



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 26–29 November 2018

Distribution: General	Agenda item 8
Date: 8 November 2018	WFP/EB.2/2018/8-A/1
Original: English	Operational matters – Country strategic plans For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Draft Burkina Faso country strategic plan (2019–2023)

Duration	January 2019–December 2023
Total cost to WFP	USD 172,776,493
Gender and age marker*	3

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

Executive summary

Burkina Faso has made significant progress in recent years on reducing poverty, improving food security and addressing malnutrition. Food insecurity continues, however, affecting 19 percent of households. The main underlying drivers are structural poverty, insufficient agricultural production, environmental degradation, climate-related shocks, gender inequality and insecurity.

The country strategic plan will support the Government's priorities as outlined in its national plan for economic and social development for 2016–2020 and its sectoral policies and in the United Nations development assistance framework for 2018–2020. The country strategic plan was designed in consultation with the Government and key partners, including donors, civil society and the private sector, and was informed by the 2017 zero hunger strategic review and the findings of WFP programme evaluations.

The country office will continue to respond to emergencies and strengthen social protection systems while reinforcing government capacities and ownership to promote long-term resilience. The country strategic plan is also aimed at the mainstreaming of nutrition-sensitive and gender-transformative approaches, proactive consideration of environmental and social risks, multi-level capacity strengthening and protection of and accountability to affected populations. The plan is structured around six mutually reinforcing strategic outcomes designed to contribute directly to WFP's strategic results 1, 2, 4, 5 and 8:

Focal points:

Mr A. Dieng
Regional Director
West Africa
email: abdou.dieng@wfp.org

Mr D. Bulman
Country Director
email: david.bulman@wfp.org

- *Strategic outcome 1:* Crisis-affected populations in targeted areas, including refugees, internally displaced people and host communities, are able to meet their basic food and nutrition needs during and in the aftermath of crises.
- *Strategic outcome 2:* Food-insecure populations in targeted areas, including school-age children, have access to adequate and nutritious food all year.
- *Strategic outcome 3:* Nutritionally vulnerable populations in targeted areas, including children aged 6–59 months, pregnant and lactating women and girls and anti-retroviral therapy clients, have improved nutrition status all year.
- *Strategic outcome 4:* Smallholder farmers and communities in targeted areas, including those affected by recurrent climate shocks, have more resilient livelihoods and sustainable food systems by 2023.
- *Strategic outcome 5:* National institutions have strengthened capacities to manage gender-responsive and shock-responsive systems and food security, nutrition and social protection programmes and policies by 2023.
- *Strategic outcome 6:* Humanitarian and development partners benefit from common services that enable them to reach and operate in targeted areas all year.

Draft decision*

The Board approves the Burkina Faso country strategic plan (2019–2023) (WFP/EB.2/2018/8-A/1) at a total cost to WFP of USD 172,776,493.

* 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. Burkina Faso is a landlocked least developed country affected by acute crises, both recent and protracted. In 2017, the population was estimated at 19.6 million people, 67 percent of whom were under 25.¹ People living with disabilities account for 1.2 percent of the population² and according to official records only 2.2 percent of disabled people are employed. Annual demographic growth stands at 3.1 percent.
2. Burkina Faso ranked 185th of 188 countries in the 2016 Human Development Index, with 40 percent of the population living on less than USD 1.90 per day. Unemployment is high, at 14.1 percent overall (20.2 percent for women and 8 percent for men) and 18.4 percent among young people (25.9 percent for girls and 11.1 percent for boys),³ and is a key driver of migration and social tensions.
3. The country also suffers environmental degradation, poor natural resource management, high vulnerability to abnormal rainfall variations and dependence on fragile natural resources for most people's livelihoods.
4. The primary school completion rate is low, with strong regional disparities; in 2017, the rate was 60.3 percent overall⁴ and as low as 28.3 percent in the Sahel administrative region. Furthermore, the transition to secondary school is a challenge. The literacy rate is 23 percent for women and 38 percent for men and about three times lower in rural areas.⁵ Domestic chores, pregnancies and breastfeeding are the main constraints to women's attendance at literacy centres. The fertility rate among adolescent girls is high, at 11 percent (12 and 9 percent in rural and urban areas, respectively),⁶ and 40 percent of adolescent girls do not attend school. Burkina Faso ranked 146th of 159 countries in the 2017 Gender Inequality Index, and the situation of women and girls constitutes a key impediment to sustainable development, including food security and nutrition.
5. High maternal and under-5 mortality rates, poor health coverage (including for sexual and reproductive health services) and limited access to water and sanitation are major challenges. In 2017, the estimated national prevalence of HIV was 0.9 percent (1.0 percent for females and 0.8 percent for males), with only 60 percent reportedly receiving anti-retroviral therapy. Poor dietary diversity and recurrent annual food shortages also exacerbate malnutrition among people living with HIV (PLHIV).
6. Furthermore, the country's stability is at risk due to increased regional insecurity. Burkina Faso has experienced frequent terrorist attacks, kidnappings and assassinations, especially in the Sahel and Nord administrative regions, resulting in population

¹ African Development Bank. 2017. *Country Strategy Paper 2017–2021*. Available at https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/BURKINA_FASO_-_2017-2021_CSP.PDF.

² 1.1 percent of females, 1.3 percent of males.

³ Institut national de la statistique et de la démographie. 2015. *Enquête multisectorielle continue (EMC) 2014: Emploi et chômage*. Available at http://www.insd.bf/n/contenu/enquetes_recensements/Enq_EM/emploi_et_ch%F4mage.pdf.

⁴ 64.3 percent for females, 56.6 percent for males. Direction générale des études et des statistiques sectorielles. *Annuaire statistique de l'enseignement primaire 2016–2017*. Available at http://cns.bf/IMG/pdf/annuaire_primaire_2016_2017_final.pdf.

⁵ 2017 zero hunger strategic review.

⁶ Institut National de la Statistique et de la Démographie and Ministère de l'Economie et des Finances. 2010. *Enquête Démographique et de Santé (EDS-IV) et à Indicateurs Multiples (MICS)*. Available at <https://dhsprogram.com/pubs/pdf/pr9/pr9.pdf>.

displacements. The country hosts an estimated 33,500 Malian refugees,⁷ living mainly in Goudebou and Mentao camps in the Sahel region, and 23,500 internally displaced people (IDPs) in the provinces of Soum (Sahel administrative region) and Loroum (Nord administrative region).⁸

1.2 Progress towards SDG 2

Targets

7. Burkina Faso failed to meet the targets of Millennium Development Goal 1 to eradicate extreme poverty and reduce hunger by 2015. Social and political discontent, limited national capacity and increasing security challenges have hindered the Government in its efforts to reduce poverty, and promote gender equality and social protection.

Access to food

8. Burkina Faso ranked 92nd out of 119 on the 2017 Global Hunger Index. It is a food-deficit country, importing about 18 percent of the food consumed by its people. Around 3.5 million people (1.8 million females and 1.7 million males) are periodically food-insecure, with great seasonal variability.⁹ In July 2018 13 percent of the population, or 2,671,900 people (1,389,400 females and 1,282,500 males), were projected to be under stress from food insecurity (Integrated Food Security Phase Classification (IPC) phase 2), with another 5 percent (954,315 people) projected to be at risk of severe food insecurity (IPC phases 3 and 4).¹⁰
9. The underlying drivers of food insecurity include structural poverty, systemic inequalities and deficits in agricultural production. High food prices, climate shocks, an absence of social protection systems, isolation of production zones from markets and poor infrastructure and supply chain systems further contribute to food insecurity.
10. Challenges in effectively implementing the current national social protection system also subsist. While a national single registry is in place, it does not provide sufficient data on coverage, targeting or registration, and financial and human resources remain scarce.
11. Due to unequal relations in decision-making, inheritance issues and poor understanding of their rights, women have limited access to land, both in terms of quantity and quality; while 70 percent of women are farmers, only 2 percent hold official property ownership documents.¹¹

End malnutrition

12. Burkina Faso made significant progress on reducing child undernutrition between 2009 and 2017, as illustrated in figure 1, below.

⁷ 17,335 women and 16,165 men. Estimates as at May 2017 according to the Office of the United Nations High Commissioner for Refugees.

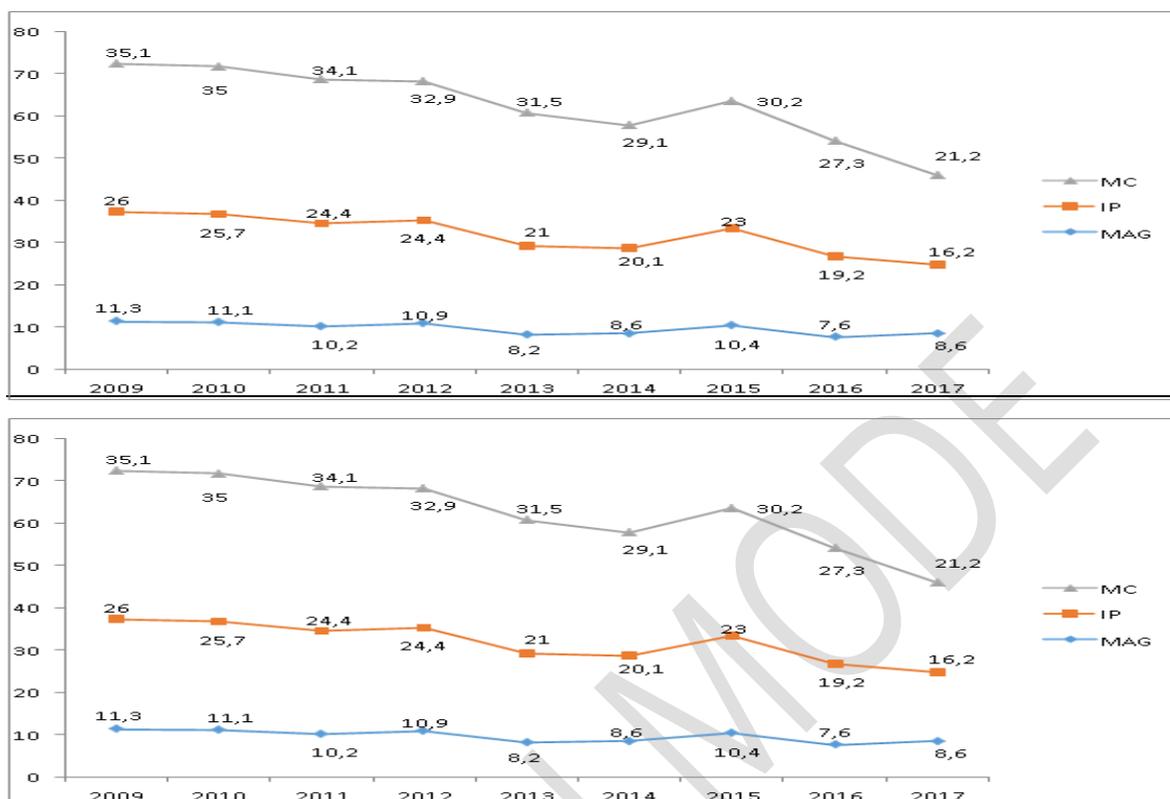
⁸ Office for the Coordination of Humanitarian Affairs. 2018. *Plan d'urgence et de résilience 2018*. Available at <https://www.humanitarianresponse.info/fr/operations/burkina-faso/document/burkina-faso-2018-plan-durgence-et-de-resilience>.

⁹ WFP. 2014. *Analyse globale de la vulnérabilité, de la sécurité alimentaire et de la nutrition, Burkina Faso, Juillet 2014*. Available at: <https://www.wfp.org/content/burkina-faso-analyse-globale-vulnerabilite-securete-alimentaire-nutrition-juillet-2014>.

¹⁰ 496,244 females and 458,271 males. Ministry of Agriculture and Water Resources (Ministère de l'Agriculture et des Aménagements Hydrauliques), Directorate-General for Sectoral Studies and Statistics, Office of Sectoral Statistics (Direction Générale des Etudes et des Statistiques Sectorielles, Direction des Statistiques Sectorielles), Food and Nutrition Security Early Warning Service (Service de l'Information et de l'Alerte Précoce sur la Sécurité Alimentaire et Nutritionnelle). March 2018. Cadre Harmonisé.

¹¹ Zero hunger strategic review.

Figure 1: Malnutrition trends for global acute malnutrition, chronic malnutrition and underweight, 2009–2017



Abbreviations: MC = chronic malnutrition; IP = underweight; MAG = global acute malnutrition

Source: Ministry of Health, 2016 nutrition survey.

13. Nevertheless, malnutrition remains a major public health issue. The national prevalence of global acute malnutrition is 8.6 percent, with severe acute malnutrition at 2 percent.¹² Malnutrition rates among children under 5 are particularly high in the Sahel (13.6 percent), Nord (11.3 percent), Est (10.8 percent) and Centre-Nord (9.4 percent) administrative regions.
14. Key factors contributing to malnutrition are poverty, food insecurity, gender inequalities, poor food consumption and lack of diet diversity, inadequate maternal and childcare, diseases like diarrhoea and malaria and limited access to safe water, sanitation and health services. Anaemia is alarmingly widespread among pregnant women (72.5 percent) and children (83.4 percent).¹³ Burkina Faso is estimated to lose about 7.7 percent of its gross domestic product (USD 802 million) yearly as a result of child undernutrition.¹⁴

Smallholder productivity and incomes

15. Agriculture accounts for 34.2 percent of gross domestic product, with 80 percent of smallholder farmers relying on rain-fed subsistence agriculture during Burkina Faso's single annual rainy season to meet their food needs, with no reserves carried over from one year to the next.¹⁵

¹² Ministry of Health. 2017. *Enquête nutritionnelle nationale 2017*.

¹³ Ministry of Health. 2014. *Enquête nationale sur le statut de l'iode et de l'anémie au Burkina Faso*.

¹⁴ WFP. 2015. *Le coût de la faim au Burkina Faso (The cost of hunger in Burkina Faso)*. Available at <https://www.wfp.org/content/cost-hunger-africa-burkina-faso-2015>.

¹⁵ Fifty-two percent of agricultural workers are women.

16. Productivity constraints include poor land quality, small plots, recurrent climatic shocks, poor use of technology, water shortages and limited access to good-quality inputs, credit, weather insurance and markets. The country is also poorly equipped with road, storage, conservation and transformation infrastructure.¹⁶ This affects livelihoods, particularly for women, with 44 percent of female-headed households food-insecure compared to 22 percent of male-headed households.¹⁷

Sustainable food systems

17. Climate-related shocks, pest outbreaks and environmental degradation are on the rise. Between 2002 and 2013, 19 percent of the national territory (5.16 million hectares) became degraded. This is correlated with inappropriate agricultural practices (deforestation, overgrazing and bush fires), limited access to water, demographic pressure, rural exodus, migration and limited access to agricultural inputs and technologies. Post-harvest losses remain high, at an estimated 30 percent.

Macro-economic environment

18. Economic growth has been slowed by socio-political crises, security threats, climate change, migration, barriers to women's labour force participation and a poor education system.¹⁸ The private sector is poorly developed, which reduces the possibilities for transforming and commercializing agricultural production. Burkina Faso's economic and social development will depend on political stability, economic reforms and the security situation in the country and the sub-region.

Key cross-sector linkages

19. *Poverty (SDG 1)*. While poverty is predominantly rural (47 percent versus 14 percent in urban areas), urban poverty is on the rise. Poverty is higher among women (52 percent).
20. *Education (SDG 4)*. Education rates in rural areas are half what they are in urban areas, with a low rate of transition to secondary school and a post-primary curriculum that only focuses on general education, leading to a mismatch with labour-market requirements.¹⁹
21. *Supply chain (SDG 12)*. Consumption of locally produced food is a national priority, but quality remains a challenge, especially in the case of fresh food.
22. *Gender (SDG 5)*. Although Burkina Faso's most recent score on the Gender Inequality Index shows improvement,²⁰ women face discrimination in relation to marriage, parental authority, inheritance and access to productive resources, financial services, employment, political opportunities and leadership positions.
23. *Environment (SDGs 13, 14 and 15)*. Dependence on natural resources, unsustainable agricultural practices²¹ and climate change all have a significant impact on food security, nutrition and poverty.
24. *Peace and security (SDG 16)*. Burkinabe, especially young people, are at risk of inter communal conflicts, forced recruitment, exploitation and abuse.

¹⁶ Zero hunger strategic review.

¹⁷ Evaluation de la situation alimentaire des ménages en situation d'urgence (EFSA) au Burkina Faso en février – mars 2018. Available at <https://box.wfp.org/public.php?service=files&t=83f9485fa145bad58f800bd8d9e2fc06>.

¹⁸ Plan national de développement économique et social (PNDES) 2016–2020; zero hunger strategic review.

¹⁹ African Development Bank. *Country Strategy Paper 2017–2021*. <https://www.afdb.org/en/documents/document/burkina-faso-country-strategy-paper-2017-2021-98046/>.

²⁰ From 0.631 in 2014 to 0.615 in 2015.

²¹ Zero hunger strategic review.

25. The country strategic plan (CSP) will contribute to achieving SDG 2 in synergy with SDG 1 (poverty), SDG 3 (health), SDG 4 (education), SDG 5 (gender equality), SDGs 12, 13, 14, and 15 (ecology and environment) and SDG 16 (peace and justice).

1.3 Hunger gaps and challenges

26. A zero hunger strategic review has identified a range of policy and programmatic challenges related to SDG 2:
- *Food and nutrition programming:* Weak institutional ownership of development interventions and SDG integration; absence of harmonized joint programming approaches and fragmented multi-sectoral coordination at the central and decentralized levels; inadequate coverage of social safety net and social protection schemes; and insufficient data to inform food assistance and nutrition programming.
 - *Structural: Limited* access to food and persistent malnutrition of vulnerable groups; persistent gender inequalities; and poor supply chain systems correlated with significant food losses.
 - *Implementation:* Limited government expertise and high capacity constraints (human and financial); funding restrictions and small-scale interventions; insufficient and poorly integrated knowledge management mechanisms; and increasing security challenges in the Nord and Sahel administrative regions.

1.4 Key country priorities

Government priorities

27. The Government's main development priorities are outlined in the national plan for economic and social development (Plan national de développement économique et social, or PNDES) for 2016–2020, which has three pillars: reform institutions and modernize administration; develop human capital;²² and enhance the main sectors supporting the economy and job creation.²³ The last two pillars are closely related to SDG 2.
28. Other sectoral development plans and policies include a revised national policy on food security and nutrition— for 2013–2025; a national rural development programme for 2016–2020; a national emergency assistance and rehabilitation organization and coordination plan –for 2013–2018; a multi-sectoral nutrition strategy for 2017–2020; a national social protection policy for 2013–2023; a national gender policy for 2009–2019; a national education sector policy for 2014–2023; a national strategic plan for HIV/AIDS for 2016–2020; and an emergency plan for the Sahel region for 2017–2020.
29. As part of the 2017 mainstreaming, acceleration and policy support prioritization process, Burkina Faso has prioritized SDGs 1, 2, 4, 5, 10 and 15.

United Nations and other partners

30. The United Nations development assistance framework for 2018–2020 (UNDAF) is built on four priority actions: strengthening the effectiveness of institutions, ensuring equitable access to justice for all and promoting the rule of law; strengthening the resilience of populations and creating the conditions for sustainable agriculture for the eradication of hunger and malnutrition; contributing to the eradication of multi-dimensional poverty; and preventing climate risks and strengthening emergency preparedness.

²² Priorities under this pillar include improving the nutrition status of women and children; providing access to quality education for all; promoting social protection activities; and reducing social and gender inequalities.

²³ This pillar focuses on strengthening national capacities for the mobilization and management of water resources; reversing the trend of degradation of environmental resources; and developing sustainable natural resources.

31. Burkina Faso is one of the countries where the United Nations is piloting the new approach of sustaining peace to reinforce stability and prevent crises. Joint interventions include the integrated and emergency plan for the Sahel region (United Nations Integrated Strategy for the Sahel (UNISS)), the Scaling Up Nutrition initiative, environmental sustainability programmes and the transition of the economy through the Partnership for Action on Green Economy and the Switch Africa Green partnership. As a result, corresponding joint strategies and programmes in line with national priorities have been developed with non-governmental organizations (NGOs), civil society and the private sector.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

32. WFP has been operating in Burkina Faso since 1967, providing timely relief assistance and livelihood support. Current interventions include school meals, malnutrition prevention and treatment, resilience-building, government capacity strengthening, enhancement of agriculture markets, support for food technology and logistics support.
33. Projects such as the introduction of locally produced fresh yogurt into school meals, the community-based participatory planning approach and the establishment of mother support groups on infant and young child feeding practices have been welcomed by the Government, partners and communities, indicating potential for scale-up.²⁴ A review of the yogurt initiative confirmed its positive effects on women-led processing units, stockbreeders and beneficiaries, on the capacity of farmers' organizations and on women's income, self-confidence and access to services. The initiative has been shown to promote the local economy, strengthen national public health laboratory capacities and increase food availability in food-deficit areas.²⁵
34. WFP also benefits from its good reputation in the country for its expertise and leadership in supply chain management. WFP purchases from smallholder farmers in food-surplus regions (55 percent of whom are women) to increase food availability in food-deficit areas while supporting local development.
35. Lessons learned and recommendations from centralized and global evaluations of WFP operations have informed the design of this CSP and will guide its implementation. These lessons learned and recommendations indicate the need to:
- continue supporting timely crisis response and refugee autonomy;²⁶
 - continue supporting the Government in the preparation of policy and strategic frameworks, particularly within national social protection mechanisms, and enhancing the Government's approach to resilience-building;²⁷

²⁴ The yogurt initiative is regularly evoked by the Government at official events such as the Africa School Meal Day. The community-based participatory planning approach is commended for enhancing the natural resources management capacities of national entities, local NGOs and communities and is reported to reduce youth emigration from targeted communities.

²⁵ Evaluation of a pilot project introducing yogurt in school canteens in the Sahel, 2016. See <https://box.wfp.org/public.php?service=files&t=4dfc064c07d6d8582721718fd2588d6d>.

²⁶ Regional emergency operation EMOP 200438 Assistance to Refugees and Internally Displaced Persons Affected by Insecurity in Mali, Mauritania, Burkina Faso, Niger (2012–2013): An operation evaluation. WFP/EB.2/2014/6-E.

²⁷ Regional Synthesis 2013–2017: West and Central Africa Region. Operation Evaluations Series. OE/2017/009. See <https://docs.wfp.org/api/documents/WFP-0000023758/download/>.

- clearly communicate WFP's strong role in building the country's humanitarian and development capacity to its partners;²⁸
- expand nutritional support for primary schoolchildren and anti-retroviral therapy (ART) clients, as well as prevention and treatment for malnourished children under 5 and pregnant and lactating women and girls (PLWG);²⁹
- establish joint assistance action plans and enhance synergies with partners;²⁹
- focus on the most vulnerable areas and refine beneficiary targeting;³¹ and
- improve existing monitoring and information management systems²⁹ and tackle gender inequalities.

36. The CSP also provides for a formative gender evaluation, a conflict analysis and a protection risk assessment.

2.2 Opportunities for WFP

37. Based on these insights and in line with the recommendations of the zero hunger strategic review, WFP will focus on three broad areas under this strategic plan: emergency preparedness and response; the humanitarian-development-peace nexus to ensure sustainable hunger solutions; and national capacity strengthening. Notably, WFP can make a significant contribution towards:

Food and nutrition programming

- Implementing African Risk Capacity replica coverage and the R4 Rural Resilience Initiative to support climate risk management for smallholder farmers;
- providing gender-transformative food assistance;
- promoting the consumption of locally produced and fortified, good-quality, nutritious food through private sector engagement and capacity support for local food processors;
- promoting operational partnerships to achieve SDG 2 at the national, regional and global levels; and
- supporting the country's ownership of a national Purchase for Progress (P4P) initiative;

Structural

- Enhancing smallholder farmers' capacities and access to markets to promote local development;
- increasing the resilience of vulnerable communities through ongoing joint community-based participatory planning with the Rome-based agencies;
- strengthening the humanitarian-development-peace nexus in line with UNISS;
- supporting communities' capacities to address environmental, protection and self-sufficiency issues; and
- enhancing nationally-led gender-transformative and nutrition-sensitive adaptive social protection programmes;

²⁸ Policy evaluation, WFP Policy on Capacity Development: An update on implementation (2009), Evaluation Report. OE/2015/028.

²⁹ External evaluation of Burkina Faso country programme 200163, April 2014.

Implementation

- Strengthening the national supply chain and increasing the availability of good-quality food;
- strengthening national capacities for vulnerability analysis and targeting, data management, early warning, emergency preparedness and response and the supply chain;
- strengthening the Government's capacity to implement the national school meals policy and improve and expand home-grown school feeding (HGSF) activities, including the scale-up of the existing yogurt initiative to other regions;³⁰
- providing common services for humanitarian and development partners operating in volatile and remote areas to strengthen the humanitarian-development-peace nexus; and
- increasing accountability to affected populations.

2.3 Strategic changes

38. Strategic adjustments will include increasing synergies across WFP's activities and complementarity with stakeholders' interventions for increased programmatic and geographic convergence; shifting from crisis response to recovery and long-term resilience in accordance with UNISS and the WFP Sahel resilience scale-up strategy,³¹ strengthened national capacities and ownership; and supporting the gradual absorption of beneficiaries into national safety nets. This will be possible through policy engagement, advocacy, technical support, knowledge and technology transfer, evidence-building, assessments and data analysis.
39. Programmatic shifts will include: supporting inclusive social protection programmes; focusing on nutrition-sensitive and gender-transformative responses, including through social and behavioural change communication (SBCC); applying the three-pronged approach to develop sustainable interventions that foster peace; supporting local food production, transformation and fortification and developing HGSF; supporting early warning and emergency preparedness; and enhancing supply chain management. Accountability to affected populations and protection will be integrated throughout the CSP through comprehensive, regular assessments that inform programming, and all activities will comply with the requirements of WFP environmental and protection standards.

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

40. WFP's objective for the forthcoming five years is to gradually shift the most affected vulnerable households from unconditional humanitarian assistance towards social safety nets and resilience-building while strengthening government capacities. WFP support for national capacity strengthening will include: enhanced design of school feeding, food security, nutrition and gender policies; strengthened institutional accountability for optimum functioning of the national council on food security (Conseil national de sécurité alimentaire, or CNSA); improved planning and financing of the implementation of the zero hunger road map; enhanced stakeholder capacity for programme design, delivery,

³⁰ Under discussion with the Ministry of Education.

³¹ See <http://www.g5sahel.org/index.php/17-actualite-internationale/1358-pour-la-resilience-des-populations-rurales-mission-du-g5-sahel-avec-la-fao-et-le-pam>.

monitoring and evaluation and capitalization; and increased community, civil society and private sector engagement.

41. In line with its harmonized Sahel approach,³² WFP will:
- *under strategic outcome 1*, maintain crisis-response capacities, including assistance to refugees, IDPs and other people affected by crisis;
 - *under strategic outcomes 2, 3 and 4*, support national efforts to address the immediate and underlying causes of vulnerability through the delivery of an integrated resilience package benefiting Burkinabe populations in the regions most affected by food insecurity and shocks;
 - *under strategic outcome 5*, strengthen national capacities to enable the gradual transition and hand-over of all programmes, tools and processes to the Government; and
 - *under strategic outcome 6*, provide common services, including logistics, information and communications technology and other support.
42. In line with WFP's Sahel resilience scale-up strategy, WFP will deliver a life-changing package of multi-sectoral activities targeting communities and households for three or five years. Areas of convergence will be identified with the Government and other partners, including the other Rome-based agencies, to maximize impact.
43. Special attention will be given to conflict prevention and mitigation (mitigating tensions between farmers and herders and refugees and host communities and addressing land tenure arrangements, especially for women and young people) to enhance social cohesion and ensure that the "do no harm" principle is applied.

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

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

44. WFP will continue to provide timely, integrated and protection-sensitive humanitarian assistance to crisis-affected populations, considering the specific needs of men, women, boys and girls. SBCC will be mainstreamed across all interventions to create an enabling environment for improved nutrition-sensitive related practices. This outcome addresses gaps identified by the zero hunger strategic review, especially those related to implementation and food security and nutrition programming.

Focus area

45. This strategic outcome focuses on crisis response.

Expected outputs

46. This outcome will be achieved through six outputs:
- Crisis-affected refugees (tier 1) receive food, nutritional products, school meals, cash-based transfers (CBTs) and non-food items in a timely manner, in sufficient quantity and of sufficient quality to meet their basic food needs.
 - Targeted beneficiaries (tier 1) receive timely and adequate conditional food assistance for assets (FFA) or training to meet their food requirements while improving their livelihoods.

³² See <https://box.wfp.org/public.php?service=files&t=91cf95b989be49ee4aceb5ba0423e1a4>.

- Crisis-affected IDPs and host communities (tier 1) receive food, nutritional products, CBTs and non-food items in a timely manner, in sufficient quantity and of sufficient quality to meet their basic food needs.
- Crisis-affected beneficiaries (tier 1) receive social and behaviour change communication (SBCC) to improve nutrition-related practices (Strategic Result 2).
- Crisis-affected children and PLWG (tier 1) receive adequate and timely specialized nutritious food to prevent and treat moderate acute malnutrition (Strategic Result 2).
- Targeted populations (tier 2) affected by climate shocks and other disruptions benefit from enhanced capacity of cooperating partners to ensure safe and adequate access to food.

Key activity

Activity 1: Provide an integrated assistance package, including food assistance (conditional and/or unconditional), school meals and specialized nutritious food,³³ to refugees, IDPs, host populations, children and PLWG affected by climate shocks, conflicts and other disruptions.

47. WFP will continue to save lives and protect livelihoods for 21,000 Malian refugees in the Goudebou and Mentaou camps, where 75 percent of residents depend on WFP food assistance.³⁴ Another 10,000 IDPs and some 6,430 people will be assisted in response to insecurity, recurrent droughts and floods.
48. Productive assets like land and water management and storage facilities will be created or rehabilitated using environmentally friendly practices to increase productive yields, leading to opportunities for social and economic relief. Knowledge transfer with equitable engagement of women and men will also contribute to improving social cohesion between communities.
49. To improve nutrition and gender-equality outcomes, SBCC will be mainstreamed across interventions, with a focus on PLWG, men, caregivers and religious, customary and traditional leaders. WFP will continue to promote women's self-reliance and empowerment and mitigate protection risks related to food insecurity.
50. Strategic and inclusive partnerships with the National Refugee Council (Commission nationale pour les réfugiés, or CONAREF), the National Council for Emergency Assistance and Rehabilitation (Conseil national de secours d'urgence et de réhabilitation, or CONASUR), CNSA, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), financial service providers and cooperating partners will ensure integrated, coordinated assistance to refugees, IDPs and other people affected by crisis.
51. A progressive shift towards self-reliance approaches will begin as soon as the 2018 joint WFP/UNHCR/CONAREF strategy on refugee self-reliance and host community resilience (currently being developed) is adopted. The goal is to ensure rapid autonomy for the least vulnerable refugees through economic opportunities implemented with the Government and other key partners using the community-based participatory planning approach and linked to local development plans. Host communities will be the focus of the decision-making process and will be involved throughout the course of the activities. For the most vulnerable refugees, economic and livelihood empowerment will occur more

³³ School meals and nutrition prevention and treatment will be planned and implemented in concert with similar activities under strategic outcomes 2 and 3 to promote programme quality and sustainability.

³⁴ Office of the United Nations High Commissioner for Refugees. 2016. *Socioeconomic survey*.

gradually, over the life of the CSP, the aim being to end direct assistance by the end of the CSP in 2023.

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

52. The current national social protection mechanism is included in the PNDES, under the leadership of the Prime Minister. It aims to ensure greater geographic coverage and impact of food and cash-based transfers and nutrition support to vulnerable populations. With limited national capacity and targeting challenges, the Government is seeking WFP's support for the inclusion of peri-urban vulnerable people in its programme. Specific groups to be targeted by WFP will include adolescent girls and people with disabilities.
53. Under this outcome, WFP will also provide conditional food assistance through school meals, including take-home rations for girls, to enhance food and nutrition security and promote school attendance. This will help reduce the prevalence of girl marriage and the risk of young boys being forcefully recruited into armed groups, especially in the Nord and Sahel administrative regions.

Focus area

54. This strategic outcome focuses on resilience-building.

Expected outputs

55. This outcome will be achieved through three outputs:
- Children attending school (tier 1) receive timely and adequate nutritious meals that meet their food and nutrition needs and support school attendance.
 - Targeted beneficiaries of the single registry, including those living in peri-urban areas and persons with disabilities (tier 1), receive timely and adequate CBTs that meet their food and nutrition needs.
 - Adolescent girls from vulnerable households benefiting from social safety net programmes, including those living in peri-urban areas, receive professional training and SBCC messaging targeting girls and boys (tier 2) to enhance self-reliance.

Key activities

Activity 2: Provide school meals to vulnerable children during the primary school years, including take-home rations for girls.

56. WFP will continue to strengthen the Government's capacity at the national and decentralized levels to enhance performance and efficiency in managing the decentralized national school meals programme.
57. Some 84,700 beneficiaries³⁵ will also receive school meals for nine months in the Soum and Séno provinces in the Sahel, the most food-insecure region. The region is characterized by low school attendance rates and increasing security challenges.
58. The Government and Catholic Relief Services provide school meals to the other provinces (41 and 2 provinces, respectively).³⁶ The Government uses decentralized modalities, transferring USD 35 million yearly for its school meals programme,³⁷ while WFP assistance

³⁵ In 2017, 3,870,000 school-aged children were registered across the country.

³⁶ The Government and Catholic Relief Services provide school meals to approximately 2,824,833 and 203,073 beneficiaries, respectively.

³⁷ PNDES and reports of the directorate for the allocation of resources for educational structures (Direction de l'allocation des moyens spécifiques aux structures éducatives), 2017.

includes an in-kind component amounting to USD 5 million yearly. WFP's interventions will promote school enrolment and attendance and support girls' education and reduce their risk of early marriage through take-home rations for girls in the last two grades of primary school. School meals will also support food security at the household level and reduce malnutrition and micronutrient deficiencies while also mitigating the risk of recruitment by armed groups.

59. Activity 2 will contribute to the roll-out of the national school feeding programme. It will incorporate a solid home-grown component: where possible, school meals activities will be linked to local supply chains for nutritious food, supported by the strengthening of national capacities for effective local procurement, food safety and quality control, storage and logistics (under activity 4); livelihood support for smallholder farmers and pastoralists (under activity 5) and improved local capacities of school committees, teachers and government staff. Activity 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 contributions to the programme.
60. To replace imported Supercereal in some schools, WFP will distribute locally produced nutritional flour or yogurt, which has been shown to have a positive sustainable impact on local development. The yogurt project implemented by WFP in the Sahel has proven to be a model for sustainable food systems, supporting the local economy and fighting poverty among rural women while contributing to the achievement of boy-girl parity in schools assisted. The project has boosted local value chains and could lead to an improvement in the quality of the yogurt produced by milk processors. Despite its potential, however, insufficient funding and the recent security situation in the Sahel region have hampered the project's extension to other provinces.

Activity 3: Provide assistance through CBTs to beneficiaries targeted by government social safety nets, including capacity strengthening for adolescent girls.

61. Through a safety-net pilot project in peri-urban areas, beneficiaries will receive CBTs and will then be progressively redirected towards self-reliance projects supported by the Food and Agriculture Organization of the United Nations (FAO). This will strengthen resilience and productive capacities. **WFP's objective is to contribute to the development and effective implementation of a single registry, which is still at an early stage of development, as an active part of its partnership framework in order to ensure complementarity among interventions and greater impact. A single registry will enable the efficient management of beneficiaries, the coordination of all partners' support to beneficiaries and the timely delivery of social protection assistance.** WFP, the Government and partners will use WFP's SCOPE beneficiary and transfer management system to register beneficiaries and populate the national single registry. Targeted areas will include peri-urban Ouagadougou and Bobo-Dioulasso, as the vulnerable population is increasing and self-reliance is rare. This activity will be implemented under the Government's coordination and integrated into the national safety net. Transfers will be aligned with government rations.
62. Within the beneficiary group, particular attention will be paid to people with disabilities, given their low employment rates and current exclusion from the single registry. Adolescent girls will receive coaching and SBCC, as well as technical training and equipment kits, to increase their opportunities for income-generating and self-reliance activities. This will prevent negative coping strategies like early marriage, risky sexual behaviours and gender-based violence. WFP will also expand the existing SBCC programme under the leadership of the Government.

Strategic outcome 3: Nutritionally vulnerable populations in targeted areas, including children aged 6–59 months, pregnant and lactating women and girls and anti-retroviral therapy clients, have improved nutrition status all year

63. WFP will implement integrated nutrition-specific and nutrition-sensitive interventions to support national efforts to address the root causes of malnutrition. Interventions include direct support through specialized food or vouchers, SBCC, knowledge development, infant and young child feeding practices, maternal nutrition and working towards an improved local nutritious food supply chain, including local food fortification, quality assurance and safety. Children aged 6–59 months, PLWG and anti-retroviral therapy (ART) clients will be the main beneficiaries.

Focus area

64. This strategic outcome focuses on resilience-building.

Expected outputs

65. This outcome will be achieved through four outputs:

- Targeted children aged 6–23 months and PLWG (tier 1) receive adequate and timely specialized nutritious food that prevents moderate acute malnutrition.
- Targeted beneficiaries (tier 1) receive SBCC that improve nutrition-related practices and prevent malnutrition.
- Targeted children aged 6–59 months and PLWG (tier 1) receive adequate and timely specialized nutritious food that treats moderate acute malnutrition.
- Targeted malnourished ART clients (tier 1) receive specialized nutritious food in sufficient quantity and quality to treat moderate acute malnutrition and increase adherence to treatment.

Key activity

Activity 4: Support beneficiaries through the provision of specialized nutritious food and integrated programmes (including SBCC) to manage acute malnutrition and prevent stunting.

66. Specialized nutritious food for the treatment of moderate acute malnutrition will be provided in accordance with a 2015 national protocol for the management of acute malnutrition. Due to a recurrent shortfall of products for the treatment of moderate acute malnutrition, WFP will support local food producers and processors, in particular women, through a food technology project. This will enhance local development and yield locally produced fortified blended flour of good quality that meets international standards.³⁸

67. The consumption of locally produced fortified nutritious food for children aged 6–23 months and PLWG (identified through the household economy approach) will be promoted through an SBCC campaign. WFP will advocate tax-free pre-mixed products (vitamin and mineral mix) for food-processing units to facilitate affordable prices for vulnerable households. Community-based services will be leveraged to promote and improve breastfeeding and complement it with water, sanitation and hygiene, agriculture and nutrition education. Initiatives such as mother support groups on infant and young child feeding practices will enhance community ownership of these activities and facilitate gender-informed SBCC.

68. Stunting will be prevented through resilience-building activities and nutrition-sensitive and nutrition-specific interventions, social protection and education, as well as through initiatives that empower women. Malnourished ART clients will receive nutritional support to increase their adherence to treatment regimes and enhance treatment outcomes.

³⁸ Promotion of nutrition-sensitive kitchen gardens, a highly nutritional forest products value chain and smallholdings for improving household consumption.

69. WFP's support for the nutrition programme under strategic outcome 3 will be mainstreamed across strategic outcomes 1, 2, 4 and 5 by providing– specialized nutritious food to beneficiaries under activity 1 and developing nutrition-sensitive activities through SBCC for beneficiaries targeted under activities 1 (refugees, IDPs and host populations affected by climate shock), 2 (education stakeholders), 3 (adolescent girls from vulnerable households benefiting from social safety net programmes), 5 (smallholder farmers, particularly women) and 6 (supply chain actors).
70. With UNICEF, FAO, the World Health Organization and other partners, WFP will continue to provide technical and material assistance to the Ministry of Health and other health service providers, foster nutrition-sensitive interventions and provide nutrition advocacy to support national policies and programming.

Strategic outcome 4: Smallholder farmers and communities in targeted areas, including those affected by recurrent climate shocks, have more resilient livelihoods and sustainable food systems by 2023

71. WFP will support people in strengthening the resilience of the food systems they depend on through infrastructure and productive asset creation and rehabilitation. Livelihood capacities must be strengthened to enable people to face, adapt to and recover from recurrent shocks. WFP will contribute to reducing high post-harvest losses along the value chain, increasing market access for smallholder farmers, preventing migration and rural exodus in areas affected by insecurity and reducing inequalities, particularly for women, through the P4P initiative. Interventions will be shaped by the three-pronged approach and by complementarity and partnership convergence under the overall leadership of the Government.

Focus area

72. This strategic outcome focuses on resilience-building.

Expected outputs

73. This outcome will be achieved through four outputs:
- Targeted vulnerable populations (tier 1) receive timely food assistance for asset creation that meet their immediate food and nutrition needs.
 - Targeted populations (tier 2) benefit from assets built or repaired and other livelihood support interventions that improve their resilience to natural shocks and adaptation to climate change.
 - Targeted smallholder farmers (tier 2) have improved access to innovative production technologies, best practices, structured markets and pro-smallholder services that enhance their role in the value chain, including in relation to home-grown school feeding.
 - Value chain actors, especially in the private sector (tier 2), benefit from an enhanced enabling environment that strengthens the local economy.

Key activity

Activity 5: Support targeted groups through livelihood and asset creation, gender-responsive and nutrition-sensitive value chain development, weather insurance schemes and innovative production technologies and practices.

74. WFP's resilience package is based on the principle of geographic convergence, which is the idea that humanitarian partners, where appropriate, should undertake their separate activities in the same location, bringing to bear their comparative advantages and coordinating the activities to enhance their effectiveness. This is in line with

strategic objective 3 of the PNDES, which focuses on productive and resilient agriculture, dealing with environmental degradation and ensuring sustainable management of natural resources.

75. The three-pronged approach will enable the proper targeting of beneficiaries, inform the design of interventions and ensure ownership and sustainability.
76. FFA activities will support livelihoods through land restoration, water management, storage facility enhancement and road rehabilitation. This will reduce the impact of disasters and post-harvest losses while facilitating access to innovative production technologies. FFA activities will be nutrition-sensitive and will be integrated with other safety net programmes, including weather insurance schemes.
77. ART clients who have graduated from nutritional support provided by WFP could benefit from income-generating activities through FFA under activity 4 to build their self-reliance and avoid falling back into malnutrition. Income earned through FFA activities could be used to purchase weather insurance.
78. Through the P4P initiative, and with a particular focus on advancing women's empowerment, WFP, in collaboration with FAO, will continue to strengthen smallholder farmers' production and access to markets and promote the development of sustainable agricultural value chains, linking them to HGSP and nutritious food supply chains. WFP will also increasingly engage with the private sector to diversify market opportunities.
79. **Regarding insurance, WFP will engage with Africa Risk Capacity replica coverage. In addition, within the context of the R4 initiative, WFP will implement weather insurance through farmer organizations to help smallholder farmers build their capacity to face climate shocks. These micro-insurance activities will be piloted within WFP's resilience programme and will generate learning both for farmers and for partners. The system will take into account local agroclimatic conditions and the capacities of smallholder farmers. This activity will be aligned with the Government's existing agricultural insurance initiatives. The WFP initiative will not only serve its beneficiaries, but will also be a source of learning and capacity building for the Ministry of Agriculture as the Ministry develops its larger-scale insurance programme.**
80. **The weather insurance will be part of the R4 programme. Through this programme, WFP will develop and pilot a model for managing multiple risks: climate and financial risks, the risk of quality and commodity losses after harvest, marketing risks and the risks posed by other factors that can result in poor production.**
- ~~79.~~**81. FFA and weather insurance will be integrated into market access activities through P4P to help vulnerable populations create, protect and value assets. WFP will conduct a feasibility study on weather insurance, which will be based on a premium subsidy system, with subsidies conditioned on the adoption of agricultural and post-harvest technologies. Subscribers will receive a capacity-building package aimed at increasing agribusiness investment through credit and marketing. Farmers will pay the insurance premiums by working on asset creation activities, and cash payment of the premiums will be introduced gradually as the farmers' incomes become sufficient to afford it. The sustainability of the approach is based on farmers' ability to pay back their insurance premiums. In order to foster this ability, a study will be conducted to analyse the feasibility of subsidizing the premiums for farmers who adopt improved technologies and good practices for production and the management of product quality and post-harvest losses. Premiums may be levied on the net profits that small farmer groups make from their marketing operations. In the long term, the adoption of technologies and good practices and group marketing will create additional income that could cover the insurance premiums without the need for a subsidy.**

80.82. WFP will provide technical and financial support as the Government increases its ownership of the P4P initiative. Attention will be paid to promoting local institutional purchases from farmer organizations, mainstreaming post-harvest handling into national agricultural policy, enhancing national laboratories and the “warrantage” warehouse receipt system and empowering women. WFP will increasingly connect farmers’ organizations to structured markets, including quality-focused buyers such as the National Strategic Food Reserve Agency (Société Nationale de Gestion du Stock de Sécurité Alimentaire, or SONAGESS), processors and traders to help keep farmer organizations from depending on WFP purchases. Through the P4P initiative, WFP will also contribute to structuring farmer organizations, improving local food production, reducing post-harvest losses, promoting women’s participation and leadership and improving the availability of information on food prices. Thus, WFP will contribute to improving local food availability and reducing imports, in line with the Government’s priorities.

Strategic outcome 5: National institutions have strengthened capacities to manage gender-responsive and shock-responsive systems and food security, nutrition and social protection programmes and policies by 2023.

81.83. In building national and subnational capacities, WFP will support the implementation of a permanent shock-responsive, nutrition-sensitive and gender-transformative response planning scheme for food security and nutrition that includes the Government’s social protection system. To promote geographical convergence, WFP will improve coordination mechanisms and contribute to the implementation of the single beneficiary registry, which will help to consolidate government, United Nations and civil society- interventions.

Focus area

82.84. This strategic outcome focuses on root causes.

Expected outputs

83.85. This outcome will be achieved through two outputs:

- Food-insecure and nutritionally vulnerable populations (tier 2) benefit from strengthened government- and partner-led gender-responsive, adaptive social protection and climate and disaster risk reduction systems and supply chain mechanisms that meet their food and nutrition needs.
- Food-insecure populations (tier 2) benefit from enhanced hunger-related policy development and implementation and private sector engagement, including food fortification, that improve their nutritional status and incomes.

Key activity

Activity 6: Provide capacity-strengthening support to national institutions and partners for such things as emergency response, early warning systems, the supply chain (including food fortification), national P4P, weather insurance and nutrition-sensitive social safety net data collection and management.

84.86. WFP will work with the Government on strengthening its leadership of and capacity for sustainable food and nutrition security interventions by supporting the coordination of multi-sectoral interventions and the formalization and review of national plans and strategies and by facilitating training and knowledge management. It will support the development of a national monitoring and evaluation system and the implementation of evidence-based advocacy, all the while ensuring that a gender focus is mainstreamed into each initiative.

- 85.87.** WFP will continue its support to the Permanent Secretary of the National Council for Social Protection (Secrétariat permanent du conseil national pour la protection sociale) by contributing to a common beneficiary database managed by the Government. Support will be in the form of technical assistance and input to the targeting methodology through WFP's SCOPE system, data collection, information tracking and management of the single registry.
- 86.88.** Early warning systems will be strengthened through qualitative training, monitoring and the provision of tools to government entities to enable effective disaster risk management interventions.
- 87.89.** WFP will work with the Ministry of Agriculture and Water Development and the national insurance and reinsurance agency (Société Nationale d'Assurances et de Réassurances, or SONAR) to develop a national weather insurance scheme. WFP will increase its engagement with CONASUR on emergency preparedness and response and climate-smart interventions; with CNSA to support coordination, policies and implementation; with the agency for the promotion of the rural economy (Direction générale de la promotion de l'économie rurale) and the agricultural markets development agency (Direction du développement des marchés des produits agricoles) to encourage national ownership, scaling-up of a national P4P initiative and development of innovative weather insurance schemes; with SONAGESS on strategic food reserves and supply chain management; with the Ministry of Women, National Solidarity and Family to support national gender-transformative interventions; with the Ministry of Health to operationalize the multi-sectoral nutrition strategy for 2017–2020 and implement the innovative SOLVE initiative;³⁹ and with the Ministry of Education to formalize the national policy on school meals and nutrition with an HGSF component.
- 88.90.** WFP will provide technical and financial support to the Government and will encourage national P4P ownership. Food and non-food supply chain capacity-strengthening activities will focus on procurement preparedness, streamlined contracting, logistics and implementation. Special attention will be paid to food quality and safety issues, such as for fresh food produced for school feeding (e.g., the yogurt initiative) and local fortified flours.

Strategic outcome 6: Humanitarian and development partners benefit from common services that enable them to reach and operate in targeted areas all year

- 89.91.** WFP will continue to extend supply chain and information and communications technology support to humanitarian and development partners to facilitate timely access to targeted areas when crises occur.

Focus area

- 90.92.** This strategic outcome focuses on crisis response.

Expected output

- 91.93.** This outcome will be achieved through one output:
- Crisis-affected communities (tier 2) benefit from common services provided to humanitarian and development partners, receiving timely and effective assistance.

³⁹ The Supply Optimization through Logistics, Visibility and Evolution (SOLVE) initiative aims to strengthen health supply chain capacities (SDG 17) to identify capacity-strengthening gaps and opportunities.

Key activity

Activity 7: Provide information and communications technology, logistics and other support to partners as needed.

92.94. In a context of humanitarian crisis, timely and cost-effective access to common services is critical to operations. Direct beneficiaries will be government institutions and humanitarian and development partners, particularly those travelling and operating in areas affected by volatility and insecurity and in remote regions. Common services will be provided on a full cost recovery basis. Potential services include information and communications technology, procurement, road transportation, storage and warehouse management. WFP will support CONASUR and increase its collaboration with other government institutions, United Nations agencies and other partners.

3.3 Transition and exit strategies

93.95. WFP will use this CSP to lay the foundation for consecutive CSPs, consisting of good-practices based on multi-sectoral activities in specific geographical areas designed to reduce vulnerabilities and long-term needs; an evidence base on the role of gender in food security and nutrition to ensure that interventions are increasingly tailored to meet the specific needs of women, men, girls and boys; and collective outcomes that are embraced by the Government and the humanitarian-development community and that the Government can increasingly manage when leading crisis and development responses aimed at achieving zero hunger.

94.96. Transition and hand-over plans will be developed on an activity basis and will be implemented with the Government, communities and other partners, especially the Rome-based agencies. WFP will facilitate capacity strengthening at the national, local and community levels based on lessons learned from past interventions and existing needs. Given limited national capacities, funding constraints and increasing security issues, the transition and hand-over of WFP's activities will be gradual over the CSP period. WFP will continue to demonstrate the impact and relevance of innovative interventions through pilot projects.

95.97. As part of its crisis response and subject to existing security challenges and national policies, WFP will support the integration of refugees into local communities upon their return.

96.98. Increased capacity strengthening, policy dialogue and resilience interventions through greater geographic convergence will prepare the Government and local communities to implement food and nutrition security programmes by 2030. The transition and hand-over of WFP's activities will be gradual, beginning with activities such as school meals and the P4P initiative.

4. Implementation arrangements

4.1 Beneficiary analysis

97.99. The CSP will reach some 1,718,000 direct beneficiaries, with 5 percent of the beneficiaries receiving assistance under more than one strategic outcome.

98.100. WFP will ensure the complementarity of its activities with other humanitarian and development interventions using a community-based participatory planning approach. Particular attention will be paid to the social cohesion of beneficiaries and their communities.

99.101. Wherever possible, the resilience package will be extended to all relevant beneficiaries in the Sahel, Est, Centre-Nord and Nord administrative regions in the sites identified through community-based participatory planning and, when applicable, beneficiaries will be

gradually enrolled in national social safety net systems. This will contribute to strengthening the humanitarian-development-peace nexus.

- ~~100.~~**102.** Activity 1 under strategic outcome 1 will target refugees, IDPs and host communities affected by crises. Targeting will be conducted with the Government and partners.
- ~~101.~~**103.** Activity 2 under strategic outcome 2 will target the two priority provinces of Soum and Séno in the Sahel administrative region, which have low primary education indicators and high food insecurity. Children will receive school meals, including locally-produced yogurt, and girls attending the last two years of primary school will receive take-home food rations.
- ~~102.~~**104.** Under activity 3, strategic outcome 2, CBTs will be provided to households registered in the single registry and affected by food and nutrition insecurity in the Centre and Hauts-Bassins administrative regions; adolescent girls from these households will also receive professional training and SBCC.
- ~~103.~~**105.** Activity 4 under strategic outcome 3 will provide moderate acute malnutrition treatment for children aged 6–59 months, PLWG and caretakers of children suffering from severe acute malnutrition admitted to health centres on an in-patient basis, as well as malnourished ART clients living in Ouagadougou, Bobo-Dioulasso and Ouahigouya. Activity 4 will also provide moderate acute malnutrition prevention for children aged 6–23 months, nursing mothers and persons benefiting from SBCC through mother support groups on infant and young child feeding practices. Prevention activities will be implemented in the Sahel, Nord, Centre-Nord, Est, Centre and Hauts-Bassins administrative regions.
- ~~104.~~**106.** Activity 4 will directly support and complement the national nutrition programme under the leadership of the Ministry of Health.
- ~~105.~~**107.** Activity 5 under strategic outcome 4 will provide conditional assistance to vulnerable households, including smallholder farmers and local producers of yogurt and fortified blended flour and possibly ART clients who have graduated from WFP nutritional support. The focus will be on the Sahel, Nord, Est and Centre-Nord administrative regions. Smallholder farmers will also be assisted through the P4P initiative in all regions of the country but mainly in the Sahel, Nord, Est and Centre-Nord administrative regions, where CSP activities will be concentrated. The farmers will be identified through food and nutrition security and climate change vulnerability analyses.
- ~~106.~~**108.** Strategic outcome 5 will target national and local institutions and communities benefiting from WFP activities, while strategic outcome 6 will address the needs of humanitarian and development partners requesting support services from WFP.
- ~~107.~~**109.** Beneficiaries of all the strategic outcomes will be identified through participatory gender and protection analyses. In addition,⁴⁰ staff, partners and contractors will be trained in gender and protection issues. WFP will ensure the equitable participation of women and men in decision-making, and their specific needs will be addressed.

⁴⁰ WFP. 2016. *WFP Guide to personal data protection and privacy*.

Strategic outcome	Activity	Girls	Boys	Women	Men	Total
1	1. Integrated assistance package for crisis-affected people	107 075	115 264	86 481	61 180	370 000
2	2. School meals for vulnerable children	189 839	193 376	0	0	383 215
	3. CBTs for beneficiaries targeted by government social safety nets	23 854	26 994	19 347	19 805	90 000
3	4. Nutritious food and integrated programmes to manage acute malnutrition and prevent stunting	351 824	293 076	121 872	3 068	769 840
4	5. Livelihood and asset creation, value chain development, weather insurance schemes and innovative production technologies and practices	27 831	31 494	22 568	23 107	105 000
Total*		665 402	627 194	237 755	101 802	1 632 153

* Excluding overlap

4.2 Transfers

Food and cash-based transfers

108.110. Rations will meet food and nutrition needs and will be in line with the preferences of the various age and gender groups. Refugees and IDPs will receive a 12-month general ration, while host communities and populations affected by shocks will receive a 4-month general ration. Social safety net beneficiaries will receive monthly cash-based transfers over three years. The CBT value will be aligned with the value of the government ration. If the ration is not consistent with WFP modalities, an agreement will be sought with the Government. Mobile money will be used as the primary cash transfer mechanism for CBT beneficiaries. The immediate cash modality⁴¹ will be used in areas without mobile connectivity. All activities will be evaluated through cost-efficiency and effectiveness assessments.

109.111. School meals will be distributed to students twice a day each school day. In 2017, school meals procured locally met 47 percent of the planned food requirements; this will be increased to 60 percent during the CSP period. Specialized nutritious food will be distributed to treat moderate acute malnutrition while food or vouchers will be distributed to prevent moderate acute malnutrition. Malnourished ART clients will receive individual combined monthly food and cash transfers for six months.

⁴¹ Under the immediate cash modality, cash is immediately made available to beneficiaries via direct delivery (e.g., on a work site) or via collection from a bank or other agent. In either case, the beneficiary is not required to open an account.

TABLE 2: FOOD RATIIONS (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

	Strategic outcome 1			Strategic outcome 2			Strategic outcome 3				Strategic outcome 4			Strategic outcome 5	Strategic outcome 6	
	Activity 1			Activity 2	Activity 3		Activity 4				Activity 5			Activity 6	Activity 7	
Beneficiary type	Refugees, IDPs and populations affected by shocks			Primary school students	Beneficiaries of social programmes in peri-urban areas, including adolescent girls		Children under 2	Children under 5	PLWG	ART clients		Asset creation	Smallholder farmers	Weather insurance beneficiaries	Government entities	Humanitarian/development partners that benefit from common services provided by WFP
Modality	Food + cash (refugees)	Food + cash (IDPs)	Food + cash (pop. affected by shocks)	Food	Cash	Capacity strengthening	Food or voucher	Food	Food	Food	Cash	Cash	Capacity strengthening	Cash	Capacity strengthening	Services
Cereals	7 560	2 880	5 400	11 969												
Pulses	1 890	720	1 350	2 483												
Oil	945	360	675	1 242					20	20						
Salt	189	72		186												
Supercereal	945	-360		3 093					250	250						
Supercereal plus							200									
PlumpySup								100								
Micronutrient powder				31												
Yogurt				2 633												
Dates	140									67						
Cash-based transfer	10 080 000	3 840 000	3 600 000		10 368 000		921 096					17 325 000		412 500		
Total kcal/day	1 214	1 204	1 109	1 325			1 290	544	1 131	1 295						
% kcal from protein	9.2	9.3	8.7	11			16.6	10.2	13.8	12.4						

TABLE 2: FOOD RATIONS (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

	Strategic outcome 1			Strategic outcome 2			Strategic outcome 3				Strategic outcome 4			Strategic outcome 5	Strategic outcome 6	
	Activity 1			Activity 2	Activity 3		Activity 4				Activity 5			Activity 6	Activity 7	
Beneficiary type	Refugees, IDPs and populations affected by shocks			Primary school students	Beneficiaries of social programmes in peri-urban areas, including adolescent girls		Children under 2	Children under 5	PLWG	ART clients		Asset creation	Smallholder farmers	Weather insurance beneficiaries	Government entities	Humanitarian/development partners that benefit from common services provided by WFP
Modality	Food + cash (refugees)	Food + cash (IDPs)	Food + cash (pop. affected by shocks)	Food	Cash	Capacity strengthening	Food or voucher	Food	Food	Cash	Cash	Capacity strengthening	Cash	Capacity strengthening	Services	
Cash-based transfer (USD/person/day)	0.27	0.27	0.13		0.36		0.40			0.27	0.34		0.34			
Number of feeding days per year	360	360	120	162	360		120	90	90	120		123	6			

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Rice	27 867	-14 888 692
UHT milk	2 633	-6 694 901
Dried fruits	-266	-392 458
Supercereal	8 561	-3 919 500
Ready-to-use supplementary food	5 124	-14 136 199
Iodized salt	-448	-86 883
Micronutrient powder	-31	-650 986
Vegetable oil	3 520	-2 277 701
Pulses	6 452	-5 261 125
Total (food)	54 902	48 308 447
Cash-based transfers and vouchers (USD)	-	47 386 611
Total (food, cash-based transfer and voucher value – USD)		95 695 058

Capacity strengthening, including South–South cooperation

110.112. All activities will include capacity strengthening and technical assistance and incorporate gender equality and disability considerations. Through South-South cooperation, WFP will increasingly tap into existing innovative solutions, especially from developing countries.

111.113. WFP will pursue its collaboration with the Centre of Excellence against Hunger in Brazil on HGSF initiatives and with the WFP Centre of Excellence in China on smallholder farmer capacity-building, access to markets and value chain development. The WFP Global Post Harvest Knowledge and Operations Centre in Uganda will collaborate on post-harvest handling and storage and the African Union will work with WFP on innovative risk management solutions like African Risk Capacity replica coverage.

112.114. In close collaboration with the Government, United Nations agencies and other key stakeholders, WFP will explore other opportunities for South-South cooperation, especially intra-regionally and with Brazil, the Russian Federation, India, China and South Africa.

4.3 Supply chain

113.115. WFP will work intensively on supply chain issues throughout the CSP period, focusing on delivering food and nutrition assistance through in-kind and CBT transfer modalities. WFP will optimize supply chain resources (storage, transportation and equipment), planning, efficiency, end-to-end tracking and visibility. Food will be procured locally whenever possible, linking to HGSF programmes and nutritious food activities. Locally unavailable commodities will be imported from the Global Commodity Management Facility or purchased internationally. Procurement of food, goods and services will be handled by the country office supply chain unit, which will provide training and material assistance to partners to facilitate the timely and efficient implementation of WFP's activities.

~~114.116.~~ WFP will enhance national supply chain capacities of local producers (activity 4), increasing engagement with P4P activities (activity 5), and providing national institutions with capacity-strengthening packages, including with regard to emergency preparedness and response (activity 6).

4.4 Country office capacity and profile

~~115.117.~~ WFP has the capacity and expertise to achieve all the strategic outcomes and will continue to optimize staff talents, ensuring that staff are ready to implement the CSP and that the size and skills of teams are in line with the requirements and financial opportunities. The country office will comply with the national gender policy, hire and retain qualified female staff and develop and implement effective health and safety management systems, including wellness committees, in line with WFP policies.

4.5 Partnerships

~~116.118.~~ To achieve SDG 2 in Burkina Faso, WFP will enhance complementarity with all partners operating along the humanitarian-development-peace spectrum. It will reinforce and develop existing partnerships at the strategic, financial and operational levels in order to achieve greater impact, cost-effectiveness and sustainability of operations.

~~117.119.~~ *Government engagement.* WFP will leverage existing and new partnerships with the Government, its primary partner. Memorandums of understanding and work plans will be established with ministries to define responsibilities. Existing arrangements for and collaboration on implementation and monitoring of activities will be strengthened. Funding opportunities will be sought with the Government for the HGSP programme and for the emergency fund programme for the Sahel region (Programme d'urgence pour le Sahel).⁴²

~~118.120.~~ *Financial institutions.* WFP will work with financial institutions to link and facilitate smallholder farmer access to credit and structured markets. Through P4P, WFP plans to assist farmer organizations and financial institutions in developing a warehouse receipt system. WFP will partner with mobile financial service providers on cash transfers to beneficiaries.

~~119.121.~~ *United Nations agencies.* WFP will enhance its collaboration with the other United Nations agencies on crisis response and refugees (UNHCR, UNICEF, United Nations Population Fund, Office for the Coordination of Humanitarian Affairs and FAO); resilience (United Nations Development Programme) and post-harvest losses and market support (Rome-based agencies, UNICEF and NGOs); education (UNICEF and FAO); nutrition (under the Renewed Efforts Against Child Hunger and Undernutrition initiative); gender equality (United Nations Entity for Gender Equality and the Empowerment of Women and United Nations Population Fund); and HIV issues (the Joint United Nations Programme on HIV/AIDS and PLHIV networks). **The United Nations agencies have selected three regions in the country in which to implement joint activities: the Sahel, the North and the East. Joint activities are already being implemented in the Sahel region. WFP will continue to position its crisis response and resilience building interventions as part of broader country and regional response plans in synergy with United Nations partners in order to foster greater inter-agency geographic convergence and impact.**

⁴² See Table ronde des bailleurs de fonds pour le financement du Programme d'urgence pour le Sahel et du Programme d'appui au développement des économies locales. <http://www.gouvernement.gov.bf/spip.php?article2087>; http://www.sante.gov.bf/index.php?option=com_content&view=article&id=485:conference-internationale&catid=87:accueil&Itemid=1075.

Funding opportunities will be sought through the United Nations Peacebuilding Fund, UNISS and the UNDAF.

~~120.~~**122.** *Regional/subregional organizations.* WFP will assume a leadership position in line with the Rome-based agencies' Sahel resilience strategy framework⁴³ by anchoring its operations within the context of the broader Sahel response, including efforts by the Group of Five for the Sahel and under the Emergency Plan for the Sahel Region and UNISS and WFP's regional approach to the Sahel. Partnerships will be sought with the African Union and the Economic Community of West African States on the development of the African Risk Capacity replica and with the Organization for the Harmonization of African Business Law on the harmonization of practices.

~~121.~~**123.** *Research institutes.* WFP will mobilize additional expertise, technology and innovations from universities and research institutes through memorandums of understanding with the Polytechnic University of Bobo-Dioulasso and the University of Ouagadougou, the Albert Schweitzer ecological centre (Centre Ecologique Albert Schweitzer du Burkina Faso) and the applied research and analysis group for development (Groupe de Recherche et d'Analyse Appliquées pour le Développement). Selected graduate students from partner universities will be assigned to WFP resilience sites for a six- to eight-month period.

~~122.~~**124.** *NGOs.* The country office will continue to work with its cooperating partners (Oxfam, Red Cross, Africare, SOS Sahel and others) to support the timely implementation of WFP activities. Opportunities will be explored with Resilience in the Sahel Enhanced and World Vision to strengthen resilience and with Canadian and local NGOs to advance gender-transformative approaches. **The coordination of interventions with all partners involved in food security and nutrition will continue during and after crises to avoid the duplication of assistance.**

~~123.~~**125.** *Private sector.* The country office will connect farmers' organizations to various private sector actors through business plans focusing on collaboration in technical areas and financing. This will contribute to creating opportunities for both parties and will serve to strengthen capacities of farmers' organizations.

~~124.~~**126.** The country office will reinforce its advocacy and communication strategies to showcase the impact of WFP's interventions and raise the awareness of targeted audiences. To enhance its outreach, WFP will collaborate with "champions" who have good reputations, credibility and influence. Detailed partnership and communication strategies will be developed in the Partnership Action Plan.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

~~125.~~**127.** WFP will develop a gender-responsive monitoring, review and evaluation plan to measure programme and management performance indicators and ensure accountability to partners and beneficiaries. Planned monitoring activities include a comprehensive food security and vulnerability analysis conducted in collaboration with the Government, a joint assessment mission in and around refugee camps in partnership with UNHCR and financial support for the nutrition directorate for the implementation of a national nutrition survey⁴⁴ and semi-quantitative evaluation of access and coverage surveys. WFP will maintain sufficient monitoring and evaluation capacity (human resources

⁴³ See <http://newgo.wfp.org/documents/rba-conceptual-framework-for-resilience>.

⁴⁴ National nutrition surveys are conducted using the standardized monitoring and assessment of relief and transitions (SMART) methodology.

and equipment) and encourage joint monitoring and evaluation activities with partners. Students assigned to communities will conduct regular monitoring. **Food security assessments will take into account WFP corporate indicators: food consumption score, food expenditure share, minimum dietary diversity and livelihood-based coping strategy index. These indicators will be complemented by the results of food security analyses, emergency food security assessments, comprehensive food security and vulnerability analyses and studies on nutrition, food markets and gender dynamics.** Baseline indicators will be established for outputs and outcomes based on 2018 indicator levels and community-based participatory planning information for school meals, nutrition and social safety-net interventions. Baselines for general food distribution will be defined yearly due to changes in implementation areas.

~~126.~~**128.** Considering the evolving security context, WFP will develop a protection action plan in line with WFP's corporate policy, ensuring compliance with the "do no harm" principle. A safe and accessible complaint and feedback mechanism operational in local languages will be strengthened to ensure accountability. WFP guidance on personal data protection will be applied to improve beneficiary data management.

~~127.~~**129.** The CSP will undergo an independent country portfolio evaluation managed by WFP's Office of Evaluation in 2022, which will meet WFP's accountability needs for its overall country portfolio performance and results and will inform future strategic programming. The independent evaluation will be complemented by a decentralized evaluation of selected activities in 2022 aligned with evidence and learning needs. Resources have been budgeted for the decentralized evaluation, which will focus on the CBT modality. The 2018 planning and budget also provides for a gender-focused thematic decentralized evaluation that will be undertaken in late 2018 or early 2019.

~~128.~~**130.** Alongside monitoring and evaluation, reviews form part of WFP's performance management system, helping to ensure that operational planning, design and implementation are robust and that programmatic decisions are evidence-based. Three reviews are planned by the country office: an early action review, a CSP mid-term review and a thematic review (transfer modality).

~~129.~~**131.** More detail on monitoring, review and evaluation activities can be found in the monitoring, review and evaluation plan.⁴⁵

5.2 Risk management

Contextual risks

~~130.~~**132.** Climate shocks, exacerbated by natural resource degradation, increase food and nutrition vulnerabilities, especially in the northern regions. To mitigate these risks, the CSP focuses on long-term resilience-building, including through soil and water conservation. Insecurity, mainly in the Sahel administrative region and in Mali, is expected to continue, and the issues associated with refugees and IDP movements in this region will probably be exacerbated. The associated risks will be mitigated by aligning the CSP with WFP's 2013 peacebuilding policy. Finally, inadequate integration of gender equality may hamper the achievement of the strategic outcomes, and WFP will therefore mainstream gender at the national, local and community levels throughout the CSP period.

⁴⁵ A tool for planning monitoring, review and evaluation activities, the plan summarizes priority monitoring and reporting tasks at the country office level, spelling out data sources, collection methods and the frequency of and responsibility for data collection for each result indicator. The plan is available at <https://box.wfp.org/public.php?service=files&t=18712ae437617fd6d212882ab8030132>.

Programmatic risks

131.133. Strong collaboration and exchange with the Government will strengthen national leadership capacity and optimize the integration of WFP's operations. Lack of donor contributions is a major programmatic risk. This will be mitigated by seeking commitments from current donors; broadening the country office donor database, identifying new funding mechanisms with non-traditional donors and developing joint fundraising with partners. A change in the priorities of donors' institutional operations could affect the financing of the CSP. WFP has prioritized its interventions and beneficiaries under the CSP to mitigate resource shortfalls as needed.

Institutional risks

132.134. Particular vigilance with regard to security is required, especially in the Sahel region, to ensure the safety of WFP staff, partners and beneficiaries. Limited government budgets and capacities can pose a challenge to operational hand-over. WFP will explore alternative financing solutions with the Government.

6. Resources for results**6.1 Country portfolio budget**

Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	10 090 252	9 393 636	9 245 720	12 420 535	8 056 515	49 206 659
2	9 360 453	8 834 591	9 047 093	8 892 072	9 024 636	45 158 845
3	7 251 245	6 611 513	6 440 823	6 051 371	5 855 440	32 210 393
4	8 731 630 60 2 295	8 620 841 450 147	8 802 347 436 215	754 691 8 542 442	413 250 8 846 737	2 656 599 43 543 997
5	602 295 8 731 630	450 147 8 620 841	436 215 8 802 347	8 542 442 754 691	8 846 737 413 250	43 543 997 2 656 599
Total	36 035 876	33 910 728	33 972 198	36 661 112	32 196 579	172 776 493

133.135. The CSP has a total budget of USD 174.2 million. WFP will allocate funds to gender equality activities to facilitate achievement of the strategic outcomes. A specific annual gender action plan, including selected innovative activities by women's associations, will be developed and implemented. The geographical coverage and implementation of interventions will be in line with partners' activities and realistic funding projections.

6.2 Resourcing outlook

~~134.~~**136.** Over the last five years, WFP has received an average of USD 16.3 million per year for activities in Burkina Faso. The 2017–2018 food deficit crisis in some areas of the country and the insecurity in the Sahel have resulted in more visibility for Burkina Faso, however, and could increase donor interest. Based on past trends, donor interest in WFP activities and a recent increase in WFP's resource mobilization activities, WFP expects to mobilize USD 108 million in contributions from public and private donors, amounting to 62 percent of the total budget for the CSP.

~~135.~~**137.** The CSP is expected to be funded mostly by traditional donors and the private sector. Building on WFP's expertise and its lead position in the food security, logistics and other clusters, fundraising strategies will include:

- strengthening current partnerships through various platforms (digital, in-person, etc.);
- engaging with traditional and new donors to identify opportunities;
- reviewing donor strategies and priorities to determine medium- and long-term opportunities (World Bank, African Development Bank, Green Climate Fund, etc.);
- exploring possibilities for multi-year partnerships with donors;
- identifying private sector donors to broaden the donor database;
- ensuring donor visibility requirements are met; and
- creating opportunities to take donors into the field.

~~136.~~**138.** Bilateral consultations with some donors have been organized at the country level to identify their priorities and specific areas of interest. Project proposals have been submitted or are in the process of being prepared.

~~137.~~**139.** *Prioritization:* CSP activities will be undertaken as resources permit. In case of funding shortfalls, WFP will prioritize:

- **the use of any flexible funding for crisis response to save lives and protect livelihoods;**
- geographical areas, to reduce the number of locations where it undertakes activities; and
- beneficiaries, to reduce the number of people assisted; fortified blended food will first be provided to children that are the most at risk of malnutrition and then to PLWG.

6.3 Resource mobilization strategy

~~138.~~**140.** WFP has conducted comprehensive mapping of its past and current donors, funding mechanisms and opportunities for diversifying funding sources and mobilizing sustainable and long-term funding (e.g., climate financing). To tap into more funding opportunities, the country office will expand its donor database, which will be captured in Salesforce, WFP's global platform for partnership management.

~~139.~~**141.** Engagement with donors (past, current and prospective) will be pursued and enhanced through reports, multi-media materials, meetings and field visits. Sharing information and evidence of progress on a regular basis with donors is expected to lead to greater funding opportunities. With the support of the Regional Bureau and headquarters, the country office will seek more predictable and flexible multi-year contributions from traditional and non-traditional donors to ensure that its interventions have a more sustainable impact. WFP will also seek in-kind funding opportunities such as technical assistance, equipment and transport.

~~140.~~**142.** Joint fundraising with other organizations with the same objectives as WFP and complementary funding with other United Nations agencies through the UNDAF and global funds will be pursued. For its social safety-net programme, WFP will explore funding opportunities with the African Development Bank and the World Bank and financial and in-kind support from the Government. WFP will develop joint resource mobilization efforts with the Government to increase funding. Fundraising support will be requested from the Regional Bureau and headquarters and communications will be emphasized to draw attention to the positive impacts of WFP's operations.

~~141.~~**143.** In line with the United Nations "delivering as one" approach, intervention areas will be prioritized. Life-saving activities will be given priority over development activities, with moderate acute malnutrition therefore given priority over FFA and assistance first directed towards children. In terms of food and nutrition assistance for refugees, priority will be given to the most vulnerable households, with in-kind distribution as the preferred transfer modality.

REVISION MODEL

ANNEX I

LOGICAL FRAMEWORK FOR BURKINA FASO 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 populations in targeted areas, including refugees, internally displaced people and host communities, are able to meet their 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;
Supplementary activities of Water, Sanitation and Hygiene for All (WASH) and Nutrition provided by UNHCR and other agencies
No security crisis and further deterioration of the security situation in Northern Mali

Outcome indicators

Consumption-based coping strategy index (average)

Food consumption score

Food consumption score – nutrition

Food expenditure share

Minimum dietary diversity – women

Activities and outputs

- 1. Provide an integrated assistance package including food assistance (conditional and/or unconditional), school meals, and specialized nutritious food, to refugees, IDPs, host populations, children and PLWG affected by climate shocks, conflicts and other disruptions. [Activity category 1: Food, CBT and CS] (URT: Unconditional resource transfers to support access to food)**

Crisis-affected beneficiaries (tier 1) receive social and behaviour change communication (SBCC) (output category E) to improve nutrition-related practices (Strategic Result 2) (E: Advocacy and education provided)

Crisis-affected children and PLWG (tier 1) receive adequate and timely specialized nutritious food (output category B) to prevent and treat moderate acute malnutrition (Strategic Result 2) (B: Nutritious foods provided)

Crisis-affected IDPs and host communities (tier 1) receive food, nutritional products, CBTs, and non-food items in a timely manner, in sufficient quantity and of sufficient quality to meet their basic food needs. (C: Capacity development and technical support provided)

Crisis-affected IDPs and host communities (tier 1) receive food, nutritional products, CBTs, and non-food items in a timely manner, in sufficient quantity and of sufficient quality to meet their basic food needs. (D: Assets created)

Crisis-affected IDPs and host communities (tier 1) receive food, nutritional products, CBTs, and non-food items in a timely manner, in sufficient quantity and of sufficient quality to meet their basic food needs. (Output category A1) (A: Resources transferred)

Crisis-affected refugees (tier 1) receive food, nutritional products, school meals, cash-based transfers (CBTs) and non-food items in a timely manner, in sufficient quantity and of sufficient quality to meet their basic food needs. (Output category A1) (A: Resources transferred)

Targeted beneficiaries (tier 1) receive timely and adequate conditional food assistance for assets (FFA) or training to meet their food requirements while improving their livelihoods. (output category A2) (A: Resources transferred)

Targeted populations (tier 2) affected by climate shocks and other disruptions benefit from enhanced capacity of cooperating partners to ensure safe and adequate access to food. (Output category C) (C: Capacity development and technical support provided)

Strategic outcome 2: Food-insecure populations in targeted areas, 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 support and funding
Partners have sufficient capacity and resources to implement activities as intended.
Governmental coordination mechanisms for food assistance, nutrition and education effective.

Outcome indicators

Consumption-based coping strategy index (percentage of households with reduced CSI)
Enrolment rate
Food consumption score
Food consumption score – nutrition
Food expenditure share
Gender ratio
Livelihood-based coping strategy index (percentage of households using coping strategies)
Retention rate

Activities and outputs

3.– Provide assistance through CBTs to beneficiaries targeted by government social safety nets, including capacity strengthening for adolescent girls. [Activity category 1: Food, CBTs & CS] (URT: Unconditional resource transfers to support access to food)

Adolescent girls from vulnerable households, benefiting from social safety net programmes, including those living in peri-urban areas, receive professional training and SBCC messaging targeting girls and boys. (tier 2) to enhance self-reliance (Output category C) (C: Capacity development and technical support provided)

Targeted beneficiaries of the single registry, including those living in peri-urban areas and persons with disabilities (tier 1), receive timely and adequate CBTs that meet their food and nutrition needs. (Output category A1) (A: Resources transferred)

2. Provide school meals to vulnerable children during the primary school years, including take-home rations for girls. [Activity category 4: Food, CBTs & CS] (SMP: school meal activities)

Children attending school (tier 1) receive timely and adequate nutritious meals that meet their food and nutrition needs and support school attendance. (E: Advocacy and education provided)

Children attending school (tier 1) receive timely and adequate nutritious meals that meet their food and nutrition needs and support school attendance. (Output category A1) (A: Resources transferred)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 3: Nutritionally vulnerable populations in targeted areas, including children aged 6-59 months, pregnant and lactating women and girls and anti-retroviral therapy clients, have improved nutritional status all year

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

Focus area: resilience-building

nutrition-sensitive

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 coordination mechanisms for nutrition work effectively.
Funding is available in time to ensure the timely arrival of nutritional needs

Outcome indicators

Moderate acute malnutrition (MAM) treatment default rate
MAM treatment mortality rate
MAM treatment non-response rate
MAM treatment recovery rate
Minimum dietary diversity – women
Proportion of children 6–23 months of age who receive a minimum acceptable diet
Proportion of eligible population that participates in programme (coverage)
Proportion of target population that participates in an adequate number of distributions (adherence)

Activities and outputs

4. Support beneficiaries through the provision of specialized nutritious food and integrated programmes (including SBCC) to manage acute malnutrition and prevent stunting. [Activity category 6/Modalities: Food, CBT & CS] (NTA: Nutrition treatment activities)

Targeted beneficiaries (tier 1) receive SBCC that improve nutrition-related practices and prevent malnutrition. (Output category E) (E: Advocacy and education provided)

Targeted children aged 6–23 months and PLWG (tier 1) receive adequate and timely specialized nutritious food that prevents moderate acute malnutrition. (Output category B) (B: Nutritious foods provided)

Targeted children aged 6–59 months and PLWG (tier 1) receive adequate and timely specialized nutritious food that treats moderate acute malnutrition. (Output category B) (B: Nutritious foods provided)

Targeted malnourished ART clients (tier 1) receive specialized nutritious food in sufficient quantity and quality to treat moderate acute malnutrition and increases adherence to treatment. (Output category B) (B: Nutritious foods provided)

Strategic Objective 3: Achieve food security

Strategic Result 4: Food systems are sustainable

Strategic outcome 4: Smallholder farmers and communities in targeted areas, including those affected by recurrent climate shocks, have more resilient livelihoods and sustainable food systems by 2023

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

nutrition-sensitive

Focus area: resilience-building

Assumptions

Donors and Government provide support and funding
Partners have sufficient capacity and resources to implement activities as intended
Governmental coordination mechanisms for food assistance, nutrition and education function effectively

Outcome indicators

Consumption-based coping strategy index (percentage of households with reduced CSI)
Food consumption score
Food expenditure share
Livelihood-based coping strategy index (percentage of households using coping strategies)
Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems
Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base
Proportion of the population in targeted communities reporting environmental benefits

Rate of post-harvest losses

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

Activities and outputs

5. Support targeted groups through livelihood and asset creation, gender-responsive and nutrition-sensitive value chain development, weather insurance schemes and innovative production technologies and practices. [Activity category 2: CBT & CS] (ACL: Asset creation and livelihood support activities)

Targeted populations (tier 2) benefit from assets built or repaired and other livelihood support interventions that improve their resilience to natural shocks and adaptation to climate change. (output category D) (D: Assets created)

Targeted smallholder farmers (tier 2) have improved access to innovative production technologies, best practices, structured markets and pro-smallholder services that enhance their role in the value chain, including in relation to home-grown school feeding. (Output category C) (C: Capacity development and technical support provided)

Targeted smallholders farmers (tier 2) have improved access to innovative production technologies, best practices, structured markets and pro-smallholder services that enhance their role in the value chain, including in relation to home-grown school feeding. (Output category C) (G: Linkages to financial resources and insurance services facilitated)

Targeted vulnerable populations (tier 1) receive timely food assistance for asset creation to meet their immediate food and nutrition needs. (Output category A2) (A: Resources transferred)

Value chain actors, especially in the private sector (tier 2), benefit from an enhanced enabling environment that strengthens the local economy. (I: Policy engagement strategies developed/implemented)

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 gender-responsive and shock-responsive systems and food security, nutrition and social protection programmes and policies by 2023.

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

Focus area: root causes

Assumptions

Government remains committed to addressing food insecurity and malnutrition
The political, socio-economic situation remains stable, no major political trouble

Outcome indicator

Zero hunger capacity scorecard

Activities and outputs

- 6. Provide capacity-strengthening support to national institutions and partners for such things as emergency response, early warning systems, the supply chain (including food fortification), national P4P, weather insurance and nutrition-sensitive social safety net data collection and management. [Activity category 9: CS] (CSI: Institutional capacity strengthening activities)**

Food-insecure and nutritionally vulnerable populations (tier 2) benefit from strengthened government- and partner-led gender-responsive, adaptive social protection and climate and disaster risk reduction systems and supply chain mechanisms that meet their food and nutrition needs. (Output Category C) (C: Capacity development and technical support provided)

Food-insecure populations (tier 2) benefit from enhanced hunger-related policy development and implementation and private sector engagement, including food fortification, that improve their nutritional status and incomes. (Output Category I) (I: Policy engagement strategies developed/implemented)

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 benefit from common services that enable them to reach and operate in targeted areas all year Outcome category: Enhanced common coordination platforms

Focus area: crisis response

Assumptions

Government remains committed to addressing food insecurity and malnutrition
The political, socio-economic situation remains stable, no major political trouble

Outcome indicator

User satisfaction rate

Activities and outputs

- 7. Provide information and communications technology, logistics and other support to partners if needed.
[Activity category 10: CS] (CPA: Service provision and platforms activities)**

Crisis-affected communities (tier 2) benefit from common services provided to humanitarian and development partners, receiving timely and effective assistance. (Output Category H) (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/ SDG Target 2.1	Strategic Result 1/ SDG Target 2.1	Strategic Result 2/ SDG Target 2.2	Strategic Result 4/ SDG Target 2.4	Strategic Result 5/ SDG Target 17.9	Strategic Result 8/ SDG Target 17.16	Total
	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	Root causes	Crisis response	
Transfer	38 456 982	35 518 077	23 411 231	33 290 118	2 157 749	0	132 834 157
Implementation	4 558 606	3 958 188	4 743 271	4 776 941	163 927	0	18 200 934
Adjusted direct support costs	3 187 848	2 926 406	2 089 999	2 819 323	172 782	0	11 196 358
Subtotal	46 203 436	42 402 672	30 244 500	40 886 382	2 494 459	0	162 231 448
Indirect support costs (6.5%)	3 003 223	2 756 174	1 965 893	2 657 615	162 140	0	10 545 044
Total	49 206 659	45 158 845	32 210 393	43 543 997	2 656 599	0	172 776 493

Acronyms used in the document

ART	anti-retroviral therapy
CBT	cash-based transfer
CBT	cash-based transfer
CNSA	National Council on Food Security (<i>Conseil national de sécurité alimentaire</i> (National Council on Food Security))
CONAREF	National Refugee Council (<i>Commission nationale pour les réfugiés</i> (National Refugee Council))
CONASUR	<i>Conseil national de secours d'urgence et de réhabilitation</i> (National Council for Emergency Assistance and Rehabilitation) (Conseil national de secours d'urgence et de réhabilitation)
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
HGSF	home-grown school feeding
IDP	internally displaced person
IPC	Integrated Food Security Phase Classification
NGO	non-governmental organization
P4P	Purchase for Progress
PLWG	pregnant and lactating women and girls
PNDES	National Plan for Economic and Social Development (<i>Plan national de développement économique et social</i> (National Plan for Economic and Social Development))
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SONAGESS	<i>Société Nationale de Gestion du Stock de Sécurité Alimentaire</i> (National Strategic Food Reserve Agency) (Société Nationale de gestion du stock de sécurité alimentaire)
UNDAF	United Nations development assistance framework
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNISS	United Nations Integrated Strategy for the Sahel