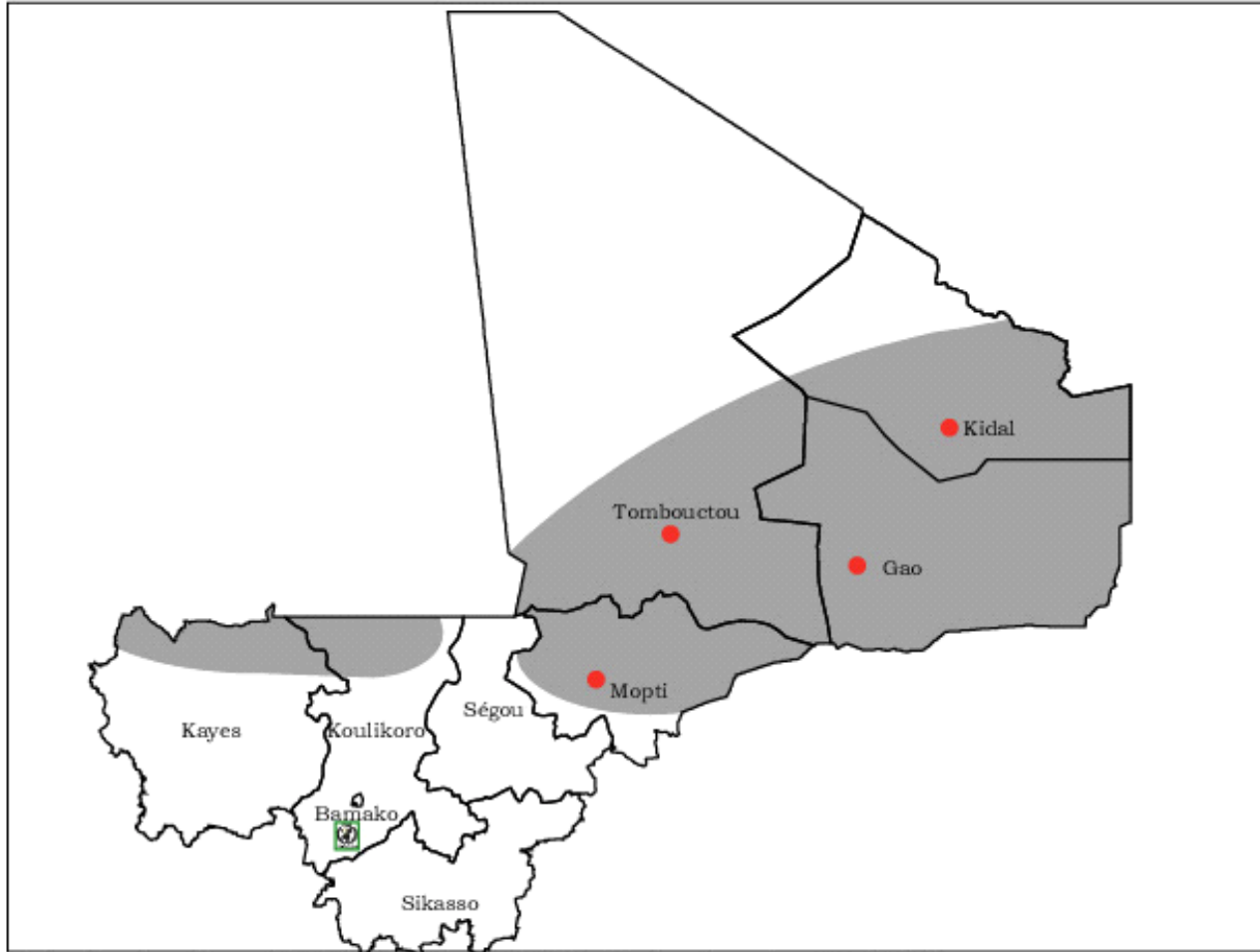
<sup>1</sup> The DSC amount is an indicative figure presented to the Executive Board for information purposes. The annual DSC allotment for a Country Programme is reviewed and set annually following an assessment of DSC requirements and resource availability.

<sup>2</sup> The ISC rate may be amended by the Executive Board during the period covered by the Country Programme.

\* Activity 3b does not require ODOC.



# Republic of Mali Country Programme Area of Assistance (2003-2007)



### Legend

-  Country office
-  Sub-office
-  WFP area of assistance
-  Non-targeted area

### Source of data

VAM survey 2001

### Scale



Mali's position on the map of Africa



VAM/ODD May 2002



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

## ACRONYMS USED IN THE DOCUMENT

CLSP	Strategic Framework for Poverty Alleviation
CNPP	National Programme Steering Committee
CSO	Country Strategy Outline
DHSM	Demographic and Health Survey of Mali
DOC	Direct operational cost
DSC	Direct support cost
FAO	Food and Agriculture Organization
GTZ	Germany Agency for Technical Cooperation
HIPC	Heavily indebted poor country
IFAD	International Fund for Agricultural Development
ISC	Indirect support cost
LDC	Least developed country
LTSH	Landside transport, storage and handling
NGO	Non-governmental organization
PCAP	Programme for the creation of productive assets and the prevention and mitigation of disasters
PRMC	Cereal Market Restructuring Programme
UNAIDS	United Nations HIV/AIDS Programme
UNDP	United Nations Development Programme
UNESCO	United Nations Education, Science and Culture Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VAM	Vulnerability analysis and mapping
WHO	World Health Organization
WINGS	WFP Information Network and Global System

