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Programme  
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de Alimentos

**Executive Board  
Second Regular Session**

**Rome, 8–11 November 2010**

# PROJECTS FOR EXECUTIVE BOARD APPROVAL

Agenda item 9

*For approval*



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## BUDGET INCREASES TO DEVELOPMENT ACTIVITIES – MAURITANIA COUNTRY PROGRAMME 102090 (2003–2010)

Cost (United States dollars)			
	Current budget	Increase	Revised budget
WFP food cost	26,332,286	7,367,433	33,699,719
Total cost to WFP	54,991,614	15,808,005	70,799,619

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## NOTE TO THE EXECUTIVE BOARD

**This document is submitted to the Executive Board for approval**

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

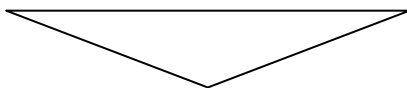
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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms I. Carpitella, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

\* Regional Bureau Dakar (West Africa)

## DRAFT DECISION\*



The Board approves the budget increase of US\$15.8 million to Mauritania country programme 102090 (2003–2010) (WFP/EB.2/2010/9-B/4) with a one-year extension from 1 January to 31 December 2011.

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

## NATURE OF THE INCREASE

1. This budget revision to Mauritania country programme (CP) 102090 is proposed to:
  - i) extend the CP for one year from 1 January to 31 December 2011;
  - ii) provide an additional 18,866 mt of food valued at US\$7.4 million;
  - iii) provide an additional US\$7.4 million for external transport, landside transport, storage and handling, direct support costs and other direct operational costs;
  - iv) provide an additional US\$1.0 million in indirect support costs; and
  - v) introduce a change in orientation.
2. The one-year extension will align the CP with the Government's strategic framework to end poverty and the United Nations Development Assistance Framework (UNDAF), which was extended until December 2011. The revision will shift some activities from the protracted relief and recovery operation (PRRO) to the CP.

## JUSTIFICATION FOR EXTENSION IN TIME AND BUDGET INCREASE

### Summary of Existing Project Activities

3. The CP, originally approved from 2003 to 2007, was designed to assist Mauritania in overcoming development challenges in education, health and rural development. It extended until 31 December 2010 through several budget revisions in line with the extension of the UNDAF cycle.
4. The CP's objectives are to: i) invest in human capital by supporting primary education, through improvement of school enrolment rates (Component 1); and ii) build assets and mitigate the effects of natural disasters in areas vulnerable to recurring crises (Component 3). In 2008, with a rise in food prices and deteriorating nutrition, nutrition interventions under CP Component 2 were shifted to the PRRO and expanded as part of the relief response; these interventions will be shifted back to the CP through this budget revision.
5. In January 2008 PRRO 106050 was launched to provide emergency relief assistance to vulnerable and food-insecure populations and included nutrition interventions for children aged 6–59 months, pregnant and lactating women and people living with HIV (PLHIV) receiving anti-retroviral treatment. Through a recovery component, the PRRO aimed to strengthen the livelihoods of food-insecure communities and improve their resilience to natural disasters and high food prices. WFP also facilitated the reintegration of 19,000 Mauritanian refugees from Senegal between 2008 and 2010.

## CONCLUSIONS AND RECOMMENDATIONS OF ASSESSMENTS

6. Mauritania is 154<sup>th</sup> of 182 countries in the United Nations Development Programme (UNDP) 2009 Human Development Index. The poverty rate in rural areas was 59 percent in 2008 while extreme poverty affected 30 percent of the population.<sup>1</sup> The country faces recurrent droughts, floods and locust infestations; lean seasons last five to six months and half of rural households

<sup>1</sup> High-Level Task Force on the Global Food Security Crisis country visit report 24–29 January 2010

lack access to safe drinking water. High incidences of diarrhoea, malaria and acute respiratory infections further undermine food security.

7. According to food security assessments carried out by WFP and the Food Security Commission since 2007, food security remains extremely precarious, particularly in the south-eastern regions of Hodh el Gharbi, Hodh Charghi and Tagant. According to a report issued by the Food Security Monitoring System in June 2010, 25 percent of the rural population is food-insecure, especially within agro-pastoral zones. Poor subsistence farmers and small-scale pastoralists are the most affected. The negative coping strategies used by poor households are exacerbated by a decline in natural resources, especially forages and water. Poor crop yields and a depletion of grain stocks have also been reported. Reduced food imports from neighbouring countries have resulted in a scarcity of grain in markets.<sup>2</sup>
8. Given that 90 percent of the land is arid, Mauritania has limited agricultural potential. Cereal production has declined with recurrent droughts, a lack of investment and limited access to credit and inputs. Since 75 percent of Mauritania's food is imported, food prices are a major determinant of food security. Poor households were particularly affected by rising fuel and food prices in 2007 and 2008.<sup>1</sup> Although cereal prices have stabilized since 2009,<sup>3</sup> the population remains vulnerable to price fluctuations.
9. Poor rural households allocate 80 percent of their income to food; many have had to cut back on other expenses such as health and education, sell their assets and reduce their consumption of meat and dairy products. Migration to cities has led to accelerated urbanization and increased urban poverty. With the majority of households' assets depleted, recovery has been challenging.
10. According to the 2010 standardized monitoring and assessment of relief and transitions (SMART) survey carried out by the United Nations Children's Fund (UNICEF) global acute malnutrition in children aged 6–59 months was 12.5 percent nationwide – above the World Health Organization threshold – with peaks above 18 percent. It is unlikely Mauritania will achieve its target for Millennium Development Goal 1 – Eradicate extreme hunger and poverty.

### **Purpose of Extension and Budget Increase**

11. A WFP country strategy document and the recommendations of the PRRO evaluation<sup>4</sup> have informed this budget revision. The evaluation's recommendations include: i) streamlining partnerships; ii) reorienting activities based on food security and nutrition survey findings; iii) reinforcing safety nets such as cereals banks; iv) creating assets for returnees and host communities; and v) improving the monitoring and evaluation (M&E) system.
12. An extension in time from 1 January to 31 December 2011 will enable WFP to align the CP with the new UNDAF, which will start in 2012. In accordance with the ongoing programme category review, PRRO 106050 will end on 31 December 2010. As of January 2011, WFP will operate only under the CP. This budget revision proposes re-orientation of programming by integrating activities currently implemented under the PRRO into the CP, including: i) assistance to moderately malnourished children aged 6–59 months and pregnant and lactating women; ii) assistance to PLHIV; and iii) support to rural development through cereal banks and food for work (FFW).

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<sup>2</sup> WFP and Mauritanian Food Security Commission, FSMS, June 2010.

<sup>3</sup> FAO Global Information and Early Warning System on Food and Agriculture, April 2010.

<sup>4</sup> Decentralized evaluation of PRRO Mauritania 106050, January 2010. Nouakchott.

13. The CP will include the following components in 2011:
  - Component 1: Support for basic education
  - Component 2: Support for vulnerable mothers, children and PLHIV
  - Component 3: Support for rural development
14. WFP will target Tagant, Assaba, Gorgol, Guidimagha, Brakna, Trarza, Hodh el Gharbi and Hodh Charghi regions, and the periphery of Nouakchott. The most vulnerable communities will be prioritized based on FSMS and SMART surveys. The number of targeted villages will be reduced from 3,800 to 2,400, enabling WFP to strengthen its focus, enhance collaboration and maximize impacts.

### **Component 1: Support for Basic Education**

15. In line with Strategic Objective 4, WFP will support basic education through school feeding in order to: i) improve the gender ratio in assisted schools; ii) increase enrolment and reduce the drop-out rate; and iii) improve children's ability to learn. WFP proposes to maintain the current number of beneficiaries in the first half of 2011, and to initiate a transfer of this component to the Government in October in accordance with CP evaluations and the country strategy document.
16. The Government recognizes the value of school meals and is committed to funding the programme from 2011 onwards; WFP is planning a gradual hand-over of the school feeding component because of limited government capacity. By 2012, the Government plans to include school feeding in the state budget and WFP plans to hand over school feeding to the Government within the next five years.

### **Component 2: Support for Vulnerable Mothers, Children and PLHIV**

⇒ *Targeted supplementary feeding*

17. Nutrition interventions being implemented under PRRO 106050 as part of the REACH initiative will shift to the CP.<sup>5</sup> Under the REACH initiative, the Government, United Nations agencies and non-governmental organizations (NGOs) have developed a nutrition action plan with the objective of achieving Millennium Development Goal 1. The action plan emphasizes the need for information, education, communication and integration within the national health system. WFP contributes to this goal by providing supplementary feeding to moderately malnourished children and pregnant and lactating women.
18. While acute malnutrition continues, WFP will continue to support 46,800 beneficiaries through targeted supplementary feeding in 2011 under this CP. Beneficiaries will be screened through government health centres and supplementary feeding centres, on the basis of criteria such as mid-upper arm circumference and weight-for-height.
19. Capacity development efforts will continue for government counterparts, NGOs and community members. Nutrition interventions will be progressively integrated in government structures. In the Hodh el Gharbi and Hodh Charghi regions, WFP's support to targeted supplementary feeding will be implemented through a multi-agency nutrition programme.

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<sup>5</sup> REACH is a joint strategy carried out by WFP, FAO, UNICEF and WHO in partnership with the Government to address child hunger and undernutrition.

20. WFP may add blanket feeding at a later stage for children under 2, depending on the results of a UNICEF-led pilot project. In the interim, acute malnutrition will be addressed through targeted supplementary feeding.

⇒ *Food for training for PLHIV*

21. In 2011, WFP proposes to support 800 PLHIV through food for training (FFT), completing a transition to self-support that began under the PRRO. PLHIV will receive a two-month family ration linked to anti-retroviral treatment, along with training in income-generation. WFP intends to hand over assistance to PLHIV to the Government in 2012 once funds are secured.

### **Component 3: Support for Rural Development**

22. In line with Strategic Objective 2, Component 3 supports rural development in the most food-insecure districts by building assets to mitigate the effects of natural disasters and food-price fluctuations. WFP is considering implementing a cash pilot project under this component, pending the outcome of feasibility studies.

⇒ *Productive safety nets and building resilience*

23. Under Component 3, WFP will support productive safety nets for asset creation to enhance livelihoods. The component will aim at building vulnerable households' resilience to droughts and floods. Component 3 has been reviewed based on the CP mid-term evaluation recommendations, focusing on the need to ensure broader community participation in planning and asset management. WFP will support rehabilitation of dykes, vegetable plots and forests using labour-based conditional transfers, and will also provide skills training and support solidarity schemes such as placing a percentage of harvests into a pooled fund.
24. WFP plans to start a new activity in collaboration with UNICEF to support people engaged in water, sanitation and health initiatives. UNICEF will identify activities such as construction of latrines and sewage wells, and will support behaviour change communication.
25. Component 3 will be expanded in 2011 to assist 160,000 food-insecure people. Geographical targeting will include: i) areas where refugees returning from Senegal have settled; and ii) the most food-insecure areas, based on the FSMS, which meet technical capacity requirements. Steering committees composed of local authorities, civil society, NGOs and United Nations agencies will identify the most vulnerable communities. WFP assistance will be largely self targeted through community-based participatory planning that includes the poorest households.
26. WFP and Ministry of Rural Development staff will ensure beneficiaries' full ownership of assets and benefits. Technical standards, work plans and planning will be suited to local contexts based on best practices. WFP and the Government will link productive safety nets with NGO partners' income-generating activities following extensive consultations in each district.

### **Support for Cereal Banks**

27. WFP's support to cereal banks will shift from the PRRO to the CP. In the Senegal River Valley and rain-fed cultivation areas, WFP will assist communities in transforming cereal banks into cooperatives. In pastoral areas, WFP will assist communities in meeting their food needs during the lean season by restocking cereal banks and preventing the use of negative coping strategies such as sale of animals.
28. Cereal banks will be selected for transformation into cooperatives based on specific eligibility criteria. WFP will help to coordinate group purchases and connect farmers with local producers of enriched flour and UNDP will allocate loans and provide assets such as solar panels. These actions will contribute to the cereal banks' sustainability and encourage community ownership.

<b>TABLE 1. BENEFICIARIES BY COMPONENT</b>			
	<b>2010</b>	<b>Increase</b>	<b>2011</b>
<b>Component 1</b>			
School feeding	202 100	26 947	229 047
<b>Component 2</b>			
Supplementary feeding	0	46 800	46 800
FFT (PLHIV)	0	4 000	4 000
<b>Component 3</b>			
Cereal banks	0	80 000	80 000
FFW (productive safety net)	105 000	53 750	158 750
<b>TOTAL (adjusted)*</b>	<b>286 499</b>	<b>203 617</b>	<b>490 116</b>

\* The total number of beneficiaries has been adjusted to avoid double-counting of beneficiaries assisted under more than one component.

29. In line with evaluation recommendations, WFP will continue to develop the capacities of the Government, cooperating partners and targeted communities, specifically working with the Mauritanian Food Security Commission to develop capacity for food distribution and monitoring. Training on improved food-storage methods will be provided to the Government, partners, and communities. Community ownership of WFP activities will be increased through management committees, food-storage training, involvement in monitoring and improved management skills.
30. An alliance was formed with the University of Nouakchott to create an online database for a new M&E system that allows WFP to upload monitoring data and produce reports from anywhere with an internet connection; partners will be trained in the system's use. The M&E plan was refined to focus on measurable indicators.

<b>TABLE 2. FOOD REQUIREMENTS BY COMPONENT (mt)</b>			
	<b>Current</b>	<b>Increase</b>	<b>Revised</b>
<b>Component 1</b>			
School feeding	38 581	7 878	46 459
<b>Component 2</b>			
Supplementary feeding	1 500	2 835	4 335
FFT (PLHIV)	0	134	134
<b>Component 3</b>			
Cereal banks	0	2 880	2 880
FFW (productive safety net)	21 200	5 139	26 339
<b>TOTAL</b>	<b>61 281</b>	<b>18 866</b>	<b>80 147</b>



## ANNEX I-A

<b>BUDGET INCREASE COST BREAKDOWN</b>				
<b>Food<sup>1</sup></b>	<b>Quantity (mt)</b>	<b>Average cost (US\$/mt)</b>	<b>Value (US\$)</b>	<b>Value (US\$)</b>
Cereals	12 931	4 069 900	4 069 900	
Pulses	1 458	653 724	653 724	
Oil and fats	946	1 054 790	1 054 790	
Mixed and blended food	2 955	1 255 875	1 255 875	
Others	576	333 144	333 144	
<b>Total food</b>	<b>18 866</b>		<b>7 367 433</b>	7 367 433
External transport				1 398 265
Landside transport, storage and handling				2 810 845
Other direct operational costs				1 074 144
Direct support costs <sup>2</sup> (see Annex I-B)				2 123 149
<b>Total WFP direct costs</b>				<b>14 773 836</b>
Indirect support costs (7.0 percent) <sup>3</sup>				1 034 169
<b>TOTAL WFP COSTS</b>				<b>15 808 005</b>

<sup>1</sup> This is a notional food basket for budgeting and approval. The contents may vary.

<sup>2</sup> Indicative figure for information purposes; the direct support cost allotment is reviewed annually.

<sup>3</sup> The indirect support cost rate may be amended by the Board during the project.

**ANNEX I-B**

<b>DIRECT SUPPORT REQUIREMENTS (US\$)</b>	
<b>Staff costs</b>	
International professional staff	372 780
Local professional staff	142 000
Local general service staff	121 500
Temporary assistance	353 000
International consultants	32 319
United Nations volunteers	55 000
Staff duty travel	97 000
<b>Subtotal</b>	<b>1 173 599</b>
<b>Recurring expenses</b>	
Facility rental	39 000
Utilities	32 000
Office supplies and other consumables	30 000
Communications and information technology services	180 000
Vehicle running costs and maintenance	172 500
Office set-up and repairs	50 500
United Nations organization services	120 000
<b>Subtotal</b>	<b>624 000</b>
<b>Equipment and capital costs</b>	
Vehicle leasing	102 000
Information technology equipment	33 000
Local security costs	190 550
<b>Subtotal</b>	<b>325 550</b>
<b>TOTAL DIRECT SUPPORT COSTS</b>	<b>2 123 149</b>

ANNEX II: LOGICAL FRAMEWORK		
Results	Performance indicators	Risks, assumptions
<b>UNDAF OUTCOMES</b>	<b>UNDAF Outcome Indicators</b>	Existence of adequate political and security conditions
<b>Outcome 1</b> Food security of vulnerable populations is ensured.	<ul style="list-style-type: none"> <li>➤ % of population suffering from food insecurity</li> <li>➤ % of income households spend on food</li> <li>➤ yearly % of food imports</li> </ul>	Commitments by Government and cooperating partners respected
<b>Outcome 2</b> Economic and social living conditions of poor and vulnerable groups are improved in an environment where access to natural resources and their sustainable management are improved.	<ul style="list-style-type: none"> <li>➤ Number of households sedentary during the lean season</li> </ul>	
<b>COMPONENT 1: SUPPORT FOR BASIC EDUCATION</b>		
<b>Strategic Objective 4: Reduce Chronic Hunger and Undernutrition</b>		
<b>Outcome 1.1</b> Increased access to education and human capital in assisted schools  <i>Activity: school feeding</i>	<ul style="list-style-type: none"> <li>➤ Gender ratio (ratio of girls to boys enrolled) Target: 1</li> <li>➤ Enrolment: average annual rate of change in number of girls and boys enrolled</li> <li>➤ Drop-out rate for girls and boys Target: establishing baseline in early 2011</li> <li>➤ % of teachers reporting children's improved ability to concentrate and learn in school as a result of school feeding Target: baseline established in early 2011</li> </ul>	Support and complementary funding from the Government and donors  Stable political and security conditions
<b>Output 1.1</b> Food and non-food items distributed in sufficient quantity and quality to targeted women, men, girls and boys under secure conditions	<ul style="list-style-type: none"> <li>➤ Number of women, men, girls and boys receiving food and non-food items, by category and as % of planned Target: 100%</li> <li>➤ Tonnage of food distributed, by type, as % of planned</li> </ul>	Sound pipeline, donor contributions and government commitment.  Stable political and security conditions





## ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
	Target: 100% ➤ Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of planned Target: 100% ➤ Number of security incidents Target: 0	
<b>Output 1.2</b> School feeding coverage aligned with programme of work	➤ Number of schools assisted by WFP Target: 1,700 ➤ Number of feeding days as % of actual school days Target: 100%	Sound pipeline, donor contributions and government commitment
<b>COMPONENT 2: SUPPORT FOR VULNERABLE MOTHERS, CHILDREN AND PLHIV</b>		
<b>Strategic Objective 4: Reduce Chronic Hunger and Undernutrition</b>		
<b>Outcome 2.1</b> Improved nutritional status of targeted women, girls and boys  <i>Activity: supplementary feeding centres</i>	➤ Prevalence of stunting (height for age) among targeted children under 5 Target: <20% ➤ Prevalence of acute malnutrition (weight for height) among children under 5 in WFP-assisted interventions areas Target: <10% ➤ Supplementary feeding death rate Target: <3% ➤ Supplementary feeding defaulter rate Target: 15% ➤ Supplementary feeding recovery rate Target: >75%	Continuation of REACH  Adequate funding levels  Sound commitment from partners

<b>ANNEX II: LOGICAL FRAMEWORK</b>		
<b>Results</b>	<b>Performance indicators</b>	<b>Risks, assumptions</b>
<p><b>Outcome 2.2</b> Adequate food consumption over assistance period for targeted households at risk of acute hunger <i>Activity : FFT for PLHIV</i></p>	<ul style="list-style-type: none"> <li>➤ Household food consumption score Target: &gt; 35%</li> </ul>	<p>Adequate commitment from partners</p> <p>Continued application of skills learned by beneficiaries</p>
<p><b>Output 2.1</b> Food and non-food items distributed in sufficient quantity and quality to targeted women, men, girls and boys under secure conditions</p>	<ul style="list-style-type: none"> <li>➤ Number of women, men, girls and boys receiving food and non-food items, by category and as % of planned Target: 100%</li> <li>➤ Tonnage of food distributed, by type, as % of planned Target: 100%</li> <li>➤ Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of planned Target: 100%</li> <li>➤ Quantity of non-food items distributed, by type, as % of planned Target: 100%</li> <li>➤ Number of security incidents Target: 0</li> </ul>	<p>Sound pipeline, donor contributions and Government commitment</p> <p>Stable political and security conditions</p>
<p><b>Output 2.2</b> Enhanced human capital in targeted households</p>	<ul style="list-style-type: none"> <li>➤ Number of targeted households with enhanced human capital Target: 800</li> </ul>	<p>Adequate partner commitment and complementary activities</p> <p>Continued application of skills learned by beneficiaries</p>
<b>COMPONENT 3: SUPPORT FOR RURAL DEVELOPMENT</b>		
<b>Strategic Objective 2: Prevent Acute Hunger and Invest In Disaster Preparedness and Mitigation Measures</b>		
<p><b>Outcome 3.1</b> Early-warning systems contingency plans and food security monitoring systems in place and enhanced with WFP capacity-development support</p>	<ul style="list-style-type: none"> <li>➤ Disaster preparedness index Target: 8</li> </ul>	<p>Commitments by government and cooperating partners respected</p> <p>Stable political and security conditions</p>





## ANNEX II: LOGICAL FRAMEWORK

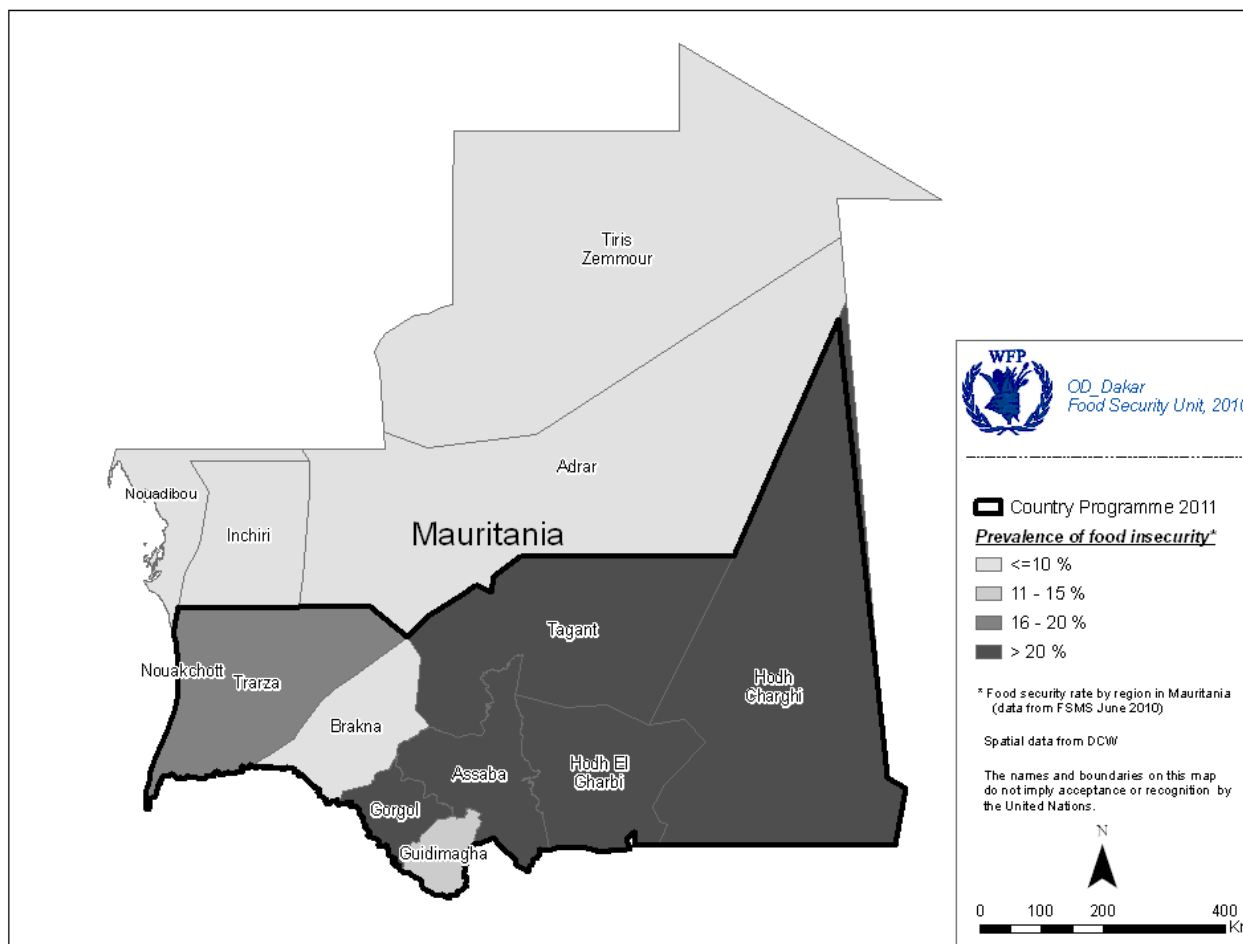
Results	Performance indicators	Risks, assumptions
<p><b>Outcome 3.2</b> Adequate food consumption over assistance period for targeted households at risk of falling into acute hunger</p> <p><i>Activity: FFW and cereal banks</i></p>	<ul style="list-style-type: none"> <li>➤ Household food consumption score Target: &gt;35 %</li> </ul>	<p>Support and complementary funding from the Government and donors</p> <p>Price stability; availability and accessibility of food in markets</p>
<p><b>Outcome 3.3</b> Hazard risk reduced at the community and household levels in targeted communities</p> <p><i>Activity: FFW and cereal banks</i></p>	<ul style="list-style-type: none"> <li>➤ Household asset score Target: score increased in at least 80 percent of targeted households</li> <li>➤ Community asset score Target: establish baseline by the end of 2010</li> </ul>	<p>Support and complementary funding from donors</p> <p>Sound coordination with partners</p>
<p><b>Output 3.1</b> Food and non-food items distributed in sufficient quantity and quality to targeted women, men, girls and boys under secure conditions</p>	<ul style="list-style-type: none"> <li>➤ Number of women, men, girls and boys receiving food and non-food items, by category and as % of planned Target: 100%</li> <li>➤ Tonnage of food distributed, by type, as % of planned Target: 100%</li> <li>➤ Quantity of fortified foods, complementary foods and special nutritional products distributed, by type, as % of planned Target: 100%</li> <li>➤ Quantity of non-food items distributed, by type, as % of planned Target: 100%</li> <li>➤ Number of security incidents Target: 0</li> </ul>	<p>Sound pipeline, donor contributions and Government commitment</p> <p>Stable political and security conditions</p>

## ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
<p><b>Output 3.2</b> Targeted communities' disaster-mitigation assets built or restored</p>	<ul style="list-style-type: none"> <li>➤ Risk-reduction and disaster-mitigation assets created or restored, by type and unit of measure               <ul style="list-style-type: none"> <li>◇ Number of cereal banks created/reinforced Target: 500</li> <li>◇ Area (ha) protected/developed Target: to be confirmed</li> <li>◇ Area of trees planted Target: 812 ha</li> </ul> </li> <li>➤ Number of training sessions held Target: 16</li> <li>➤ Number of training sessions in emergency food security assessment provided for government counterpart staff Target: 1</li> </ul>	<p>Support and complementary funding from donors</p> <p>Sound coordination with partners</p> <p>Active beneficiary participation</p>



## WFP Operational Areas in Mauritania



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



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## ACRONYMS USED IN THE DOCUMENT

CP	country programme
EMOP	emergency operation
FFT	food for training
FFW	food for work
M&E	monitoring and evaluation
NGO	non-governmental organization
PLHIV	people living with HIV
PRRO	protracted relief and recovery operation
SMART	standardized monitoring and assessment of relief and transitions
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund