



This country strategic plan addresses six mutually reinforcing strategic outcomes:

- Strategic outcome 1: Crisis-affected people in targeted areas, including refugees, are able to meet basic food and nutrition needs during and in the aftermath of crises.
- Strategic outcome 2: Food-insecure populations in targeted regions, including school-age children, have access to adequate and nutritious food all year.
- Strategic outcome 3: Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status all year.
- Strategic outcome 4: Food-insecure populations and communities exposed to climate shocks in targeted areas have more resilient livelihoods and sustainable food systems all year.
- Strategic outcome 5: National institutions have strengthened capacities to manage food security, nutrition and social protection policies and programmes, including an adaptive (shock responsive) social protection system, by 2030.
- Strategic outcome 6: Humanitarian and development partners have access to common services that permit them to reach and operate in targeted areas all year.

This country strategic plan is aligned with WFP's Strategic Results 1, 2, 4, 5 and 8, the 2018–2022 sustainable development partnership framework and the United Nations Integrated Strategy for the Sahel.

### **Draft decision\***

The Board approves the Mauritania country strategic plan (2019–2022) (WFP/EB.2/2018/8-A/6) at a total cost to WFP of USD 132,368,299.

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\* 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. Mauritania is a lower-middle-income and largely arid country with an area of 1.03 million km<sup>2</sup> and a rapidly growing population of 4.4 million, of which 50.4 percent are male, 49.6 percent are female, 57 percent are under 20, half live in urban areas and fewer than 2 percent still lead nomadic lives; 32 percent of households are headed by women.<sup>1</sup>
2. Despite significant recent reductions in poverty, child undernutrition and mortality, Mauritania ranks 157th on the Human Development Index. It faces major structural and shock-related challenges with regard to the Sustainable Development Goals (SDGs). Poverty fell from 42 percent in 2008 to 31 percent in 2014, but there are major disparities from region to region in terms of gender, age and occupational status; 74 percent of the poor – largely farmers, pastoralists and landless or unpaid women and young people – live in rural areas.<sup>2</sup>
3. In spite of relative security and political stability since 2012, Mauritania is affected by regional volatility. As of March 2018, violence in northern Mali caused an influx of 55,263 refugees – 16,225 girls, 15,729 boys, 13,719 women and 9,590 men – who registered in Mberra camp in the department of Bassikounou.

### 1.2 Progress towards Sustainable Development Goal 2

#### *Progress towards SDG 2 targets*

4. The 2017 national zero hunger strategic review documents progress towards achieving SDG 2 by 2030.

#### *Access to food*

5. Mauritania is a food-deficit country: cereal production meets only 30 percent of national demand. Availability is generally not an issue, but markets are vulnerable to global food price fluctuations, and access can be challenging because the population is scattered and roads are occasionally cut off in rainy seasons.
6. The food security situation is a concern. On average, 959,400 Mauritanians – 195,525 men, 268,082 women, 232,462 girls and 263,331 boys – are recurrently food insecure, and there is considerable seasonal variability. Food insecurity typically varies between 19 percent post-harvest and 26 percent during lean seasons. However, in August 2017, 28 percent of the population as a whole, 31 percent of households headed by women and 26 percent of households headed by men were food insecure. Sixty percent of food-insecure people lived in rural areas. Rural women are disproportionately affected because they have few employment opportunities, own few productive assets and have limited coping capabilities.<sup>3</sup>
7. A 2017 integrated context analysis concluded that five regions – Assaba, Gorgol, Guidimakha, Hodh el Gharbi and Tagant – were the most prone to frequent natural shocks and food insecurity and a sixth – Hodh Ech Chargui – was affected by recurrent food insecurity and the influx of refugees from Mali.

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<sup>1</sup> United Nations Department for Economic and Social Affairs. 2017. *World Population Prospects* (available at <https://esa.un.org/unpd/wpp>); Recensement Général de la Population et de l'Habitat, 2013 (available at [www.ons.mr/index.php/publications/operations-statistiques/16-rgph-2013](http://www.ons.mr/index.php/publications/operations-statistiques/16-rgph-2013)).

<sup>2</sup> Permanent Survey on Household Living Conditions (*Enquête permanente sur les conditions de vie des ménages*), 2008 and 2014 (available at [www.ons.mr/index.php/publications/operations-statistiques/17-epcv-2014](http://www.ons.mr/index.php/publications/operations-statistiques/17-epcv-2014) and [www.ons.mr/index.php/publications/operations-statistiques/16-rgph-2013](http://www.ons.mr/index.php/publications/operations-statistiques/16-rgph-2013)). Individual poverty rates disaggregated by sex were not available.

<sup>3</sup> Food Security Monitoring Survey, 2011–2017.

8. The country strategic plan (CSP) follows the droughts in 2011, 2014 and 2017 that eroded livelihoods and damaged ecosystems. Negative coping strategies such as sales of livestock on poor terms and reduced food consumption, tensions between farmers and pastoralists, and overexploitation of natural resources are frequent in the face of shocks. Households headed by women tend to have fewer livelihood options and often resort to eating less or consuming poor-quality food. Men generally respond to shocks by migrating or through earlier and longer transhumance, leaving women with increased workloads and fewer adults to care for children, thereby increasing the risk of child labour.

#### *End malnutrition*

9. Malnutrition is a major public health concern and cause of infant mortality. Global acute malnutrition affected on average 11 percent of children aged 6–59 months, and severe acute malnutrition 1.6 percent in lean seasons between 2011 and 2017. Of 52 departments, 21 were classified as being in a “critical nutritional situation” in 2017, with global acute malnutrition above 15 percent or severe acute malnutrition above 2 percent.<sup>4</sup>
10. Malnutrition and mortality rates are slightly higher among boys than girls. Low birthweight is increasing: 37 percent of newborns weigh less than 2.5 kg. Micronutrient deficiencies are widespread: in 2012, anaemia affected 71.6 percent of children aged 6–59 months and 54.2 percent of women. In 2009, vitamin A deficiency reached 17 percent among pregnant women and 48 percent among pre-school children.<sup>5</sup>
11. Stunting rates halved between 2001 and 2010 but have remained unchanged since: one in five children is chronically malnourished.<sup>6</sup> The annual economic loss associated with stunting is USD 759 million, 13.3 percent of gross domestic product (GDP). Overweight and obesity are marginal among children but affect 25.5 percent of women aged 15–49.<sup>7</sup>
12. Acute malnutrition is correlated with seasonal food insecurity and diseases such as diarrhoea and malaria. Limited access to health services is a driving factor: only 24 percent of children under 5 are fully vaccinated, 32 percent of children with diarrhoea are taken for examination, 11 percent of pregnant and lactating women and girls receive intermittent preventive treatment for malaria, and 32 percent of children under 5 and 35 percent of pregnant and lactating women and girls sleep under repellent impregnated mosquito nets.<sup>8</sup>
13. Other underlying determinants are that only 50 percent of babies are exclusively breastfed during the first six months; that only 15 percent of boys and 14 percent of girls have access to a minimum acceptable diet; that half the population has no access to clean drinking water and only a quarter has access to improved sanitation facilities; and that men are not sufficiently engaged in nutrition and childcare. Adolescent girls and their children are particularly at risk of malnutrition as a result of early marriage and closely spaced pregnancies: 20 percent of girls are married before the age of 15, and 33 percent are pregnant before the age of 18.<sup>9</sup>

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<sup>4</sup> Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey, 2011–2017.

<sup>5</sup> Multiple indicator cluster survey, 2008; Cost of Hunger, 2015; SMART survey, 2012; Organisation for Economic Co-operation and Development. 2012. *Social Institutions and Gender Index Report*.

<sup>6</sup> Gender disaggregated data unavailable.

<sup>7</sup> Cost of Hunger, 2015; SMART survey, 2011. Data on overweight and obesity prevalence are not available for men.

<sup>8</sup> Multiple indicator cluster survey, 2015.

<sup>9</sup> Multiple indicator cluster survey, 2015; zero hunger strategic review, 2017.

*Smallholder productivity and incomes*

14. Most of the population relies on agriculture: 60 percent of those who do are smallholder agropastoralists and 20 percent are landless seasonal workers. Cereal production has increased by an average 1 percent per year in recent decades, well below annual population growth of 2.9 percent.
15. Smallholder farmers, seasonal labourers and unpaid workers, who are mostly women, are among the most food insecure. Structural challenges include land degradation; climate-related shocks; unequal access to and control of land, especially among women and young people; unequal parcelling out of agricultural plots; high post-harvest losses; weak processing and storage capacity; inadequate agricultural practices; and limited access to financing.
16. Women are particularly disadvantaged as a result of discrimination in access to land, financial services and markets, an unequal burden of unpaid labour, household work and higher unemployment. Women hold only 10 percent of land-use rights and 8 percent of land ownership titles. Historically underprivileged population groups find it difficult to obtain remunerative work, particularly in rural areas. An estimated 12.5 percent of children aged 5–14 work – primarily in agriculture – and are hence at risk of the worst forms of child labour.<sup>10</sup>

*Sustainable food systems*

17. Mauritania experiences frequent droughts, floods and locust invasions, compounded by rapid soil erosion and desertification due to climate change, inadequate agropastoral practices, and increased human and livestock pressure. This causes significant losses of arable land (which represents 0.5 percent of the country's territory), increases pressure on natural resources and hence drives food insecurity, given that 90 percent of agricultural production is subsistence based.
18. Poor storage facilities and transportation infrastructure, low private-sector investment and weak governance limit the sustainability of food value chains such as those for livestock and milk. Post-harvest losses account for 30 percent of agricultural production. Another concern is the sustainability of the fishing sector, which is constrained by overexploitation and inadequate storage and processing capacity.

**Macroeconomic environment**

19. Per capita GDP is USD 1,136. The economy suffers from inequalities, lack of diversification and reliance on the mining sector, which contributes 25 percent of GDP, 82 percent of exports and 23 percent of revenue. The economy performed well between 2003 and 2015, with 5.5 percent average annual GDP growth driven by rising global commodity prices. After a slowdown resulting from deteriorating terms of trade and reduced oil and mining production, growth was forecast to resume in 2017.<sup>11</sup> The main challenges are to provide basic services and create jobs for the growing workforce. Current unemployment, averaging 11.8 percent, affects 24.1 percent of young people and 13.3 percent of women.<sup>12</sup>

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<sup>10</sup> See [https://www.dol.gov/agencies/ilab/resources/reports/child-labor/mauritania#\\_ENREF\\_6](https://www.dol.gov/agencies/ilab/resources/reports/child-labor/mauritania#_ENREF_6).

<sup>11</sup> See [www.worldbank.org/en/country/mauritania](http://www.worldbank.org/en/country/mauritania).

<sup>12</sup> National Statistical Office. 2017.

### **Cross-sector linkages**

20. Mauritania ranks 147th on the Gender Inequality Index.<sup>13</sup> Obstacles to gender equality include girl marriage, early and closely spaced births – the fertility rate for adolescent girls is 78 live births per 1,000 women – and unequal access to education; the gender parity index is 1.05 for primary schools, dropping to 0.92 for secondary schools.<sup>14</sup>
21. Data on gender-based violence is scarce, but an estimated 55 percent of girls have been subjected to female genital mutilation, and the rate is much higher among girls without education (69 percent), girls in the poorest quintile (84 percent) and girls in rural areas (69 percent). Force-feeding is still suffered by 24 percent of women and girls in rural areas, but the practice is declining.<sup>15</sup>
22. Unequal legal rights mean that women and girls inherit half of what can be inherited by men or boys. Access to land is a major obstacle to women's participation in agriculture: only 19 percent of women own property in their own name.
23. Net enrolment in primary education – 73 percent for girls and 69 percent for boys – has not changed in the past decade. Of the children enrolled, only 35 percent of boys and 39 percent of girls complete the primary cycle. Attendance at school averages 8.3 years among boys and girls; 99,600 boys and 84,700 girls are out of school. The literacy rate is 35 percent among women and 57 percent among men.<sup>16</sup>
24. Mortality among children under 5 is 81 per 1,000 live births: 88 per 1,000 for boys and 74 per 1,000 for girls. It is primarily caused by pneumonia, diarrhoea, malaria and malnutrition. The maternal mortality rate is 602 per 100,000 live births; only 50 percent of deliveries are attended by skilled health personnel. The prevalence of HIV/AIDS is 0.3 percent among women and 0.6 percent among men.<sup>17</sup>

### **1.3 Hunger gaps and challenges**

25. The zero hunger strategic review identified various challenges for each SDG 2 target:
  - Access to food: lack of a national contingency and response scheme for food security and nutrition; numerous uncoordinated projects; lack of programme flexibility during shocks; insufficient resources invested in social protection; and lack of consideration for food security in the development of commercial and fiscal policies.
  - Nutrition: need to review the institutional set-up to prevent and treat malnutrition; untapped potential in sectors such as agriculture and social protection to contribute to nutrition outcomes through nutrition-sensitive approaches; need to use existing assistance platforms to deliver social and behaviour change communication; importance of increasing food fortification; and insufficient focus on adolescent girls.
  - Smallholder productivity and sustainable food systems: chronic lack of financial and human resources for extension services and research; need for improved transportation infrastructure and storage facilities to support food production; inequity

<sup>13</sup> The gender inequality index improved from 0.809 in 1995 to 0.627 in 2015.

<sup>14</sup> See <https://data.worldbank.org/indicator/SP.ADO.TFRT>; <https://www.unfpa.org/data/world-population/MR>; <http://hdr.undp.org/en/content/gender-inequality-index-gii>.

<sup>15</sup> See <https://www.unfpa.org/data/fgm/MR>; Convention on the Elimination of all Forms of Discrimination against Women, 2012.

<sup>16</sup> See: <http://uis.unesco.org/en/country/MR>.

<sup>17</sup> See: [https://www.unicef.org/french/infobycountry/mauritania\\_statistics.html](https://www.unicef.org/french/infobycountry/mauritania_statistics.html); <https://www.unfpa.org/data/world-population-dashboard>; [www.unaids.org/en/regionscountries/countries/mauritania](http://www.unaids.org/en/regionscountries/countries/mauritania); <https://data.worldbank.org/indicator/>.

of land allocation; insufficient access to financing; and inadequate management of ecosystems.

26. Other challenges relate to limited capacities to implement existing policies and coordination difficulties among food security and nutrition organizations. Addressing systemic inequalities related to gender, age and ethnicity is a prerequisite to achieving the SDGs.

#### 1.4 Country priorities

##### **Government**

27. The Government's Strategy for Accelerated Growth and Shared Prosperity guides work to achieve the 2030 Agenda for Sustainable Development: it aims to eradicate severe food insecurity and to reduce food insecurity to less than 5 percent and global acute malnutrition to 2 percent.
28. The above strategy and the zero hunger strategic review promote the scale-up of social protection programmes such as shock-responsive safety nets to achieve this goal. The 2013 National Social Protection Strategy seeks to equip the country with the tools and institutional framework to address structural vulnerabilities, including those based on age, gender and disability, and transient food insecurity resulting from shocks. The Food Security Commission's (*Commissariat à la Sécurité Alimentaire*, or CSA) *El Maouna* cash-transfer programme, the Tadamoun Agency's *Tekavoul* safety net, and the Ministry of Economy and Finance's social registry<sup>18</sup> are essential elements on the basis of which a comprehensive adaptive social protection (ASP) system will be elaborated.
29. Food insecurity and malnutrition are addressed by the 2012 National Food Security Strategy; the 2016 Strategic Multi-Sector Plan for Nutrition; and the National Social Protection Strategy. The 2017 national school feeding policy envisages the roll-out of a national programme, making provision for home-grown school feeding. With regard to environmental sustainability, the Strategy for Accelerated Growth and Shared Prosperity prioritizes the "... reversal of environmental degradation and climate change mitigation..." through approaches such as reforestation, dune stabilization and soil and water conservation. It also calls for government investment in climate-related disaster risk management and emergency preparedness.
30. The 2015–2025 National Gender Institutionalization Strategy aims to eradicate gender-based violence and address all forms of discrimination against women and girls by mainstreaming gender in all sectors and implementing gender-transformative actions.

##### **United Nations and other partners**

31. The United Nations country team prioritizes investments in the humanitarian-development-peace nexus in alignment with the United Nations Integrated Strategy for the Sahel (UNISS). The sustainable development partnership framework for 2018–2022 (SDPF) broadens the partnership framework beyond the United Nations system to include other development and humanitarian actors. **WFP will also continue to position its crisis-response interventions as part of broader regional response plans, as done in 2018 through the "Sahel Overview of Humanitarian Needs and Requirements".**
32. WFP is co-lead of the food-security sector and the Cash Alliance, a member of the nutrition sector and of coordination systems such as those for refugees, and co-leader of an early-warning and response planning working group that aims to harmonize partners' approaches in this area.

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<sup>18</sup> A government database of the socio-economic characteristics of poor households.

## 2. Strategic implications for WFP

### 2.1 WFP's experience and lessons learned

33. WFP has been providing relief assistance, livelihood support and humanitarian air services in Mauritania since 1964. A 2011–2015 country portfolio evaluation highlighted solid achievements in its support for Malian refugees while concluding that assistance to Mauritians varied across activities and over time; it also showed that inadequate funding had influenced WFP's plans and outcomes. The recommendations resulting from the evaluation, along with those from a 2017 regional synthesis of operations evaluations of WFP's capacity development and social protection policies, informed the orientation of this CSP.
34. Lessons learned stress the importance of:
- strengthening the design and quality of WFP's preventive, protective and productive assistance with a view to progressively building consistency with the Government and partners as part of a coherent shock-responsive safety-net system; this calls for coordination with the *Tekavoul* and *El Maouna* programmes and with the social registry;
  - moving from short-term interventions to agile, long-term systemic solutions with a view to transferring programme and financial responsibilities to the Government;
  - concentrating resilience building and multi-year interventions in fewer locations, leveraging local partnerships and promoting participatory planning as well as asset relevance, governance and quality;
  - shifting to a self-reliance approach to refugee assistance in view of refugees' protracted presence and evolving needs, and to including host communities in the response strategy to maximize impact and minimize tensions;
  - systematically making the best use of WFP programmes as nutrition-sensitive platforms and means of gender transformation;
  - advocating for improvements to the fragmented institutional arrangements for preventing and treating malnutrition;
  - addressing gaps in early-warning, contingency and emergency response planning; and
  - enhancing monitoring and the collection of evidence.

### 2.2 Opportunities for WFP

35. The Government's commitment to the ASP system offers an opportunity to position WFP as the partner of choice for enabling long-term and nationally driven solutions on the shock-responsive, nutrition-sensitive and gender-transformative dimensions of the system. This repositioning will leverage the common vision articulated in the SDPF, UNISS, the G5 Sahel and the Sahel Alliance, prioritizing investment in the humanitarian-development-peace nexus.
36. WFP will build on partners' commitments to consolidated preparedness approaches under the early-warning and response planning working group; on a 2017 joint pilot testing the feasibility of using government platforms to target and deliver seasonal assistance; on the common tools and processes established for the 2018 drought response; on the successes of community-based climate adaptation solutions implemented under the PARSACC Adaptation Fund project (*Projet d'amélioration de la résilience des communautés et de leur sécurité alimentaire face aux effets néfastes du changement climatique en Mauritanie*); on the successful adjustments made in response to the country portfolio evaluation recommendations, including geographic refocusing, integration of activities and roll-out of the three-pronged planning approach ("3PA"); and on the adoption of the 2018–2022



integrated livelihoods strategy for refugee self-reliance and host community resilience, which will guide operational changes in Bassikounou department.

### 2.3 Strategic changes

37. WFP will take a lead role in strengthening the institutional capacities required for the ASP system, focusing on building resilience at the national and community levels. All CSP activities will contribute to this objective, with a view to gradually handing ownership over to the Government.
38. Support for the ASP system will encompass the establishment of a robust preparedness and response mechanism with protective and productive safety-net functions. The ASP will be essential in terms of mitigating the effects of climate change and natural shocks, and WFP will work to ensure that it is equitable, nutrition sensitive and gender transformative. The approach will reinforce WFP's ability to save lives and protect livelihoods by institutionalizing the mechanisms for scaling up programmes in emergencies. **As part of this effort, attention will be dedicated to developing ASP tools that can be used to adequately assess and address the specific needs of pastoralist and other mobile populations.**
39. WFP will leverage its expertise, field presence and operational capacity, anchoring the CSP in regional and global initiatives. Partnerships will be the core of this strategy, and will maximize stakeholders' comparative advantages.

## 3. WFP strategic orientation

### 3.1 Direction, focus and intended impacts

40. The six strategic outcomes of the CSP will guide the design, roll-out, implementation and handover of the ASP system with a view to achieving zero hunger by 2030. The CSP will contribute to SDGs 2, 4, 5, 13 and 17.
41. In line with its harmonized Sahel approach, WFP will:
  - maintain crisis-response capacities, including to assist Malian refugees – strategic outcome 1;
  - support national efforts to address the immediate and root causes of vulnerability by delivering an integrated resilience package for Mauritanian populations – including host communities in the six food-insecure regions identified by the integrated context analysis – strategic outcomes 2, 3 and 4;
  - strengthen institutional capacity with a view to the gradual transfer of ASP programmes, tools and processes to the Government – strategic outcome 5; and
  - provide common services, including humanitarian flight services – strategic outcome 6.
42. WFP will develop the nutrition-sensitive and gender-transformative dimensions of the ASP system. This will require refining the understanding of contextual drivers of malnutrition and gender inequity, the set-up of necessary safeguards to prevent unintended negative effects on women, men, boys and girls, and the use of safety nets as platforms to enhance nutrition and promote gender equity. **Accountability** ~~Accountability~~ **All CSP activities will meet WFP standards for accountability** to affected populations, ~~protection~~ **through effective outreach, community-based participatory planning and the establishment of effective complaint and feedback procedures. Protection** and ~~conflict awareness~~ **sensitivity** will also be mainstreamed in the CSP. ~~WFP's zero tolerance policy on sexual exploitation and abuse will be enforced~~ **into the CSP.**

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

#### ***Strategic outcome 1: Crisis-affected people in targeted areas, including refugees, are able to meet basic food and nutrition needs during and in the aftermath of crises***

43. Activities under strategic outcome 1 will be aimed at assisting crisis-affected people, including 55,000 protractedly displaced Malian refugees. The primary focus will remain on saving lives and protecting livelihoods. There will be a progressive shift towards refugee self-reliance, guided by the 2018–2022 integrated livelihood strategy for the department of Bassikounou and the joint corporate priorities of the Office of the United Nations High Commissioner for Refugees (UNHCR) and WFP. This outcome reflects crisis-related needs when the CSP was developed. Should a surge in crisis needs occur, it will be adjusted to expand refugee operations or add new emergency activities for Mauritanian populations.

#### ***Focus area***

44. Activities under strategic outcome 1 will focus on crisis-affected populations, including Malian refugees, and may be expanded to food-insecure Mauritanian populations in case of severe drought or other shock.

#### ***Expected outputs***

45. Five outputs will contribute to this outcome:
- Crisis-affected beneficiaries receive timely and adequate food assistance (food or cash based) in order to meet their food and nutrition requirements.
  - Crisis-affected beneficiaries receive timely and adequate conditional food assistance for assets or trainings (food or cash based) in order to meet their food requirements while improving livelihoods and social cohesion.
  - Crisis-affected beneficiaries receive nutrition messaging in order to improve nutrition-related practices.
  - Crisis-affected children attending school receive timely and adequate school meals in order to meet their food requirements.
  - Crisis-affected children and pregnant and lactating women and girls receive adequate and timely specialized nutritious food in order to prevent and treat moderate acute malnutrition (MAM).

#### ***Key activities***

*Activity 1: Provide an integrated assistance package to refugees, including food assistance (conditional and/or unconditional), school meals, and specialized nutritious food to children and pregnant and lactating women and girls for malnutrition prevention and treatment*

46. This activity will be implemented with UNHCR and the CSA. A comprehensive, protection-sensitive assistance package will be provided for 55,000 Malian refugees in Mberra camp. In view of the protracted refugee presence, WFP will implement the recommendations of the integrated livelihood strategy for Bassikounou, including a shift to needs-based targeting, accounting for gender-based vulnerabilities; and the introduction of conflict-sensitive livelihood interventions in conjunction with resilience support for host communities under strategic outcomes 2, 3 and 4.
47. Refugees will receive continuous unconditional food assistance except for a period of the year when it will be replaced with food assistance for assets (FFA) or food assistance for training (FFT). Assistance will be adjusted in two phases:
- In 2019 and 2020, FFA and FFT will be introduced for 30 days per year for able-bodied refugees. A first category of 38,500 highly vulnerable refugees will receive unconditional

food assistance and FFA or FFT to meet their full kilocalorie requirements. A second group of 11,000 vulnerable refugees will receive the same assistance, with the cumulated assistance corresponding to half of their kilocalorie requirements. A third category of 5,500 less vulnerable refugees will participate in FFA or FFT only.

- In 2021 and 2022, rations will be unchanged, but FFA and FFT will be increased to 45 days per year.
48. WFP will respond to fluctuations in the refugee population. Newly registered refugees will be enrolled in the highly vulnerable caseload and will receive full ration assistance for a maximum of three months, after which their vulnerability status will be assessed. Operations will be continually reviewed to ensure effective and equitable implementation and minimize security risks, gender-based violence and other protection risks; a joint assessment mission will take place in 2019.
  49. Scale-up of FFA and FFT will depend on the identification of assets and training opportunities in and near the camp that will benefit women and men equitably; such opportunities will be selected through conflict-sensitive participatory planning and informed by the 2018 seasonal livelihood programming in Bassikounou. Environmental, soil and water-conservation assets will be prioritized to reduce pressure on natural resources near the camp. When possible, the activity will be linked with FFA and FFT for neighbouring host populations under activity 5 to promote common solutions and enhance social cohesion. Environmental screening will, as required, be employed to avoid any unintentional negative impact on the environment.
  50. Monthly blanket supplementary feeding (BSF) will be undertaken to prevent malnutrition among children aged 6–23 months and pregnant and lactating women and girls. BSF will be provided between May and October irrespective of household vulnerability. WFP will also provide year-round targeted supplementary feeding (TSF) to treat MAM among children aged 6–59 months and pregnant and lactating women and girls, complemented by messaging for men and women on infant and young child feeding, care, and hygiene practices and gender equality.
  51. The 5,500 refugee children attending pre-school and primary school in the camp will receive school meals throughout the school year to support their food security, nutrition and education; meals will also be provided for 2,500 children during summer remedial classes.

***Strategic outcome 2: Food-insecure populations in targeted regions, including school-age children, have access to adequate and nutritious food all year***

52. Activities under strategic outcomes 2 and 3 will contribute to the protective function of the national shock-responsive safety-net system. Those under strategic outcome 2 will target the most vulnerable Mauritians, including host communities, with a view to meeting their basic food needs, particularly during shocks, thereby reducing their exposure to malnutrition. They will also secure the food and nutrition needs of school-age children as part of the roll-out of a national school meals programme.

***Focus area***

53. Activities under strategic outcome 2 will form part of a resilience-building package also encompassing activities under strategic outcomes 3 and 4.

### **Expected outputs**

54. Three outputs will contribute to this outcome:
- Targeted beneficiaries receive timely and adequate food assistance (food or cash based) in order to meet their food and nutrition requirements.
  - Targeted children aged 6–23 months and pregnant and lactating women and girls receive adequate and timely specialized nutritious food integrated to food assistance in order to prevent malnutrition.
  - Children attending school receive timely and adequate school meals in order to meet their food requirements and support school attendance (linked to SDG 4).

### **Key activities**

*Activity 2: Provide seasonal food assistance to food-insecure Mauritanian populations, integrating complementary specialized nutritious food for children (aged 6–23 months) as well as pregnant and lactating women and girls*

55. WFP will provide targeted unconditional food assistance systematically combined with BSF for children aged 6–23 months and pregnant and lactating women and girls. The objective will be to protect access to food, safeguard livelihoods and prevent malnutrition during the June–September peak of the lean season. This activity will ultimately be guided by government-led response plans.
56. Under activity 2, WFP will steer the ASP targeting and delivery approaches developed under activity 6. Household targeting, initially based on the household economy approach, will progressively shift towards relying on the social registry (applying gender- and protection-sensitive lenses). **If there is a WFP will also enhance the ability of existing targeting and delivery mechanisms to ensure that the specific needs of pastoralist populations can best be accounted for. In case of any** funding shortfall, WFP and its partners will define stricter vulnerability and nutrition targeting criteria.

*Activity 3: Provide school meals to vulnerable Mauritanian children during the school year, in a way that relies on and stimulates local production (home-grown school feeding)*

57. This activity prioritizes areas of high food insecurity and malnutrition and low educational enrolment and will provide daily morning snacks and lunches for 50,000 primary school pupils to meet their nutrition requirements and stimulate learning. It will complement the *Tekavoul* safety-net programme in encouraging parents to keep children in school by offsetting educational and opportunity costs.
58. School feeding will be essential to restore demand for primary education, especially among boys, who are often directed towards alternative tutoring or agropastoral labour. Increased retention will aim to enhance girls' literacy and access to secondary education, thereby addressing some of the gender-related causes of food insecurity and malnutrition such as girl marriage and motherhood. A gender-balanced committee of parents and teachers in each school will be responsible for safe food storage and equitable distribution. Culturally appropriate messaging for boys, girls and school committees will focus on nutrition, hygiene, gender and avoidance of discrimination. The approach will encompass environmental awareness-raising and the promotion of fuel-efficient cooking stoves.
59. Activity 3 will contribute to the roll-out of the national school meals programme and incorporate a solid home-grown component in line with the 2017 school feeding policy. Where possible, school meals will be linked to local supply chains for nutritious food. This will be promoted through the support and establishment of national capacities for effective local procurement, food safety and quality control, storage and logistics (under activity 6); dedicated livelihood support to smallholder farmers and pastoralists (under activity 5); and

improved local capacities of school committees, teachers and government staff. Continuity and scale-up will be contingent on the design and application of standard procedures by the Ministry of Education and on the Government's financial, human and technical contribution to the programme.

***Strategic outcome 3: Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status all year***

60. Strategic outcome 3 – together with strategic outcome 2 – will correspond to WFP's contribution to the protective function of the national shock-responsive safety-net system. WFP will provide MAM treatment in all departments facing critical nutrition conditions (global acute malnutrition above 15 percent or severe acute malnutrition above 2 percent) within the CSP's six priority regions. Expansion beyond these regions may exceptionally be considered. WFP's action will be undertaken in support of the CSA, and complement the response to severe acute malnutrition provided in the same areas by the Ministry of Health and the United Nations Children's Fund (UNICEF).

***Focus area***

61. Activities under strategic outcome 3 will be part of the resilience-building package that also includes activities under strategic outcomes 2 and 4.

***Expected outputs***

62. Three outputs will contribute to this outcome:
- Targeted children aged 6–59 months and pregnant and lactating women and girls receive adequate and timely specialized nutritious foods in order to treat MAM.
  - Targeted beneficiaries receive nutrition-related messaging in order to improve nutrition practices and prevent malnutrition.
  - Targeted pregnant and lactating women and girls receive timely and adequate cash-based transfers (CBTs) to improve access to pre/post-natal care and prevent infant malnutrition.

***Key activities***

*Activity 4: Among food-insecure Mauritanian populations, provide specialized nutritious foods for MAM treatment to children aged 6–59 months and pregnant and lactating women and girls, nutrition-related messaging to women and men care providers, and cash transfers to pregnant and lactating women and girls attending pre/post-natal care*

63. Activity 4 will address the immediate causes of acute malnutrition before it becomes life-threatening, thereby reducing its human and financial cost.
64. WFP will undertake nutrition screenings in all departments determined through a SMART<sup>19</sup> survey to be facing critical nutrition conditions, after which children and pregnant and lactating women and girls affected by MAM will be referred to specialized MAM nutrition recovery centres. Specialized nutritious foods will be provided in line with national protocols.<sup>20</sup> To maximize the effects of the limited resources available, activity 4 will be implemented between May and October in coordination with UNICEF; it will include messaging for men and women on child nutrition, feeding, care and hygiene and on equitable sharing of care and decision-making responsibilities. Nutrition messaging will also be provided in nutrition recovery centres and through other CSP activities.

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<sup>19</sup> Standardized monitoring and assessment of relief and transitions.

65. A CBT pilot will cover direct and opportunity costs of pregnant and lactating women and girls attending pre- and post-natal obstetric care, with a view to preventing malnutrition among mothers and children. The pilot will be based on experiences in Mali and will be undertaken in close consultation with the Ministry of Health, the Ministry of Social Affairs and other health-sector actors. If successful, it may be scaled up in government programmes as an alternative to existing malnutrition prevention measures in areas of high morbidity.
66. WFP and UNICEF will seek to improve the continuum of care by engaging with the CSA, the Ministry of Health and the Ministry of Social Affairs. WFP will consider a Fill the Nutrient Gap analysis to identify gaps in nutrient intake and develop plans for increasing access to nutritious diets.

***Strategic outcome 4: Food-insecure populations and communities exposed to climate shocks in targeted areas have more resilient livelihoods and sustainable food systems all year***

67. Activities under this strategic outcome will contribute to the productive function of the national safety-net system. It will focus on supporting communities in adapting to climate change and reducing exposure to natural shocks; and enabling smallholder farmers and pastoralists to move up the value chain by sustainably increasing production, reducing post-harvest losses and participating in markets. It will encompass the resilience support for host communities under the integrated livelihood support strategy for Bassikounou department.

***Focus area***

68. Activities under strategic outcome 4 will form part of the resilience-building package that also encompasses activities under strategic outcomes 2 and 3.

***Expected outputs***

69. Three outputs will contribute to this outcome:
- Targeted beneficiaries receive timely and adequate FFA with CBTs or in-kind transfer modality to meet their short-term food needs while improving their livelihoods' resilience.
  - Targeted populations benefit from assets built or restored and other livelihood support interventions in order to improve resilience to natural shocks and adaptation to climate change.
  - Targeted smallholders and other actors along the value chain benefit from strengthened technical capacities in order to improve livelihoods, including in relation to home-grown school feeding.

***Key activities***

*Activity 5: Provide livelihood support to food-insecure and at-risk Mauritanian households, including the development or rehabilitation of natural and productive assets (including FFA), through an integrated, equitable and participatory community approach*

70. Activity 5 will target the same risk-prone communities throughout the duration of the CSP, prioritizing areas of convergence identified with partners. It will include a combination of FFA, FFT and technical assistance under WFP's smallholder agriculture market and value chain support (SAMS) and will be complemented by unconditional food assistance under activity 2 to protect livelihoods during lean seasons. WFP will seek to integrate this package with activities of the other-Rome-based agencies and other partners to maximize its impact. **Synergies will, for instance, be sought with complementary interventions provided by FAO in the same localities such as training on best practices, the distribution of seeds,**

**fodder or fertilizers, or animal vaccination. Area-based linkages will also be explored with IFAD's community-based infrastructure and value chain programmes.**

71. FFA with CBTs or in-kind transfers will be provided for 60 days per year according to season, asset type and community preferences. It will prioritize the restoration of environmental and productive assets through soil and water conservation, stabilization of dunes, land reclamation, woodlot planting and vegetable gardens; safe access to fuel will be promoted. **FFA will prioritize assets that can best serve the distinct needs of vulnerable smallholder farmers and pastoralists.**
72. FFA will be key to tackling prevailing inequalities. It will rely on solid participatory, equitable and inclusive approaches – seasonal livelihood planning and community-based participatory planning – ensuring that the specific preferences of men, women and youth are reflected in community action plans. The aim is to offset unequal allocations of land and resources and address discriminatory gender roles. Gender-sensitive work arrangements will also be adopted. Time will be allocated to messaging on gender and nutrition. Food-insecure households with disabled people or limited labour capacity will participate in adapted FFA; households with no labour capacity will receive unconditional assistance in lieu of FFA.
73. FFT and technical assistance through WFP's smallholder agriculture market and value chain support programme will help smallholder farmers and livestock owners to move up the value chain. It will focus on reducing post-harvest losses, setting up producer cooperatives, improving food quality, safety and processing, and increasing market access; where possible, linkages will be made with home-grown school meals' institutional procurement under activity 3.

***Strategic outcome 5: National institutions have strengthened capacities to manage food security, nutrition and social protection policies and programmes, including an adaptive (shock responsive) social protection system, by 2030***

74. Activities under strategic outcome 5 will contribute to SDG 17 and encompass all capacity strengthening efforts aimed at shaping and institutionalizing the emerging ASP system, in view of supporting a progressive handover to the Government. The ASP system will offer a common framework to enhance the reactivity and coherence of all partners' interventions while promoting government leadership. ASP tools and processes elaborated under strategic outcome 5 will be promoted throughout strategic outcomes 1–4.

***Focus area***

75. Activities under strategic outcome 5 will support the capacities required to roll out a national ASP system that will build resilience and enhance climate adaptation at the country level.

***Expected outputs***

76. One output will contribute to this outcome:
  - Food-insecure people benefit from strengthened government-led ASP capacities and system in order to receive timely, adequate, equitable, consistent and predictable assistance from the Government, WFP and partners.

***Key activities***

*Activity 6: Provide capacity strengthening support to national institutions on the design and implementation of a permanent response-planning scheme for food security and nutrition with consolidated early-warning and coordination mechanisms; a national shock-responsive, nutrition-sensitive and gender-transformative safety-net system; and effective preparedness and supply-chain operations*

77. WFP will act as a facilitator, matching institutions' demand for strengthening their capacities, tools and processes. Activity 6 will require solid partnerships and coordinated action by ASP capacity providers and partners.
78. The first component of activity 6 relates to enhancing the capacities of the CSA – in conjunction with line ministries and institutions involved in emergency preparedness and response – to operate an effective mechanism for early warning, contingency and response planning to shocks affecting food security and nutrition.
79. This component will address a major gap identified in the zero hunger strategic review – the lack of a structured mechanism for detecting and responding to shocks that affect food security and nutrition. The mechanism will lay the foundations of the national ASP system. It should generate annual government-led response plans for shocks affecting food security and nutrition.
80. This component encompasses technical and organizational support; it includes WFP technical assistance in risk financing through the African Risk Capacity Replica initiative, and in linking community early-warning systems with the national preparedness scheme.
81. The second component aims to enhance the capacities of institutions involved in food security and nutrition response to establish a shock-responsive, nutrition-sensitive and gender-transformative safety-net system. It will focus on the delivery aspect of the ASP system – supporting the establishment and management of national shock-responsive programmes.
82. It will involve technical and functional support for individuals and organizations, including the design and roll-out of a national school meals programme with a home-grown component; the adoption of consolidated approaches to targeting, transfer modalities and delivery in respect of in-kind or cash-based assistance; improvements in coordination arrangements and complaint and feedback mechanisms; the inclusion of nutrition-sensitive measures in safety nets; the scale-up of community-based climate adaptation approaches; and the identification of gender-transformative measures to be institutionalized. WFP will demonstrate the feasibility of these operational shifts by mainstreaming them in activities 1–5.
83. The third component aims to enhance the capacities of the CSA, the Ministry of Education and the Ministry of Health to manage their food and non-food supply chains at all times, including during emergencies. This will involve technical and functional support for individuals and organizations in: procurement standards and procedures; the promotion of local procurement of nutritious foods; handling, packaging, warehousing, transport management and distribution; food quality and safety; digitalization of stock-tracking systems; retail market assessments for CBTs; management of national reserves; emergency preparedness – accelerating the procurement of food, goods and services; logistics assessment and management; and pre-positioning of food and tracking of consignments.
84. WFP may expand its support for animal-feed and non-food supply chains such as the national medicine supply chain under the Supply Optimization through Logistics Visibility and Evolution initiative.<sup>20</sup> WFP will continue to provide supply-chain services to other United Nations agencies.

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<sup>20</sup> A multistakeholder partnership funded by the Bill & Melinda Gates Foundation and implemented by WFP to increase the availability of health products.



***Strategic outcome 6: Humanitarian and development partners have access to common services that permit them to reach and operate in targeted areas all year***

85. Strategic outcome 6 will contribute to SDG 17 and correspond to the provision of common services to the humanitarian community, including the United Nations Humanitarian Air Service (UNHAS), to ensure swift, safe, affordable and effective humanitarian operations benefiting crisis-affected populations. Should the need occur, WFP emergency logistic or telecommunication services may be added under this strategic outcome.

***Focus area***

86. This outcome's primary focus area is crisis response. Activities will be aimed at maintaining swift, safe and affordable humanitarian operations for crisis-affected populations, including Malian refugees and food-insecure populations in remote areas.

***Expected outputs***

87. One output will contribute to this outcome:
- The needs of affected populations are addressed by WFP partners using timely and cost-effective services provided by WFP.

***Key activities***

*Activity 7: Provide UNHAS flight services for partners to access areas of humanitarian interventions*

88. In Mauritania, distances between the capital and the main areas of humanitarian interventions are vast with poor road conditions, especially during the rainy season. Road travel is exposing humanitarian personnel to growing security threats related to banditry or terrorism. In the absence of commercial aviation options, UNHAS remains the backbone of humanitarian response, ensuring aid organizations have uninterrupted access, can deploy staff and light cargo and perform medical evacuations countrywide. Activity 7 will absorb a considerable portion of the transportation and security costs which would normally be borne by humanitarian organizations.
89. UNHAS will serve Nouakchott, Kaedi, Kiffa, Selibaby, Aioun, Nema and Bassikounou; 40 organizations – United Nations agencies, non-governmental organizations and donors – are expected to use its services. The activity will indirectly benefit vulnerable beneficiaries receiving humanitarian assistance in remote locations.

**3.3 Transition and exit strategies**

90. The CSP is designed with a view to progressively transferring to the Government the responsibility for assessing, planning and responding to shocks affecting food security and nutrition under the proposed ASP system. WFP will adopt a demand-driven long-term approach to capacity strengthening to promote government leadership and reduce dependence on external assistance.
91. Capacity strengthening work plans will be defined and achievements assessed jointly with the Government. As capacities are enhanced, WFP's interventions will be integrated into national programmes. This shift, which is reflected in the scale-down of the annual CSP budget, will be gradual and will continue after the CSP to ensure sustainability through capacity maintenance.
92. Such a transition will require sustained resource commitments from the national part. This will be agreed on an activity-by-activity basis, building upon national efforts to increase fiscal allocations towards social protection. WFP's advocacy efforts will be harmonized with those of the United Nations country team, the World Bank and other ASP partners.

## 4. Implementation arrangements

### 4.1 Beneficiary analysis

<b>Strategic outcome</b>	<b>Activity</b>	<b>Girls</b>	<b>Boys</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
1.	1. Provide an integrated assistance package to refugees, including food assistance (conditional and/or unconditional), school meals, and specialized nutritious food to children and pregnant and lactating women and girls for malnutrition prevention and treatment.	19 863	19 548	13 254	10 584	<b>63 250</b>
2	2: Provide seasonal food assistance to food-insecure Mauritanian populations, integrating complementary specialized nutritious food for children (aged 6–23 months) as well as pregnant and lactating women and girls.	70 415	72 414	50 496	39 675	<b>233 000</b>
	3: Provide school meals to vulnerable Mauritanian children during the school year, in a way that relies on and stimulates local production (home-grown school feeding).	31 221	29 996	-	-	<b>61 217</b>
3	4: Among food-insecure Mauritanian populations, provide specialized nutritious foods for MAM treatment to children aged 6–59 months and pregnant and lactating women and girls, nutrition-related messaging to women and men care providers, and cash transfers to pregnant and lactating women and girls attending pre/post-natal care.	68 281	70 099	15 430	487	<b>154 296</b>
4	5: Provide livelihood support to food-insecure and at-risk Mauritanian households, including the development or rehabilitation of natural and productive assets (including FFA), through an integrated, equitable and participatory community approach.	29 465	30 302	21 130	16 602	<b>97 500</b>
<b>Total without overlap</b>		<b>157 022</b>	<b>159 256</b>	<b>76 047</b>	<b>52 241</b>	<b>444 566</b>

93. All CSP activities will be implemented in the six regions prioritized by the integrated context analysis. Activity 1 will focus exclusively on refugees, while activities 2–5 will benefit vulnerable Mauritanian populations, including host communities in the Bassikounou department.
94. While the geographical positioning of activities 3 (school feeding) and 5 (livelihood) will remain stable throughout the CSP duration, the geographical targeting of activities 2 (unconditional food assistance) and 4 (nutrition) will evolve annually, guided by integrated government-led response plans. Unconditional food assistance will, however, systematically encompass the communities receiving livelihood support. Wherever possible, activities 2–5 will be combined to form a comprehensive resilience package benefiting the same communities. Synergies will be sought with United Nations agencies and non-governmental organizations in line with the principle of convergence adopted in the SDPF.<sup>21</sup>
95. With regard to the calculation of caseloads:
- Activity 1. The number of registered Malian refugees will fluctuate, but it is assumed that reductions resulting from improved refugee registration and needs-based targeting will offset new arrivals.
  - Activity 2. In view of recovery needs after the 2017/18 drought, the planned caseload will initially be set at 115,000 people. It will then be reduced to 85,000 as national response capacities increase; this corresponds to a third of the expected number of people typically facing crisis conditions in the six priority regions.
  - Activity 3. The caseload is calculated per a resource-based logic, recognizing expected funding challenges despite the importance of and demand for kick-starting a national school feeding programme. It may be increased should adequate funding be secured.
  - Activity 4. The caseload reflects a needs-based approach to MAM treatment for the expected number of children aged 6–59 months and pregnant and lactating women and girls affected by MAM in departments facing critical nutrition conditions.
  - Activity 5. This involves multi-year resilience building in a limited set of communities. Only food-insecure households will receive FFA or FFT, but all community groups will be involved in participatory planning; the assets will benefit young people, women and communities in general. WFP will aim for gender equity in FFA participation, but participation may vary according to the nature of the works prioritized by communities.
  - Activities 6 and 7 will indirectly benefit shock-prone Mauritians through the establishment of the ASP system and provision of common services.
96. SCOPE, WFP's beneficiary and transfer management platform, will be expanded to cover in-kind food assistance and be used for beneficiary registration, activity tracking, distribution management and cost reconciliation. It will allow for the use of beneficiary identification cards and for real-time reporting on beneficiaries by age and sex. WFP and its partners will ensure interoperability with government information systems in compliance with WFP's data-protection policy.

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<sup>21</sup> "Convergence" is the idea that partners can take advantage of overlapping geographical targeting criteria to combine their complementary activities in the same locations, tackle the various dimensions of vulnerability and achieve higher impact.

## 4.2 Transfers

### Food and cash-based transfers

	Strategic outcome 1								Strategic outcome 2				Strategic outcome 3			Strategic Outcome 4		
	Activity 1								Activity 2		Activity 3		Activity 4			Activity 5		
Beneficiary type	Malian refugees								Mauritanian populations									
	Individual (food assistance full ration)	Individual (food assistance half ration)	Individual (FFA/FFT)	Children 6-23 months (BSF)	PLW/G (BSF)	Children 6-59 months (TSF)	PLW/G (TSF)	Schoolchildren	Individual (URT)	Children 6-23 months (BSF)	PLW/G (BSF)	Schoolchildren	Children 6-59 months (TSF)	PLW/G (TSF)	PLW/G (cash pilot)	Individual (FFA/FFT)		
Modality	Hybrid food/CBTs	Hybrid food/CBTs	Hybrid food/CBTs	Food	Food	Food	Food	Food	Food	CBTs	Food	Food	Food	Food	Food	Food	Food	CBTs
Cereals	250	125	250						350			150					500	
Pulses									30			40					40	
Oil	25	12.5	25		20		25		20		20	15		25			30	
Salt	5	2.5	5						3			4					5	
Sugar																		
SuperCereal					200		250	60			200	80		250				
SuperCereal Plus				200									100					
PlumpySup						100								100				
Micronutrient powder												0.5						
Kcal/day for food and cash modalities	2 060	1 030	2 060	787	928	535	1 160	225	1 450	1 450	394	928	1 109	535	1 160	-	2 074	2 074
% kcal from protein	10.8	10.8	10.8	16.6	13.2	10.5	13.2	16.3	13.7	13.7	16.6	13.2	11.12	10.5	13.2	-	13.6	13.6

	Strategic outcome 1								Strategic outcome 2				Strategic outcome 3			Strategic Outcome 4		
	Activity 1								Activity 2		Activity 3	Activity 4			Activity 5			
Beneficiary type	Malian refugees								Mauritanian populations									
	Individual (food assistance full ration)	Individual (food assistance half ration)	Individual (FFA/FFT)	Children 6–23 months (BSF)	PLW/G (BSF)	Children 6–59 months (TSF)	PLW/G (TSF)	Schoolchildren	Individual (URT)	Children 6–23 months (BSF)	PLW/G (BSF)	Schoolchildren	Children 6–59 months (TSF)	PLW/G (TSF)	PLW/G (cash pilot)	Individual (FFA/FFT)		
Modality	Hybrid food/CBTs	Hybrid food/CBTs	Hybrid food/CBTs	Food	Food	Food	Food	Food	Food	CBTs	Food	Food	Food	Food	Food	Food	Food	CBTs
Cash-based transfers (USD/person/day)	0.428	0.214	0.428							0.38							14.280 per trimester	0.539
Number of feeding days per year	330/315	300/270	30/45	180	180	60	180	180	120	120	120	120	180	60	180	4 quarters per year	60	60

Note: BSF = blanket supplementary feeding; CBTs = cash-based transfers; PLW/G = pregnant and lactating women and girls; FFA = food assistance for assets; FFT = food assistance for training; TSF = targeted supplementary feeding; URT = unconditional resource transfers.

<b>TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Rice and wheat	30 712	9 590 696
Pulses	2 232	1 370 929
Oil	2 828	2 910 337
Mixed and blended food: CSB+, CSB++, PlumpySup	6 002	5 448 725
Salt and micronutrient powder	560	464 886
<b>Total food</b>	<b>42 334</b>	<b>19 785 572</b>
Cash-based transfers (USD)		45 191 990
<b>Total (food and cash-based transfer value - USD)</b>		<b>64 977 562</b>

Note: CSB = corn-soya blend.

97. Food assistance for refugees under activity 1 will continue to provide the hybrid in-kind and CBT ration introduced in 2016, which has stimulated the local economy and upheld beneficiaries' choices while improving their food intake. WFP and partners will assess the feasibility of introducing multipurpose cash to improve assistance in Mberra camp.
98. WFP will adjust the relative weights of the food and cash components of the refugee ration depending on the availability of funding. If activity 1 is underfunded, the priority will be to maintain at least 50 percent of highly vulnerable and vulnerable refugees' planned rations. Unconditional food assistance may be provided in lieu of FFA and FFT if the latter is not funded. All adjustments will be made in coordination with UNHCR, CSA, local authorities and refugees themselves.
99. The selection of transfer modalities for Mauritians under activities 2–5 will be guided by assessments of markets, retail supply chains, cost-efficiency, gender and beneficiary preferences. The CBT modality will be scaled up to 60 percent for activity 2 and 70 percent for activity 5. The selection of transfer modality will be reviewed regularly; a planned assessment with ASP partners in 2019 will consider relevance and criteria for in-kind transfers or CBTs. Scaling up the CBT modality will require initial investments to ensure cost-efficiencies and economies of scale in subsequent years.
100. The food assistance ration under activity 2, harmonized among food security partners, will match the estimated lean-season food gap of 70 percent of kilocalorie needs. Activities 3 and 4 will be food based, except for the CBT pilot for nutrition prevention. Under activity 5, the FFA daily ration will meet the full daily kilocalorie needs of participating households.

### **Capacity strengthening, including South-South cooperation**

101. Demand-driven capacity strengthening is at the core of the CSP and will be informed by joint needs assessments and capacity-support plans.
102. WFP's capacity strengthening will be twofold:
  - under strategic outcome 5, it will support the Government in shaping and institutionalizing the ASP system; and
  - under other strategic outcomes, it will provide technical assistance for the delivery of assistance; this will benefit cooperating partners, government staff, communities, producers, community organizations and food-insecure individuals.

103. WFP will facilitate exchanges of expertise and tap into innovative hunger solutions from other countries. In line with government interests, partnerships will be explored with the Global Post Harvest Knowledge and Operations Centre in Uganda and with the Centres of Excellence in Brazil on home-grown school meals, in China on supporting smallholder value chains, and in India on nutrition-sensitive programming.

#### **4.3 Supply chain**

104. WFP's supply chain responsibilities will include:
- capacity strengthening for national institutions under activity 6 and for cooperating partners under activities 1–5 for planning, sourcing, transport, storage and distribution along their supply chains;
  - supply chain services for food and non-food items, particularly for United Nations agencies and government institutions under activity 6; and
  - CBT engagement on retail market assessment, including monitoring and supporting local food availability, procurement of financial services and the introduction of dematerialized transfer modalities such as multipurpose cards and mobile transfers.
105. WFP will improve planning, cost-efficiency and supply chain visibility, including by promoting the optimal use of assets and integrated storage and distribution facilities; improve preparedness through stand-by agreements and efficient use of the Global Commodity Management Facility; explore opportunities for local food procurement and assess technical assistance needs for local food fortification, particularly in relation to home-grown school meals and BSF. It will also be essential to overcome pipeline challenges related to the handling of small quantities of perishable foods, the timeliness of non-food item deliveries and food quality and safety.

#### **4.4 Country office capacity and profile**

106. The planned staffing size of the country office will be maintained but adapted to deliver against CSP priorities, with an emphasis on the ability to provide technical assistance to national counterparts. A new unit will be created to oversee and engage in capacity strengthening. Alternative staffing options will be identified to ensure business continuity should the CSP be underfunded.
107. A recruitment and training plan will be adopted to achieve commitments in terms of contract durability and gender parity. A gender officer will be recruited to improve the gender-transformation potential of CSP operations and assist with the recruitment of qualified women.
108. The following measures will be taken to enhance the country office's effectiveness and efficiency: the Kaedi sub-office will be replaced with an outpost; the Bassikounou logistics base will be handed over to the Government or a partner; office and staff sharing arrangements will be put in place; and the remaining sub-offices will be strengthened. Enhancing staff welfare in sub-offices, particularly in Bassikounou, will be a priority.

#### **4.5 Partnerships**

109. In line with the "new way of working", the CSP will be driven by and implemented with the CSA; the ministries responsible for finance, education, social affairs, agriculture, livestock, the environment and fisheries, and the Tadamoun agency. Partnerships with United Nations agencies and other stakeholders will support the ASP agenda in line with regional initiatives such as UNISS, the G5 Sahel and the Sahel Alliance. A spirit of partnership with donors will be developed through continuous dialogue.

110. Areas of engagement will be detailed in the CSP partnership action plan, focusing on:
- mobilizing resources to achieve the CSP objectives;
  - increasing advocacy and policy dialogue to advance SDG 2;
  - establishing an alliance of operational partners to maximize outcomes through complementary resilience-building interventions in areas of convergence;
  - leveraging expertise, technology and data to collect evidence and adopt innovative solutions; and
  - jointly strengthening national capacities for gradual handover.
111. WFP, the other Rome-based agencies and UNICEF will focus on delivering integrated community-resilience packages and leveraging local value chains. WFP, UNHCR, the International Organization for Migration and stakeholders in Bassikounou department will roll out the integrated livelihood strategy for refugee self-reliance and host community resilience. WFP and UNICEF will promote coherence in school meals and nutrition. Collaborations with the World Bank, the United Nations Development Programme, African Risk Capacity, the African Development Bank, *Action contre la faim*, Oxfam and others engaged in early warning, preparedness and social protection will increase in importance.
112. WFP will explore partnerships with research institutes to generate evidence for programming and with the private sector on innovative financing and delivery mechanisms and enhanced supply chains. Dialogue with civil society food-security and gender-equality organizations will continue with a view to developing inclusive community-based initiatives. South-South cooperation opportunities will be sought with countries that could be capacity providers under activity 6.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

113. CSP monitoring and evaluation will be guided by the Corporate Results Framework (2017–2021), the SDPF and national SDG indicators. It will be detailed in a gender-responsive and protection-responsive monitoring, review and evaluation plan to track programmatic and managerial performance through qualitative and quantitative approaches. This will enhance accountability and inform value-for-money assessments and evidence-based programming. The monitoring and evaluation capacities of WFP and its partners will be strengthened to meet Corporate Results Framework requirements – including through training, reorganized staffing and recruitment.
114. Baselines for each outcome indicator (disaggregated by sex and age) will be established in early 2019 through the national food security survey or specific one-off surveys. Activity oversight will be ensured by WFP field monitors. Collecting, verifying and analysing process, output and outcome data will be done jointly by WFP and its cooperating partners – including on gender equality, protection and accountability to affected populations cross-cutting results. Outcome actuals will be obtained through biannual post-distribution monitoring surveys. Mobile technology will systematically be used to streamline data collection. For activities implemented alongside or through national programmes, WFP will aim to transition monitoring capacities and seek joint monitoring opportunities with the Government.
115. In the interest of accountability to and protection of affected populations, WFP's complaint and feedback mechanism will be optimized to address beneficiary concerns and to inform programme adjustments. The country office will ensure that partners and communities know how to use the mechanism and will assess the potential for handing it over to the Government during the term of the CSP.



116. A decentralized evaluation in the second half of 2019 will consider the relevance of WFP's initial support for the Government's ASP agenda. A final portfolio evaluation in 2021 will meet accountability and learning requirements and help to shape the next CSP.

## 5.2 Risk management

117. Worsening insecurity in the Sahel constitutes the main threat to WFP's operations; any encroachment of regional conflict and terrorism into Mauritania would compromise the safety of staff and operations. Sudden increases in food prices or political instability could spark social unrest. A security officer will be recruited to reinforce country office preparedness and identify mitigation measures to preserve operational continuity. All staff and assets will adhere to the United Nations minimum operating security standards.
118. In view of the significant challenges to resource mobilization, the country office will calibrate the budget to match realistic funding projections and will engage in proactive partnership building. Any interruption of UNHAS services due to funding shortages or the failure to obtain flight authorization would affect the entire humanitarian community.
119. Recurrent shocks are acknowledged in the ASP. If a disaster occurs, crisis-response activities may be scaled up, and all WFP activities, including refugee and supply chain operations, must be similarly scalable. The country office will plan to ensure that emergency requirements do not divert resources from long-term goals. Conflict and protection risks will be mitigated through participatory planning and complaint and feedback mechanisms. Gender inequalities will pose a major risk to the achievement of zero hunger if not addressed proactively.
120. The success of the CSP will depend on the Government's leadership and ownership of the ASP agenda. Lack of coordination, fragmentation and varying interpretations of mandates by national institutions constitutes a risk. The country office will advocate for consistency and will be flexible in its partnership-oriented and demand-driven approach to capacity strengthening. The limited capacities of cooperating partners and service providers will require continual oversight and support.
121. Institutional risks include financial loss and reputational damage as a result of failure to comply with operational procedures and timelines. Improved risk management, regular updates of the risk register and the application of approved mitigation measures will therefore be required.

## 6. Resources for results

### 6.1 Country portfolio budget

<b>Strategic outcome</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
1	13 627 221	13 538 929	13 591 109	13 519 332	<b>54 276 591</b>
2	10 295 428	9 134 376	8 534 216	8 306 257	<b>36 270 277</b>
3	1 590 772	1 610 853	1 710 349	1 686 363	<b>6 598 336</b>
4	4 799 506	3 779 598	3 753 412	3 664 267	<b>15 996 783</b>
5	2 704 270	1 709 924	1 715 910	1 685 106	<b>7 815 210</b>
6	2 829 652	2 856 936	2 873 144	2 851 369	<b>11 411 101</b>
<b>Total</b>	<b>35 846 848</b>	<b>32 630 616</b>	<b>32 178 140</b>	<b>31 712 695</b>	<b>132 368 299</b>

122. In view of the challenge of securing resources for the non-emergency component of the portfolio, the country office will continue to plan for a gradual reduction of its annual budget from USD 57 million in 2015 to USD 35.8 million in 2019 and USD 31.6 million in 2022. This will reflect:
- the shift to institutional capacity strengthening;
  - the introduction of needs-based criteria for refugee assistance;
  - the progressive downsizing of the food assistance caseload;
  - the resource-based calibration of livelihood support and school meals; and
  - a review of the UNHAS budget.
123. The CSP budget of USD 132.4 million is the result of a trade-off of anticipated requirements and resourcing prospects. The direct implementation component will stay at a level that enables WFP to collect evidence and support the roll-out of ASP tools; meeting needs at scale, however, will only be achievable once the ASP system is institutionalized. The entire CSP budget will contribute to gender transformation, and 16 percent of it will be allocated to specific gender-equality investments.

## **6.2 Resourcing outlook**

124. In the first years of the CSP, as the donor base is gradually expanded, funding is expected to come mainly from government donors and to a limited extent from the private sector.
125. In view of needs and past trends, activities 1, 2 and 4 are expected to maintain significant funding for food assistance and nutrition support (at least 60 percent). Capacity strengthening (activity 6), school meals (activity 3) and livelihood support interventions (activities 1 and 5) are expected to benefit from improved funding prospects (at least 65 percent funding), due to the regional momentum for scaling up resilience-building efforts in the Sahel. WFP and its partners will continue to advocate for resources for UNHAS under activity 7. Overall funding for the CSP is expected to cover at least 65 percent of requirements.

## **6.3 Resource mobilization strategy**

126. WFP will seek multi-year flexible funding to increase financial predictability for the CSP. WFP will encourage donors to confirm contributions early and continue to use advance financing to maintain pipeline continuity, particularly during the first quarter of each year, for activities 1, 3, 5 and 7.
127. WFP will engage with traditional and new government donors and seek partnerships with development banks, foundations and climate funds and with the private sector, including for in-kind contributions such as technical expertise, logistics and telecommunications services. Joint funding will be sought from the Government, partners, the other Rome-based agencies and UNICEF. WFP will work with its financial and technical partners to facilitate donor alignment and to foster trust and coherent support for the CSP to maximize value for money and operational efficiency.
128. In the event of funding shortfalls, WFP will prioritize activities under crisis response and those serving a life-saving and protective safety-net function: assistance to Malian refugees as well as seasonal food and nutrition assistance to Mauritanian populations.

## ANNEX I

## LOGICAL FRAMEWORK FOR MAURITANIA COUNTRY STRATEGIC PLAN

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food**

**Strategic outcome 1: Crisis-affected people in targeted areas, including refugees, are able to meet basic food and nutrition needs during and in the aftermath of crises**

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

Nutrition  
sensitive

Focus area: crisis response

**Assumptions:**

Sufficient resources (human, logistical, financial) for food and nutrition assistance

No pipeline break due to funding opportunity

Complementary humanitarian response provided by UNHCR and other partners

**Outcome indicators:**

Attendance rate

Consumption-based coping strategy index (average)

Enrolment rate

Food consumption score

Food consumption score – nutrition

Food expenditure share

Gender ratio

Livelihood-based coping strategy index (average)

Moderate acute malnutrition (MAM) treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

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

Proportion of eligible population that participates in programme (coverage)

#### **Activities and outputs:**

#### **1. Provide an integrated assistance package to refugees, including food assistance (conditional and/or unconditional), school meals, and specialized nutritious food to children and pregnant and lactating women and girls (PLW/G) for malnutrition prevention and treatment (URT: Unconditional resource transfers to support access to food)**

Crisis-affected beneficiaries receive nutrition messaging in order to improve nutrition-related practices (E: Advocacy and education provided)

Crisis-affected beneficiaries receive timely and adequate conditional food assistance for assets or trainings (food or cash based) in order to meet their food requirements while improving their livelihoods and social cohesion (A: Resources transferred)

Crisis-affected beneficiaries receive timely and adequate conditional food assistance for assets or trainings (food or cash based) in order to meet their food requirements while improving their livelihoods and social cohesion (D: Assets created)

Crisis-affected beneficiaries receive timely and adequate food assistance (food or cash based) in order to meet their food and nutrition requirements (A: Resources transferred)

Crisis-affected children and PLW/G receive adequate and timely specialized nutritious food in order to prevent and treat MAM (A: Resources transferred)

Crisis-affected children and PLW/G receive adequate and timely specialized nutritious food in order to prevent and treat MAM (B: Nutritious foods provided)

Crisis-affected children attending school receive timely and adequate school meals in order to meet their food requirements (A: Resources transferred)

**Strategic outcome 2: Food-insecure populations in targeted regions, including school-age children, have access to adequate and nutritious food all year**

Outcome category:  
Maintained/enhanced individual and household access to adequate food  
Focus area: Resilience building

Nutrition sensitive

**Assumptions:**

Donors and Government provide timely support and funding  
Partners have sufficient capacity and resources to implement activities as intended  
Governmental coordination mechanisms for food assistance, nutrition and education effectively  
Markets function in targeted communities for cash distributions  
Political and security conditions do not affect operations  
Strong Government ownership/leadership

**Outcome indicators:**

Attendance rate  
Consumption-based coping strategy index (average)  
Enrolment rate  
Food consumption score  
Food consumption score – nutrition  
Food expenditure share  
Gender ratio  
Livelihood-based coping strategy index (average)  
Minimum dietary diversity – women  
Proportion of children 6–23 months of age who receive a minimum acceptable diet  
Retention rate

**Activities and outputs:****3. Provide school meals to vulnerable Mauritanian children during the school year, in a way that relies on and stimulates local production (home-grown school feeding) (SMP: School meals activities)**

Children attending school receive timely and adequate school meals in order to meet their food requirements and support school attendance  
(A: Resources transferred)

**2. Provide seasonal food assistance to food-insecure Mauritanian populations, integrating complementary specialized nutritious food for children (aged 6–23 months) as well as PLW/G (URT: Unconditional resource transfers to support access to food)**

Targeted beneficiaries receive timely and adequate food assistance (food or cash based) in order to meet their food and nutrition requirements  
(A: Resources transferred)

Targeted children aged 6–23 months and PLW/G receive adequate and timely specialized nutritious food integrated to food assistance in order to prevent malnutrition (B: Nutritious foods provided)

**Strategic Objective 2: Improve nutrition****Strategic Result 2: No one suffers from malnutrition****Strategic outcome 3: Nutritionally vulnerable populations in targeted areas, including children and PLW/G, have improved nutritional status all year**

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

Focus area: Resilience building

**Assumptions:**

Partners have sufficient capacity and resources to implement planned activities  
Adequate health centres are available for the treatment of malnourished children and women  
Government and partners coordination mechanisms for nutrition work effectively  
Timely funding is available to ensure seasonal response  
Strong Government ownership/leadership

**Outcome indicators:**

MAM treatment default rate  
MAM treatment mortality rate  
MAM treatment non-response rate  
MAM treatment recovery rate  
Proportion of eligible population that participates in programme (coverage)

**Activities and outputs:****4. Among food-insecure Mauritanian populations, provide specialized nutritious foods for MAM treatment to children aged 6–59 months and PLW/G, nutrition-related messaging to women and men care providers, and cash transfers to PLW/G attending pre/post-natal care (NTA: Nutrition treatment activities)**

Targeted beneficiaries receive nutrition messaging in order to improve nutrition-related practices and prevent malnutrition  
(E: Advocacy and education provided)

Targeted children aged 6–59 months and PLW/G receive adequate and timely specialized nutritious foods in order to treat MAM  
(A: Resources transferred)

Targeted children aged 6–59 months and PLW/G receive adequate and timely specialized nutritious foods in order to treat MAM  
(B: Nutritious foods provided)

Targeted PLW/G receive timely and adequate CBTs to improve access to pre/post-natal care and prevent infant malnutrition (A: Resources transferred)

**Strategic Objective 3: Achieve food security****Strategic Result 4: Food systems are sustainable****Strategic outcome 4: Food-insecure populations and communities exposed to climate shocks in targeted areas have more resilient livelihoods and sustainable food systems all year**

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

Nutrition sensitive

Focus area: Resilience building

**Assumptions:**

Donors and Government provide timely support and funding for seasonal response

Partners have sufficient capacity and resources to implement activities as intended

Governmental coordination mechanisms are effective

Markets function in targeted communities for cash distributions

Political and security conditions do not affect operations

**Outcome indicators:**

Consumption-based coping strategy index (average)

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index (average)

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



**Activities and outputs:****5. Provide livelihood support to food-insecure and at-risk Mauritanian households, including the development or rehabilitation of natural and productive assets (including FFA), through an integrated, equitable and participatory community approach (ACL: Asset creation and livelihood support activities)**

Targeted beneficiaries receive timely and adequate FFA with CBTs or in-kind transfer modality to meet their short-term food needs while improving their livelihoods' resilience (A: Resources transferred)

Targeted populations benefit from assets built or restored and other livelihood support interventions in order to improve resilience to natural shocks and adaptation to climate change (D: Assets created)

Targeted smallholders and other actors along the value chain benefit from strengthened technical capacities in order to improve livelihoods, including in relation to home-grown school feeding (C: Capacity development and technical support provided)

**Strategic Goal 2: Partner to support implementation of the SDGs****Strategic Objective 4: Support SDG implementation****Strategic Result 5: Countries have strengthened capacity to implement the SDGs****Strategic outcome 5: National institutions have strengthened capacities to manage food-security, nutrition, and social protection policies and programmes, including an adaptive (shock-responsive) social protection system, by 2030**

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

Focus area: Resilience building

**Assumptions:**

Strong Government ownership/leadership/collaboration  
Satisfactory coordination among key partners  
Political and staffing stability among national institutions  
Adequate funding of dedicated capacity support interventions

**Outcome indicators:**

Zero Hunger Capacity Scorecard

**Activities and outputs:**

**6. Provide capacity strengthening support to national institutions on the design and implementation of a permanent response-planning scheme for food security and nutrition with consolidated early-warning and coordination mechanisms; a national shock-responsive, nutrition-sensitive and gender-transformative safety-net system; and effective preparedness and supply-chain operations (CSI: Institutional capacity strengthening activities)**

Food-insecure people benefit from strengthened government-led ASP capacities and system in order to receive timely, adequate, equitable, consistent and predictable assistance from the Government, WFP and partners (C: Capacity development and technical support provided)

**Strategic Objective 5: Partner for SDG results****Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs****Strategic outcome 6: Humanitarian and development partners have access to common services that permit them to reach and operate in targeted areas all year**Outcome category: Enhanced  
common coordination  
platforms

Focus area: Crisis response

**Assumptions:**

Donors and Government provide support and funding

**Outcome indicators:**

User satisfaction rate

**Activities and outputs:****7. Provide UNHAS flight services for partners to access areas of humanitarian interventions (CPA: Service provision and platforms activities)**

The needs of affected populations are addressed by WFP partners using timely and cost-effective services provided by WFP  
(H: Shared services and platforms provided)

## **Strategic Goal 1: Support countries to achieve zero hunger**

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

#### **Cross-cutting indicators**

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

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

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

#### **Cross-cutting indicators**

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

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

#### **Cross-cutting indicators**

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

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

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

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

#### **Cross-cutting indicators**

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

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)							
	Strategic Result 1	Strategic Result 1	Strategic Result 2	Strategic Result 4	Strategic Result 5	Strategic Result 8	Total
	SDG Target 2.1	SDG Target 2.1	SDG Target 2.2	SDG Target 2.4	SDG Target 17.9	SDG Target 17.7	
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Resilience building	Crisis response	
Transfer	43 122 718	27 712 183	4 443 152	12 142 806	6 018 566	9 902 200	<b>103 341 625</b>
Implementation	3 977 948	3 770 090	1 282 281	1 743 584	767 782	0	<b>11 541 684</b>
Adjusted direct support costs (%)	3 863 269	2 574 325	470 189	1 134 063	551 878	812 449	<b>9 406 172</b>
<b>Subtotal</b>	<b>50 963 936</b>	<b>34 056 598</b>	<b>6 195 621</b>	<b>15 020 453</b>	<b>7 338 226</b>	<b>10 714 649</b>	<b>124 289 482</b>
Indirect support costs – 6.5%	3 312 656	2 213 679	402 715	976 329	476 985	696 452	<b>8 078 816</b>
<b>Total</b>	<b>54 276 591</b>	<b>36 270 277</b>	<b>6 598 336</b>	<b>15 996 783</b>	<b>7 815 210</b>	<b>11 411 101</b>	<b>132 368 299</b>

## Acronyms used in the document

ASP	adaptive social protection
BSF	blanket supplementary feeding
CBT	cash-based transfer
CSA	<i>Commissariat à la Sécurité Alimentaire</i>
CSP	country strategic plan
FFA	food assistance for assets
FFT	food assistance for training
GDP	gross domestic product
MAM	moderate acute malnutrition
PLW/G	pregnant and lactating women and girls
SDG	Sustainable Development Goal
SDPF	sustainable development partnership framework for 2018–2022
SMART	Standardized Monitoring and Assessment of Relief and Transitions
TSF	targeted supplementary feeding
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNISS	United Nations Integrated Strategy for the Sahel
URT	unconditional resource transfers